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EXECUTIVE SUMMARY

The business plans and budgets in this document form the path that The City of Calgary will take over the next three years, to provide the services and programs that Calgarians have asked for. The budget is The City's financial roadmap, created in concert with the business plans that have been developed to meet Council's Fiscal Plan for Calgary. Combined with extensive engagement in 2011, Council's Fiscal Plan for Calgary and the 2012-2014 business plans and budgets all work to meet the expectations of Calgarians in moving toward sustainability targets and achieving the 100-year vision expressed through imagineCALGARY.

During 2011, at the direction of Council, Administration undertook a new approach to business planning and budgeting. This new approach incorporated sustainability, citizen and stakeholder engagement, indicative tax and utility rates, and indicative waste and recycling fees to create a preliminary budget envelope to work within. Productivity gains resulted in savings from every department at The City totalling \$45 million, and the business plans and budgets have been revised to increase transparency and present City services in a clear and understandable format.

In preparing the business plans and budgets, many inputs were considered by Administration in allocating the resources Council approved through the indicative rates and fees. Major trends and issues were examined to form the framework of the 2012-2014 business plans and budgets, resulting in a greater focus on performance measures, and outcomes within the proposed operating and capital budgets.

In November 2011, Council approved an overall operating budget of \$2.8 billion in 2012, \$2.9 billion in 2013 and \$3.1 billion in 2014. The approved capital budget for 2012 is \$1.3 billion, which is part of the 2012-2016 five-year capital plan totalling \$5.7 billion.

The services Calgarians receive, as outlined in the 2012 – 2014 business plans, are predicated on municipal property tax increases of 6.0% in 2012, 5.7% in 2013 and 6.1% in 2014, which averages to an estimated \$6.60 monthly impact in 2012 and 2013, and \$7.50 in 2014. The 2013 and 2014 rates will be reviewed by Council as part of the annual adjustment process.

Trends and outlooks

A number of major trends informed the creation of the business plans and budgets including: growth challenges associated with serving the needs of an ever-increasing population; increasing social needs as sectors experience an increasing demand for services, reduced revenues and volunteer burnout; the changing face of communications and the need to meet citizen expectations of how they want to be informed and engaged; technological advances and opportunities to be more productive; environmental considerations regarding regulations, population growth and increasing public expectations; and an aging workforce and increasing competition for skilled employees.

Between February and May, 2011, more than 23,000 participants engaged in rigorous discussion about what services citizens valued and what trade-offs they were willing to make, given limited resources. The results of these discussions informed the development

of Council's Fiscal Plan for Calgary and the business plans of every City department. The engagement demonstrated two key findings:

- Citizens value City services and do not want to see reductions in service
- Citizens do not want status quo – they want The City to focus on service priorities and deliver services in a more efficient way.

Calgary's population is expected to double over the next 50 to 60 years. The City has to manage that growth effectively through the Municipal Development Plan and the Calgary Transportation Plan. One of the biggest challenges The City faces over the next three years is keeping pace with residential growth. The cost of supplying and maintaining infrastructure including roads, expressways, water mains and sewage pipes, along with services including community police stations, recreation centres and parks, puts considerable demand on The City's operating and capital resources.

Financial overview

Although The City is currently in good financial shape, it faces many of the same challenges that other municipalities around the country are facing. These challenges include matching revenue sources to expenditures, particularly in developing greater sources of growth-related, long-term secure funding.

Emerging issues that affect the budget include a growing demand for infrastructure, increasing growth costs and unreliable long-term capital funding sources within a volatile economy still recovering from the 2008 recession. The City is projecting a growing operating shortfall while recognizing the need to keep tax increases to a manageable level. Property taxes are the largest revenue source for The City's operating budget and a five percent increase in property taxes covers only about two percent of increases in expenditures. This falls short of the projected rates of inflation, and fuels the need to explore alternate sources of funding for City services.

Highlights based on Council's Fiscal Plan for Calgary

Council's Fiscal Plan for Calgary has been developed to support quality of life in Calgary, while pushing The City to become more efficient in service provision. Below are the six priority areas of Council's Fiscal Plan, and some of the highlights The City will undertake in the next three years to achieve Council's plan.

Priority Area 1 – Ensuring every Calgarian lives in a safe community and has the opportunity to succeed

- Focus on community-based policing and crime prevention, deliver innovative social programs; develop strategies to meet the needs of vulnerable Calgarians; develop a comprehensive approach to deliver quality affordable housing; maintain Calgary's standards for fire safety and coverage; balance regulatory focus with customer responsiveness

Priority Area 2 – Investing in great communities and a vibrant urban fabric

- Redevelop and restore existing parks; develop a new Central Library; implement the Municipal Development Plan

Priority Area 3 – Moving people and goods throughout the city efficiently and sustainably

- Create a new long-term plan for Calgary Transit that aligns with the Calgary Transportation Plan; enhance Calgary Transit customer service; add 50 new train cars; implement a new parking policy framework with the Calgary Parking Authority; invest in key cycling infrastructure; ensure Calgary's transportation modes support and sustain the environment

Priority Area 4 – Making Calgary the best place in Canada for a business to start and flourish

- Ensure via the red tape reduction initiative that government legislation does not hinder business development and success; develop an implementation plan to consolidate business tax with non-residential property tax; ensure an adequate supply of serviced industrial land; support a customer-centric environment for all City services

Priority Area 5 – Becoming a more effective and disciplined organization

- Attract and retain a competent, adaptable and resilient workforce; explore and apply alternative ways to deliver services through communication and technology channels; increase focus and accountability around corporate project management; implement a pilot of in-depth, zero-based service reviews

Priority Area 6 – Changing the rules of the game to ensure better financial capacity

- Assure The City and Province of stable tax revenue financing through effective business and property assessment processes; explore alternative funding sources through public-private partnerships; advocate the provincial government for a potential city charter to allow The City to expand its financial autonomy.

Operating budget

Preparation of this three-year operating budget was significantly different than in previous years as Council set indicative tax rate increases of the municipal price increase plus population growth in 2011 June before departments began developing their business plans and budgets.

In November 2011, Council approved an overall operating budget of \$2.8 billion in 2012, \$2.9 billion in 2013 and \$3.1 billion in 2014. Council also approved indicative utility rate increases of 9.8% in the combined water and wastewater rates, and a 4.9% increase in the storm sewer charge. Recycling fees, however, will drop by 19% in 2012, and remain below 2011 levels throughout the three-year cycle.

As directed by Council, Administration found ways to reduce expenditures through productivity gains of \$45 million, with minimal service reductions, to stay within the Council approved budget envelope.

Of note is that in the approved budget the largest budget areas correspond to Council's priority areas, especially transportation, community and protective services. The major areas of spending are also the most citizen-centric and labour-intensive services including Calgary Transit, Calgary Police Service and the Calgary Fire Department.

Capital budget

The City's five year capital plan ensures appropriate planning for required projects and their related funding to demonstrate the complete impact of major, multi-year projects. Capital requirements are driven by many factors including growth, maintenance of current, aging infrastructure and ensuring that The City is consistently meeting industry standards, and legislated and regulatory requirements. Thirty-nine per cent of the capital plan is dedicated to meeting transportation-related needs with the other major components being recreation and culture, emergency services, corporate infrastructure and life-cycle maintenance.

Conclusion

The 2012-2014 business plans and budgets are achievable within the framework of Council's Fiscal Plan for Calgary and the 2020 Sustainability Direction, and moves The City towards meeting the objectives of imagineCALGARY. The City is, however, still facing an uncertain economic climate and forging new relationships with the provincial government, which directly affects both the capital and operating budgets over the next three years.

In addition, the labour market is expected to increase in competitiveness, costs of materials and equipment are rising, and there is an increasing need to maintain and add to city infrastructure while meeting the demands of a constantly growing and developing city.

In response, The City is focusing on finding new revenue sources to ensure citizens have the services they need and expect while transforming our municipal government to be increasingly efficient and effective with current tax and fee revenues. Using advances in technology and communications, The City will increase accountability by becoming more open and transparent. Progress will be closely monitored and reported on through performance measures, and regular, consistent reporting to Council and citizens. The City commits to continuing the dialogue with Calgarians because together, we will achieve the city we all imagine Calgary can be.

INTRODUCTION

This section provides the context for the 2012–2014 business plans and budgets. It describes The City of Calgary’s approach to business planning and budgeting, including the considerations taken into account in the development of Council’s Fiscal Plan for Calgary, and subsequently The City’s 2012–2014 business plans and budgets. These considerations include Calgary’s long-term vision and plans, the key trends and issues affecting Calgary during the 2012–2014 period, feedback from citizens and staff during a recent stakeholder engagement exercise, the need for effective growth, land use and infrastructure management, and The City’s financial outlook.

A new approach to business planning and budgeting

As part of Council’s 2011 business plan and budget adjustment deliberations, Council set an expectation for transformational change in the way The City does business planning and budgeting. Emerging issues such as challenges in financial sustainability and growth management, along with a recognized need for improved transparency in decision making and expectations for citizen engagement, call for changes to how City services are planned and delivered. As a result, a new approach to business planning and budgeting called “Our City. Our Budget. Our Future.” was developed by City Administration, and approved by Council in January 2011.

The main differences over previous planning cycles include:

- A focus on sustainability and progress towards the vision outlined in imagineCALGARY’s 30-year targets.
- Consideration of extensive stakeholder input prior to the development of the business plans and budgets.
- Having Council approve a three-year indicative tax rate, as well as indicative utility rates, and waste and recycling fees, which together provide a preliminary budget envelope that guides Administration in the development of detailed business plan and budget recommendations.
- An emphasis on defining and presenting City services in a way that makes sense to citizens.
- Inclusion of service descriptions and alignment of outcomes and performance measures.
- Increased transparency of budget detail information from a department level to a service level.

As shown in Figure 1, the new approach incorporates a facilitated review of The City’s municipal purpose and core services, including feedback from stakeholders in the development of Council’s Fiscal Plan for Calgary and Administration’s development of the 2012-2014 business plans and budgets. Council’s Fiscal Plan for Calgary sets out the priorities for Administration to develop the three-year business plans and budgets, along with a preliminary budget envelope based on the overall indicative annual tax rate increase approved by Council.

Figure 1. The approach to business planning and budgeting for 2012–2014.



The City’s new approach is intended to improve transparency and decision making by providing Council and citizens more information about how City funds are used, linking service costs to service levels and outcomes, and better connecting long-term goals to short-term spending decisions. Changes to the 2012–2014 business planning and budgeting process will help The City as it provides for more regular, ongoing and thorough examination of City services to ensure that services continue to be relevant to citizens’ needs and priorities. It also increases The City’s accountability in delivering services to citizens effectively and efficiently, while maintaining focus on a sustainable future.

PLANNING FOR A SUSTAINABLE FUTURE

In 2006, Calgarians developed a blueprint for a sustainable future when they created the imagineCALGARY Plan for long-range urban sustainability. The imagineCALGARY Plan describes a 100-year vision of the city in which Calgarians would like to live in and how to get there.

With input from more than 18,000 citizens, the imagineCALGARY Plan was the result of the largest community visioning and consultation process of its kind in the world, at the time.

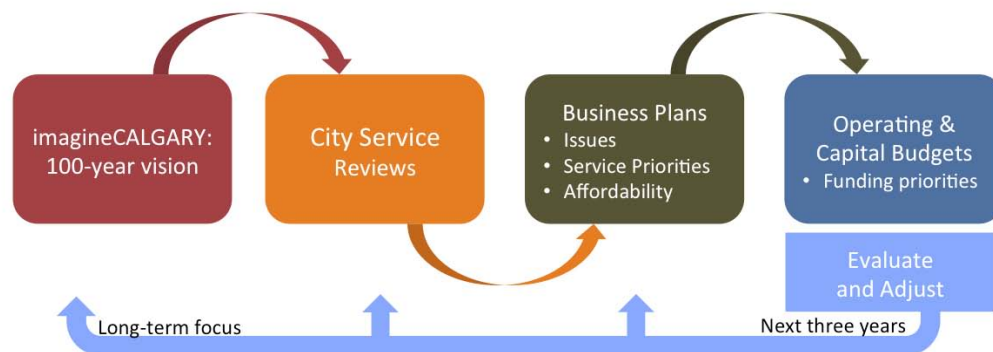
Bridging our 100-year vision with long-term planning

imagineCALGARY has influenced the development of many City policies to reflect the needs of Calgarians, including the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP). These Plans describe the vision for a long-term pattern of growth and development in Calgary over the next 60 years. They provide policies that integrate social, economic and environmental objectives for the next 30 years.

As shown in Figure 2, The City follows a continuous approach to achieving the 100-year vision of the imagineCALGARY Plan. The imagineCALGARY Plan guides the services The City provides, which forms the basis of the three-year business plans. Taking into account the issues, service priorities and affordability, The City's operating and capital budgets are finalized to fund the three-year business plans.

The City's three-year business plans and budgets mark the progressive steps The City needs to take to achieve our vision. This three-year cycle approach enables The City to develop, implement and deliver multi-year strategies, programs and services. At the same time, The City maintains its flexibility to respond to economic, social, environmental and political changes through the annual budget adjustment process.

Figure 2. Achieving long-term vision



The 2020 Sustainability Direction

To bridge The City's three-year budget cycle with the 100-year vision of imagineCALGARY and the 60-year outlook of the MDP and CTP, The City created the 2020 Sustainability Direction, which identifies what must happen at The City over the next 10 years to contribute towards the imagineCALGARY 100-year vision.

A 10-year horizon provides a reasonable timeframe to meet community needs and expectations, establish the capacity to deliver, and achieve measurable results. By building a shared commitment amongst City departments in achieving these results, the 2020 Sustainability Direction provides the framework for Administration to address Council's Fiscal Plan for Calgary, which was built on the foundation of sustainability and imagineCALGARY's long-term vision.

The 2020 Sustainability Direction contains 10-year goals, objectives, targets, indicators and strategies. In addition to providing a 10-year timeframe, the 2020 Sustainability Direction is intended to:

- Facilitate cross-departmental discussion and collaboration by establishing goals, objectives and targets that are achieved by the contribution of many.
- Be used as a guide for decision-makers to consider if their decisions link to the long-term and move The City toward the shared vision.
- Identify the multiple outcomes of the decision and recognize efficiencies as a result.
- Identify the impact on other areas of work within The City.
- Help align The City's multitude of sustainability initiatives.

Working together to create and sustain a vibrant, healthy, safe and caring community

The imagineCALGARY Plan describes the vibrant, healthy, safe and caring community Calgarians want the city to be in 100 years. The City is on the right track in achieving this vision – Calgary has been recognized as the fifth most liveable city in the world (source: Economist Intelligence Unit). Calgarians can also take pride in knowing that The City delivers high-quality drinking water, maintains one of the longest pathway systems in North America, and provides a variety of social and recreational programs that support and care for citizens of all ages. Calgarians can also celebrate The City's achievements as a winner of international, national and local awards in areas such as environment sustainability, city planning, community services and corporate stewardship.

Every day, The City delivers services, programs and initiatives that contribute to the community. Working together with citizens and community partners, The City provides quality public service and support to help make Calgary a great place to live, work and play. Results from The City's 2011 Citizen Satisfaction Survey shows that citizens also recognize the value The City brings to the community. Of those surveyed, more than nine in 10 (92 per cent) gave The City a "Good" rating for overall performance, and 95 per cent say the overall quality of services provided by The City is "Good."

While creating and sustaining a vibrant, healthy, safe and caring community focuses on building a strong, local community, The City is mindful that Calgary does not exist independent of national and global, social, political and economic impacts. A forecast of the economy, together with the trends and issues affecting Calgary and the region over the next three years, provided Council and Administration with information about the climate and circumstances within which The City will operate entering into the 2012–2014 business planning and budgeting cycle. The following sections address the key trends and issues affecting The City, from a global to local perspective.



ECONOMIC OVERVIEW

After the recent global recession, which started in late 2008, the economy is recovering at different rates in various parts of the world. In developed markets, including the U.S. and Canada, the recovery is gradual as both governments and households focus on paying down debt. Household debt remains a concern as some households rely on debt to cover living expenses, and will be in a vulnerable position if interest rates were to rise. In fact, strong growth in emerging markets is increasing the demand for various commodities and will eventually contribute to inflation. As the global, national and local economic factors fluctuate, Administration will closely monitor these events and their impacts on the 2012–2014 business plans and budgets and will recommend appropriate actions to Council as necessary. Following is a summary of the important economic factors that impact The City.

- An increase in demand for labour is expected as gross domestic product rises.
- An increase in inflation rates is expected.

- Growth in emerging economies should remain strong and create a growing demand for construction-related materials.
- An increase in building material costs due to various factors such as increasing labour and material costs, rising oil prices and the re-building of Japan due to the earthquakes of 2010 and 2011.

On June 28, Council determined indicative tax rates based on the Municipal Price Index (MPI) plus population growth. Unlike the Consumer Price Index, which considers household costs such as shelter, food and transportation, the Municipal Price Index takes into account The City's key expenditures – salary, wage and benefit costs, and costs of materials, supplies, fuel and contracts.

IV. TRENDS AND ISSUES AFFECTING CALGARY

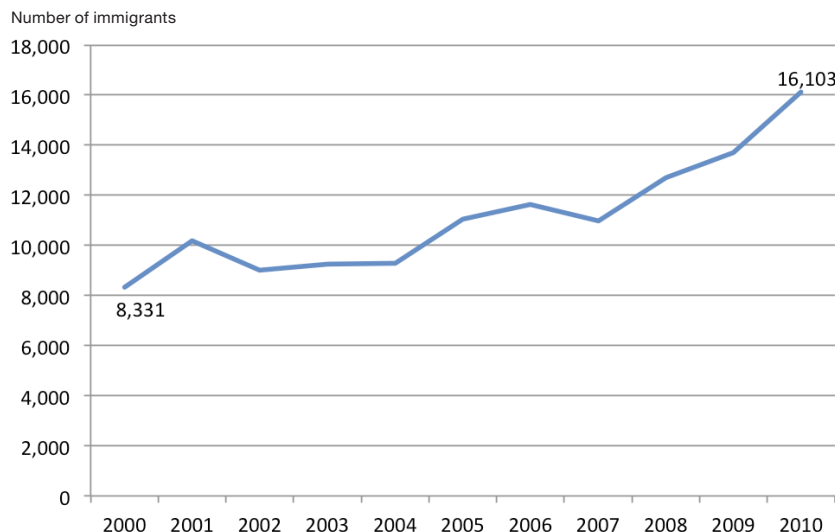
In the early stages of the business planning and budgeting process, Administration completed an environmental scan and an analysis of trends. Below are six major trends and issues that provided parameters for the development of the detailed 2012–2014 plans and budgets.

Growth challenges, associated with serving the needs of a growing population.

Calgary’s population has grown from 1.07 million in 2010 to 1.09 million in 2011. The total population in Calgary is expected to reach 1.11 million persons in 2012 and 1.16 million in 2014, with most population growth projected to occur among those aged 55 to 89. Calgary’s population also continues to become more diverse with the growing number of immigrants, visible minorities and Aboriginal persons (Figure 3). These groups were hardest hit by the 2008 recession and remain socially and economically vulnerable.

Challenges associated with poverty and having basic needs met are increasing due to the effects of the 2008 recession, which include unemployment and slower wage growth, as well as the rising costs of basic needs items, particularly food. In 2009, there were 118,000 reported persons in low-income households in Calgary. Lower-income households remain at greater risk of homelessness and food insecurity. Housing affordability has improved, however, and the number of homeless persons has dropped in recent years.

Figure 3. Total immigrants arriving in Calgary from 2000 to 2010 (Source: Citizenship & Immigration Canada)



Calgary is also experiencing increasing social needs:

- The volunteer sectors and all orders of government services are stressed by increased demand and reduced revenues.
- Lack of time and costs are key barriers to the declining levels of physical activity among Calgarians.
- Domestic violence remains a concern as the number of reported incidents has risen, with Calgary having above-average rates of domestic violence.

Implications:

- As Calgary continues to grow and diversify in population, so will the demand for The City’s physical infrastructure and services.
- As the number of seniors increases in Calgary, so does the number of persons with disabilities, hence increasing the need for accessibility in City and private spaces.
- As attitudes around diversity shift, there is an increased risk for The City in terms of its ability to advance diversity objectives.

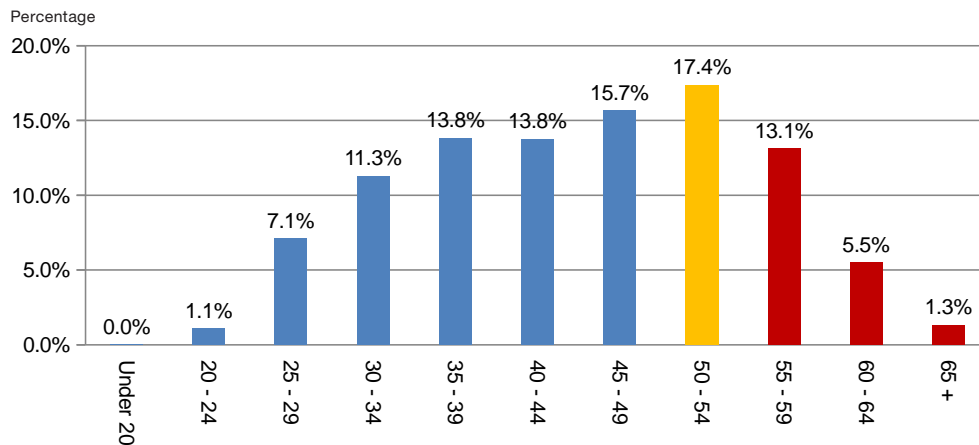
Labour force challenges, as a result of high retirement rates among an aging workforce, a lack of employees with the relevant skill sets of high-demand jobs, as well as increasing wages in Alberta.

The Conference Board of Canada forecasts indicate that by 2014, the unemployment rate in Canada will be back to the “natural” unemployment rate. Every able-bodied person that can be employed, will be employed. We can expect increased difficulties in hiring workers during the forecast period of 2012–2014 as the pool of available workers for hire will be scarce with the aging population base and low net migration levels. Forecasts indicate the labour shortage will be even tighter in Alberta than in the rest of Canada as more jobs are created from 2010 to 2015. This in turn will push the unemployment rate down in Alberta, with a corresponding increase in

the participation rate (i.e. the percentage of people aged 15–64 either working or searching for work) well above the national average. This trend will also result in the following issues:

- A shortage of workers with high in-demand skills.
- Retirement of baby boomers.
- Increase wage pressure due to limited supply of skilled workers.
- Increased work-related stress as a result of increased workloads, the potential high turnover, and the loss of experience and knowledge within the workplace.

Figure 4. Age Demographics of The City of Calgary’s Core Workforce, as of July 1, 2011 (Source: Internal HR System (HCM))



Implications:

- The need for training, development and retention of City employees will be critical to ensure such high in-demand skills are transferred and kept within the organization.
- An estimated 19 per cent of The City's workforce is currently eligible to retire, while an additional 17 per cent is eligible to retire within the next five years (Figure 4).
- With labour shortages and a limited supply of workers with high in-demand skills, pressure to increase wages is anticipated.
- The need to simplify jobs and increase the standardization of operating procedures, where possible, is therefore important.
- The increased turnover and length of time to fill positions will also affect City service delivery and employee/supervisory workloads.
- Training will become more important in order to bring new employees up to speed as quickly as possible.
- Turnover numbers for The City are estimated to start at about 800 per year (seven per cent) in 2011 and grow to over 1,200 per year (10 per cent) in 2014 (Figure 5). Health and wellness programs and initiatives, along with a supportive work environment, will be important in reducing mental and physical sickness and accident claims.

Figure 5. The Turnover Rate of The City of Calgary's Workforce (Source: Internal HR System (HCM))



Note: Forecasts ('f') based on economic estimates of unemployment rates (turnover) by the Conference Board of Canada (May 2010), and forecast retirements based on the current employee demographics.

The changing face of communications, as greater reliance on social media and other electronic forms of communications change the way citizens expect to be communicated with.

Over the past four years, there has been exponential growth in social media and mobile technology. As a result, citizens expect increased engagement, transparent communication and more timely information in the format of their choice. Communications is no longer considered a one-way push of content to an audience, but about conversations that are inclusive of many. It also entails providing information in various formats (e.g. through Twitter messages, print ads and video) to address the accessibility needs of a diverse audience.

Mobile phone applications are another form of communication which is increasingly used by companies. These applications allow communication to be tailored to suit the specific needs of each audience. There is growing citizen expectation that governments should be as quick and nimble in their communications and service delivery as the private sector.

Communicating with specific audiences is becoming more accessible as social networking applications such as Facebook, Twitter, Yammer and LinkedIn allow individuals to become more engaged. This allows widespread interest groups who share common behaviours and expectations to connect and potentially, collaborate.

Technology continues to influence change in the work environment as well. Devices and networking media, such as audio and video conferencing, instant messaging and desktop sharing are important tools to enhance communication and collaboration at work. These new technologies also allow employees to access their work 24/7 and engage in work conversations anytime. As a result, employees will expect to have more flexibility in their workdays — pushing The City as an employer away from traditional office-hour shifts.

Implications:

- The City of Calgary's business units need to ensure they are delivering up-to-date, effective communication that provides ample opportunities for citizen dialogue and engagement.
- The City can focus its engagement strategies through common interest groups.
- The City of Calgary may need to examine remuneration of employees — particularly those responsible for knowledge creation. These types of employees may have to be remunerated based on outcomes achieved rather than the number of hours worked.

Technology-driven opportunities are creating chances for employees to be more productive through greater mobility and flexibility, and will provide new and better ways to serve citizens and meet expectations for accessing information and services.

The pace of delivery of online services is accelerating at all levels of government and is already used extensively in most developed countries. Such services increase access to information, eliminate travel for citizens and reduce wait times in queues.

Mobile technology is increasingly used to allow citizens to access information and services from any location, at any time. Information can now be collected at the point of transaction and delivered in real-time to the customer or employee in the field. Mobile technology has long been a must-have for first responders, but can now serve a wider audience of employees and citizens by providing greater flexibility and responsiveness. Mobile access combined with high-speed communications, multimedia and collaboration tools bring the office, home and field together.



There are 1.5 billion users that connect to the Internet today. Over the next five years, there will be 10 billion client devices with 2.5 billion users connecting to the Internet (Source: Intel Cloud 2015 vision). In 2010, Statistics Canada identified Calgary as the metropolitan area with the highest Internet usage (89 per cent) in Canada. This presents an opportunity for The City of Calgary to leverage new technology to deliver eGovernment information, services and engagement in the most cost-effective way.

Implications:

- The City of Calgary will need to continue offering City services online that enhance accessibility and response times.
- The City of Calgary will need to further deploy mobile technology to serve a wider audience of employees and citizens with greater flexibility and responsiveness.
- City business units can enhance collaboration and improve productivity through advances in mobility, collaboration and communication tools.
- The City of Calgary can explore alternative and enhanced methods of service delivery through the Internet, such as Cloud-based resources and shared government services to maximize efficiency and effectiveness.

Environment-related considerations, implications of climate change, increasing public expectations of municipalities, more stringent regulations and regional population growth.

Calgarians value protecting land, air and water and recognize its importance in creating a healthy and vibrant city. There are four major environmental trends that will affect The City over the coming years:

Climate change: Global emissions are increasing due to continued reliance on fossil fuels for electricity, transportation and home heating. Projected future climate conditions include higher annual and seasonal temperatures and decreasing water supplies and quality. Extreme weather events, locally and around the world, will result in higher costs from storm damage, supply chain disruption, insurance and infrastructure

damage. Continued population growth and increasing demand for water will compound issues of water supply for agriculture, industry and household use. Cost risks related to carbon tax are also anticipated.

Public expectations: Calgarians will continue to expect The City to lead by example and actively inform citizens on the actions they can take to protect the environment.

Regulation: National and provincial environmental regulations are becoming more stringent, with increased requirement for monitoring and reporting. With decreases in federal and provincial budgets, there is greater demand for local governments and community groups to manage environmental issues.

Regionalization: Regional population is growing faster than the city of Calgary. Increasing recreational use, agricultural activities, logging and land development are putting pressure on the watershed.

Implications:

- Municipal operations will be increasingly affected by water supply and quality, rising energy costs, emergency preparedness and response, and infrastructure operations and maintenance. City departments will need to continue to reduce emissions through energy efficiency, conservation and use of alternative energy sources.
- Environmental initiatives will need to foster positive behaviour change through program innovation, barrier removal and ongoing education. The use of multiple communication channels will be essential to reach Calgarians to support two-way dialogue.
- It will be increasingly challenging and critical to align the public's level of demand for services and willingness to pay.
- Risk-based and multi-stakeholder approaches, such as watershed and airshed planning, will be critical to addressing environmental issues.
- Relationships with other levels of governments, regulators and other municipalities will continue to be important. Municipalities will see continued need to undertake environmental responsibilities and adapt to new and different ways of doing business.

MANAGING GROWTH EFFECTIVELY AND WITHIN FISCAL CAPACITY

Over the next 50 to 60 years, Calgary is forecast to grow by another 1.3 million people.

To assist in managing growth effectively, both the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP) provide strategies for a more sustainable city through the integration of land use and mobility policies. The MDP and CTP start by setting out a long-term 60-year strategy supported by a 30-year plan for managing growth, public investment and land use approval decisions. The 10- and three-year corporate decisions on business planning and budgets bridge the long-term City visions by providing direction on housing, commercial and industrial developments.

One of the biggest challenges The City faces in the next three years is keeping pace with residential growth within its forecasted financial capacity. The cost of supplying and maintaining infrastructure such as expressways, interchanges, major water mains and sewage pipes, and services, including police stations, recreation centres and emergency response facilities, puts considerable demand on The City's operating, capital and life cycle finances.

Without a co-ordinated framework, The City risks:

- Pressures to approve development without funding.
- Over-extended City finances.
- Increased debt financing, levies, user fees and higher taxes.
- Non-contiguous community built-out.
- Lower levels of service.
- Interim solutions that may compromise City services.

Moving forward, growth management strategies require more effective co-ordination with financial decisions. The proposed 2012–2014 business plans and budgets have been created based on previously approved land use decisions. Any additional services required by approvals not considered in the current land use policy framework are not accounted for in this three-year business plan and budget cycle.

VI. STAKEHOLDER FEEDBACK

Budgets are a reflection of values, priorities and needs and a tool to deliver services that are important to citizens, Council and employees. As part of The City's new approach to business plans and budgets, on Feb. 7, 2011, Council directed and approved a three-phased public and internal engagement process. Led by consulting firm Dialogue Partners Inc., the engagement process gathered information from citizens, employees and Council about the City services they value, and how they would prioritize budget dollars to provide the services Calgarians want now and for the future. The engagement process was a way for everyone to make their views, suggestions and priorities known to Council and Administration before the plans were built to ensure responsive, accountable and valued services and budgets for the future.

Participation highlights

From February to May 2011, more than 23,000 participants provided their input through a variety of face-to-face and online opportunities, resulting in an unprecedented level of public involvement in The City of Calgary's business planning and budgeting process.

Phase one of the engagement process — Everybody's Business — invited citizens to share their thoughts on how they would like to participate in the engagement process and what they think would make the engagement process a success.

In phase two — Understanding Values and Priorities — citizens were encouraged to talk about values and priorities for City services. Participants provided their input by attending community forums, completing a Budget Kit discussion guide, submitting and weighing-in on ideas online, and providing their input through social media channels such as Facebook, Twitter and YouTube.

The final phase — Making Choices that Matter — invited citizens to tell us how they would spend their tax dollars to deliver the City services they value. Participants learned more about budget impacts on services, demonstrated their spending priorities and trade-offs, and provided suggestions on how they would allocate financial resources through community conversations and use of the online budget tool.

Engagement result highlights

On June 28, 2011, Dialogue Partners Inc. presented Council with a summary of the engagement results and what participants said during the process. The presentation emphasized two key findings:

- Citizens value City services and do not want to see reductions in services.
- Citizens do not want status quo – they want The City to focus on service priorities and deliver services in a more efficient way.

Dialogue Partners' final report and its presentation to Council are available at calgary.ca.

How the engagement input was used

On June 28, 2011, Council confirmed its priorities in its Fiscal Plan for Calgary and determined the indicative property tax and utility rate increases following an extensive discussion including participants' input from the engagement process.

Council's decision on indicative tax rates, based on municipal inflation and population growth, calls for Administration to find new and innovative ways to deliver efficient quality services in order to help close the \$108 million gap in The City's operating budget over three years. Council's decision strongly reflects the two key engagement findings presented by Dialogue Partners: 1) Uphold the level of City services, and 2) Focus on service priorities and deliver services more efficiently.

During the engagement process, participants identified that The City needs to do a better job at reporting back to citizens on how engagement input is used in decision-making. When developing their business plans and budgets, City departments were asked to identify how engagement input was used, and in some cases, not used, and why. Examples of these can be found in the 2012–2014 business plans and budgets, and calgary.ca.



VII. THE CITY'S THREE-YEAR FINANCIAL OUTLOOK

Municipal governments are facing continuing challenges in matching their revenue sources to their expenditures, particularly in developing greater sources of growth-related long-term secure funding. As municipalities are expected to do more with their limited revenue sources, local governments are finding it critical that they achieve greater financial sustainability through actions including:

- Incorporating longer-term financial focus through multi-year business plans and budgets and understanding long-term revenues and costs.
- Obtaining sufficient funding to deliver services that citizens rely on.
- Building financial flexibility and resilience into financial outlooks and risk assessments to address emerging and unforeseen circumstances.
- Strategically managing debt and reserves to support municipal growth and infrastructure requirements.
- Diversifying funding sources for greater municipal control and flexibility to address growing needs.
- Managing municipal services with more efficiency to get the most for every dollar.

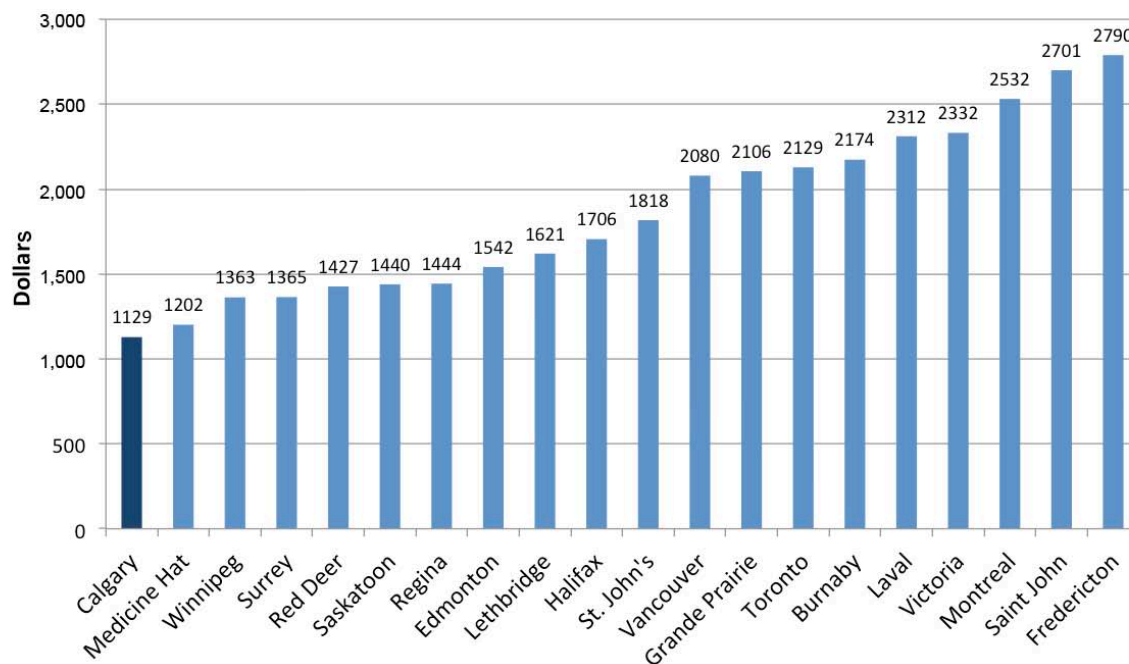
Calgary faces many of the same challenges and issues that other municipalities in Canada face. As part of the new approach to business planning and budgeting, in June 2011 Council considered The City's financial outlook as one of many inputs into its decisions on the 2012–2014 indicative rates and fees, which provided Administration with a preliminary budget envelope to develop the 2012–2014 business plans and budgets.

The City is currently in good financial shape

Despite the recent economic downturn, The City remains in a strong financial position with prudent fiscal practices and good liquidity in reserves. Calgary has the lowest property taxes among 20 Canadian municipalities (Figure 6). When utilities are included, Calgary still ranks fourth lowest. The City continues to achieve a high credit rating of AA+, which is among the

best for Canadian municipalities. In addition, The City's 2009-2011 three-year business plans and budgets were recognized for its thoroughness in the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada.

Figure 6. Municipal property taxes for single detached houses in Canadian cities in 2010 (Source: City of Edmonton, November 2010).

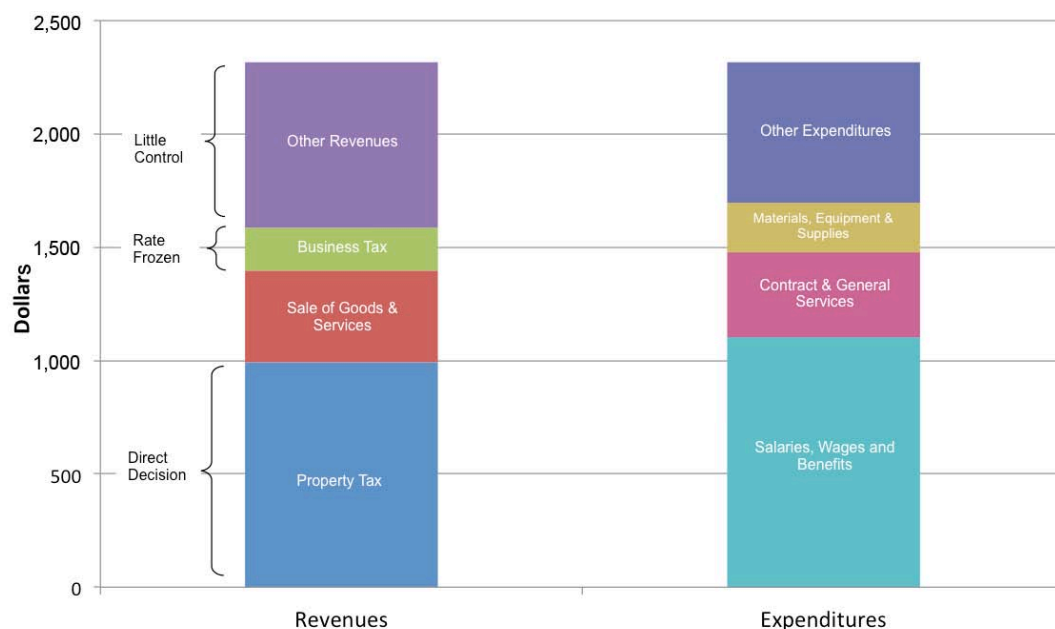


Emerging issues and financial pressures to consider

Although currently in a strong financial position, The City also recognizes a number of emerging issues that must be considered in order to maintain its solid financial position over the 2012–2014 business planning and budget cycle and in the long term. Some of the key emerging issues affecting The City’s budget include a growing demand for infrastructure investment, increasing cost of growth, and unreliable long-term capital funding sources within a volatile economy. Furthermore, The City projects a growing operating shortfall while recognizing pressures to keep tax increases low.

The City’s revenue structure remains a key issue for keeping up with the cost of servicing a growing city. Figure 7 illustrates The City’s key sources of revenue and expenditures. Property taxes comprise the largest single component of The City’s total revenue sources for the operating budget. The other components consist of sources that are either fixed or frozen, or sources that The City has little control over. This means that when there is an increase in expenditures, the property tax component must absorb most of the increases in order for revenues to increase at the same pace as expenditures. A five per cent increase in property taxes covers only about two per cent of increases in expenditure, which falls short of projected rates of inflation.

Figure 7. The City of Calgary 2011 Revenues and Expenditures



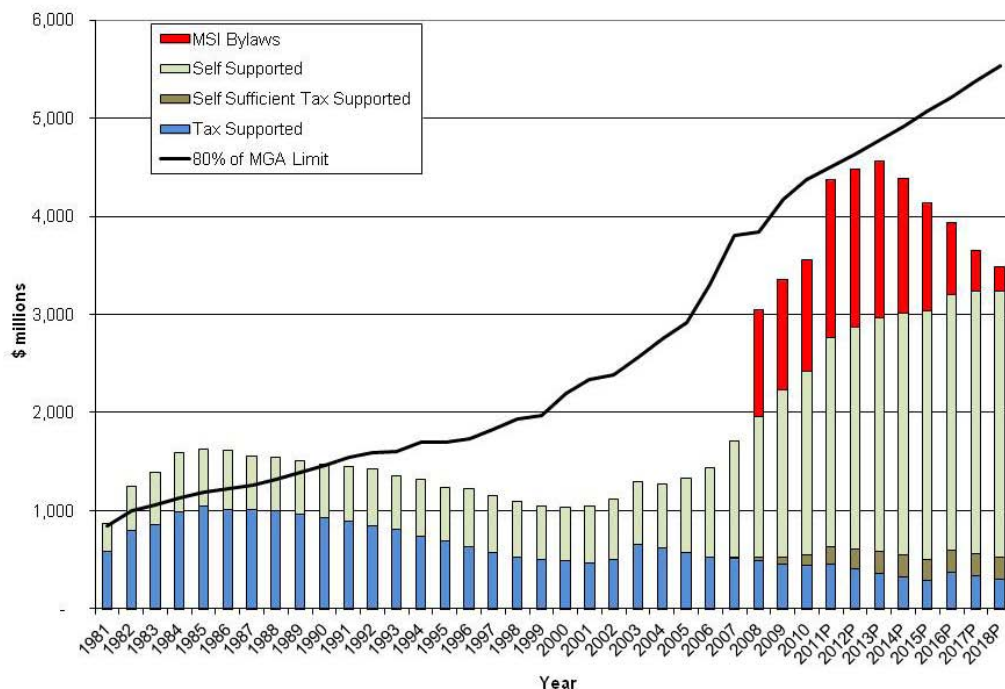
The rate of municipal inflation is another key financial pressure on The City’s budget. Unlike the Consumer Price Index, which considers household costs such as shelter, food and transportation, the Municipal Price Index takes into account The City’s key expenditures – salary, wage and benefit costs, and costs of materials, supplies, fuel and contracts, which are expected to increase at a higher rate than household inflation.

Figure 8 illustrates the historic and projected debt levels for The City. The black solid line represents 80 per cent of The City’s legislated maximum debt level. The graph shows a growing level of debt related to The City’s water and wastewater facilities, as represented by the bars labelled “Self-Supported.” The bars labelled “MSI Bylaw” represent The City’s bridge-financing and advancing capital expenditures against future funding through the Province of Alberta’s Municipal Sustainability Initiative (MSI).

Indicative property tax rates and fees

The new approach to business planning and budgeting enabled Administration to seek Council’s direction on the three-year indicative property tax rates and utility rates and fee increases before preparing the 2012–2014 business plans and budget. On June 28, 2011, Council approved indicative rates for water and wastewater utilities, and waste and recycling fees. This was necessary to help address the self-supported debt for the water and wastewater facilities. Council also approved indicative property tax rate increases based on municipal inflation and population growth. The decision calls for Administration to find new and innovative ways to deliver efficient quality services in order to close the \$108 million gap in The City’s operating budget over three years. The 2012–2014 business plans and budgets were developed within this financial shortfall scenario.

Figure 8. The City of Calgary’s historic and projected debt levels.



The graph shows that within the 2012–2014 period, The City must be especially mindful of the growing level of self-supported debt affecting water and wastewater facilities and advanced capital expenditures.



COUNCIL'S FISCAL PLAN FOR CALGARY

Council's Fiscal Plan for Calgary provides Council's direction to Administration for the 2012–2014 business plans and budgets. It identifies six priority areas for this three-year cycle, with further clarification for each priority area provided through directional statements.

Council's Fiscal Plan for Calgary was developed by Council in a series of nine strategic planning meetings held from January 1 to June 28, 2011. In developing this Plan, Council considered and debated a range of information including:

- Sustainability
- Trends for Calgary and the region
- Stakeholder engagement
- Tax rate principles
- Growth management
- Financial implications
- Corporate risks
- Corporate efficiency and effectiveness
- Regional issues
- Indicative tax rates
- User fees and Subsidies Policy
- Indicative utility rates
- Indicative waste and recycling fees

As Council was beginning to form their plan in light of this information, they considered three questions:

- What do we want to accomplish?
- How will we accomplish it?
- How will we pay for it?

During the meetings, a temple structure (or Parthenon) emerged as a visual representation for Council's Fiscal Plan for Calgary. A quote from imagineCALGARY was included in the roof of the structure, recognizing that the three-year plans and budgets are to be aligned with this vision for Calgary.

The six priority areas are represented in the four pillars and two foundation blocks of the structure. The pillars address what Council wants to accomplish in this three-year cycle. The focus in these pillars is on community, mobility and business.

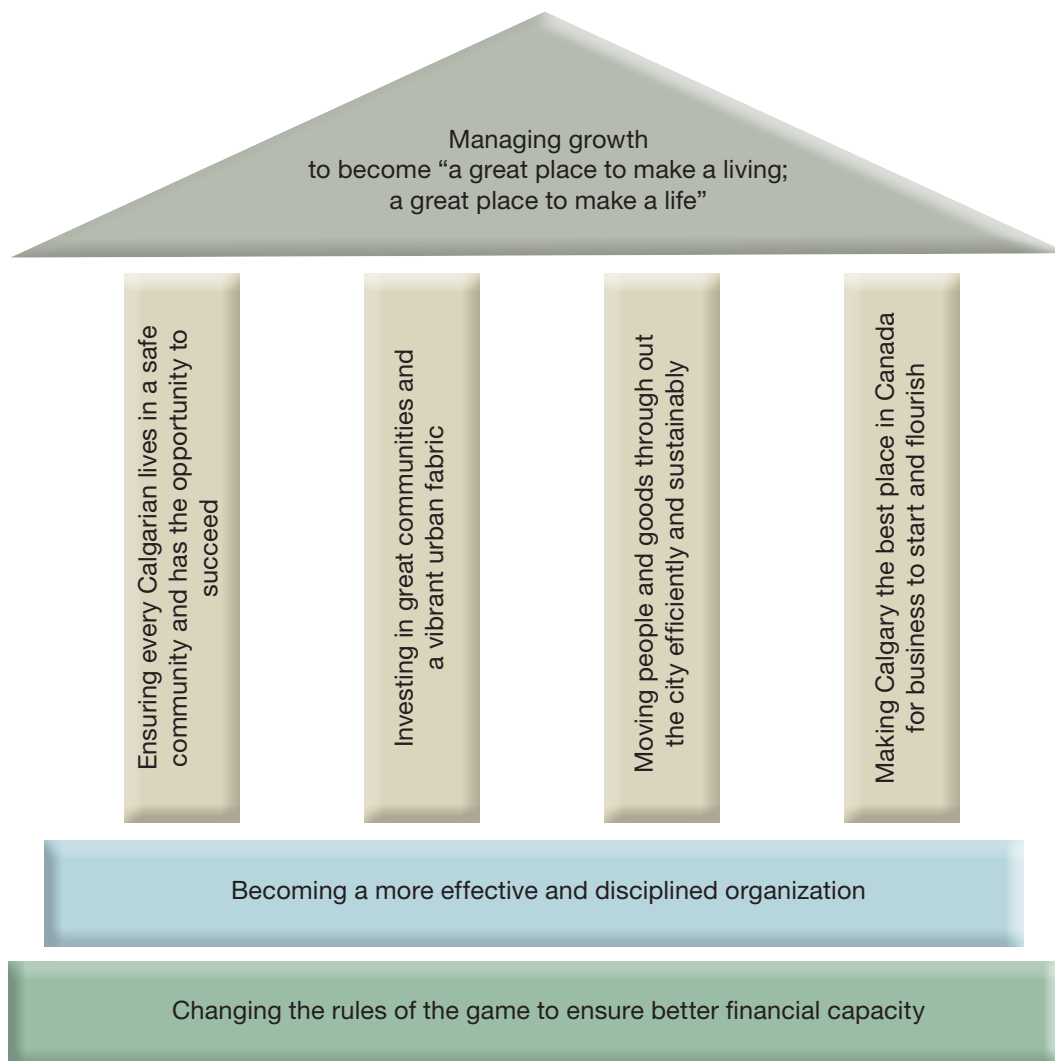
The first foundation block addresses how this will be accomplished (a more effective and disciplined organization). The second foundation block addresses how to pay for it (better financial capacity).

At the strategic planning meeting on June 28, 2011, Council approved Council's Fiscal Plan for Calgary and approved indicative tax rates for 2012, 2013 and 2014. Administration's 2012–2014 business plans and budgets were prepared based on these approvals.

COUNCIL'S FISCAL PLAN FOR CALGARY

Council's Foreword

Calgarians have always been innovative, confident, entrepreneurial, and willing to make things better. They expect no less from their City Council. We need to continue to transform government, becoming better at delivering the services Calgarians need. We do that by valuing City of Calgary employees as colleagues, and by empowering them to do their jobs better. We will strive to be more efficient and more effective, while focusing on transparency and engagement with all Calgarians.





Ensuring every Calgarian lives in a safe community and has the opportunity to succeed

- C1. Maintain current investment for the Calgary Police Service, while encouraging cost-efficiencies and recognizing Federal and Provincial funding obligations.
- C2. Focus on community-based policing and crime prevention, in partnership with related community and City agencies, particularly around crime prevention and harm reduction strategies.
- C3. Partner with CPS and related community agencies on the root causes of crime, through enhancement of social inclusion and crime prevention through environmental design (CPTED).
- C4. Ensure people feel safe in public spaces and on public transit.
- C5. Maintain Calgary standards for fire safety and coverage.
- C6. Work cooperatively with the Province to improve building codes for fire safety.
- C7. Implement a financial plan to ensure the financial sustainability of City of Calgary Water Services.
- C8. Establish a 10-year plan on reducing poverty, using the 10-year Plan to End Homelessness as a model, engaging community partners and other levels of government; and including a commitment to streamlining city processes for nonprofit organizations and community partners.
- C9. Develop a comprehensive approach to The City's delivery of affordable housing for Calgarians; concentrating on partnerships with other service deliverers and other levels of government.



Investing in great communities and a vibrant urban fabric

- P1. Ensure an appropriate inventory of serviced and planned land for community development in accordance with the Municipal Development Plan (MDP).
- P2.
 - a. Continue operating budget support for Arts and Culture, and
 - b. Continue operating budget support for Sport organizations.
- P3. Support Calgary Arts Development Authority (CADA) in the implementation of its arts spaces plan.
- P4. Build more recreation facilities, including four major facilities, considering P3 Canada funding, while maintaining current facilities.
- P5. Increase the number of outdoor sports fields.
- P6. Invest in lifecycle maintenance of existing community infrastructure.
- P7. Maintain or increase green space/capita, with an emphasis on areas of the city that are parks deficient and link directions in MDP, urban corridors and Transit Oriented Development (TOD) to the need for recreation and social facilities, as well as review all sources of funding.
- P8. Protect natural/environmentally sensitive areas.
- P9. Develop and implement comprehensive waste diversion strategies, and a capital plan, which continue progress towards 80/20 by 2020.
- P10. Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the MDP.
- P11. Improve new community and established community development standards in pursuit of MDP goals.



Moving people and goods throughout the city efficiently and sustainably

- M1. Align our transportation decisions with the modal split identified in the Calgary Transportation Plan (CTP).
- M2. Implement the following capital investment split for this budget cycle: Transit: 60 per cent, Roads: 35 per cent, Active transportation (both cycling and pedestrian): 5 per cent.
- M3. Craft a new Transportation Infrastructure Investment Plans (TIIPs) list reflecting the direction of the CTP.
- M4. Create a new long-term plan for Calgary Transit, including capital priorities and a new overall network, in accordance with the CTP and based on transparent evaluation criteria.
- M5. Strive to continuously improve the customer-oriented culture at Calgary Transit.
- M6. Develop a long-term level of cost recovery in Public Transit in the range of 55/45 to 50/50.
- M7. Review the long-term parking strategy and the role of the Calgary Parking Authority.
- M8. Focus road investments on chokepoints in the existing road network (e.g., Macleod Trail in the deep south, Crowchild between 24th Avenue and Bow Trail).
- M9. Maintain increased investment in Snow and Ice Control (SNIC) and improve service delivery.
- M10. Reprioritize pedestrian infrastructure investment to high-use and high-potential areas.
- M11. Invest in better commuter cycling infrastructure throughout the city.
- M12. Review overall Capital Budget allocations to determine what is funded in this business cycle and what is deferred.



Making Calgary the best place in Canada for a business to start and flourish

- B1. Reduce red tape throughout The Corporation.
- B2. Facilitate business success rather than regulate business activity.
- B3. Develop an implementation plan for the consolidation of the business tax with the non-residential property tax.
- B4. Support strategies to attract and retain global talent and investment in Calgary.
- B5. Ensure a supply of serviced industrial land at competitive prices.



Becoming a more effective and disciplined organization

- Z1. Foster innovation and creativity.
- Z2. Raise the care and attention that Council and Administration pays to restraining expenditures and continually seeking efficiencies.
- Z3. Increase the use of benchmarking, performance measures and best practices information to improve service effectiveness and efficiency.
- Z4. Implement a program of ongoing in-depth service reviews using a zero-based review philosophy.
- Z5. Examine alternative mechanisms of service delivery, including the judicious use of technology.
- Z6. Maintain The City of Calgary as an employer of choice, focusing on employee career development and wellness throughout the organization.
- Z7. Continue to ensure that citizens are satisfied with the quality of the services they receive.
- Z8. Review Council Committee structure and decision-making processes to enhance effectiveness.
- Z9. Make it easier for the public to get the information they need and to participate in public hearings.
- Z10. Increase transparency and accountability throughout the organization.
- Z11. Review corporate land and properties with a goal to optimize owned vs leased; reduce surplus where appropriate.
- Z12. Implement new ethical guidelines for members of Council, potentially including a real estate and lobbyist registry and a commitment to campaign finance reform.



Changing the rules of the game to ensure better financial capacity

- F1. Advocate aggressively for a new relationship between The City and the Province, including a potential City charter and the reduction of our reliance on the property tax.
- F2. Work with the federal government for sustainable predictable funding for infrastructure needs, particularly for transit, roads, housing, and water.

SUMMARY OF PLANS & BUDGETS

I. Introduction

This section identifies highlights of Administration's business plans and spending initiatives for 2012-2014 in response to the priority areas in Council's Fiscal Plan for Calgary. The strategies and actions in this three-year timeframe move The City towards imagineCALGARY (100-year horizon) through the Municipal Development Plan / Calgary Transportation Plan (30-year horizon) and the 2020 Sustainability Direction (10-year horizon).

The business plans and budgets are achievable within the approved operating budget of \$2.8 billion for 2012, \$2.9 billion for 2013 and \$3.1 billion for 2014, and a capital plan of \$5.7 billion for 2012-2016. The budgets reflect Council's modifications in 2011 November to the indicative tax rates, utility rates, and waste and recycling fees approved by Council in 2011 June as a preliminary envelope for Administration to use in developing the business plans and budgets. The plans and budgets also include \$45 million in productivity reductions to which Administration had committed. Full details of the outcomes, strategies, actions, and performance measures and targets for each department are included in their respective sections.

The services provided in the business plans and budgets are predicated on municipal property tax increases of 6.0%, 5.7% and 6.1% for 2012-2014 respectively. The 2013 and 2014 rates will be reviewed again by Council as part of the annual adjustment process. The following table shows the estimated monthly impact on a typical Calgary household for the proposed property tax increases.

Figure 1. Estimated monthly impact of property tax increases on a typical Calgary household.

Based on a house assessment of \$410,000 (2011)	2012	2013	2014
Estimated monthly impact for property taxes	\$6.60	\$6.60	\$7.50

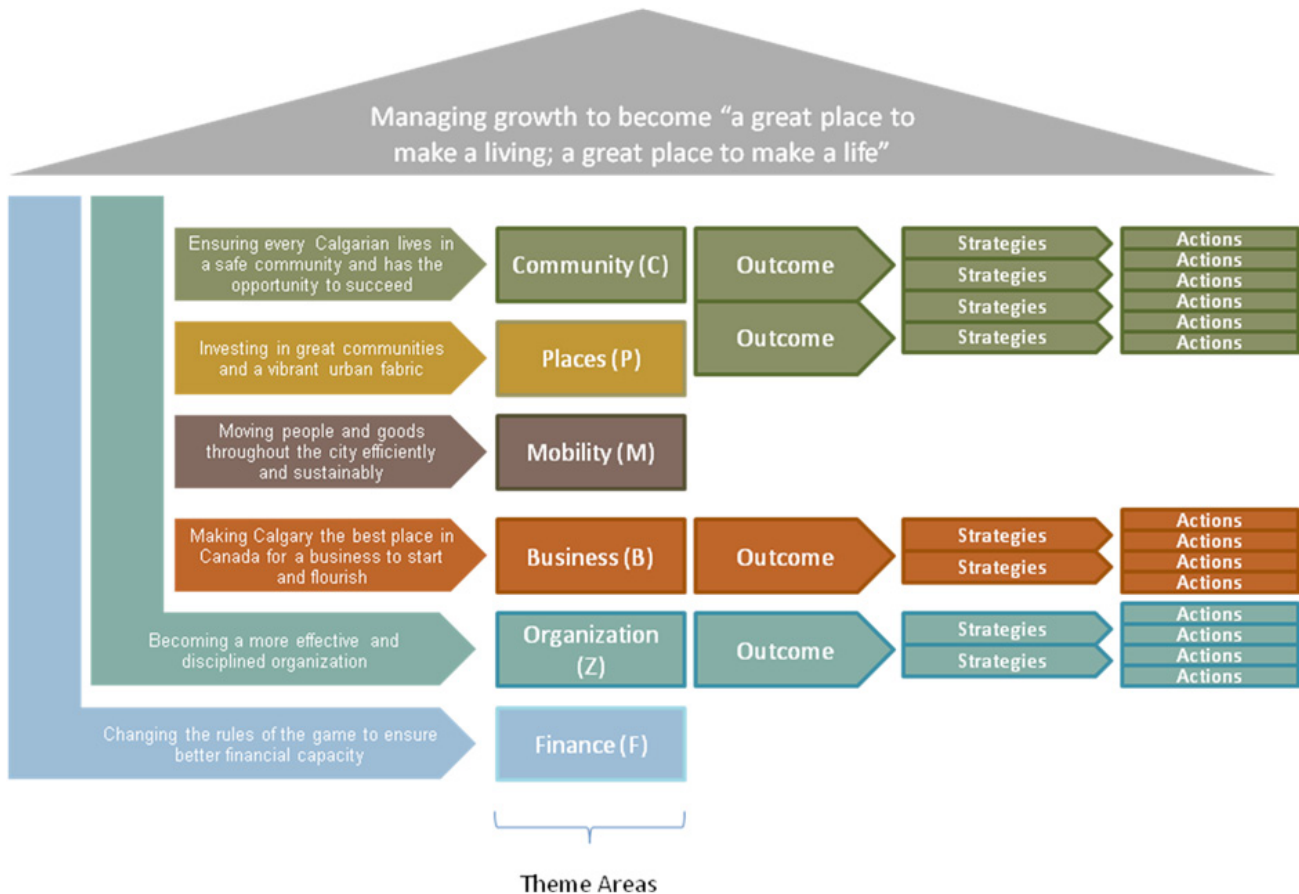
II. The strategic roadmap

In the development of the 2012-2014 business plans and budgets, each department developed outcomes, strategies and actions that are aligned to Council’s Fiscal Plan, and its corresponding six priority areas. The strategic roadmap (see Figure 2) shows the clear line of sight and accountability from Council’s plan through the departmental plans and budgets, through to Business Units and service areas within each department.

Each of Council’s priority area has also been designated a theme name, letter code and a colour for easy reference.



Figure 2. Strategic roadmap showing flow from Council’s Fiscal Plan to the departmental outcomes, strategies and actions.



III. Administration's response to Council's Priority Areas

Community

Ensuring every Calgarian lives in a safe community and has the opportunity to succeed

Safety is a fundamental need for every person. When the safety needs of Calgarians are met, they will be motivated to pursue success in all areas of life. This basic necessity is reflected in Council's first priority area. Plans include protecting Calgarians during emergencies, increasing citizens' security and perceptions of personal safety in public spaces and at home, and preventive strategies including long-term programs that promote the safety and inclusion of high-risk groups, as well as a sustainable water supply.

Highlights

- Focus on community-based policing and crime prevention, including a coordinated graffiti abatement program and collaboration with internal and external partners to deliver innovative social and recreational programs within communities, e.g. the Multi-Agency School Support Team (MASST) and the Calgary AfterSchool Program.
- Develop strategies to meet the needs of vulnerable populations, including the Calgary Poverty Reduction Initiative, the Welcoming Community Policy, and the Calgary Community Addictions Strategy.
- Continue with a comprehensive approach to deliver affordable housing for Calgarians, including the creation of additional affordable housing units, and ensure a source of long-term funding that directs five per cent of all gross industrial and business park land sales to the Public Housing Reserve.
- Enhance the overall safety, cleanliness and accessibility of Calgary's transportation system, including the development and implementation of a new street design guide which promotes safe, universal and sustainable design for all street types.
- Maintain Calgary's standards for fire safety and coverage through the opening of new emergency response stations in Douglas Glen and Seton, and replacing or upgrading existing stations in South Calgary, Windsor Park, Symon's Valley and Evergreen.
- Improve building codes with a focus on safety.
- Achieve the long-term financial sustainability of The City's Water Services using a multi-pronged approach aligned to long-term water management goals.
- Additional highlights can be found in the Police Commission's business plan.

Places

Investing in great communities and a vibrant urban fabric

Building a successful city starts with building successful communities. Council's second priority area for 2012-2014 focuses on improving the quality of life in Calgary's communities. This includes ensuring that communities have access to programs and services, such as arts, culture, parks, sports and recreation, and facilities. It also includes commitment to responsible environmental stewardship.

Highlights

- Implement the Municipal Development Plan to manage growth and realize Calgary's vision for a sustainable city and region, working collaboratively with the Calgary Regional Partnership.
- Improve the quality of life and urban environment within Calgary communities by increasing accessibility to City programs, services, and facilities. Key projects planned for 2012-2014 include:
 - Constructing four new recreation facilities: three in the south east and one in the north west, and upgrading existing facilities and equipment, subject to funding from other levels of government;
 - Redeveloping and restoring existing parks, including Bowness Park and Laycock Park;
 - Repairing and replacing pathways as needed to improve their safety and accessibility;
 - Developing a new central public library;
 - Retrofitting playgrounds and wading pools to meet safety standards; and
 - Developing new off-leash areas and renovating existing ones as needed.
 - Conserve, protect and enhance the environment to protect public health through waste management, brownfield redevelopment, greenhouse gas reduction, provision of clean drinking water, treatment of wastewater and watershed protection.
 - Identify localized environmental hazards and enhance resiliency in The City of Calgary by creating Community Emergency Response Teams (CERT's).

Mobility

Moving people and goods throughout the city efficiently and sustainably

The transportation system in Calgary facilitates an efficient and effective movement of people and goods within the city, and to regional or international destinations. It connects people to places, allowing social and economic interactions to take place. Council's Fiscal Plan for Calgary (2012-2014) supports the Calgary Transportation

Plan (CTP), which is focused on enhancing mobility for Calgarians over the next 30 years and moving Calgary towards a more sustainable future – for our economy, our environment and our citizens. A key priority for this business planning and budgeting cycle is to increase the range of mobility options available to the public.

Highlights

- Adjust capital investment in Transportation that are more closely aligned with the targets in Council's Fiscal Plan for Calgary of Transit (60%), Roads (35%), and Active transportation (cycling and pedestrian) (5%).
- Create a new long-term plan for Calgary Transit that aligns with the CTP, including enhancing Calgary Transit's customer-oriented service by:
 - Improving communications with transit customers through a variety of channels;
 - Deploying real-time information on buses; and
 - Implementing electronic fare collection systems.
- Deliver key projects that will be completed or well underway in 2012-2014 including completing the West LRT, extending the northwest and northeast LRT lines, introducing four-car LRT platforms, adding 50 new train cars, Airport Trail Tunnel Phase 1, the Bowfort Road and Highway 1 interchange, and new on-street dedicated cycling lanes.
- Implement the new parking policy framework for Calgary alongside the Calgary Parking Authority, to balance short-term and long-term parking use and support an economically healthy and vibrant downtown.
- Invest in key cycling infrastructure identified in the Cycling Strategy, including better integration with the transit system and traffic flow, and establishing dedicated bicycle routes in the downtown core.
- Focus on pedestrian infrastructure investments to enhance safety and accessibility in the Centre City.
- Ensure that Calgary's modes of transportation continue to protect the environment through reduced generation of environmental pollutants and greenhouse gases, and lower energy consumption.



Business

Making Calgary the best place in Canada for a business to start and flourish

In 2010, Forbes magazine ranked Calgary as one of North America's fastest growing cities, attributable to its strong energy industry, low taxes, ease of doing business, geographic footprint, and attractive housing price-to-income ratio. This priority area of Council's Fiscal Plan is aimed at facilitating an environment that is conducive for business success so that Calgary is poised for continued economic growth. A key priority for this business planning and budgeting cycle is to facilitate business success by consolidating business tax with non-residential property tax, attracting and retaining global talent and investment into Calgary, and ensuring that businesses continue to have access to serviced industrial land at competitive prices. There is also a commitment by Council to reduce red tape and balance The City's regulatory activities with a focus on facilitating business success.

Highlights

- Facilitate compliance with building and construction legislation governing safe infrastructure and responsible business practices, while working to facilitate business development and success through initiatives such as the 'red tape' reduction initiative.
- Enhance Calgary's economic competitiveness and attractiveness by developing an implementation plan to consolidate business tax with non-residential property tax.
- Ensure that businesses continue to have access to an adequate supply of serviced industrial land at competitive prices, including developing multi-use communities on surplus underutilized City-owned land.
- Support a customer-centric environment through regular engagement of customers, providing them with the tools needed to obtain online information and gain access to an expanded range of services.

Organization

Becoming a more effective and disciplined organization

Since the start of the 2012-2014 business planning and budgeting process, Administration has been directed by Council to identify and demonstrate efficiency and effectiveness in the development of their business plans and budgets. As part of Council's expectation of transformation, Administration developed the detailed business plans and budgets within a budget envelope set by Council based on indicative tax rates, utility rates and waste and recycling fees. Included in the overall funding envelope was a commitment from Administration to deliver \$45 million in productivity savings (cost reductions that do not affect service) over the course of the three years. Therefore, a priority of all departments in this business planning and budgeting cycle is to focus on areas where they can be efficient (i.e. produce the best quality and quantity of programs and services using available resources) and effective (i.e. achieve outcomes to the satisfaction of citizens, as defined by citizen priorities and long-term organizational goals).

Highlights

- Attract and retain a skilled and engaged workforce by maintaining The City of Calgary as an employer of choice that values employee career development, health, wellness and safety.
- Explore and apply new mechanisms of service delivery to Calgarians, such as increasing the accessibility of information and services through multiple channels of communication, including internet social media and applications for mobile devices.
- Continually seek operational efficiencies and restrain expenditures, including expanding technology applications and automation, efficiently managing fleet and facilities to reduce costs and protect the environment, controlling business expenses, performing lifecycle and maintenance upgrades to City facilities for greater savings through reduced utility costs, reviewing and streamlining business processes, re-aligning internal business and staff roles, and reducing administrative costs.
- Commit to continuous improvement through the increased use of benchmarking, performance measures and best practices.
- Increase focus, accountability and risk management in corporate projects.
- Implement a program of ongoing in-depth service reviews using a zero-based service review philosophy.



Finance

Changing the rules of the game to ensure better financial capacity

As Calgary continues to grow, the cost of providing services to a growing population, and supplying and maintaining infrastructure, such as expressways, interchanges, water and sewage pipes puts a considerable demand on The City's operating, capital and lifecycle finances. The City needs to manage its growth effectively and efficiently, and manage costs, but also obtain more sustainable long-term sources of funding. Council's priority area is focused on expanding and securing alternative and innovative sources of funding to meet the demands of a growing city.

Highlights

- Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.
- Explore alternative funding sources, including utilizing a public-private partnership (i.e. P3) approach to funding projects, and advocating to the Government of Alberta for a potential city charter to allow The City of Calgary to expand its financial autonomy.

IV. Challenges in addressing Council’s Fiscal Plan

It should be noted that due to budget constraints resulting in competing objectives, the following initiatives may not be fully achieved in 2012-2014:

Figure 3. Initiatives that may not be fully achieved in 2012-2014.

Council Priority Area	Initiatives & Impacts
Community	<ul style="list-style-type: none"> • There may be fewer affordable housing units developed than in previous years.
Places	<ul style="list-style-type: none"> • Shortfalls in funding new parkland maintenance may impact service levels across parkland, outdoor recreational facilities and enhanced protection of environmentally-sensitive areas.
Mobility	<ul style="list-style-type: none"> • 3% instead of 5% of capital funding will be assigned to Active transportation. • There will be a slight reduction in transit service hours and no new transit services, except for those associated with the West LRT. • There will be limited financial capacity to address congestion in existing road network.
Business	<ul style="list-style-type: none"> • The challenge is to balance legislated regulation of business activity with reducing red tape and continued responsiveness to business expectations.
Organization	<ul style="list-style-type: none"> • Depending on the state of the economy and the rate of retirement amongst baby boomers, The City may face challenges in recruiting hard-to-fill positions and retaining the workforce it needs to achieve business goals. • Due to the impact of budget constraints on certain City services, citizen satisfaction with the level of City services may be compromised.



V. Budgets – total City

The business plans and budgets together provide an outlook on what services citizens can expect from The City during the next three years. The budgets constitute the financial plan to support the business plans, which in turn reflect Council's Fiscal Plan for Calgary for 2012-2014.

Meeting the demands of growth while adjusting to economic volatility continues to be the number one challenge for The City of Calgary. Council's Fiscal Plan for Calgary has been developed to support a desirable quality of life in the community based on citizen expectations, while pushing The City to become more efficient in order to balance the ability to resource City services in terms of both staffing and funding.

Operating budget

As a result of Council direction, preparation of this three-year operating budget was significantly different than preparation of the past multi-year budgets. Based on a number of factors including extensive stakeholder input, in 2011 June Council approved a preliminary budget envelope with indicative annual tax rates, utility rates, and waste and recycling fees. Future costs for current service levels were based on a series of projections from such sources as the Conference Board of Canada, Statistics Canada and the Council-approved labour strategy. It is currently forecast that the cost of City labour and supplies will increase significantly over the next few years, driven by various volatile economic factors such as the price of oil-based commodities and renewed competition for labour. These projected future costs required both productivity gains and service reductions in order to stay within Council's approved budget envelope. In 2011 November, Council approved the budgets based on these indicative rates with some slight modifications.

The first year of the operating budget combines productivity gains with other expenditure cuts that will result in reductions in services. The budgets for 2013 and 2014 include further productivity gains, but allow modest increases to address growth and inflation.

While Council's Fiscal Plan for Calgary sets as a priority exploring alternative funding sources in order to ensure financial capacity, no new revenue sources are included in the 2012-2014 budget. However, some existing user fees will be changing consistent with direction previously approved by Council. The composite water and wastewater rates will increase by 9.9% annually. The stormwater drainage charge will increase by 4.9% annually. Waste management charges and commercial landfill tipping fees will increase by 3.4% in 2012, 4.4% in 2013 and 4.3% in 2014. The blue cart recycling fee will decrease by 19% in 2012 with increases of 4.2% in 2013 and 4.1% in 2014. These increases address both higher operating and capital costs. Other changes include increases in transit user fees required to help offset inflation and the operating costs of new capital for Calgary Transit. All changes to transit user fees will be consistent with the Council-approved Calgary Transit Fare Strategy.



Capital plans and budgets

The City presents capital plans for five-year time frames to ensure appropriate planning for required projects and related funding. The five-year plan shows the complete impact of multi-year projects, as well as the distribution of expenditures and how funds are spread over time. The City's capital requirements are

driven by many factors, such as rates of growth in the city, both population and area; the need to maintain and upgrade existing aging infrastructure, meet industry standards; and government legislation and regulations.

- The approved 2012 capital budget is \$1.3 billion and is part of the five-year capital plan of \$5.7 billion for 2012-2016 (2009-2013 - \$7.6 billion). This includes \$4.4 billion for tax-supported

operations and \$1.3 billion for Utilities. Thirty-nine per cent of the tax-supported capital plan (\$1.7 billion) is for transportation-related projects. The other major capital projects are for recreation/culture, protective services and corporate infrastructure.

- Funding of the capital plan is sourced predominantly through government grants, new borrowings and Pay-As-You-Go funding.
- Capital requirements for infrastructure maintenance and growth that are not funded in the 2012-2016 capital plan total \$4.7 billion.

Figure 4. 2012-2014 Operating Budget Summary

The following table summarizes the main elements in the three-year operating budget.

	Total City (consolidated)			Tax-supported operations			Utility operations		
	2012	2013	2014	2012	2013	2014	2012	2013	2014
Expenditures net of Recoveries (\$ millions) (Note 1)	2,817	2,937	3,078	2,423	2,515	2,607	478	511	564
change from previous year (\$ millions)	101	120	141	67	92	92	36	33	53
% increase/(decrease) from previous year	3.7%	4.3%	4.8%	2.8%	3.8%	3.7%	8.1%	6.9%	10.4%
Full Time Equivalents (FTEs)	14,609.8	14,728.0	14,848.5	13,404.3	13,517.0	13,715.5	1,205.5	1,211.0	1,216.0
change from previous year	(45.2)	118.2	120.5	(56.7)	112.7	115.5	11.5	5.5	5.0
% increase/(decrease) from previous year	(0.3)%	0.8 %	0.8 %	(0.4)%	0.8 %	0.9 %	1.0%	0.5%	0.4%

Note 1: the sum of the Tax-supported and Utility operations exceeds the Total City figures as the latter have been adjusted to remove double-counting of franchise fees and dividends paid by Utilities to The City's operating fund.

Figure 5: Spending the 2012-2014 Operating Budget - Total City (\$ millions)

- The largest budget areas correspond to Council's priority on frontline service delivery: community services, protective services, transportation, police services and Utilities.
- Areas of major spending are also our most people-intensive services, such as Calgary Transit and the Calgary Police Service.
- About 3 per cent of total spending is for the corporate governance functions, including Council and the corporate administration offices.
- All Utilities expenditures are covered by Utilities revenue streams. Utilities expenditures include Operations and Maintenance as well as capital financing costs.
- On this chart the total corporate gross expenditure numbers have been adjusted to remove double counting of franchise fees and dividends paid by Utilities to The City's operating fund.
- 2011 approved budgets include adjustments up to the third quarter and reflect removal of the provincial property tax.

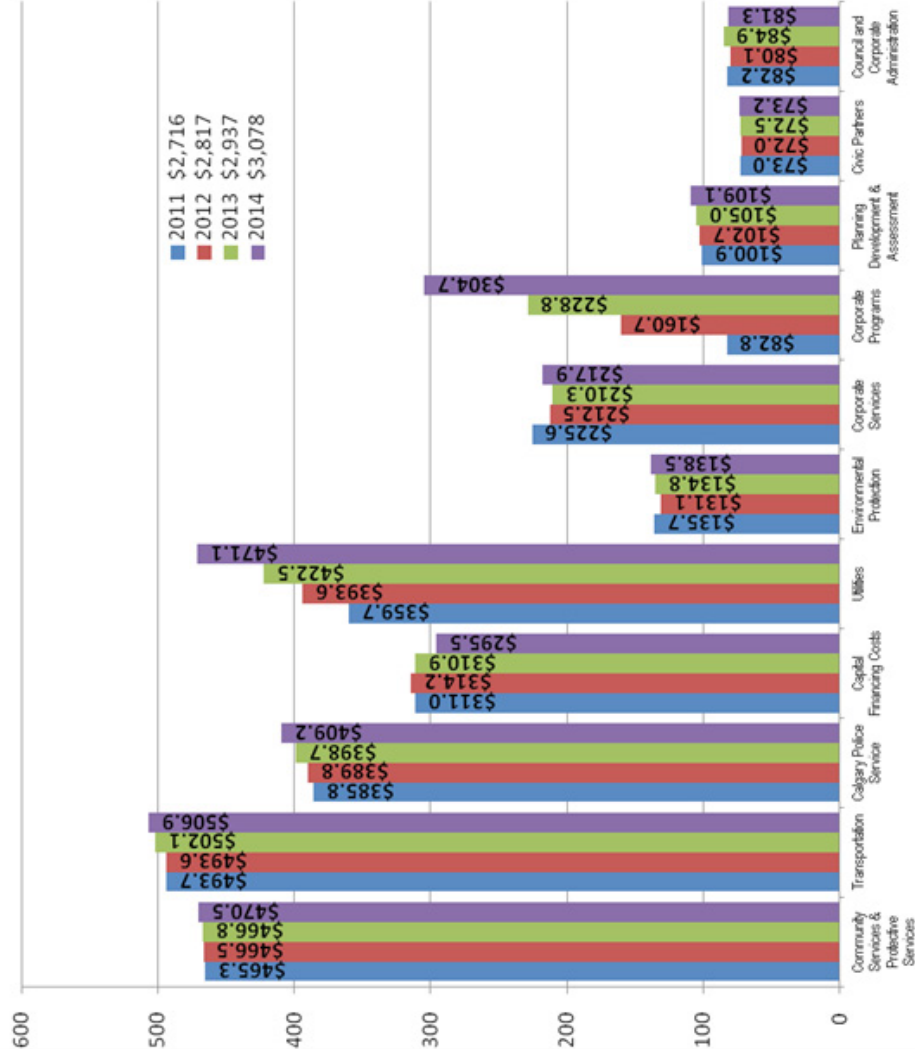


Figure 6: Funding the 2012-2014 Operating Budget - Total City (\$ millions)

- The City of Calgary has a limited number of revenue sources with which to fund its operations. The single largest non-tax contributor to our revenues (about 31 per cent of the corporate total) is the sale of goods and services, of which approximately half is from utilities.
- Other funding sources include franchise fees, investment income, contributions from operating reserves, licences, permits and fines.
- The property and business tax revenues are the factors that produce a balanced budget; together they constitute 48 per cent of corporate revenue.
- On this chart the total operating funding numbers have been adjusted to remove double counting of franchise fees and dividends paid by utilities to The City's operating fund.
- 2011 approved budgets include adjustments up to the third quarter and reflect removal of the provincial property tax.

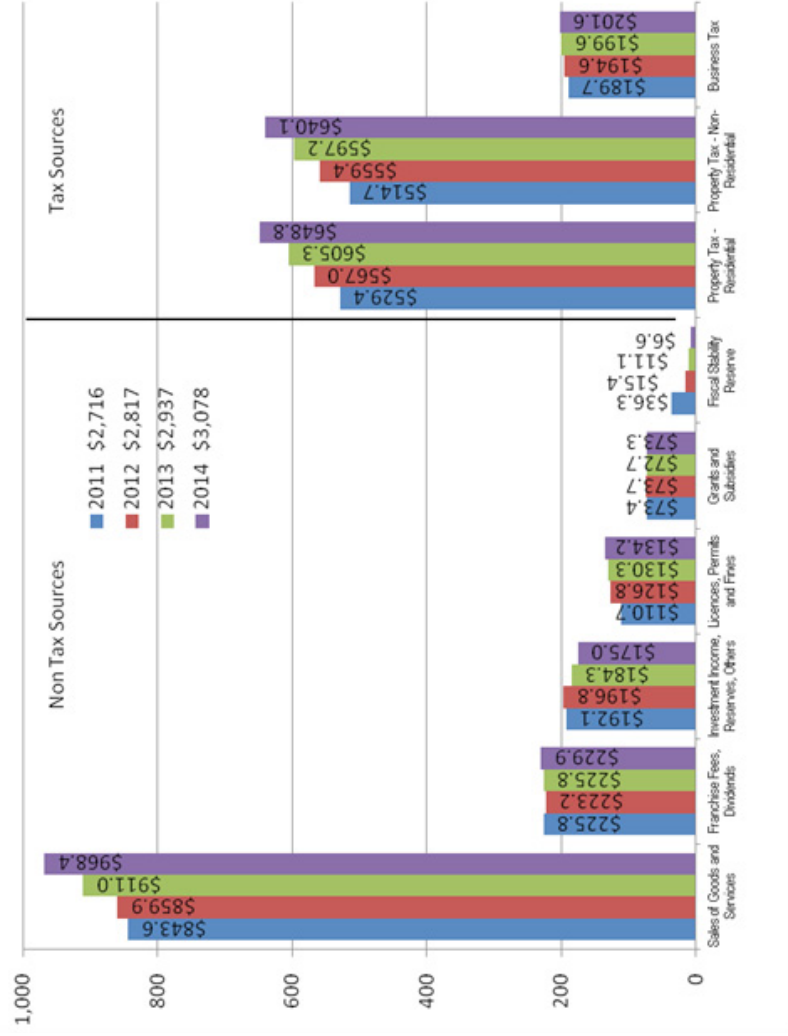
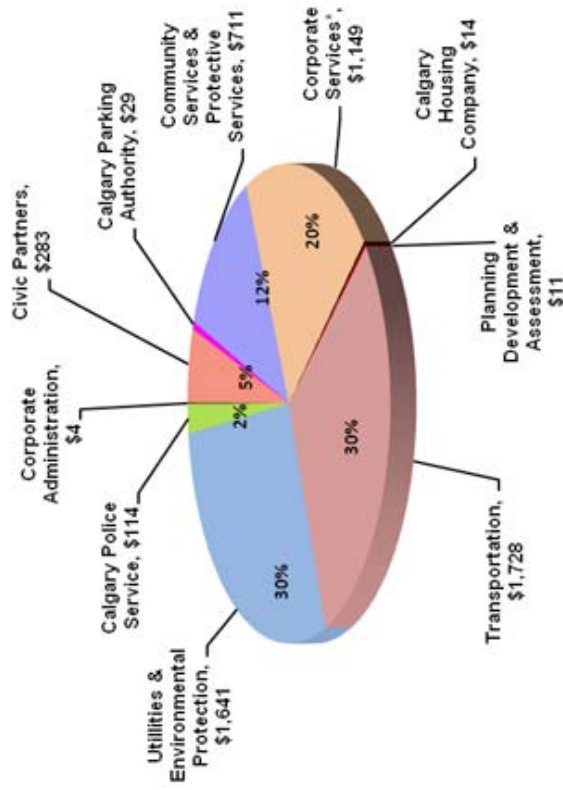


Figure 7. 2012-2016 Capital Plan Summary (\$ thousands)

	2012	2013	2014	2015	2016	TOTAL
TAX-SUPPORTED						
Approved Projects in Progress	1,154,954	625,048	300,028	311,030	13,455	2,404,515
Projects Requiring Approval	362,320	253,250	217,256	24,399	10,885	868,110
2012 Capital Budget	1,517,274	878,298	517,284	335,429	24,340	3,272,625
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	-	231,670	259,140	345,099	284,877	1,120,786
TOTAL TAX-SUPPORTED	1,517,274	1,109,968	776,424	680,528	309,217	4,393,411
UTILITIES						
Approved Projects in Progress	176,029	79,159	20,958	-	-	276,146
Projects Requiring Approval	66,414	129,626	168,065	29,900	-	394,005
2012 Capital Budget	242,443	208,785	189,023	29,900	-	670,151
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	-	41,556	47,613	250,343	282,887	622,399
TOTAL UTILITIES	242,443	250,341	236,636	280,243	282,887	1,292,550
TOTAL CITY						
Approved Projects in Progress	1,330,983	704,207	320,986	311,030	13,455	2,680,661
Projects Requiring Approval	428,734	382,876	385,321	54,299	10,885	1,262,115
2012 Capital Budget	1,759,717	1,087,083	706,307	365,329	24,340	3,942,776
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	-	273,226	306,753	595,442	567,764	1,743,185
TOTAL CITY	1,759,717	1,360,309	1,013,060	960,771	592,104	5,685,961

Figure 8. Spending the 2012-2016 Capital Plan (\$millions)

- The capital budget requiring Council approval of \$1.262 billion forms part of the five-year capital plan. The City's 2012-2016 capital plan totals \$5.686 billion. The tax-supported portion is \$4.393 billion and the Utilities portion is \$1.293 billion. In comparison, the five-year plan presented in the 2009-2013 capital plan totalled \$7.561 billion, with \$5.498 billion in tax-supported/self-supported and \$2.063 billion in Utilities.
- With available funding of \$5.686 billion investment in the following major types of capital projects have been identified:
 - Transportation (\$1.728 billion)
 - Community & Protective Services (\$711 million – \$492 million for Parks and Recreation and \$219 million for protective services)
 - Corporate Services (\$1.149 billion – \$277 million for Corporate Properties, \$201 million for Fleet Services, \$494 million for Office of Land Servicing & Housing, \$128 million for Information Technology and \$49 million for other business units)
 - Environmental Protection (\$348 million)
 - Water and wastewater treatment plants, feeder mains and pump stations (\$1.293 billion)
- Expenditures include construction, acquisition, lifecycle maintenance, replacement or upgrades of City facilities and major equipment due to growth, new services or regular use of existing assets.
- The five-year capital plan recognizes the nature and impact of multi-year projects.

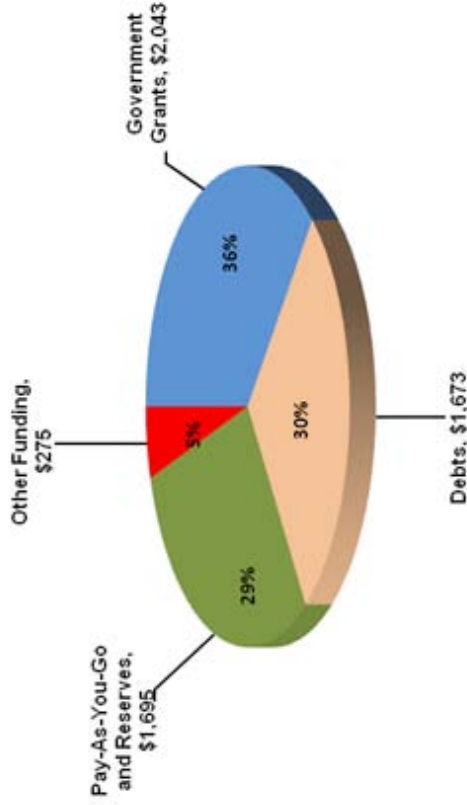


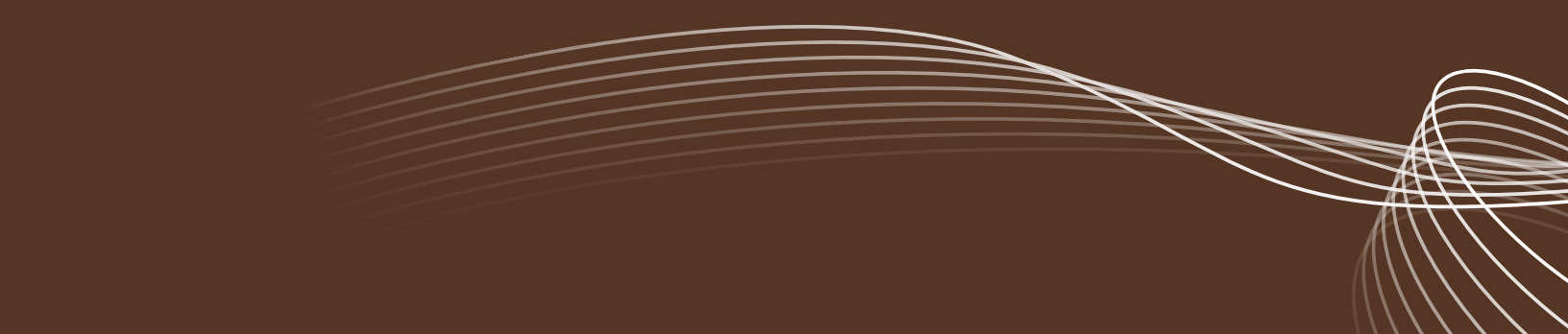
Total : \$5.686 million

*This represents capital funds for corporate-wide infrastructure.

Figure 9. Funding the 2012-2016 Capital Plan (\$millions)

- The City of Calgary funds its capital programs through a combination of external and internal sources. External sources include federal and provincial programs and grants, local improvement levies, and debentures, while internal sources include contributions from operations (Pay-As-You-Go) and specific reserves.
- The 2012-2016 capital plan is \$5.686 billion compared to the 2009-2013 capital budget plan of \$7.561 billion. The decrease of \$1.887 billion is the result of government program and grant funding (decreased by \$1.148 billion), debt (decreased by \$545 million), reserve and PAYG funding (increased by \$32 million) and other funding (decreased by \$226 million).
- The government programs and grants of \$2.043 billion primarily includes MSI (\$1.188 billion) and related bridge financing, Provincial Fuel Tax (\$452 million), Federal Gas Tax Fund (GTF) (\$286 million), the Alberta Municipal Infrastructure Program (AMIP) (\$33 million) and other (\$84 million). MSI and AMIP monies are used to fund transportation, recreational, cultural and protective services projects, while the other monies are used primarily to fund transportation projects.
- Debenture borrowing of \$1.673 billion is another main funding source for capital expenditures. Funding from debentures is split among utilities (\$1.206 billion), tax-supported/self-supported operations (\$458 million) and local improvements (\$9 million).
- The City has set up reserves to fund specific capital projects such as landfill, storm sewer upgrade, downtown improvements, legacy parks and lifecycle maintenance and upgrades. Contributions from reserves and PAYG are \$1.695 billion.
- Contributions from the developers, Calgary Parking Authority and Acreage Assessments (included in Other Funding of \$275 million) help fund transportation projects.





The detailed department business plans and budgets for 2012-2014 are generally organized according to The City's organizational structure (see Figure 10), with the following exceptions:

- 1** “Public Safety Communications” is presented as an entity under the Community Services & Protective Services Department, although it is not a Business Unit and therefore does not show on the organizational chart.
- 2** Under the terms of the provincial Emergency Management Act (R.S.A. 2000 c E-6.8) and the Emergency Management Bylaw (25M2008), the Calgary Emergency Management Agency (CEMA) is designated as the civic body responsible for the coordination of disaster planning, response, and recovery within The City of Calgary.
- 3** The “Water Resources” and “Water Services” business units are combined as “Utilities (Water Resources and Water Services)” for business plan and budget approval purposes.
- 4** The business plans and budgets of the Chief Financial Officer's Department (CFOD), the Law department and the business units reporting to the City Manager and City Clerk's, are presented together as Corporate Administration (CA).

Detailed strategies and actions that will be carried out by each department in fulfilling the outcomes aligned with Council's Fiscal Plan for Calgary for 2012-2014 are provided, within each department's business plan and budget.

Figure 10. The City of Calgary Organizational Structure (2011)

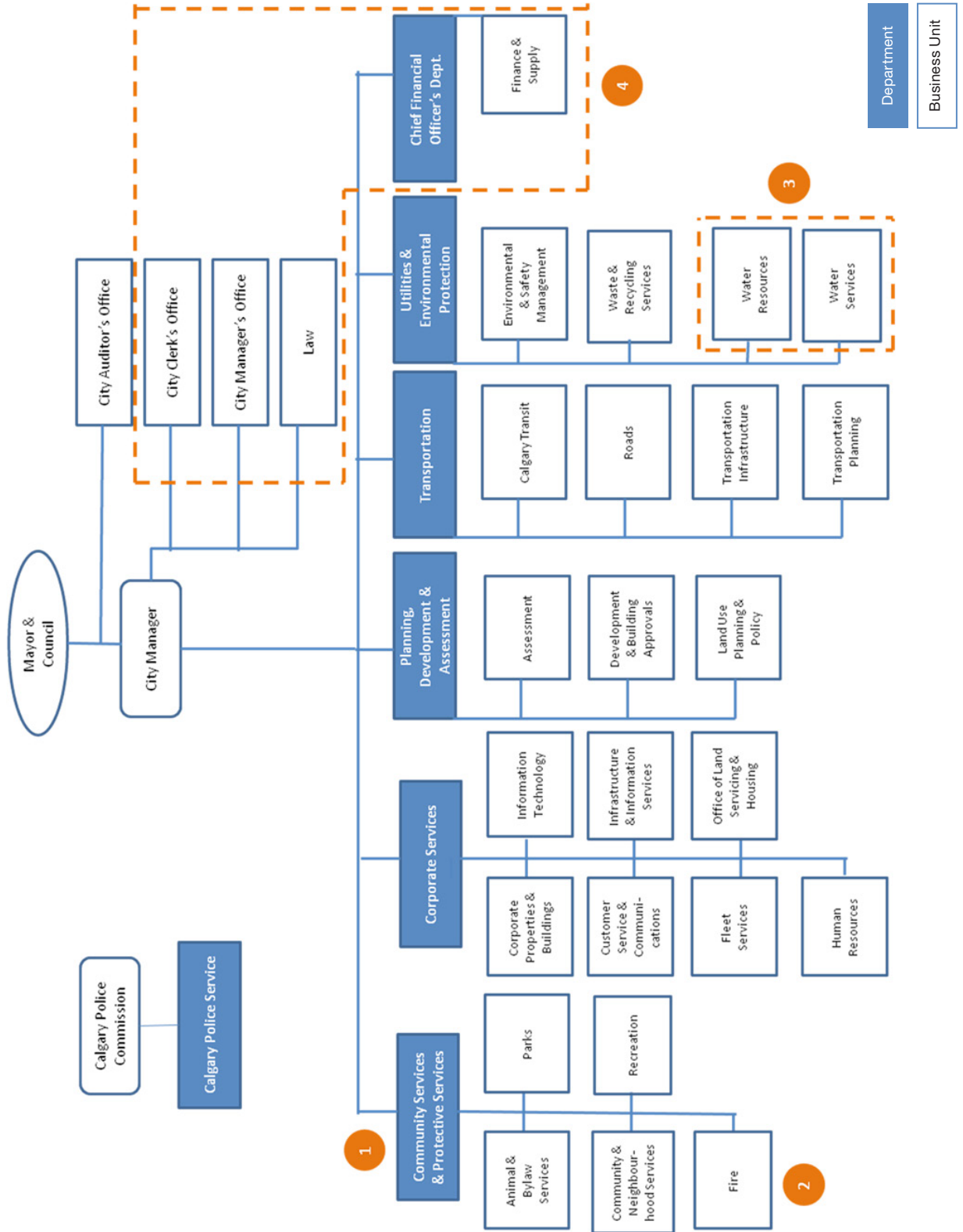
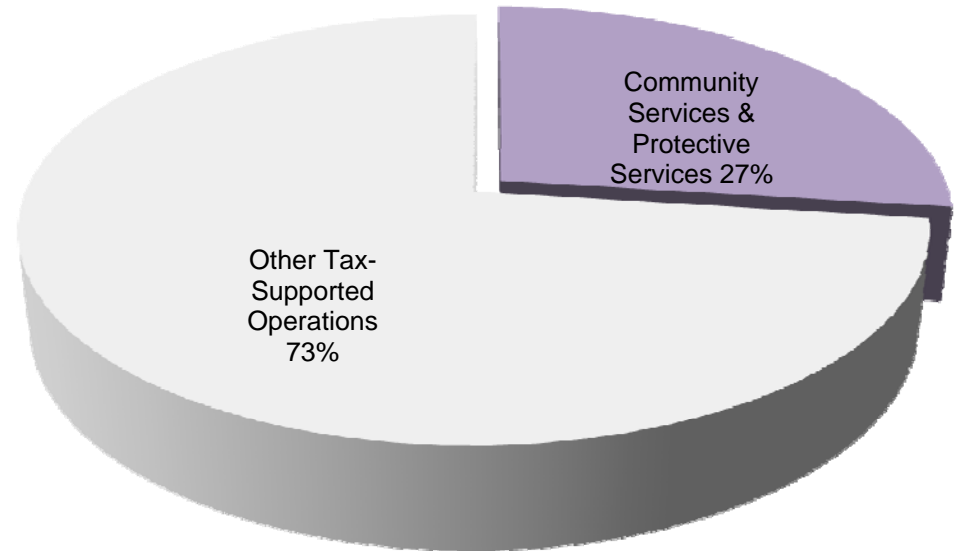


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Recreation	CSPS 95



COMMUNITY SERVICES & PROTECTIVE SERVICES Share of Tax-Supported Net Operating Budget



COMMUNITY SERVICES & PROTECTIVE SERVICES: Departmental Overview

The Community Services & Protective Services department (CS&PS) delivers a broad array of products and services through partnerships with community agencies, community and social recreation partnerships, civic partners as well as a network of provincial and federal departments and emergency management agencies.

Business Units

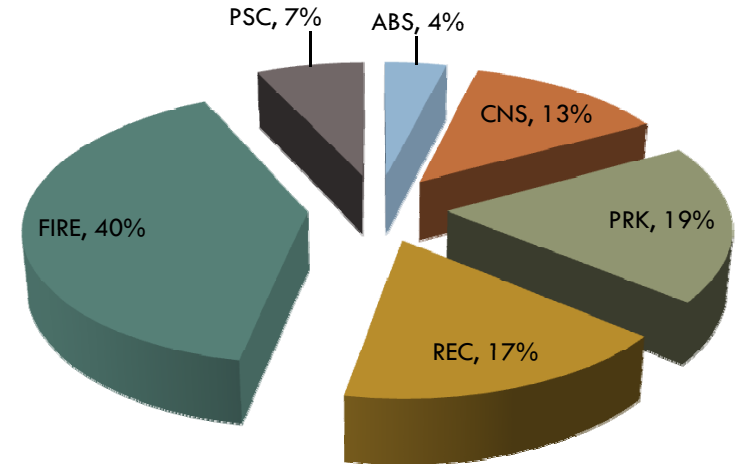
- Animal & Bylaw Services - ABS
- Community & Neighbourhood Services - CNS
- Fire - FIRE
- Parks - PRK
- Public Safety Communications - PSC
- Recreation - REC

Key Trends and Issues

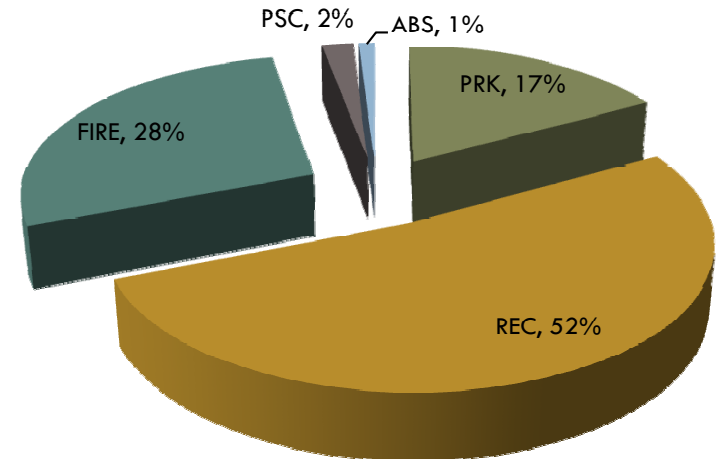
While each of our business units is unique in its offerings and services, the underlying goal is the same: to offer programs and services that improve the quality of life in Calgary communities. During 2012-2014, CS&PS will focus on creative, fiscally responsible and flexible ways the department can deliver effective, relevant services, programs and facilities to the citizens of Calgary. CS&PS is striving to strike a balance between an ever-growing population coupled with increases in utility rates and wages and the realities of budget restrictions and service capacities. CS&PS will continually work to overcome challenges by identifying new and more effective ways of doing business over the next three years. The plan focuses on working within the available resources and is directed by the following guiding principles:

1. Developing services directed at the changing needs of a growing population
2. Being responsive to changing social trends
3. Delivering services that are reflective of economic realities
4. Reacting swiftly to political changes and opportunities
5. Supporting a sustainable city
6. Maintaining an efficient and effective department
7. Protecting citizens in emergencies

Department Operating Expenditures



Department Capital Plan



COMMUNITY SERVICES & PROTECTIVE SERVICES: Departmental Overview

Achieving Council's Fiscal Plan/Addressing Sustainability and Long-Term Plans

CS&PS is committed to addressing Council priority areas, sustainability priorities, long-term directional plans including imagineCALGARY, 2020 Sustainability Direction and Municipal Development Plan, and other relevant approved Council policies. The department's 2012-2014 business plan reflects responses and strategies to address many areas of Council's Fiscal Plan with a particular focus on ensuring Calgarians live in safe communities and on investing in great communities and a vibrant urban fabric. The department's initiatives will leverage the use of new technologies to increase stakeholder engagement, and monitor service performance in the development of key infrastructure projects. Additionally, CS&PS will continue to work toward reducing the department's ecological footprint, retaining a sufficient workforce, and managing unprecedented growth with increased stakeholder expectations; keeping an emphasis on efficiency, quality and citizen-driven performance.

Addressing Other Emerging Issues

In 2012-2014, the department will continue to balance the needs and growing complexity of Calgary's communities with budget and service delivery capacity. It's important to be aware of both existing and emerging trends that can sway public perceptions and expectations. Some of these include:

1. The continued growth of the local arts and culture community, including developing a new central library.
2. Increased and changing demand for service delivery that reflects evolving community needs in a responsive and responsible manner.
3. Changes in financial support and policies from other levels and orders of government.
4. Increasing need to steward natural resources for future generations.
5. New and emerging public safety risks.
6. Continuing global economic uncertainty.

Responding to Citizen Consultation

Citizens said that sport, art, culture, leisure activities and parks are important to their quality of life and that safe, cared-for-communities with reliable emergency and disaster response systems are where they want to live. Going forward, resources and efforts will be focused to align with Council's direction and in response to meeting the service needs of Calgarians on a daily basis. This will be done by paying attention to the needs of Calgarians, seeking feedback on how to improve, and engaging in ongoing dialogue with Calgarians via social media and other tools or methodologies.

In Response to the Key Trends and Issues Identified Above, CS&PS Will

- Ensure there is a continuum of facilities and spaces that support vibrant, safe, healthy, culturally rich and supportive communities.
- Identify mechanisms to connect with Calgarians of all backgrounds so that their social, recreational and leisure needs are met where possible.
- Develop two-way communication tools that enable the department to receive and respond to citizen input.
- Seek other sources of funding (provincial/federal transfers, corporate partnerships, collaborative service delivery, P3 etc.).
- Adopt outcomes-focused planning to align programs with citizen needs.
- Work collaboratively with all levels of governments from multiple jurisdictions on regional social and infrastructure projects.
- Support legislation that results in a positive effect on the mill rate and contributes to The City's ability to provide effective service to its citizens.
- Support The City's complete communities' approach to the development and/or redevelopment of neighbourhoods and the protection and preservation of the environment.
- Work with partners, community associations and agencies to leverage resources and capacity in the most efficient and effective manner.
- Build knowledge management systems so that business knowledge is not lost and can be transferred quickly to new employees.
- Develop a resource allocation framework to secure capital funding for priority projects and enhanced asset management practices and plans.
- Maintain critical first responder services and performance measures.
- Advance infrastructure planning and performance.
- Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues.

CS&PS will listen to the ideas and opinions of citizens, and work together as guided and supported by Council to create and sustain vibrant, safe and caring communities. This is both the privilege and challenge of working for The City of Calgary and in proudly serving a great city for years to come.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Community 1C Programs, services and facilities are accessible, affordable and inclusive.	PM1.1	Number of low-income Calgarians accessing fee assistance.	24,000	NA	25,200	26,460	27,780
	PM1.2	Ratio of the number of Calgarians accessing CNS preventive social / recreational services.	1 in 10	1 in 10	1 in 10	1 in 10	1 in 10
	PM1.3	Number of program visits in City of Calgary after school programs.	33,800	NA	33,800	33,800	33,800
	PM1.4	Number of children and youth social/recreational program visits in CNS.	275,893	NA	280,000	280,000	280,000
	PM1.5	Number of annual booked playfield users (total players).	NA	NA	TBD	TBD	TBD
	PM1.6	Percentage of playfield hours booked in peak hours during peak season (Q2).	NA	87%	88%	89%	90%
Community 2C Public safety services are responsive and proactive.	PM2.1	Percentage of general bylaw calls for service resolved through education and voluntary compliance.	98%	NA	95%	95%	95%
	PM2.2	Percentage of animal calls for service resolved through education and voluntary compliance.	88%	NA	90%	90%	90%
	PM2.3	Percentage of 9-1-1 calls answered within 15 seconds.	NA	NA	95%	95%	95%
	PM2.4	First-in engine emergency response within seven minutes at fire/rescue incidents.	61%	68%	70%	72%	74%
	PM2.5	First-in engine emergency response within six minutes and 30 seconds at life threatening emergency medical incidents.	71%	76%	78%	80%	82%
	PM2.6	Achieve full first alarm assignment at a fire suppression incident within 11 minutes.	58%	62%	64%	67%	70%
	PM2.7	Average response time (in hours) to priority one 3-1-1 calls by General Bylaw Officers.	13hrs	13hrs	13hrs	13hrs	13hrs
	PM2.8	Percentage of Calgarians surveyed who are satisfied with the Calgary Fire Department.	99%	97%	97%	97%	97%

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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COMMUNITY SERVICES & PROTECTIVE SERVICES: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Community (Continued) 2C Public safety services are responsive and proactive.	PM2.9 Percentage of flame spread limited to within the room of origin at building and structure fire suppressions.	67%	65%	67%	69%	71%	
	PM2.10 Ratio of the number of Calgarians reached annually through non-emergency initiatives.	1 in 10	1 in 10	1 in 10	1 in 10	1 in 10	
Places 3P Programs, services and assets contribute to an improvement in quality of life.	PM3.1 Number of City-supported festivals and events days.	260	258	260	260	260	
	PM3.2 Number of registered participants in recreational programs.	127,000	NA	127,000	127,000	127,000	
	PM3.3 Number of Recreation pass scans and paid admissions.	1.950M	1.800M	1.950M	2.047M	2.047M	
	PM3.4 Number of hours of facility rental to community groups.	458,000	NA	458,000	480,900	480,900	
	PM3.5 Percentage of Calgarians surveyed who are satisfied with Recreation's programs.	90.0%	NA	90%	90%	90%	
	PM3.6 Percentage of Calgarians surveyed who are satisfied with Recreation's facilities.	89%	NA	89%	89%	89%	
	PM3.7 Percentage of Calgarians surveyed who are satisfied with City parks, trails and open spaces.	89%	89%	89%	89%	89%	
Places 4P Initiatives contribute to a sustainable environment.	PM4.1 Percentage of newly planted trees that survive the establishment period of the first five years.	NA	86%	86%	87%	87%	

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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COMMUNITY SERVICES & PROTECTIVE SERVICES: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization	5Z Workforce is sustainable through improved employee satisfaction, safety and retention.	PM5.1 CS&PS lost time claims frequency rate per 200,000 exposure hours.	5.1	NA	4.6	4.1	3.6
		PM5.2 Percentage of employees who agree that "Leadership in my BU is focused on delivering excellent customer service to citizens".	NA	NA	TBD	TBD	TBD
		PM5.3 Percentage of employees who agree that "I am personally focused on delivering excellent customer service to citizens".	NA	NA	TBD	TBD	TBD
Organization	6Z Management of programs, services and assets is effective, efficient, innovative and reflective of citizens' values.	PM6.1 ABS percentage recovery rate of net animal enforcement operating budget.	84%	NA	88%	88%	89%
		PM6.2 Recreation percentage recovery rate.	39%	NA	39%	39%	39%
		PM6.3 Number of dollars leveraged through partnerships for each \$1 invested in FCSS.	\$8.17	\$7.94	\$7.94	\$7.94	\$7.94
		PM6.4 Percentage of community associations meeting audited standards for fair or good financial health.	93%	79%	88%	88%	88%
Mobility	7M Choices in transportation are supported.	PM7.1 Number of kilometers of pathways that are snow cleared.	157	157	157	175	200

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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COMMUNITY SERVICES & PROTECTIVE SERVICES: Strategies for Council Approval

Departmental Outcomes	Strategies	Accountable Business Units
Community 1C Programs, services and facilities are accessible, affordable and inclusive.	1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)	ABS,CNS,REC
	1C2 Improve access to services by posting appropriate information online. (CFP-Z9)	ABS,CNS,PRK,REC
	1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)	ABS,CNS,FIRE,REC
	1C4 Increase compliance with accessibility policies and standards.	ABS,CNS,PRK,REC
Community 2C Public safety services are responsive and proactive.	2C1 Maintain or improve service response performance. (CFP-C4*,C5*)	ABS,CNS,FIRE,PRK,PSC
	2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*, C6)	Department Wide
Places 3P Programs, services and assets contribute to an improvement in quality of life.	3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)	ABS,CNS,PRK,REC
	3P2 Lead development of key infrastructure projects. (CFP-P4*,P6*)	FIRE,PRK,REC
	3P3 Increase CS&PS involvement in planning/redeveloping communities so recreational, social and public safety factors are part of complete communities.	ABS,CNS,FIRE,PRK
	3P4 Improve access to parks/open spaces for all citizens. (CFP-P5*,P7*)	PRK
	3P5 Assess and continue/expand effective partnerships to deliver services. (CFP-P3*)	ABS,CNS,FIRE,PRK,REC
Places 4P Initiatives contribute to a sustainable environment.	4P1 Implement initiatives aimed at promoting, protecting and restoring the biodiversity of the urban landscape. (CFP-P8*)	PRK
	4P2 Participate in pilot projects and corporate initiatives aimed at environmental sustainability.	ABS, FIRE,PRK,REC

COMMUNITY SERVICES & PROTECTIVE SERVICES: Strategies for Council Approval

Departmental Outcomes

Strategies

Accountable Business Units

Organization
5Z Workforce is sustainable through improved employee satisfaction, safety and retention.

5Z1 Develop a more effective approach to professional development. (CFP-Z6)
5Z2 Enhance employee satisfaction and improve knowledge sharing. (CFP-Z1)
5Z3 Create a comprehensive employee health and safety system. (CFP-Z6)

ABS,FIRE,PSC,
ABS,FIRE,PSC,REC
ABS,PRK,PSC

Organization
6Z Management of programs, services and assets is effective, efficient, innovative and reflective of citizens' values.

6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)
6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)
6Z3 Participate in reviews of selected lines of service to assess efficiencies. (CFP-Z3)
6Z4 Improve asset performance. (CFP-Z10)
6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)

Department Wide
ABS,CNS,PRK,PSC,REC
ABS,CNS,PSC,REC
Department Wide
ABS,CNS,PRK,PSC,REC

Mobility
7M Choices in transportation are supported

7M1 Collaborate with the Transportation department in the implementation of pathways plans. (CFP-M11)

PRK

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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ABS Animal & Bylaw Services
PSC Public Safety Communications

CNS Community & Neighbourhood Services
REC Recreation

FIRE Calgary Fire Department

PRK Parks

COMMUNITY SERVICES & PROTECTIVE SERVICES: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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GM CS&PS (Program 902)

Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	961	706	706	0	706	706	0	706	706	0	706
Recoveries	(352)	0	0	0	0	0	0	0	0	0	0
Net	609	706	706	0	706	706	0	706	706	0	706
FTEs	3.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0

Community & Neighbourhood Services (Program 421)

Revenues	(28,382)	(27,772)	(28,341)	0	(28,341)	(28,341)	0	(28,341)	(28,341)	0	(28,341)
Expenditures	61,473	61,738	63,335	0	63,335	63,367	0	63,367	62,964	0	62,964
Recoveries	(7,391)	(7,012)	(7,014)	0	(7,014)	(7,014)	0	(7,014)	(7,014)	0	(7,014)
Net	25,700	26,954	27,980	0	27,980	28,012	0	28,012	27,609	0	27,609
FTEs	272.7	266.7	263.7	0.0	263.7	263.7	0.0	263.7	263.7	0.0	263.7

 **For Council Approval**

COMMUNITY SERVICES & PROTECTIVE SERVICES: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Parks (Program 445)

Revenues	(11,276)	(8,977)	(9,450)	0	(9,450)	(9,450)	0	(9,450)	(9,450)	0	(9,450)
Expenditures	92,355	90,320	90,849	1,000	91,849	91,002	850	91,852	90,453	0	90,453
Recoveries	(3,949)	(2,330)	(3,630)	0	(3,630)	(3,630)	0	(3,630)	(3,630)	0	(3,630)
Net	77,130	79,013	77,769	1,000	78,769	77,922	850	78,772	77,373	0	77,373
FTEs	580.0	590.0	587.0	0.0	587.0	594.0	0.0	594.0	597.0	0.0	597.0

Recreation (Program 426)

Revenues	(39,313)	(36,295)	(37,859)	(1,351)	(39,209)	(38,774)	0	(38,774)	(39,865)	0	(39,865)
Expenditures	83,059	81,385	79,175	3,798	82,973	80,294	358	80,652	80,790	208	80,998
Recoveries	(3,781)	(2,845)	(2,197)	(172)	(2,369)	(2,196)	0	(2,196)	(2,196)	0	(2,196)
Net	39,965	42,245	39,120	2,275	41,395	39,324	358	39,682	38,729	208	38,937
FTEs	574.5	575.5	573.5	0.0	573.5	573.5	0.0	573.5	571.5	0.0	571.5

 **For Council Approval**

COMMUNITY SERVICES & PROTECTIVE SERVICES: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Fire (Program 001)

Revenues	(9,072)	(7,763)	(8,388)	0	(8,388)	(8,388)	0	(8,388)	(8,488)	0	(8,488)
Expenditures	180,778	193,303	189,241	0	189,241	192,008	0	192,008	196,580	0	196,580
Recoveries	(942)	(1,118)	(773)	0	(773)	(773)	0	(773)	(773)	0	(773)
Net	170,764	184,422	180,080	0	180,080	182,847	0	182,847	187,319	0	187,319
FTEs	1,369.0	1,402.0	1,400.0	0.0	1,400.0	1,428.0	0.0	1,428.0	1,464.0	0.0	1,464.0

Animal & Bylaw Services (Program 004)

Revenues	(5,592)	(5,145)	(6,055)	0	(6,055)	(6,295)	0	(6,295)	(6,555)	0	(6,555)
Expenditures	18,473	17,179	18,099	0	18,099	18,209	0	18,209	18,294	0	18,294
Recoveries	(1,050)	(473)	(684)	0	(684)	(684)	0	(684)	(684)	0	(684)
Net	11,831	11,561	11,360	0	11,360	11,230	0	11,230	11,055	0	11,055
FTEs	137.6	137.6	137.6	0.0	137.6	137.6	0.0	137.6	137.6	0.0	137.6

 **For Council Approval**

COMMUNITY SERVICES & PROTECTIVE SERVICES: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Public Safety Communications (Program 002)

Revenues	(14,604)	(15,294)	(15,294)	0	(15,294)	(15,294)	0	(15,294)	(15,294)	0	(15,294)
Expenditures	29,597	34,446	34,112	630	34,742	34,323	0	34,323	34,810	0	34,810
Recoveries	(166)	0	0	0	0	0	0	0	0	0	0
Net	14,827	19,152	18,818	630	19,448	19,029	0	19,029	19,516	0	19,516
FTEs	251.5	282.5	279.5	0.0	279.5	280.5	0.0	280.5	283.5	0.0	283.5

TOTAL CS&PS

Revenues	(111,078)	(101,246)	(105,387)	(1,351)	(106,737)	(106,542)	0	(106,542)	(107,993)	0	(107,993)
Expenditures	469,546	479,078	475,517	5,428	480,945	479,909	1,208	481,117	484,597	208	484,805
Recoveries	(17,642)	(13,777)	(14,297)	(172)	(14,470)	(14,296)	0	(14,297)	(14,296)	0	(14,297)
Net	340,826	364,055	355,833	3,905	359,738	359,070	1,208	360,278	362,307	208	362,515
FTEs	3,188.3	3,257.3	3,244.3	0.0	3,244.3	3,280.3	0.0	3,280.3	3,320.3	0.0	3,320.3

Totals may not add due to rounding

 **For Council Approval**

COMMUNITY SERVICES & PROTECTIVE SERVICES: Capital Budget Highlights

The 2012-2016 capital plan for the Community Services & Protective Services (CS&PS) department is \$711.5 million.

Each year the department produces and uses the annual Council-approved Culture, Parks, Recreation Infrastructure Investment Plan (CPRIIP) and the Emergency Response Investment Plan (ERIIP) to prioritize capital projects against a set of criteria and to plan investments. In 2012-2014, CS&PS will direct capital investments towards critical lifecycle and maintenance as well as new projects to meet the demands of growth. Council's approval of new funding for community infrastructure on July 25, 2011 (CPS2011-39) will enable CS&PS to deliver tangible capital improvements in communities across every quadrant of the city.

Alignment

The capital projects that are planned align with the following directions/plans:

Municipal Development Plan (MDP)

2.2.4 Complete communities

2.3.4 Parks, open spaces and outdoor recreation

2.3.6 Community services and facilities

2020 Sustainability Direction

Community Well-being

Sustainable Environment

Smart Growth and Mobility

Sustainable Corporation

Council's Fiscal Plan

CFP-C5 Maintain Calgary standards for fire safety and coverage.

CFP-P4 Build more recreation facilities, including four major facilities, considering Public-Private Partnership (P3) Canada funding, while maintaining current facilities.

CFP-P5 Increase the number of outdoor sports fields.

CFP-P6 Invest in lifecycle maintenance of existing community infrastructure.

CFP-P7 Maintain or increase green space/capita, with an emphasis on areas of the city that are parks deficient and link directions in the Municipal Development Plan, urban corridors and Transit Oriented Development (TOD) to the need for recreation & social facilities, as well as review all sources of funding.

CFP-P8 Protect natural/environmentally sensitive areas.

Business Unit Summary

Animal & Bylaw Services

Projects include equipment and communications lifecycle as well as facility renovations to improve space utilization.

Fire

New and replacement emergency response stations will be completed to accommodate growth in the city and support maintenance of response times. Additional projects will address the lifecycle of equipment needed in personal protection, communications, training, rescue and vehicles.

Parks

Major redevelopment projects are planned for existing parks, particularly Bowness Park and Laycock Park Wetland Restoration. Pathways need repairs and replacement. Other lifecycle projects involve day park user facilities and sports fields. Playgrounds and wading pools will be retrofitted to meet evolving safety standards. New off-leash areas will be developed and some existing ones will be renovated.

Public Safety Communications

Upgrades to the 9-1-1 telephone system and technical infrastructure are needed to keep pace with changes in communications technology and to integrate systems.

Recreation

Progress will be made toward the construction of four new recreation facilities in Quarry Park, Great Plains, Seton and the North West. Various facility upgrades and lifecycle projects are needed to maintain service levels and meet increasing demands.

Operating Impact

The operating impact from Parks' newly acquired land through development processes (subdivision, land purchase, etc.) resulting in expanding operational maintenance responsibilities is being accommodated in Parks' operating base. The operating impacts of Parks Infrastructure Lifecycle, Laycock Park Wetland Restoration and the new Dog Off-Leash Area Development projects is \$1.7 million from 2012-2014. The minimum operating cost requirement for Fire's capital projects, including two new stations from 2012-2014, is reflected in Fire's operating growth.

COMMUNITY SERVICES & PROTECTIVE SERVICES : Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Parks						
Approved Projects in Progress	28,580	14,191	3,000	0	0	45,771
Total Projects Requiring Approval: (2)						
Program 500 : Parks and Natural Areas	19,962	10,030	5,550	0	0	35,542
Program 503 : Pathways	3,000	3,000	3,000	0	0	9,000
Total Projects Requiring Approval	22,962	13,030	8,550	0	0	44,542
2012 Capital Budget	51,542	27,221	11,550	0	0	90,313
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	14,079	15,929	4,650	300	34,958
Total Parks	51,542	41,300	27,479	4,650	300	125,271
Recreation						
Approved Projects in Progress	61,369	42,500	63,000	49,000	0	215,869
Total Projects Requiring Approval: (2)						
Program 507 : Other Recreation Facilities	30,804	31,994	0	0	0	62,798
Program 519 : Additional CPRIP Funding	12,750	0	0	0	0	12,750
Total Projects Requiring Approval	43,554	31,994	0	0	0	75,548
2012 Capital Budget	104,923	74,494	63,000	49,000	0	291,417
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	19,900	22,900	12,800	20,000	75,600
Total Recreation	104,923	94,394	85,900	61,800	20,000	367,017
Community Services						
Approved Projects in Progress	89,949	56,691	66,000	49,000	0	261,640
Projects Requiring Approval (2)	66,516	45,024	8,550	0	0	120,090
2012 Capital Budget	156,465	101,715	74,550	49,000	0	381,730
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	33,979	38,829	17,450	20,300	110,558
Total Community Services	156,465	135,694	113,379	66,450	20,300	492,288

Notes:

(1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.

(2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

COMMUNITY SERVICES & PROTECTIVE SERVICES : Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Animal & Bylaw Services						
Approved Projects in Progress	550	350	350	0	0	1,250
Total Projects Requiring Approval: (2)						
Program 048 : Bylaw Capital	1,600	0	0	0	0	1,600
Total Projects Requiring Approval	1,600	0	0	0	0	1,600
2012 Capital Budget	2,150	350	350	0	0	2,850
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	300	217	0	0	517
Total Animal & Bylaw Services	2,150	650	567	0	0	3,367
Fire						
Approved Projects in Progress	97,105	36,183	18,646	23,151	0	175,085
Total Projects Requiring Approval: (2)						
Program 041 : Additional Stations & Equipment	3,600	0	0	0	0	3,600
Program 042 : Maintenance/Retrofits - Existing Facilities	3,000	0	0	0	0	3,000
Program 043 : Additional Apparatus & Equipment	3,750	600	600	0	0	4,950
Program 044 : Replacement - Apparatus/Vehicles/Equip	2,700	0	0	0	0	2,700
Total Projects Requiring Approval	13,050	600	600	0	0	14,250
2012 Capital Budget	110,155	36,783	19,246	23,151	0	189,335
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	7,050	6,357	0	0	13,407
Total Fire	110,155	43,833	25,603	23,151	0	202,742

Notes:

(1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.

(2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

COMMUNITY SERVICES & PROTECTIVE SERVICES : Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Public Safety Communications						
Approved Projects in Progress	1,860	3,293	600	1,690	0	7,443
Total Projects Requiring Approval: (2)						
Program 045 : PSCC	800	700	276	0	0	1,776
Total Projects Requiring Approval	800	700	276	0	0	1,776
2012 Capital Budget	2,660	3,993	876	1,690	0	9,219
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	2,300	1,550	0	0	3,850
Total Public Safety Communications	2,660	6,293	2,426	1,690	0	13,069
Protective Services						
Approved Projects in Progress	99,515	39,826	19,596	24,841	0	183,778
Projects Requiring Approval (2)	15,450	1,300	876	0	0	17,626
2012 Capital Budget	114,965	41,126	20,472	24,841	0	201,404
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	9,650	8,124	0	0	17,774
Total Protective Services	114,965	50,776	28,596	24,841	0	219,178
Community Services & Protective Services						
Approved Projects in Progress	189,464	96,517	85,596	73,841	0	445,418
Projects Requiring Approval (2)	81,966	46,324	9,426	0	0	137,716
2012 Capital Budget	271,430	142,841	95,022	73,841	0	583,134
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	43,629	46,953	17,450	20,300	128,332
Total Community Services & Protective Services	271,430	186,470	141,975	91,291	20,300	711,466

Notes:

(1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.

(2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

COMMUNITY SERVICES & PROTECTIVE SERVICES

Animal & Bylaw Services	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$18.1	\$11.4	138	\$18.2	\$11.2	138	\$18.3	\$11.0	138

Overview

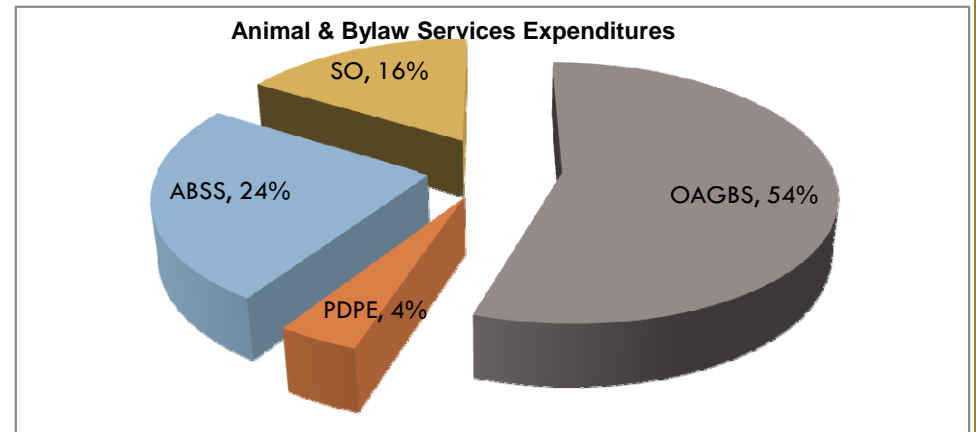
Animal & Bylaw Services (ABS) encourages a safe, healthy and vibrant community for people and pets through the development and implementation of bylaws that promote public safety and reflect community values. ABS focuses on voluntary compliance with Calgary's bylaws through education and programs to support citizens and the community. ABS also undertakes strategic and proactive initiatives aimed at ensuring safe, clean neighbourhoods.

List of Services

- Operations: Animal & General Bylaw Services - OAGBS
- Policy Development and Public Education - PDPE
- Strategic Services - ABSS
- Shelter Operations - SO

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

ABS is committed to ensuring that Council's Fiscal Plan is addressed and that long term directional plans including the Municipal Development Plan and the 2020 Sustainability Direction form the foundation for ABS' goals and objectives. ABS will work in an integrated fashion across the Corporation to achieve Council's priority areas and CS&PS initiatives emphasizing quality and citizen-driven performance. ABS is committed to focusing on citizens' needs and will continue to develop and implement innovative operational initiatives aimed at creating a safer, more vibrant community. Key strategies and actions include the implementation of Calgary's Community Addictions strategy and the delivery of a Corporate Coordinated Graffiti Abatement program, both in partnership with internal and external stakeholders. ABS will also continue to fund community-led projects that address public safety and social disorder through the Crime Prevention Investment Plan and the Community Standards Fund. Additionally, ABS will develop indicators of incivility and strategies to address these issues in the community. ABS will continue to explore ways to increase the exposure of adoptable animals through social media opportunities and events.



Addressing Other Emerging Issues

In 2012-2014, ABS will continue to focus its services on citizens' needs and to address emerging issues, ensuring that Calgary is a great place to live, work and play. A number of current and emerging macro-environmental trends create pressure for Calgary in that they may impact fiscal and/or service delivery capacity. These include but are not limited to: economic pressures resulting from global economic uncertainty; demographic pressures due to population growth as well as the progressively more diverse social composition of the city; and socio-cultural pressures like citizen perceptions and expectations. While these pressures present some challenges, they also present significant opportunities for innovation. To address these pressures, ABS will continue to develop and nurture relationships with citizens to ensure that policies and programs reflect community values. ABS will develop and implement initiatives aimed at creating safer, cleaner neighbourhoods. ABS will also continue to strengthen and build on partnerships to ensure it is positioned as a world leader in setting humane standards for managing animal issues in the Calgary community. All of these initiatives are integral components to creating a safe, healthy and vibrant community and ensuring that Calgary continues to be a world-class city.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Community</p> <p>1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)</p>	<p>1C1.1 Streamline and consolidate approval processes for subsidized services.</p>	<p>SO</p>
<p>Community</p> <p>1C2 Improve access to services by posting appropriate information online. (CFP-Z9)</p>	<p>1C2.1 Use an eGovernment approach to make access to online services more citizen focused.</p>	<p>PDPE,SO</p>
<p>Community</p> <p>1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)</p>	<p>1C3.1 Work towards age-friendly community practices.</p>	<p>ABSS,OAGBS</p>
<p>Community</p> <p>1C4 Increase compliance with accessibility policies and standards.</p>	<p>1C4.1 Promote reporting on implementation of Welcoming Communities Policy.</p>	<p>ABSS</p>
<p>Community</p> <p>1C4 Increase compliance with accessibility policies and standards.</p>	<p>1C4.2 Ensure facilities meet Corporate accessibility guidelines.</p>	<p>ABSS</p>

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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ABSS Strategic Services **OAGBS** Operations: Animal & General Bylaw Services **PDPE** Policy Development and Public Education **SO** Shelter Operations

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 2C1 Maintain or improve service response performance. (CFP-C4*,C5*)	2C1.1 Assess 3-1-1 escalated complaints.	ABSS,OAGBS
	2C1.2 Develop a comprehensive Emergency Management Plan.	ABSS,OAGBS
Community 2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*,C6)	2C2.1 Promote voluntary compliance with bylaws (without enforcement).	OAGBS, PDPE
	2C2.2 Increase community capacity to self-address local issues.	ABSS,OAGBS,PDPE
	2C2.3 Continue/expand initiatives that encourage safe behaviours (e.g. graffiti abatement, AfterSchool program, etc.).	Business Unit Wide
	2C2.4 Work to influence organizations that impact public safety to reduce the severity and frequency of incidents.	ABSS,PDPE
Places 3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)	3P1.1 Implement Centre City plan.	OAGBS
	3P1.2 Implement Pathways plan and safety audit recommendations.	OAGBS
Places 3P3 Increase CS&PS involvement in planning/redevelop communities so recreational, social and public safety factors are part of complete communities.	3P3.1 Collaborate in the development of complete communities tools.	ABSS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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ABSS Strategic Services **OAGBS** Operations: Animal & General Bylaw Services **PDPE** Policy Development and Public Education **SO** Shelter Operations

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 3P5 Assess and continue/expand partnerships to deliver services. (CFP-P3*)	3P5.1 Partner with other organizations to increase cultural and aesthetic opportunities and support community revitalization.	ABSS,OAGBS
	3P5.2 Continue to expand partnerships with all levels of government.	ABSS,OAGBS
	3P5.3 Continue internal collaboration across Business Units and Departments.	ABSS,OAGBS
	3P5.4 Foster and support mutually beneficial relationships with community-based non-profit groups.	ABSS,OAGBS,PDPE
Places 4P2 Participate in pilot projects and corporate initiatives aimed at environmental sustainability.	4P2.1 Continue implementing and evaluating pilot projects (e.g. waste reduction, greener fleet, etc.).	OAGBS, PDPE, SO
Organization 5Z1 Develop a more effective approach to professional development. (CFP-Z6)	5Z1.1 Advocate expanded eligibility for leadership training.	Business Unit Wide
	5Z1.2 Develop coordinated competency framework.	Business Unit Wide
	5Z1.3 Increase lateral transfer opportunities.	Business Unit Wide
	5Z1.4 Participate in selected Corporate Workforce Strategy initiatives.	Business Unit Wide
Organization 5Z2 Enhance employee satisfaction and improve knowledge sharing. (CFP-Z1)	5Z2.1 Incorporate "quality service" metrics into the employee survey.	Business Unit Wide
	5Z2.2 Use employee survey findings to address issues.	Business Unit Wide
	5Z2.3 Identify opportunities and increase cross training and knowledge sharing.	Business Unit Wide

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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ABSS Strategic Services **OAGBS** Operations: Animal & General Bylaw Services **PDPE** Policy Development and Public Education **SO** Shelter Operations

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z3 Create a comprehensive employee health and safety system. (CFP-Z6)	5Z3.1 Develop robust data collection process.	ABSS, PDPE
	5Z3.2 Enhance orientation, training and evaluation.	Business Unit Wide
	5Z3.3 Enhance follow-up on assessment recommendations.	ABSS
Organization 6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)	6Z1.1 Conduct regular citizen surveys.	ABSS,PDPE
	6Z1.2 Design engagement process for citizens to help define what “complete communities” means.	ABSS, PDPE
Organization 6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)	6Z2.1 Conduct program surveys and evaluations among users.	ABSS,PDPE
	6Z2.2 Improve information and knowledge management processes.	PDPE
Organization 6Z3 Participate in reviews of selected lines of service to assess efficiency. (CFP-Z3)	6Z3.1 Develop municipal performance measures, baselines and benchmarks to assess efficiency.	ABSS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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ABSS Strategic Services **OAGBS** Operations: Animal & General Bylaw Services **PDPE** Policy Development and Public Education **SO** Shelter Operations

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z4 Improve asset performance. (CFP-Z10)	6Z4.1 Decrease lifecycle maintenance backlog.	ABSS
	6Z4.2 Refresh CPRIP/ERIIP list annually.	ABSS
	6Z4.3 Promote development of asset management plans to mitigate risk and optimize facility use.	ABSS
	6Z4.4 Implement Capital Plan.	ABSS
Organization 6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)	6Z5.1 Continue to explore opportunities for new sources of funding.	ABSS,PDPE

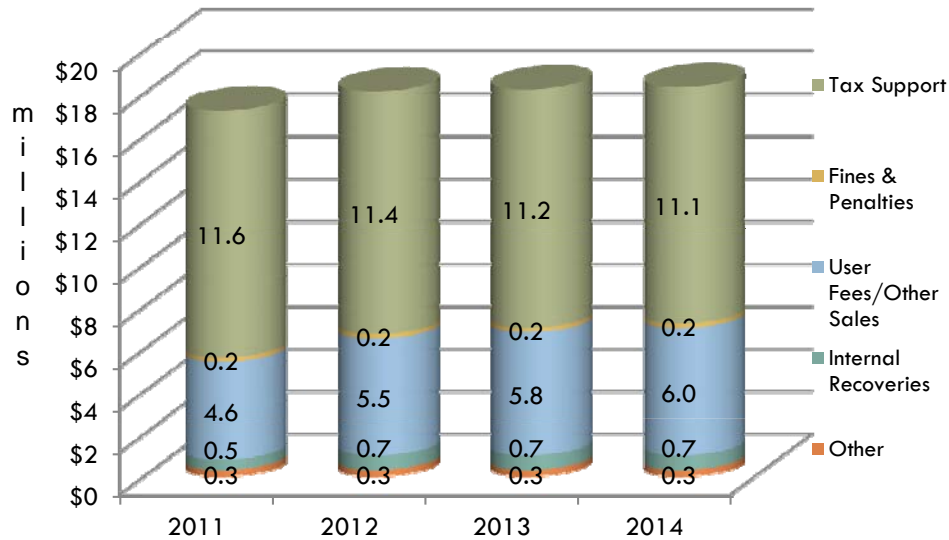
 For Council Approval

 For Council Information

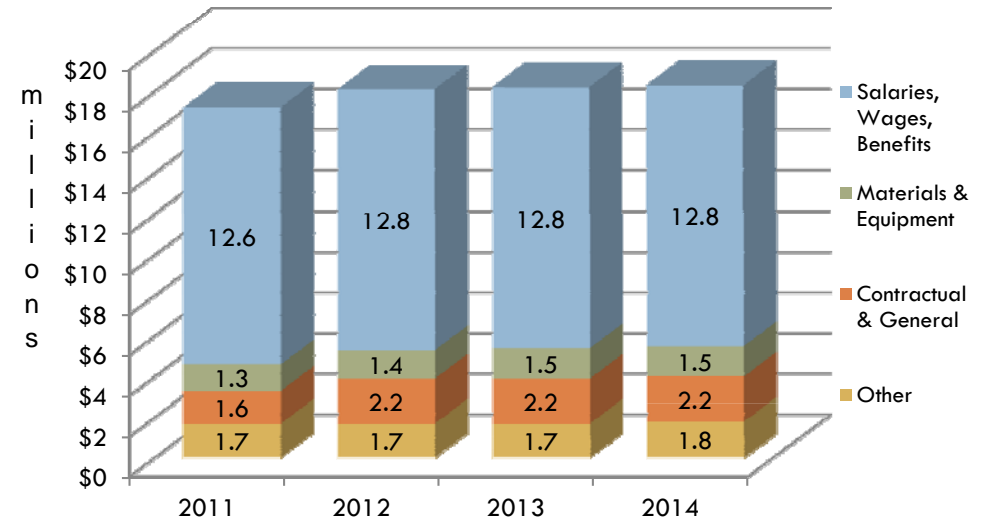
Community	Places	Mobility	Business	Organization	Finance
ABSS Strategic Services	OAGBS Operations: Animal & General Bylaw Services	PDPE Policy Development and Public Education	SO Shelter Operations		

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Business Plan & Budget Highlights

Funding Summary



Expenditure Summary



Changes to user fees for 2012-2014 are proposed and subject to Council approval as detailed in the Business Unit User Fee Schedules (Attachment 2)

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.4	\$0.4	2	\$0.4	\$0.4	2	\$0.4	\$0.4	2	\$0.4	\$0.4	2
Services:												
Operations	9.0	8.6	93	9.8	8.6	93	9.8	8.7	93	9.9	8.7	93
Policy Development	0.8	0.8	6	0.8	0.8	6	0.8	0.8	6	0.8	0.8	6
Strategic Services	4.2	3.8	15	4.3	3.8	15	4.4	3.8	15	4.4	3.8	15
Shelter Operations	2.8	(2.0)	22	2.8	(2.2)	22	2.8	(2.5)	22	2.8	(2.7)	22
Total Animal & Bylaw Services	\$17.2	\$11.6	138	\$18.1	\$11.4	138	\$18.2	\$11.2	138	\$18.3	\$11.0	138

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Business Plan & Budget Highlights

Productivity Gain (Budget reduced with no service impact)

In 2012, efficiencies of \$202 thousand will be realized through automation including reduced fuel and vehicle costs by linking GIS information to 3-1-1 calls, increased use of the web to reduce printing and telephone costs.

In 2013, further efficiencies of \$130 thousand will be realized by changes to shelter operations such as a realignment of duties for greater utilization of assistants as well as strategies to reduce shelter stay-times.

In 2014, additional efficiencies of \$175 thousand will be gained through a reduction in public education expenses and further changes to animal operations.

Service and Budget Increases

An increase in animal licensing rates will result in anticipated revenue increases of \$710 thousand which will offset inflationary increases in utilities, materials and other factors over the three year period. This will enable ABS to continue playing a key role in addressing Council's Fiscal Plan in priority areas for ensuring our communities are safe, clean and vibrant as well as proactively meeting the needs of vulnerable populations.

User Fees

The following pet license fee increases are proposed: from \$10 to \$15 in altered cats with no increase from \$30 for unaltered cats; from \$31 to \$36 in altered dogs and unaltered dogs under the age of six months; and from \$52 to \$58 for unaltered dogs. The proposed fee increases are in line with User Fees and Subsidies Policy (CFO010) and are needed to achieve the Long Term Recovery Rate. These fees have not been increased since 2006.

Budget Reductions with Service Impact

There are no reductions with a service impact. ABS is committed to meeting the needs of people and pets. Through a detailed analysis of the operations, achievable cost efficiency savings with no significant service impact to citizens, have been identified above.

Summary of net operating budget changes (\$000's)

	2012	2013	2014
Productivity Gain (Budget reduced with no service impact)	(\$202)	(\$130)	(\$175)
Service and budget increases	0	0	0
Budget reductions with service impact	0	0	0
Total base changes	<u>(202)</u>	<u>(130)</u>	<u>(175)</u>
One-Time	0	0	0
Less: Previous Year's One-time	0	0	0
Total budget changes	<u><u>(\$202)</u></u>	<u><u>(\$130)</u></u>	<u><u>(\$175)</u></u>

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Capital Projects Requiring Approval

(\$000s)

1,600 For Council Approval at Program-Project level as per Department Capital Plan report

Program- Project	Project Description	Type	Cat.	(A)		(B)	New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years								
048-004	Communications Lifecycle	M	C	0	0	150	50	50	50	0	0	0	150
048-006	Portland Street Renovation	U	C	0	0	1,300	1,300	0	0	0	0	0	1,300
048-011	Equipment Lifecycle	M	C	0	0	150	50	50	50	0	0	0	150
048-012	Systems Integration	U	C	0	0	517	200	200	117	0	0	0	517
Total Program 048 : Bylaw Capital				0	0	2,117	1,600	300	217	0	0	0	2,117
				0	0	2,117	1,600	300	217	0	0	0	2,117

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project

Funding For Capital Projects

Pay-As-You-Go	1,600	300	217	0	0	2,117
Total Funding	1,600	300	217	0	0	2,117

Explanation of Budget Requests

Program 048 : Bylaw Capital

Project 048-004: Communications Lifecycle

New Budget Request of \$150 thousand for 2012-2014 for replacement of communication equipment to maintain operational efficiencies and enhance the use of corporate infrastructure including laptop computers, radios, hand held technology and GPS technology with funding from Pay-As-You-Go.

Project 048-006: Portland Street Renovation

New Budget Request of \$1.3 million for 2012 for renovation of existing office space to improve space utilization and efficiencies accommodating the recent increase in the number of civilian staff and sworn members with funding from Pay-As-You-Go.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Capital Projects Requiring Approval

Project 048-011: Equipment Lifecycle

New Budget Request of \$150 thousand for 2012-2014 for the Animal & Bylaw Services (ABS) lifecycle maintenance program which will ensure equipment used by front-line officers is functioning, replaced as required, responsive to service delivery needs and supports officer safety with funding from Pay-As-You-Go.

Project 048- 012: Systems Integration

New Budget Request of \$517 thousand for 2012-2014 for alignment of ABS operations dispatch equipment to integrate into Public Safety Communications system and meet future provincial requirements with funding from Pay-As-You-Go.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
048	004	Communications Lifecycle	A	G	476	550	0	0	0	0	550	1,026
048	004	Communications Lifecycle	C	M	0	50	50	50	0	0	150	150
048	006	Portland Street Renovation	C	U	0	1,300	0	0	0	0	1,300	1,300
048	009	Royal Oak (West Office)	A	G	0	0	0	350	0	0	350	350
048	010	Seton (Southeast Office)	A	G	0	0	350	0	0	0	350	350
048	011	Equipment Lifecycle	C	M	0	50	50	50	0	0	150	150
048	012	Systems Integration	C	U	0	200	200	117	0	0	517	517
Total Animal & Bylaw Services					476	2,150	650	567	0	0	3,367	3,843

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Service Highlights

Operations: Animal & General Bylaw Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$9,757	\$8,603	93	\$9,827	\$8,673	93	\$9,854	\$8,700	93

Description of Services

- Response to citizen concerns with respect to 24 municipal bylaws and 11 provincial statutes
- Address issues regarding public health and safety, the environment and the protection of public property
- Investigation and proactive patrols
- Engagement of the public to address concerns of community liveability

Highlighted Strategies

1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)

2C1 Maintain or improve service response performance. (CFP-C4*, C5*)

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*, C6)

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

4P2 Participate in pilot projects and corporate initiatives aimed at environmental sustainability.

Highlighted Actions

1C3.3 Develop community-specific public safety communications and engagement strategies.

2C1.1 Assess 3-1-1 escalated complaints.

2C2.1 Promote voluntary compliance with bylaws (without enforcement).

3P1.1 Implement Centre City plan.

4P2.1 Continue implementing and evaluating pilot projects (e.g. waste reduction, greener fleet, etc).

Business Plan and Budget Highlights

- Modify priority response process for 3-1-1 for a more streamlined approach by utilizing geo routing to increase efficiency and reduce vehicle costs.
- Undertake operational and public engagement initiatives in collaboration with partners that are aimed at improving quality of life and perceptions of safety, decreasing incivility and increasing public awareness (i.e. addressing derelict properties).
- Continue to reflect Calgarians' values for acceptable standards and behaviours through the development of initiatives such as the Community Standards Bylaw.
- Continue work with the Solicitor General to ensure safe communities.
- Support environmental protection initiatives.
- Engage in initiatives with the Calgary Homeless Foundation and other partners to assist citizens with access to required services and programs.
- Continue to educate citizens on safe activities, responsible behaviours and bylaws.
- Collaborate with partner agencies to address safe housing and social disorder issues in licensed premises.
- Provide partners with traffic control and assistance during major incidents and events.
- Continue to be the first responder for aggressive animal incidents and animal emergencies.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Service Highlights

Policy Development and Public Education	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$764	\$764	6	\$783	\$783	6	\$820	\$820	6

Description of Services

- Development of clear and understandable bylaws that reflect community values
- Public education with regard to bylaws, responsible pet ownership, safe activities and responsible behaviours for parks, pathways and river ways
- Develop and encourage internal and external partnerships
- Lead organizer for initiatives such as the Safety Expo

Highlighted Strategies

1C2 Improve access to services by posting appropriate information online. (CFP-Z9)

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*,C6)

3P5 Assess and continue/expand partnerships to deliver services. (CFP-P3*)

6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)

6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)

Highlighted Actions

1C2.1 Use an eGovernment approach to make access to online services more citizen focused.

2C2.2 Increase community capacity to self-address local issues.

3P5.4 Foster and support mutually beneficial relationships with community-based non-profit groups.

6Z1.1 Conduct regular citizen surveys.

6Z5.1 Continue to explore opportunities for new sources of funding.

Business Plan and Budget Highlights

- Utilize technology to provide a customer-centric approach.
- Increase the amount of ABS services and information that are available online, reducing ABS' ecological footprint and costs.
- Use social media tools to disseminate information and increase exposure of adoptable animals.
- Undertake public education initiatives to increase community capacity to address community issues; engage the public in regular consultations to develop community driven policies.
- Conduct ongoing measuring of effectiveness to identify and share best practices.
- Continue to develop alternative sources for revenue generation through leveraging partnerships to develop programs (i.e. I Heart My Pet Rewards Program).
- Deliver curriculum based school presentations focused on safety, responsible citizenship and pet ownership for kindergarten to grade six students; introduce a graffiti presentation that will educate children on the harms of graffiti and its criminal implications.
- Produce and circulate the Pawsitive Times newsletter to provide information on responsible ownership and general bylaws.
- Continue to lead the annual Safety Expo, an event focused on the awareness and practice of safety at home, school, work and play.
- Deliver public service segments to educate the public on municipal bylaws in partnership with Shaw Communications.
- Continue to chair and facilitate the Responsible Pet Ownership Working Committee to provide community leadership and education.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Service Highlights

Strategic Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,341	\$3,757	15	\$4,362	\$3,778	15	\$4,383	\$3,799	15

Description of Services:

- Provides leadership and mentorship; Responsible for strategic support of ABS operations
- Continual current state assessment of challenges and opportunities
- Identification of proactive and innovative solutions to address issues
- Support for: Crime Prevention Investment Plan, Community Standards Fund, Graffiti Abatement and the Calgary Humane Society; Involvement of communities in crime prevention, safety and citizen engagement initiatives

- Project management of the design, development and implementation of key Corporate strategic initiatives
- The development of partnerships to address a wide range of community issues including liaising with the Business Revitalization Zones (BRZs)
- Business planning, performance measure development, evaluation, data analysis, sustainability development and reporting
- Business Unit Training Program
- Asset Acquisition and Registry

Highlighted Strategies

1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)

1C4 Increase compliance with accessibility policies and standards.

3P3 Increase CS&PS involvement in planning/redevelop communities so recreational, social and public safety factors are part of complete communities.

3P5 Assess and continue/expand partnerships to deliver services. (CFP-P3*)

6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)

Highlighted Actions

1C3.1 Work towards age-friendly community practices.

1C4.1 Promote reporting on implementation of Welcoming Communities Policy.

3P3.1 Collaborate in the development of complete communities tools.

3P5.2 Continue to expand partnerships with all levels of government.

6Z1.2 Design engagement process for citizens to help define what "complete communities" means.

Business Plan and Budget Highlights

- Development of a Seniors Strategy.
- Further development and implementation of Calgary's Community Addictions Strategy in conjunction with partner organizations.
- Development of a Diversity Strategy.
- Membership on the Fair Calgary committee to ensure compliance with policies and standards.
- Identification and development of operational initiatives aimed at public safety communications and engagement strategies.
- Continued growth and delivery of a Corporate Coordinated Graffiti Abatement program.
- Continue to fund community led projects that address public safety and social disorder through the Crime Prevention Investment Plan and the Community Standards Fund.
- Provide training opportunities for staff, including a leadership training program and executive coaching program.
- Development of indicators of incivility and strategies to address these issues.
- Collaborate with other business units and organizations to increase cultural and aesthetic opportunities and support community revitalization.
- Promote community vitality as the Business Revitalization Zone Liaison.
- Improve asset performance.
- Review and refine training programs to ensure the provision of optimal training that will enable the delivery of the services Calgarians want and need.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services: Service Highlights

Shelter Operations	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,805	(\$2,196)	22	\$2,805	(\$2,436)	22	\$2,805	(\$2,696)	22

Description of Services

- Frontline customer service
- Contact point for animal-related issues
- Animal care for impounded animals
- Provision of spays/neuters for impounded cats and dogs
- Spays/neuters, dental care and treatment of medical issues for adoptable cats and dogs
- Spays/neuters for cats and dogs of low income Calgarians through the No Cost Spay Neuter Program
- Provision of safekeeping for pets until their owners can make alternate arrangements during times of emergency

Highlighted Strategies

1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)

1C2 Improve access to services by posting appropriate information online. (CFP-Z9)

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*, C6)

5Z2 Enhance employee satisfaction and improve knowledge sharing. (CFP-Z1)

5Z3 Create a comprehensive employee health and safety system. (CFP-Z6)

Highlighted Actions

1C1.1 Streamline and consolidate approval processes for subsidized services.

1C2.1 Use an eGovernment approach to make access to online services more citizen focused.

2C2.3 Continue/expand initiatives that encourage safe behaviours (e.g. graffiti abatement, AfterSchool program, etc.).

5Z2.3 Identify opportunities and increase cross training and knowledge sharing.

5Z3.2 Enhance orientation, training and evaluation.

Business Plan and Budget Highlights

- Continue to remove the barriers to responsible pet ownership through the delivery of a No Cost Spay/Neuter program for pets of low-income Calgarians.
- Continue to generate revenue to fund the No Cost Spay/Neuter Program in its entirety as well as costs associated with the animal side of operations.
- Provide promotions such as free 6 month licensing to demonstrate the value of pet licensing to owners.
- Continue to increase the number of licensed dogs and cats.
- Provide a Drive Home program to reunite pets with owners faster, reduce our environmental footprint and increase cost savings.
- Launch campaigns to increase adoption rates, for cats in particular.
- Reduce the amount of time that animals spend in our shelter by increasing awareness of the adoptable animals available at the Shelter (i.e. Pet of the Week videos).
- Provide safekeeping for pet owners in times of emergency.
- Treat medical issues and provide dental care to adoptable animals to create quicker adoption times and less stress for the animals.
- Provide behavioural assessments for adoptable cats and dogs to ensure a successful match between the animal and the new family and decrease future problem behaviour.
- Continue to be recognized as a leader in North America for animal services programs, including recognition as one of the highest return to owner and lowest euthanization rates in North America.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES

Community & Neighbourhood Services	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$63.3	\$28.0	264	\$63.4	\$28.0	264	\$63.0	\$27.6	264

Overview

Community & Neighbourhood Services (CNS) focuses on strengthening individuals and communities by working strategically to address social and recreational needs. Despite uncertain economic times, CNS will continue to meet the needs of vulnerable citizens through innovative approaches to service delivery. Leveraged funding and broad collaborations enable CNS to continue providing an array of preventive services and remain at the forefront of community service delivery. CNS, along with its many partners, represents a vital component of the social fabric of Calgary.

List of Services

- Building Community Capacity - BCC
- Preventive Social Service Funding - PSSF
- Social Research - SR
- Social Services and Recreational Opportunities - SSRO

Achieving Council's Fiscal Plan / Addressing Sustainability and Long Term Plans

As a means of realizing the collective vision of ImagineCALGARY, Council's Fiscal Plan and the 2020 Sustainability Direction, CNS is committed to the following strategic framework over the next three years.

Investment in Preventive Interventions

Research shows the benefits and cost effectiveness of preventive interventions. CNS focuses on partnerships with other business units (including the Calgary Police Service, Recreation and Animal & Bylaw Services) to deliver innovative, award-winning social and recreational programming aimed at fulfilling the Council priority area of community-based crime reduction.

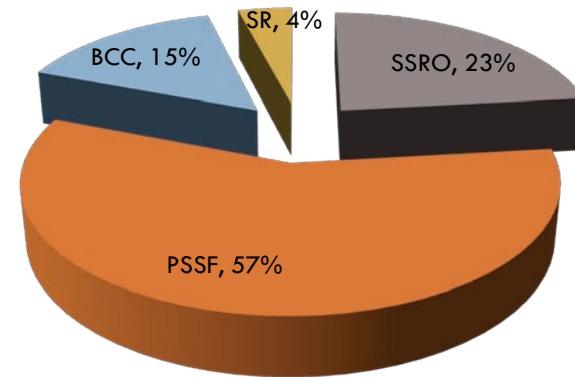
Forging Enduring Leveraged Collaborations

The strength of CNS lies in its leveraged collaborations with various internal and external partners. These relationships allow CNS to convert mill rate support into significantly greater funding which can then be used to provide further programs and services.

Responsiveness to Citizen Needs

In keeping with Council's Fiscal Plan, CNS has reaffirmed its commitment to address community identified needs and ensure high levels of citizen satisfaction. Through groundbreaking community engagement initiatives and flexible program delivery, CNS responds to the needs of the citizens of Calgary.

Community & Neighbourhood Services Expenditures



Leadership in Accountable and Efficient Business Unit Practices

CNS is furthering its efforts to refine business practices in order to increase value for citizens and streamline service delivery processes. To advance this Council directive, CNS has fostered a number of administrative efficiencies and implemented a Performance Measures Committee which is focused on further enhancing the effectiveness, efficiency and accountability of business unit practices.

Innovation in Alternative Service Delivery

As a result of the economic realities facing all levels of government, CNS is adapting to ensure that the array of high quality services it provides continues to thrive. Through cost recovery pilot projects, contract optimization practices, and the forging of strong partnerships at both the provincial and federal levels, CNS continues to position itself as a leader in the refinement of service delivery infrastructure.

Value of Long-Term Strategic Thinking

With significant demographic changes at work throughout Calgary, CNS will continue to demonstrate innovation and creativity in addressing the impact of social change, including the development of interventions to serve an aging population and an increasing number of at-risk youth.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)	1C1.1 Streamline and consolidate approval processes for subsidized services.	SR
Community 1C2 Improve access to services by posting appropriate information online. (CFP-Z9)	1C2.1 Use an eGovernment approach to make access to online services more citizen focused.	Business Unit Wide
	1C2.2 Increase use of social media.	Business Unit Wide
Community 1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)	1C3.1 Work towards age-friendly community practices.	Business Unit Wide
	1C3.2 Support development of a 10-year plan to address poverty.	SR
Community 1C4 Increase compliance with accessibility policies and standards.	1C4.1 Promote reporting on implementation of Welcoming Communities Policy.	SR
	1C4.2 Work towards facilities meeting Corporate accessibility guidelines.	SR

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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BCC Building Community Capacity **PSSF** Preventative Social Service Funding **SR** Social Research **SSRO** Social Services and Recreational Opportunities

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 2C1 Maintain or improve service response performance. (CFP-C4*,C5*)	2C1.1 Assess 3-1-1 escalated complaints.	Business Unit Wide
Community 2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*,C6)	2C2.1 Increase community capacity to self-address local issues.	Business Unit Wide
	2C2.2 Continue/expand initiatives that encourage safe behaviours (e.g. graffiti abatement, AfterSchool program, etc.).	Business Unit Wide
Places 3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)	3P1.1 Continue implementing Social Sustainability Framework.	Business Unit Wide
	3P1.2 Implement Centre City plan.	Business Unit Wide
Places 3P3 Increase CS&PS involvement in planning/redeveloping of communities so that recreational, social and public safety factors are included as part of complete communities.	3P3.1 Provide consistent representation at community planning and growth management meetings.	BCC
	3P3.2 Review land development plans for comment.	BCC,SR
	3P3.3 Collaborate in the development of complete communities tools.	BCC,SR

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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BCC Building Community Capacity **PSSF** Preventative Social Service Funding **SR** Social Research **SSRO** Social Services and Recreational Opportunities

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 3P5 Assess and continue / expand effective partnerships to deliver services. (CFP-P3*)	3P5.1 Partner with other organizations to increase cultural and aesthetic opportunities and support community revitalization.	Business Unit Wide
	3P5.2 Continue to expand partnerships with all levels of government.	Business Unit Wide
	3P5.3 Continue internal collaboration across Business Units and Departments.	Business Unit Wide
	3P5.4 Foster and support mutually beneficial relationships with community-based non-profit groups.	Business Unit Wide
Places 4P2 Participate in pilot projects and corporate initiatives aimed at environmental sustainability.	4P2.1 Continue implementing and evaluating pilot projects (e.g. waste reduction, greener fleet, etc.).	Business Unit Wide
Organization 5Z3 Create a comprehensive employee health and safety system. (CFP-Z6)	5Z3.1 Enhance orientation, training and evaluation.	Business Unit Wide
Organization 6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)	6Z1.1 Conduct regular citizen surveys.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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BCC Building Community Capacity **PSSF** Preventative Social Service Funding **SR** Social Research **SSRO** Social Services and Recreational Opportunities

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)	6Z2.1 Conduct program surveys and evaluations among users.	Business Unit Wide
Organization 6Z3 Participate in reviews of selected lines of service to assess efficiency. (CFP-Z3)	6Z3.1 Develop municipal performance measures, baselines and benchmarks to assess efficiency.	Business Unit Wide
Organization 6Z4 Improve asset performance. (CFP-Z10)	6Z4.1 Decrease lifecycle maintenance backlog.	BCC
Organization 6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)	6Z5.1 Continue to explore opportunities for new sources of funding.	Business Unit Wide
6Z4.2 Refresh CPRIP/ERIIP list annually.	BCC	
6Z4.3 Develop and implement granting programs for community infrastructure and enhanced capital conservation for Civic and Community Partners' lifecycle projects.	BCC	

For Council Approval

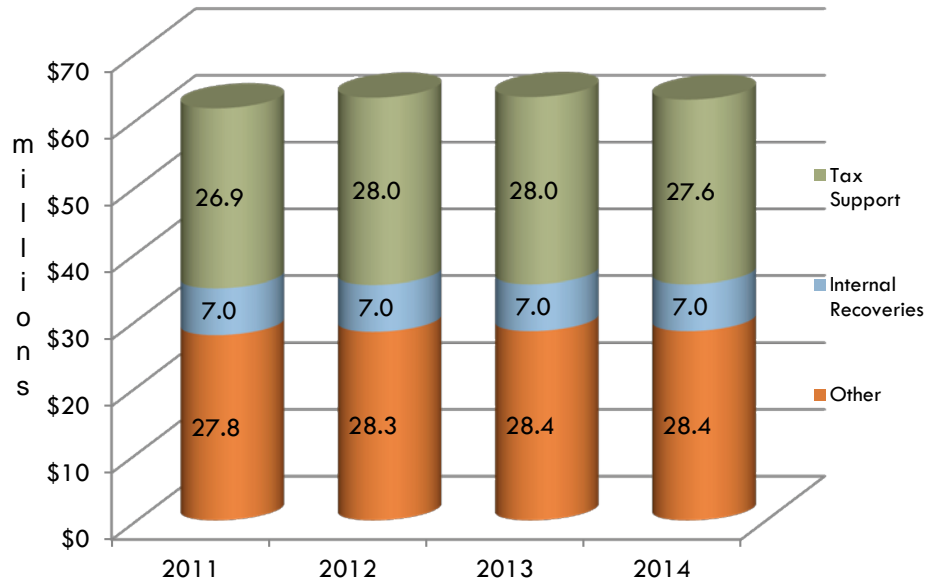
For Council Information

Community	Places	Mobility	Business	Organization	Finance
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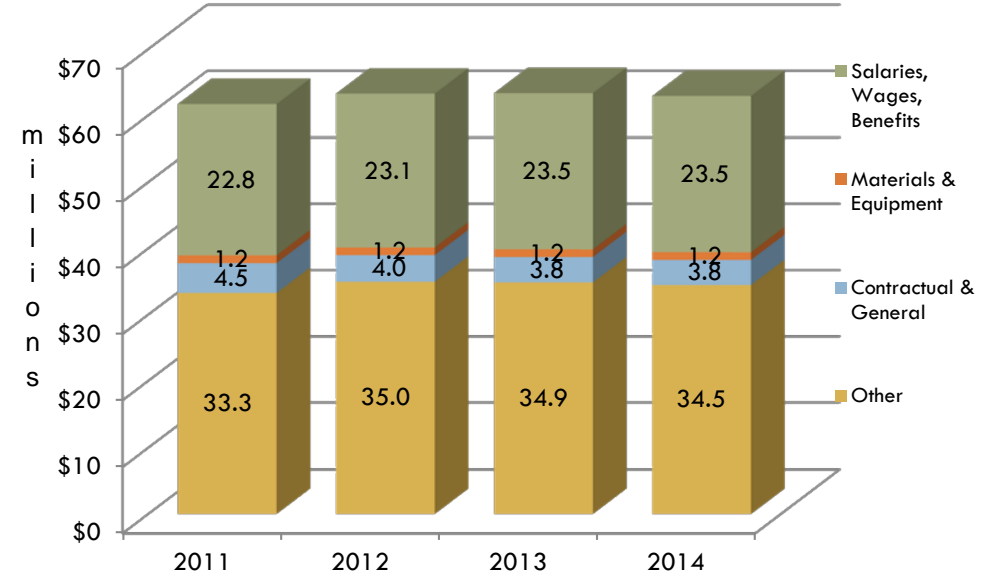
BCC Building Community Capacity **PSSF** Preventative Social Service Funding **SR** Social Research **SSRO** Social Services and Recreational Opportunities

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.3	\$0.3	3	\$0.3	\$0.3	3	\$0.3	\$0.3	3	\$0.3	\$0.3	3
Services:												
Build Community Capacity	9.3	7.5	72	9.5	7.4	71	9.4	7.4	71	9.4	7.4	71
Preventive Social Service Funding	34.2	9.1	13	36.0	10.8	13	36.1	10.7	13	36.0	10.6	13
Social Research	2.8	2.0	14	2.8	1.9	14	2.8	1.9	14	2.8	1.9	14
Social Services and Recreational Opportunities	15.1	8.1	165	14.7	7.6	163	14.8	7.7	163	14.5	7.4	163
Total Community & Neighbourhood Services	\$61.7	\$27.0	267	\$63.3	\$28.0	264	\$63.4	\$28.0	264	\$63.0	\$27.6	264

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

In 2012, productivity gains totalling \$465 thousand will be secured through cost recovery initiatives, office consolidation (including the reduction of 1 FTE) and contract optimization practices, and various project reductions. CNS successfully negotiated an increase in its youth justice contract and developed a new cost recovery model for Seniors Services with the provincial government.

In 2013, gains of \$298 thousand will be achieved through cost recovery initiatives and optimizing needs and preferences studies, contracted services and miscellaneous efficiencies.

In 2014, a further \$403 thousand in gains will be secured through cost recovery initiatives and reductions in the areas of needs and preferences studies, contracted services and miscellaneous efficiencies.

Service and Budget Increases

An increase of \$330 thousand in 2013 is required to support the Multi-Agency School Support Team (MASST) program. This is a school-based early intervention program for high risk children and is delivered in partnership with the Calgary Police Service, the Calgary Board of Education and Calgary Catholic School District.

An additional \$1.7 million each year in 2012-14 will support Family and Community Support Services (FCSS).

CNS remains committed to ongoing service delivery evaluation and enhancement; ensuring it continues to meet the needs of Calgarians, particularly the most vulnerable. Council's Fiscal Plan identifies the importance of caring communities where every citizen has the opportunity to succeed. Through diligent contract negotiations and leveraged collaborations with partners, CNS will continue to provide most services through the base budget in an accountable and proactive manner.

Budget Reductions with Service Impact

There are no reductions with service impact. CNS will be spreading services thinner to accommodate growth in new communities and increased demand for social support. The 2012-2014 CNS budget reduction process focused on preserving existing service levels to citizens through an innovative array of cost recovery and optimization processes. CNS utilized a comprehensive strategic framework to realize these productivity gains based on the principles of leveraged collaboration, alternate service delivery and investment in preventive interventions. This approach further served to minimize staffing reductions while also enhancing the effectiveness and efficiency of business unit practices.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$465)	(\$298)	(\$403)
Service and budget increases	1,700	330	0
Budget reductions with service impact	0	0	0
Total base changes	<u>1,235</u>	<u>32</u>	<u>(403)</u>
One-Time	0	0	0
Less: Previous Year's One-time	(209)	0	0
Total budget changes	<u>\$1,026</u>	<u>\$32</u>	<u>(\$403)</u>

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Service Highlights

Build Community Capacity	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$9,500	\$7,400	71	\$9,400	\$7,400	71	\$9,400	\$7,400	71

Description of Services

- Support for over 140 community associations and social/recreational groups in the effective stewardship of capital assets and delivery of programs and services to the citizens of Calgary.
- Strengthening targeted at-risk neighbourhoods through the provision of social and recreational programming via the Family & Community Support Services program.
- Collaboration with a variety of stakeholders in a community development capacity to establish programs and initiatives targeted at seniors, children, youth and visible minorities.
- Delivering customized educational programming around local governance for Calgary students in grades 3 to 12 via the City Hall School; serving 29 classes and 679 students during the course of 2010.
- Internal support for the 2-1-1 database which permits the external delivery of the 2-1-1 information and referral line; providing an essential community information and referral service to citizens. In 2010, 51,949 Calgarian inquiries were addressed in the areas of physical health, financial issues, housing, volunteering and basic needs.

Highlighted Strategies

3P3 Increase CS&PS involvement in planning / redeveloping of communities so that recreational, social and public safety factors are included as part of complete communities.

3P5 Assess and continue / expand effective partnerships to deliver services. (CFP-P3*)

6Z3 Participate in reviews of selected lines of service to assess efficiency. (CFP-Z3)

6Z4 Improve asset performance. (CFP-Z10)

Highlighted Actions

3P3.1 Provide consistent representation at community planning and growth management meetings

3P5.1 Partner with other organizations to increase cultural and aesthetic opportunities and support community revitalization.

3P5.3 Continue internal collaboration across Business Units and Departments.

6Z3.2 Develop operating and capital leveraging ratios for Civic Partners.

6Z4.3 Develop and implement granting programs for community infrastructure and enhanced capital conservation for Civic and Community Partners' lifecycle projects.

Business Plan and Budget Highlights

Community Asset Management Initiative

CNS is expanding on its already considerable support for community associations via the Community Asset Management Initiative. This community sustainability project furthers the establishment of a defined systemic approach to community facility management.

Projected Impact: Calgary community associations will be in a significantly stronger position to increase the operational performance of their infrastructure / lifecycle maintenance practices.

Reduction in Concentrated Poverty

Recognizing the importance of addressing concentrated poverty and promoting neighbourhood renewal, the CNS Strong Neighbourhoods Initiative will be focusing on collaborating with Parks, Animal & Bylaw Services and residents to support community capacity building practices.

Projected Impact: prevention of neighbourhood decline in the eight targeted communities and a reduction in the myriad of problems associated with the spatial concentration of poverty.

Core Services Review

As part of CNS' commitment to efficiency and innovative service delivery, an extensive core services review of its community social work operations is being undertaken. The process will refine community development practices based on community input and an in-depth analysis of current practice models, increasing transparency and accountability as per Council's Fiscal Plan.

Projected Impact: an enhanced targeted approach to community development service delivery in Calgary communities, resulting in a greater capacity to address the unique needs of neighbourhoods.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Service Highlights

Preventive Social Service Funding	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$36,000	\$10,800	13	\$36,100	\$10,700	13	\$36,000	\$10,600	13

Description of Services

- Increasing social inclusion & strengthening neighbourhoods through the provision of over \$29 million in funding support for 132 community programs in 78 agencies via Family & Community Support Services (FCSS) in 2010. FCSS provides citizens with preventive social services, particularly for vulnerable populations.
- Through partnerships with these funded community agencies, the province and additional funders, FCSS collectively leverages each mill rate dollar with \$8 or more from

- Advances in prevention science are supporting the Family & Community Support Services program in its ongoing efforts to invest in initiatives that increase social inclusion and strengthen neighbourhoods. These are two areas that reduce risk factors and increase protective factors for vulnerable Calgarians and communities. Each dollar spent on preventive social services significantly reduces future expenditures, allowing policing and additional intervention resources to go significantly further. This innovative service delivery practice affirms a commitment to citizens and supports Council's mandate of addressing

Highlighted Strategies

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*,C6)

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

3P5 Assess and continue / expand effective partnerships to deliver services. (CFP-P3*)

6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)

6Z3 Participate in reviews of selected lines of service to assess efficiency. (CFP-Z3)

Highlighted Actions

2C2.1 Increase community capacity to self-address local issues.

3P1.1 Continue implementing Social Sustainability Framework.

3P5.4 Foster and support mutually beneficial relationships with community-based non-profit groups.

6Z2.1 Conduct program surveys and evaluations among users.

6Z3.1 Develop municipal performance measures, baselines and benchmarks to assess efficiency.

Business Plan and Budget Highlights

Collaboration with Community Partners

Through FCSS, CNS partners with the United Way in funding 55 community agencies. CNS is expanding this commitment via a joint project focusing on strong neighbourhoods. Highlights include capacity building among local resident leaders and enhancement of evaluation structures. In addition, CNS and Recreation are collaborating with the United Way's Upstart Program, developing Calgary AfterSchool programming to enhance preventive outcomes.

Projected Impact: increase in positive social outcomes for key Calgary neighbourhoods; strengthening of preventive programming for children and youth.

Advancements in Evaluation

In 2012, CNS will refine its evaluation tools based on best available resources and feedback from community agencies. This will act as a model for provincial outcome reporting across the 204 Alberta FCSS programs.

Projected Impact: increased sustainability of funded agencies while maximizing the effectiveness of The City's investment.

Streamlining processes to Reduce "Red Tape"

Several FCSS initiatives are aimed at enhancing efficient business practices as per Council's Fiscal Plan. As a means of saving time and effort for applicants, FCSS is shortening its funding application and taking steps to customize the process for each renewing program. In addition, customized reporting tools to track social inclusion and strong neighbourhood indicators are being developed to streamline reporting.

Projected Impact: CNS maintains its accountability to taxpayers while reducing the burden of reporting for community agencies.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Service Highlights

Social Research	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,800	\$1,900	14	\$2,800	\$1,900	14	\$2,800	\$1,900	14

Description of Services

- Social policy analysis and research support for specific Council initiatives (i.e. 10 Year Poverty Reduction Plan, 10 Year Plan to End Homelessness, Welcoming Community).
- Support for Council approved committees (i.e. Calgary Urban Affairs Committee, Advisory Committee on Accessibility - including support for captioning and sign language interpretation).
- Resources for the community (i.e. community profiles, ward profiles and affordable housing information).
- Policy and preventive social service system change support for FCSS and the provision of research data and information for service planning and evaluation in conjunction with community stakeholders, CS&PS, other City departments and other levels of government.
- CNS is committed to addressing citizen needs and improving the lives of Calgarians through the provision of quality information and research resources as well as progressive social policy development. Investment in these areas furthers effective problem-solving and informed decision-making practices in our communities.

Highlighted Strategies

1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)

1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)

1C4 Increase compliance with accessibility policies and standards.

3P3 Increase CS&PS involvement in planning / redeveloping of communities so that recreational, social and public safety factors are included as part of complete communities.

Highlighted Actions

1C1.1 - Streamline and consolidate approval processes for subsidized services.

1C3.1 Work towards age-friendly community practices.

1C3.2 - Support development of a 10-year plan to address poverty.

1C4.2 Work towards facilities meeting Corporate accessibility guidelines.

3P3.2 Review land development plans for comment.

Business Plan and Budget Highlights

Support for City Council

CNS has reaffirmed its commitment to implement an array of Council-directed initiatives including the 10 Year Poverty Reduction Plan, a collaborative initiative with the Office of the Mayor and the United Way working towards long-term solutions to address poverty in Calgary. Additionally, the Calgary Urban Affairs Committee will be bringing forward a comprehensive strategic plan focused on improving opportunities and quality of life for Aboriginal Calgarians.

Projected Impact: development of a framework with long-term poverty reduction solutions; an increase in sustainable advances for Aboriginal people.

Resources for the Community

Resulting from the invaluable social research conducted within CNS and in keeping with Council's Fiscal Plan, a multitude of community information resources are available to citizens. This collection of data informs planning processes and provides citizens with reliable research on topics that matter to Calgarians.

Projected Impact: in excess of 155,000 discreet document downloads by citizens for each of next three years.

Comprehensive Community Planning

CNS via the Social Planning Review Committee is expanding its involvement in the land development review process. Working with Land Use Policy & Planning and Development & Building Approvals, CNS is ensuring the social component of the triple bottom line policy is integrated into the planning process.

Projected Impact: increased accountability to community needs and the advancement of complete communities principles.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services: Service Highlights

Social Services and Recreational Opportunities	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$14,700	\$7,600	163	\$14,800	\$7,700	163	\$14,500	\$7,400	163

Description of Services

- Neighbourhood delivery of social and recreational programming to children and youth, recording over 9,000 hours of programming, 21,159 program registrations, and 259,715 drop-in program visits in 2010.
- Delivery of supervised AfterSchool programs for children and youth in partnership with Recreation, from 3-6pm in a safe and stimulating environment during these key "critical hours"; serving over 5,505 individual children and youth in 2010 with 78% of these programs offered in collaboration with community organizations.

- Provision of more than 23,000 needed home maintenance services in 2010 for low income seniors, allowing them to remain in their homes.
- Delivery of career and employment services to Calgary youth ages 15 to 24 via the Youth Employment Centre; with 14,399 youth served in 2010.
- Provision of youth probation services to at-risk children and youth, including prevention initiatives in partnership with Calgary Police Service (e.g. Multi Agency School Support Team (MASST), Youth At Risk Development Program (YARD) and Gateway Program). \$3.12 was leveraged for every \$1 spent in 2010.

Highlighted Strategies

1C2 Improve access to services by posting appropriate information online. (CFP-Z9)

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*, C6)

3P5 Assess and continue / expand effective partnerships to deliver services. (CFP-P3*)

6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)

6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)

Highlighted Actions

1C2.2 Increase use of social media.

2C2.2 Continue/expand initiatives that encourage safe behaviours (e.g. graffiti abatement, AfterSchool program, etc.).

3P5.2 Continue to expand partnerships with all levels of government.

6Z1.1 Conduct regular citizen surveys.

6Z5.1 Continue to explore opportunities for new sources of funding.

Business Plan and Budget Highlights

Re-envisioning of Service Delivery Infrastructure

CNS is embarking on an ambitious cost recovery project via its home maintenance program for low income seniors. Cost recoveries are secured through other levels of government rather than from seniors themselves, allowing CNS to enhance the cost effectiveness of the program while still maintaining service levels

Projected Impact: recovery of 30% of program budget over 3 yrs.

Youth Crime Prevention

CNS is expanding its commitment to key crime prevention initiatives in addition to its already significant partnership with the Calgary Police Service via the YARD, MASST and Gateway programs. The Calgary AfterSchool program, a key community-based prevention program, is being incorporated into the CLASS information database as a means of accumulating valuable program data to utilize in the development of improved programming for youth during the critical hours following school.

Projected Impact: measurable outcomes to strengthen best practices and increase community crime prevention.

Social Media Expansion

In keeping with Council direction, CNS is expanding its efforts to ensure access to on-demand information for citizens and providing new and innovative opportunities for citizen engagement via the CNS Social Media Initiative.

Projected Impact: increased number of social media dashboards and mobile device specific pages for Calgarians resulting in a responsive and interactive social media experience in which citizens can secure access to on-demand information.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES

(\$ millions)

Fire	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$189.2	\$180.1	1,400	\$192.0	\$182.8	1,428	\$196.6	\$187.3	1,464

Overview

The mission of the Calgary Fire Department (CFD) is to serve the community through excellence in prevention, education, protection, and safety. Calgarians in need are assisted through emergency and medical response as well as specialty rescue services. Calgarians are kept safe through public education programs on fire prevention and safety, the provision of fire and safety training, inspections and enforcement. The Calgary Fire Department also works with other agencies to develop plans and be prepared for potential emergencies and disasters.

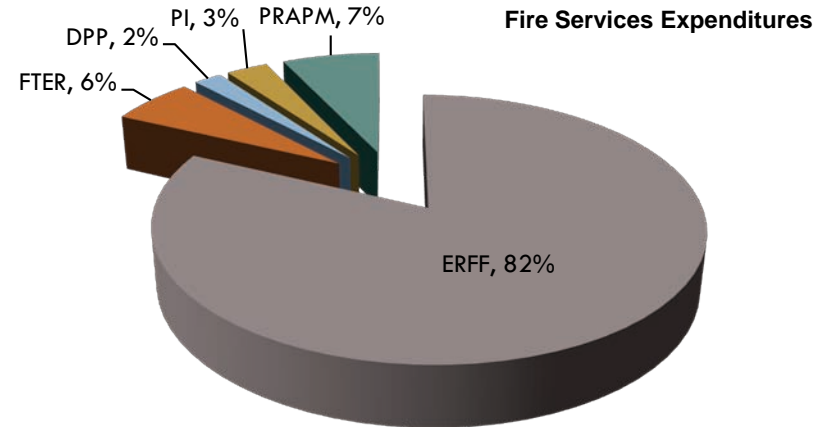
List of Services

- Disaster Planning and Preparedness - DPP
- Emergency Response and Fire Fighting - ERFF
- Fire Trucks, Equipment and Resources - FTER
- Planning, Risk Analysis, Performance Management - PRAPM
- Prevention and Investigations - PI

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

The Calgary Fire Department is a key stakeholder in "ensuring every Calgarian lives in a safe community" in Council's Fiscal Plan for Calgary. Council has committed to maintaining Calgary's standards for fire safety and coverage and in working with the Province to improve building codes for fire safety.

In the fall of 2011, CFD presented its 2011-2021 Sustainability Plan, providing its ten-year vision for the future including managing growth, leading in service to citizens, valuing and empowering our workforce, ensuring safe communities, elevating our environmental stewardship and building resiliency through emergency management. In 2012 to 2014, the Calgary Fire Department is committed to five key business focus areas with objectives concentrating on safe, complete communities, sustainable service, a resilient workplace, ongoing program review and improvement, and environmental stewardship.



Addressing Other Emerging Issues

In 2012 and 2013, new stations are expected to be completed in the growing communities of Douglas Glen and Seton. Replacement or upgrades of existing stations will occur in Symon's Valley, South Calgary, Windsor Park, and Evergreen in 2012 and 2013.

Development and densification continue to place a strain on existing CFD resources, which is evidenced by increasing response times and growing service areas. The 2012-2014 budget incorporates staffing requirements for new locations. Careful management and allocation of existing resources and commitment to ongoing program review and improvement will ensure continuing citizen satisfaction and safety.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Community</p> <p>1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)</p>	<p>1C3.1 Develop community specific public safety communications and engagement strategies.</p>	<p>PI</p>
<p>Community</p> <p>2C1 Maintain or improve service response performance. (CFP-C4*,C5*)</p>	<p>2C1.1 Maintain international Fire accreditation standards.</p>	<p>ERFF</p>
	<p>2C1.2 Develop a comprehensive Emergency Management Plan.</p>	<p>DPP, ERFF</p>
<p>Community</p> <p>2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*,C6)</p>	<p>2C2.1 Increase voluntary compliance with bylaws (without enforcement).</p>	<p>ERFF</p>
	<p>2C2.2 Continue/expand initiatives that encourage safe behaviours (e.g. graffiti abatement, AfterSchool program, etc.).</p>	<p>PI</p>
	<p>2C2.3 Work to influence organizations that impact public safety to reduce the severity and frequency of incidents.</p>	<p>PI</p>
<p>Places</p> <p>3P2 Lead development of key infrastructure projects. (CFP-P4*,P6*)</p>	<p>3P2.1 Implement capital projects to upgrade existing facilities and equipment.</p>	<p>FTER</p>

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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DPP Disaster Planning and Preparedness
PI Prevention and Investigations

ERFF Emergency Response and Fire Fighting
PRAPM Planning, Risk Analysis, Performance Management

FTER Fire Trucks, Equipment and Resources

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 3P3 Increase CS&PS involvement in planning/redeveloping communities so that the recreational, social and public safety factors are included as part of complete communities.	3P3.1 Provide consistent representation at community planning and growth management meetings.	PRAPM
Places 3P5 Assess and continue/expand effective partnerships to deliver services. (CFP-P3*)	3P5.1 Continue to expand partnerships with all levels of government.	PRAPM
Places 4P2 Participate in pilot projects and corporate initiatives aimed at improving environmental sustainability.	4P2.1 Continue implementing and evaluating pilot projects.	PRAPM
Organization 5Z1 Develop a more effective approach to professional development. (CFP-Z6)	5Z1.1 Participate in selected Corporate Workforce Strategy initiatives.	ERFF
Organization 5Z2 Enhance employee satisfaction and improve knowledge sharing. (CFP-Z1)	5Z2.1 Identify opportunities and increase cross training and knowledge sharing.	PRAPM

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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DPP Disaster Planning and Preparedness
PI Prevention and Investigations

ERFF Emergency Response and Fire Fighting
PRAPM Planning, Risk Analysis, Performance Management

FTR Fire Trucks, Equipment and Resources

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Organization</p> <p>6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)</p>	<p>6Z1.1 Design engagement process for citizens to help define what "complete communities" means.</p>	<p>PRAPM</p>
<p>Organization</p> <p>6Z4 Improve asset performance. (CFP-Z10)</p>	<p>6Z4.1 Promote development of asset management plans to mitigate risk and optimize facility use.</p>	<p>FTER</p>
	<p>6Z4.2 Implement Capital Plan.</p>	<p>FTER</p>

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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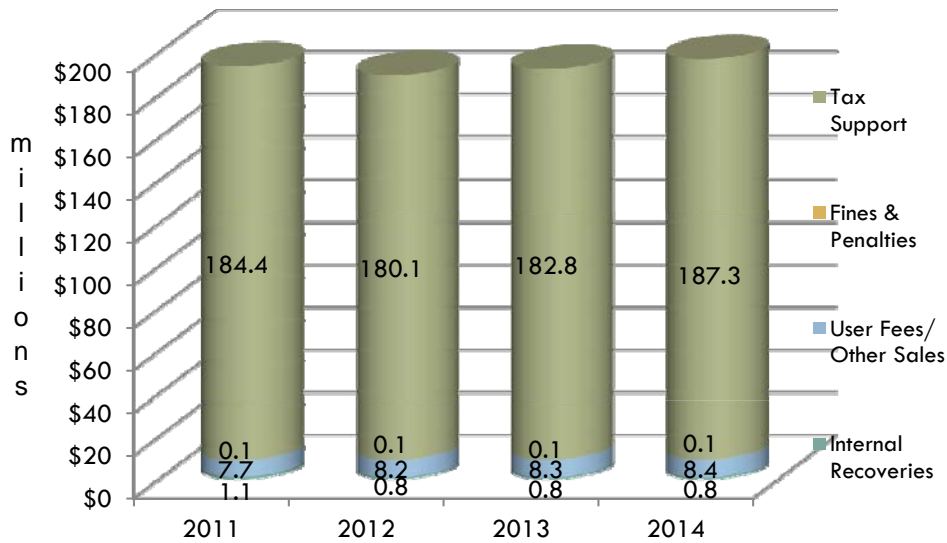
DPP Disaster Planning and Preparedness
PI Prevention and Investigations

ERFF Emergency Response and Fire Fighting
PRAPM Planning, Risk Analysis, Performance Management

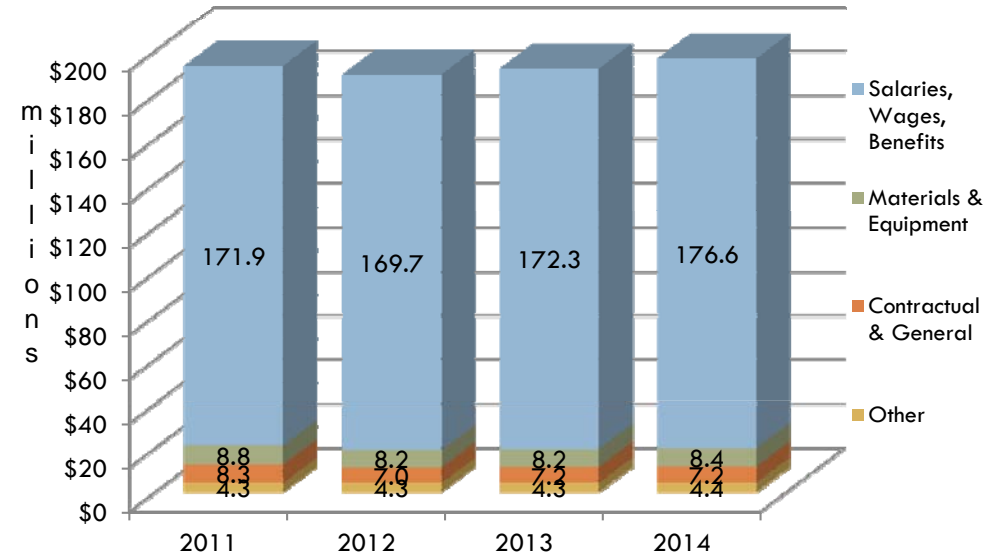
FTER Fire Trucks, Equipment and Resources

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



No changes to 2012-2014 user fees are proposed at this time.

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Office of the Chief	\$0.3	\$0.3	2	\$0.3	\$0.3	2	\$0.3	\$0.3	2	\$0.3	\$0.3	2
Services:												
Disaster Planning and Preparedness	4.8	4.6	23	3.3	3.3	23	3.3	3.3	23	3.3	3.3	23
Emergency Response & Fire Firefighting	156.1	153.2	1,234	154.1	150.3	1,233	157.2	153.3	1,263	161.8	157.8	1,299
Fire Trucks, Equipment & Resources	11.8	11.4	33	11.6	11.3	33	11.6	11.3	33	11.7	11.4	33
Planning, Risk Analysis, Performance Management	14.1	10.7	69	14.0	10.9	69	13.7	10.6	67	13.6	10.5	67
Prevention and Investigations	6.2	4.2	41	6.0	4.0	40	6.0	4.0	40	5.9	4.0	40
Total Fire	\$193.3	\$184.4	1,402	\$189.2	\$180.1	1,400	\$192.0	\$182.8	1,428	\$196.6	\$187.3	1,464

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

In 2012, productivity gains will be achieved by managing overtime (\$750 thousand) and reductions in lease costs due to capital investments (\$235 thousand). Further efficiencies (\$531 thousand) will be achieved through elimination of a fire marshal and a deputy chief position and management realignment that will not impact front-line service delivery. Further gains will be achieved by a base salary & wage realignment with forecast salary levels (\$580 thousand), and reductions in business, materials and supplies (\$421 thousand).

In 2013, gains will be achieved by a base salary and wage realignment with forecast salary levels (\$500 thousand), a reduction in positions assigned to occupational health and safety (\$240 thousand and 2 FTEs), and reduced vehicle leases and supplies (\$123 thousand).

In 2014, gains will be achieved by further reductions in training, communications and vehicle leases (\$180 thousand).

An increase in revenue of \$625 thousand in 2012 and \$100 thousand in 2014 is expected from the Airport fire service contract.

In 2013 and 2014, service levels in Calgary emergency response stations will be maintained using capacity within the budget envelope for the CSPA Department. All existing front-line firehalls will remain staffed at full strength in 2012-14, to ensure that the emergency response service levels in established Calgary communities will remain at current levels.

The efficiency targets for 2012 were met and the Calgary Fire Department will continue to seek further efficiencies in 2013 and 2014 without affecting front-line service. Approximately 90 percent of Calgary Fire Department operating costs are for salary & wage expenditures. Of the remaining 10 percent, less than 4 percent is for discretionary costs such as program supplies, stationery, and training. Non-discretionary costs include insurance, IT charges, fuel, and utilities. Just over 91 percent of all CFD employees are uniformed staff. 85 percent provide frontline emergency services to citizens. The remaining 15 percent either directly support firefighting staff through health and wellness, training, or technology initiatives, or are responsible for programs to enhance service to citizens, such as public education and response and station planning.

Service and Budget Increases

The Calgary Fire Department is a key stakeholder in "ensuring every Calgarian lives in a safe community" in Council's Fiscal Plan for Calgary. Council has committed to maintaining Calgary's standards for fire safety and coverage and in working with the Province to improve building codes for fire safety.

Fire's current contingent of frontline staff at existing stations will be maintained. Additional staff are required for 2013 and 2014 to open the new stations of Douglas Glen and Seton (\$3.6 million and 30 FTEs and \$4.75 million and 36 FTEs respectively).

User Fees

There are no changes to user fees requested at this time.

Budget Reductions with Service Impact

There are no budget reductions that impact front-line service for 2012-14.

Summary of net operating budget changes (\$000's)

	2012	2013	2014
Productivity Gain (Budget reduced with no service impact)	(\$3,142)	(\$863)	(\$280)
Service and budget increases	0	3,630	4,752
Budget reductions with service impact	0	0	0
Total base changes	(3,142)	2,767	4,472
One-Time	0	0	0
Less: Previous Year's One-time	(1,200)	0	0
Total budget changes	(\$4,342)	\$2,767	\$4,472

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Capital Projects Requiring Approval

(\$000s)

\$14,250	For Council Approval at Program-Project level as per Department Capital Plan report
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Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request						(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years		2012	2013	2014	2015	2016	
041-172	Station #5 Replacement/Rebuild	U	A	2,399	12,851	3,600	15,451	1,000	0	0	0	16,451
Total Program 041 : Additional Stations & Equipment				2,399	12,851	3,600	15,451	1,000	0	0	0	16,451
<i>Operating costs of capital of Program 041</i>												
<i>2012-2014 Operating Budget</i>												
			O1				0	0	0	N/A	N/A	0
<i>2015 and beyond Operating Plan</i>												
			O2				N/A	N/A	N/A	3,300	0	3,300
042-B01	Lifecycle Maintenance - Facility	M	C	0	0	3,000	3,000	0	0	0	0	3,000
Total Program 042 : Maintenance/Retrofits - Existing Facilities				0	0	3,000	3,000	0	0	0	0	3,000
043-013	Communication Lifecycle	M	C	0	0	3,450	2,300	600	550	0	0	3,450
043-016	Urban Search Rescue Equip	U	A	2,083	0	1,800	600	600	600	0	0	1,800
043-042	Central Records Mgmt system	U	C	0	0	850	850	0	0	0	0	850
Total Program 043 : Additional Apparatus & Equipment				2,083	0	6,100	3,750	1,200	1,150	0	0	6,100
044-008	Fire Training Academy Equip Lifecycle	M	C	0	0	1,500	200	200	1,100	0	0	1,500
044-009	Personal Protective Equipment	M	C	0	0	11,344	2,400	5,875	3,069	0	0	11,344
044-D01	Light Fleet Lifecycle	M	C	0	0	1,178	0	0	1,178	0	0	1,178
044-D07	Fire Equipment Lifecycle	M	C	0	0	935	100	375	460	0	0	935
Total Program 044 : Replacement - Apparatus/Vehicles/Equip				0	0	14,957	2,700	6,450	5,807	0	0	14,957
				4,482	12,851	27,657	24,901	8,650	6,957	0	0	40,508

Note:
 Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost, O2=2015 and beyond Operating Cost

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Capital Projects Requiring Approval

	2012	2013	2014	2015	2016	2012-2016
Funding For Capital Projects						
Municipal Sustainability Initiative (MSI)	8,351	0	0	0	0	8,351
Other Government Grants	450	450	450	0	0	1,350
Community & Recreation Levy	3,500	1,000	0	0	0	4,500
Community Investment Reserve	5,400	1,200	0	0	0	6,600
Pay-As-You-Go	3,600	6,000	6,507	0	0	16,107
Lifecycle Maintenance & Upgrade Reserve	3,600	0	0	0	0	3,600
Total Funding	24,901	8,650	6,957	0	0	40,508

Explanation of Budget Requests

Program 041 : Additional Stations & Equipment

Project 041- 172: Station #5 Replacement / Rebuild

Previously approved budget up to 2011 of \$2.399 million for this project recognize that operational efficiency of facilities depends on occasional rebuilding and refitting whole facilities, with funding of \$1.9 million from Municipal Sustainability Initiative (MSI) and \$499 thousand from Community & Recreation Levy.

Previously approved budget for Future Years of \$12.851 million for this project recognize that operational efficiency of facilities depends on consistent lifecycle funding, with funding of \$8.351 million from MSI and \$4.5 million from Community & Recreation Levy.

New Budget Request of \$3.6 million in 2012 for the existing project approved to replace existing facility built in 1952, with funding from Lifecycle Maintenance & Upgrade Reserve.

Operating costs of capital: To increase from one engine to two engines would require \$3.3 million in operating costs and 25 FTEs.

Program 042 : Maintenance/Retrofits - Existing Facilities

Project 042-B01: Lifecycle Maintenance - Facility

New Budget Request of \$3 million for 2012 for ongoing lifecycle funding for capital facility maintenance projects including roofing, plumbing, heating, paving, electrical and renovation work with funding from Community Investment Reserve.

Program 043 : Additional Apparatus & Equipment

Project 043-013: Communication Lifecycle

New Budget Request of \$3.45 million for 2012-2014 for communication technology lifecycle for wireless modem replacements, portable radio replacements, mobile radio replacements, mobile data terminals (MDT) replacements and rechargeable batteries with funding from Pay-As-You-Go.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Capital Projects Requiring Approval

Project 043-016: Urban Search Rescue Equipment

Previously approved budget up to 2011 of \$2.083 million for this project which requires specialized equipment and support; previously approved budgets have supported this with funding from Pay-As-You-Go of \$172 thousand, and Joint Emergency Preparedness Program (JEPP) grant of \$1.911 million.

New Budget Request of \$1.8 million for 2012-2014. Urban Search and Rescue (USAR) equipment cache requirements are recommended by the federal advisory committee and are supported for purchase via the JEPP grant which matches Calgary Fire Department (CFD) contributions 75% to every dollar spent. Resources may be deployed anywhere within Canada as events warrant on short notice with funding from JEPP of \$1.35 million and Pay-As-You-Go of \$450 thousand.

Project 043-042: Central Records Management System

New Budget Request of \$850 thousand for 2012 for implementation of a central Records Management System (RMS) for the majority of the sections in CFD to enable CFD to manage data effectively and allow for reports to be generated that support the continuous improvement in CFD functions and analysis with funding from Pay-As-You-Go.

Program 044 : Replacement - Apparatus/Vehicles/Equip

Project 044-008: Fire Training Academy Equip Lifecycle

New Budget Request of \$1.5 million for 2012-2014 to maintain/enhance training props at Training Academy-Roof prop in 2012 , Flash Over Simulator in 2013, Live Fire Training Simulator and other training prop lifecycle in 2014 with funding from Pay-As-You-Go.

Project 044- 009: Personal Protective Equipment

New Budget Request of \$11.344 million for 2012-2014 for protective equipment and breathing apparatus upgrades and replacements, as prioritized via lifecycle analysis with funding from Community Investment Reserve of \$3.6 million and Pay-As-You-Go of \$7.744 million.

Project 044-D01: Light Fleet Lifecycle

New Budget Request of \$1.178 million for 2014 to replace Light Fleet inventories to support optimized service delivery and fire fighter and citizen safety. Light fleet vehicles encompass all small rolling stock requirements including vans, trucks, bush buggies, boats, ATVs, admin vehicles, inspection vehicles and special team vehicles with funding from Pay-As-You-Go.

Project 044-D07: Fire Equipment Lifecycle

New Budget Request of \$935 thousand for 2012-2014 for lifecycle funding for medical, extrication and other specialized equipment upgrades and replacements. This includes fire fighting hoses, nozzles, thermal imaging cameras, ground ladders, defibrillators, power equipment and vehicle extrication equipment with funding from Pay-As-You-Go.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
041	142	Training Master Plan Phase-1 Environmental Upgrade	A	G	9,301	1,800	0	0	0	0	1,800	11,101
041	143	Emergency Ops Centre	A	G	28,861	5,163	0	0	0	0	5,163	34,024
041	164	Tuscany TempEmerg Resp St	A	G	0	1,500	3,320	0	0	0	4,820	4,820
041	165	Bridlewood Permanent Emerg Resp St	A	G	300	10,700	4,800	0	0	0	15,500	15,800
041	166	Royal Vista Emerg.Resp.Station	A	G	0	2,413	9,888	4,959	0	0	17,260	17,260
041	167	Symons Valley Emerg Resp St	A	G	5,827	9,297	1,000	0	0	0	10,297	16,124
041	168	Douglas Glen Emerg Resp St	A	G	2,454	13,346	0	0	0	0	13,346	15,800
041	169	Seton Emerg Resp St	A	G	3,150	12,725	3,325	0	0	0	16,050	19,200
041	170	Emergency Response Houses and Land	A	G	168	4,332	1,500	0	0	0	5,832	6,000
041	171	NE Super Station	A	G	0	0	500	2,000	8,500	0	11,000	11,000
041	172	Station #5 Replacement/Rebuild	A	U	2,399	15,451	1,000	0	0	0	16,451	18,850
041	173	Station #11 Replacement/Rebuild	A	U	700	10,600	5,950	0	0	0	16,550	17,250
041	A01	Rocky Ridge Land	A	G	0	1,248	0	0	0	0	1,248	1,248
042	001	Emergency Generator/ Off Grid Sust.	A	U	2,050	1,650	1,000	1,000	1,100	0	4,750	6,800
042	175	Facility Rehabilitation	A	M	1,800	2,700	2,000	2,000	4,714	0	11,414	13,214
042	B01	Lifecycle Maintenance - Facility	A	M	7,580	5,000	0	0	0	0	5,000	12,580
042	B01	Lifecycle Maintenance - Facility	C	M	0	3,000	0	0	0	0	3,000	3,000
043	013	Communication Lifecycle	C	M	0	2,300	600	550	0	0	3,450	3,450
043	014	Fire Traffic Control	A	U	582	700	0	0	0	0	700	1,282
043	016	Urban Search Rescue Equip	A	U	2,083	600	600	600	0	0	1,800	3,883
043	042	Central Records Mgmt system	C	U	0	850	0	0	0	0	850	850
044	008	Fire Training Academy Equip Lifecycle	C	M	0	200	200	1,100	0	0	1,500	1,500
044	009	Personal Protective Equipment	A	M	2,510	180	0	0	0	0	180	2,690
044	009	Personal Protective Equipment	C	M	0	2,400	5,875	3,069	0	0	11,344	11,344

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A)	(\$000s)					(B)	(C)=
					Prev. Approved Budget up to 2011	2012	2013	2014	2015	2016	Total 2012-2016	(A)+(B) Total Project Costs
044	D01	Light Fleet Lifecycle	A	M	1,831	900	0	0	0	0	900	2,731
044	D01	Light Fleet Lifecycle	C	M	0	0	0	1,178	0	0	1,178	1,178
044	D02	Replacement Emergencies	A	M	23,196	1,000	1,900	8,687	8,837	0	20,424	43,620
044	D07	Fire Equipment Lifecycle	C	M	0	100	375	460	0	0	935	935
Total Fire					94,792	110,155	43,833	25,603	23,151	0	202,742	297,534

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Service Highlights

Emergency Response and Fire Fighting	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$154,097	\$150,325	1,233	\$157,098	\$153,326	1,263	\$161,725	\$157,852	1,299

Description of Services

- A-B-C-D Platoons - 24/7 fire fighting and emergency response services to 1.2 million citizens from 37 fire stations
- Training for recruit and current fire fighters
- 9-1-1 liaison
- Public facing community safety programs
- Dedicated rescue programs including hazmat, aquatics and vehicle extrication

This service provides 24/7 fire fighting and emergency response services, dedicated rescue programs including chemical and hazardous materials, vehicle extrication, and technical rescues such as aquatics and high-angle rescue, as well as training to new and incumbent staff. CFD front-line staff members also deliver public facing community safety programs and non-emergency initiatives, reaching more than 1 in 10 Calgarians annually on topics such as fire alarms, fire safety and evacuation planning. Members are active participants in the communities they serve.

Highlighted Strategies

2C1 Maintain or improve service response performance. (CFP-C4*,C5*)

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*,C6)

5Z1 Develop a more effective approach to professional development. (CFP-Z6)

Highlighted Actions

2C1.2 Develop a comprehensive Emergency Management Plan.

2C2.1 Increase voluntary compliance with bylaws (without enforcement).

5Z1.1 Participate in selected Corporate Workforce Strategy initiatives.

Business Plan and Budget Highlights

This service represents an average of 89% of CFD overall personnel and 84% of its overall operating budget and is most directly impacted by community growth and intensification either through volume of calls, types of calls, ability to navigate changes in traffic patterns and ever expanding road networks, or ability to connect appropriately with evolving demographics of citizenry.

In 2012 and 2013, three additional stations are expected to be completed in the growing communities of Douglas Glen and Seton. Replacement for existing stations that met the end of their functional lifecycle or required significant upgrades will occur in Symon's Valley South Calgary, Windsor Park and Evergreen (replacing Bridlewood temporary) in 2012 and 2013. These stations require increases in manpower and carrying costs that are being absorbed within existing budget envelopes to meet minimum service provision requirements.

Service growth and changes in demographics impacts training volumes and requirements as well as places pressure on physical infrastructure such as apparatus, communications equipment, and fire equipment to meet usage and demand.

This service will focus on improving its pre-planning and post incident processes in 2012 to 2014 as well as on improving its employee development and training delivery processes.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Service Highlights

Fire Trucks, Equipment and Resources	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$11,594	\$11,319	33	\$11,600	\$11,325	33	\$11,715	\$11,440	33

Description of Services

- Protective equipment testing
- Fire, safety equipment and emergency warehousing
- Specialized fire fleet inspections, testing and preventative maintenance
- 24/7 emergency response station maintenance and management
- Communications equipment and technological support

This service provides 24/7 emergency response station, vehicle, and equipment maintenance and support. This includes emergency response station maintenance and management, specialized fire fleet inspections, testing and preventative maintenance, fire and protective safety equipment warehousing, management and maintenance of communications equipment, and dedicated technological support.

Highlighted Strategies

3P2 Lead development of key infrastructure projects. (CFP-P4*,P6*)

6Z4 Improve asset performance. (CFP-Z10)

Highlighted Actions

3P2.1 Implement capital projects to upgrade existing facilities and equipment.

6Z4.1 Promote development of asset management plans to mitigate risk and optimize facility use.

6Z4.2 Implement Capital Plan.

Business Plan and Budget Highlights

This service represents an average of 2% of CFD's overall staffing and 6% of its overall operating budget. It is most directly impacted by availability of capital funding to acquire necessary infrastructure used by CFD front line staff.

Many of the operating costs incurred by this service are fixed costs such as insurance, licensing, utilities and fuel. Less than 4% of costs are discretionary. Ongoing investments in infrastructure to maintain assets within lifecycle guidelines are allowing operating costs to remain relatively stable, but increases in numbers of facilities in operation as a result of growth are placing upward pressures on costs.

In 2012 to 2014, this service will be focusing on improvements to capital and technology plans and performance benchmarks to capitalize on service efficiencies wherever possible. A major initiative to be undertaken in 2012 to 2014 will be implementation of an integrated records management system which will enable CFD to better leverage existing data and improve processes in many parts of the organization. This service will also be focusing on reducing CFD's environmental footprint by partnering in initiatives with other Business Units such as Water Services and Waste & Recycling Services.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Service Highlights

Disaster Planning and Preparedness	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$3,251	\$3,251	23	\$3,251	\$3,251	23	\$3,251	\$3,251	23

Description of Service

- Calgary Emergency Management Agency (CEMA)
- Business continuity and recovery
- Domestic preparedness planning and response
- Hazard identification and risk assessment
- Disaster planning and maintaining a state of readiness for the city
- Emergency response to large-scale incidents and disasters

This service supports CFD's business continuity and recovery planning, domestic preparedness planning and response, hazard identification and risk assessment, and disaster planning. A component of this service is the Calgary Emergency Management Agency (CEMA). CEMA is a full-spectrum agency that provides leadership in all levels of Emergency Management planning: risk assessment, prevention, mitigation and preparedness. CEMA is also a functioning partner, providing site support to first responders and coordinating multi-agency and volunteer responses, large-scale incidents or disasters.

Highlighted Strategies

2C1 Maintain or improve service response performance. (CFP-C4*, C5*)

Highlighted Actions

2C1.2 Develop a comprehensive Emergency Management Plan.

Business Plan and Budget Highlights

This service focuses on emergency and business continuity planning at a CFD and at a city-wide level. A critical deliverable for CFD in 2012-2014 will be a comprehensive internal emergency management plan as well as testing of CFD's Business Continuity plans for continuous improvement.

CEMA will continue to support achievement of comprehensive emergency management by pursuing goals within five strategic result areas: Reduce risk and mitigate hazard and vulnerability in Calgary; Build community capacity and resilience; Build operational readiness; Plan for business continuity and recovery and; Strengthen the Agency.

- Major deliverables within this three year budget cycle include:
- Provide emergency response that meets the responsibilities outlined in the Emergency Management Act and Bylaw;
 - Move into the new Emergency Operations Centre;
 - Align CEMA Emergency Social Services to the Incident Command System and complete recruitment;
 - Complete alignment of and test in scope hazard identification, risk analysis, and business continuity, and;
 - Deliver and exercise a City of Calgary recovery operations centre model.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Service Highlights

Prevention and Investigations	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$6,008	\$4,029	40	\$6,008	\$4,029	40	\$5,958	\$3,979	40

Description of Services

- Hazard and life safety inspections
- Alberta fire and safety codes education and enforcement
- Fire investigations
- Injury and death reduction program development and delivery
- Compliance with legislated technical codes, standards and guidelines
- Input into codes and standards development to enhance life safety

This service ensures compliance with fire and safety codes through education, inspections and enforcement. It provides input into code and standard development to enhance life safety and performs fire investigations, which not only identify causes of incidents but generate a knowledge base used to reduce similar incidents in the future. This service helps keep Calgarians safe through creation and co-ordination of fire prevention and safety education programs including station tours, firefighter school visits, and general and tailored community support programs.

Highlighted Strategies

1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*, C6)

Highlighted Actions

1C3.1 Develop community specific public safety communications and engagement strategies.

2C2.2 Continue/expand initiatives that encourage safe behaviours.

2C2.3 Work to influence organizations that impact public safety to reduce the severity and frequency of incidents.

Business Plan and Budget Highlights

This service represents an average of 3% of CFD's overall personnel and 2% of the overall operating budget.

In 2012 to 2014 this service will be focusing its efforts on developing comprehensive community needs assessments to help tailor programs, services, and/or initiatives to appropriate citizen groups to encourage appropriate behaviours and keep them safe. This service will also focus efforts on developing and enhancing partnerships with external agencies and other City Business Units to influence and advance fire safety standards and practices.

Due to minimal staffing allocations to this service, the inspections section is challenged to pro-actively address service needs - completing inspections once every two years as is mandatory rather than annually, as would be preferable. Although meeting minimum service requirements, once frontline needs are suitably addressed, future budget submissions may reflect a need for additional inspections personnel to improve risk coverage to citizens and businesses.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire: Service Highlights

Planning, Risk Analysis, Performance Management	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$13,955	\$10,901	69	\$13,715	\$10,661	67	\$13,595	\$10,541	67

Description of Services

- Business and budget planning
- Capital planning and development
- Fire-based research and development
- Environmental monitoring and compliance
- Occupational health, safety and wellness
- Policy development
- Performance management and reporting

This service supports planning, direction, management, and oversight for the activities and operations of the Fire Department. Functions include business and budget planning, capital planning and development, urban planning, fire-based research and development, environmental monitoring and compliance, occupational health, safety and wellness, policy development, and performance management and reporting.

Highlighted Strategies

3P3 Increase CS&PS involvement in planning/redeveloping communities so that the recreational, social and public safety factors are included as part of complete communities.

3P5 Assess and continue/expand effective partnerships to deliver services. (CFP-P3*)

4P2 Participate in pilot projects and corporate initiatives aimed at improving environmental sustainability.

5Z2 Enhance employee satisfaction and improve knowledge sharing. (CFP-Z1)

6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)

Highlighted Actions

3P3.1 Provide consistent representation at community planning and growth management meetings.

3P5.1 Continue to expand partnerships with all levels of government.

4P2.1 Continue implementing and evaluating pilot projects.

5Z2.1 Identify opportunities and increase cross training and knowledge sharing.

6Z1.1 Design engagement process for citizens to help define what "complete communities" means.

Business Plan and Budget Highlights

This service represents an average of 5% of CFD's overall personnel and 6% of its overall operating budget.

In 2012-2014, this service will focus on holistic strategic planning, growth management and urban planning initiatives, communications and engagement strategies with internal and external stakeholders, improvements to records and process documentation, compliance to corporate and industry standards, and pursuit of best practices in service provision. This service also supports corporate workforce resiliency and environmental initiatives and goals.

Demand for analysis from introduction of new corporate policies and evolution in reporting and control requirements, as well as desired participation in corporate initiatives aimed at on-going process improvements continue to pose a challenge to the capacity of this service.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES

(\$ millions)

Parks	2012			2013			2014		
	Expend.\$	Net\$	FTEs	Expend.\$	Net\$	FTEs	Expend.\$	Net\$	FTEs
	\$91.8	\$78.7	587	\$91.9	\$78.8	594	\$90.4	\$77.3	597

Overview

The City of Calgary Parks manages more than 700 kilometres of pathways and over 7,800 hectares of parks and open space including community soccer fields, off-leash dog areas and Ralph Klein Park.

Parks are an important and freely accessible part of our neighbourhoods. They are an important connection to nature both for respite and enjoyment as well as a place of discovery and education for children. Parks also bring opportunities for physical activity within every community and help to keep citizens active, healthy and balanced. As a core component of the complete communities that citizens cherish, parks provide a legacy for the enjoyment of future generations.

List of Services

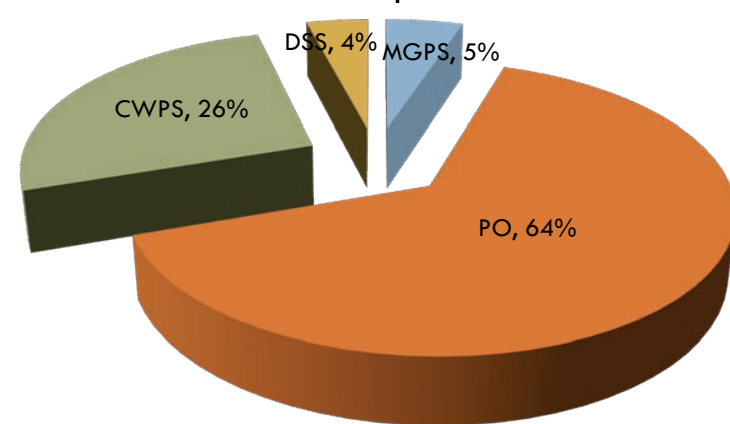
- City Wide Parks Services - CWPS
- Managing and Growing the Parks Service - MGPS
- Parks Operations - PO
- Departmental Strategic Services - DSS

Strategic Services under this Business Unit provides a departmental function to align CS&PS processes and lead department-wide initiatives.

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

As The City starts a new three year budget process for 2012-2014, how citizens live in the urban environment is expected to be a key factor. Understanding how to implement Calgary's Municipal Development Plan (MDP) at the operational level in Parks will be a key piece of work in the future. In 2011, Parks will initiate the development of a 30-year open space plan for the city. Citizen input will be sought on a vision for a parks system that will contribute to future quality of life and the urban environment. It will be a large and complex task and there will be many opportunities for new ideas and great conversations.

Parks Services Expenditures



Addressing Other Emerging Issues

Parks mean many things to Calgarians, ranging from protected natural areas to multipurpose parks, sports fields or urban plazas. This diversity of spaces requires a careful balance of infrastructure development, biodiversity and usage.

Focusing on citizen expectations involves addressing emerging issues such as off-leash areas for dogs and community gardening. Citizens also want to easily access information about Parks services online.

As one of Canada's leading parks organizations on water management, cultural landscapes and the pathways, The City of Calgary Parks will be benchmarking its performance compared to other municipalities both nationally and globally, in order to demonstrate excellence and value in delivering parks services to Calgarians.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 1C2 Improve access to services by posting appropriate information online. (CFP-Z9)	1C2.1 Use an eGovernment approach to make access to online services more citizen focused.	CWPS
	1C2.2 Increase use of social media.	CWPS
Community 1C4 Increase compliance with accessibility policies and standards.	1C4.1 Ensure facilities meet Corporate accessibility guidelines.	MGPS,PO
Community 2C1 Maintain or improve service response performance. (CFP-C4*,C5*)	2C1.1 Assess 3-1-1 escalated complaints.	CWPS,PO
	2C2.1 Promote voluntary compliance with bylaws (without enforcement).	CWPS,PO

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CWPS City Wide Parks Services
DSS Departmental Strategic Services

MGPS Managing and Growing the Parks Service

PO Parks Operations

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)	3P1.1 Implement Cultural Landscape Strategy.	MGPS,PO
	3P1.2 Pilot allotment gardens.	MGPS,PO
	3P1.3 Implement Pathways plan and safety audit recommendations.	CWPS
Places 3P2 Lead development of key infrastructure projects. (CFP-P4*,P6*)	3P2.1 Develop a new central public library and begin implementing the asset management plan for branches in the Calgary Public Library system.	DSS
Places 3P3 Increase CS&PS involvement in planning/redeveloping communities so recreational, social and public safety factors are part of complete communities.	3P3.1 Provide consistent representation at community planning and growth management meetings.	MGPS,PSS
	3P3.2 Review land development plans for comment.	MGPS
	3P3.3 Collaborate in the development of complete communities tools.	MGPS
Places 3P4 Improve access to parks/open spaces for all citizens. (CFP-P5*, P7*)	3P4.1 Improve parks in established communities to meet existing guidelines.	MGPS,PO
	3P4.2 Increase number and improve quality of outdoor sportsfields.	MGPS,PO
Places 3P5 Assess and continue/expand effective partnerships to deliver services. (CFP-P3*)	3P5.1 Partner with other organizations to increase cultural and aesthetic opportunities and support community revitalization.	CWPS,PO
	3P5.2 Continue internal collaboration across Business Units and Departments.	CWPS,PO,PSS
	3P5.3 Foster and support mutually beneficial relationships with community-based non-profit groups.	CWPS,PO

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
CWPS City Wide Parks Services DSS Departmental Strategic Services	MGPS Managing and Growing the Parks Service	PO Parks Operations			

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 4P1 Implement initiatives aimed at promoting, protecting and restoring the biodiversity of the urban landscape. (CFP-P8*)	4P1.1 Convert manicured park areas to natural spaces where feasible.	CWPS,PO
	4P1.2 Research and implement Biodiversity Strategic Plan.	MGPS,PO
	4P1.3 Complete and implement Environmental Education Strategic Plan.	CWPS
	4P1.4 Restore Laycock Park wetlands.	MGPS
Places 4P2 Participate in pilot projects and corporate initiatives aimed at environmental sustainability.	4P2.1 Incorporate environmental sustainability in developing new facilities.	MGPS
Organization 5Z3 Create a comprehensive employee health and safety system. (CFP-Z6)	5Z3.1 Develop robust data collection process.	DSS
	5Z3.2 Enhance orientation, training and evaluation.	DSS
	5Z3.3 Enhance follow-up on assessment recommendations.	DSS
Organization 6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)	6Z1.1 Conduct regular citizen surveys.	DSS,CWPS,MGPS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CWPS City Wide Parks Services
DSS Departmental Strategic Services

MGPS Managing and Growing the Parks Service

PO Parks Operations

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)	6Z2.1 Conduct program surveys and evaluations among users.	CWPS
	6Z2.2 Assess registration capacity in programs.	CWPS, MGPS
Organization 6Z4 Improve asset performance. (CFP-Z10)	6Z4.1 Decrease lifecycle maintenance backlog.	MGPS, PO
	6Z4.2 Refresh Infrastructure Investment Plans for Culture, Parks, Recreation (CPRIP) and Emergency Response (ERIIP) annually.	DSS, MGPS, PO
	6Z4.3 Promote development of asset management plans to mitigate risk, optimize facility use and address tangible capital asset reporting.	CWPS, DSS, PO
	6Z4.4 Implement Capital Plan.	CWPS, DSS, PO
Organization 6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)	6Z5.1 Continue to explore opportunities for new sources of funding (e.g. P3, emergency communications contracts, wireless 9-1-1 fees, etc.).	DSS
Mobility 7M1 Collaborate with Transportation in the implementation of pathways plans. (CFP-M11)	7M1.1 Improve the connectivity of pathways.	CWPS
	7M1.2 Utilize Snow and Ice Control funding to clear pathways of snow and ice.	CWPS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CWPS City Wide Parks Services

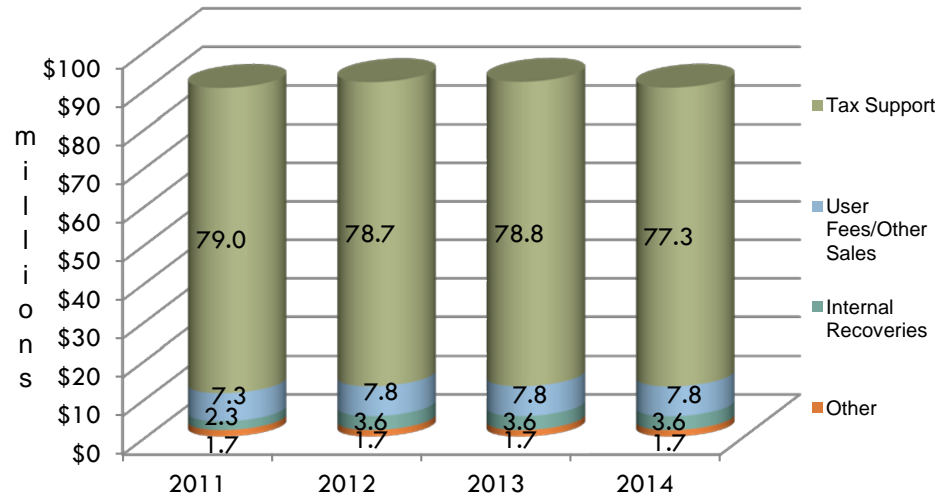
MGPS Managing and Growing the Parks Service

PO Parks Operations

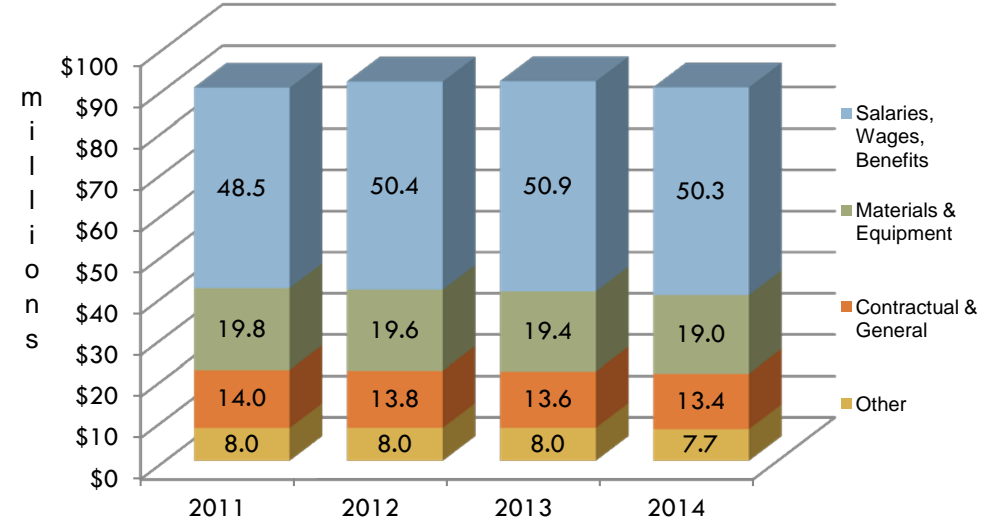
DSS Departmental Strategic Services

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Changes to user fees for 2012-2014 are proposed and subject to Council approval as detailed in the Business Unit User Fee Schedules (Attachment 2)

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.4	\$0.4	3	\$0.4	\$0.4	3	\$0.4	\$0.4	3	\$0.4	\$0.4	3
Services:												
City Wide Parks Services - CWPS	24.3	23.6	152	24.1	23.2	152	24.0	23.1	152	23.8	22.9	152
Managing and Growing the Parks Service - MGPS	4.3	2.9	27	4.6	2.4	27	4.5	2.2	27	4.4	2.1	27
Parks Operations - PO	58.2	49.0	388	58.9	49.7	385	59.1	49.9	391	57.9	48.7	394
Departmental Strategic Services-DSS	3.1	3.1	20	3.8	3.0	20	3.9	3.2	21	3.9	3.2	21
Total Parks	\$90.3	\$79.0	590	\$91.8	\$78.7	587	\$91.9	\$78.8	594	\$90.4	\$77.3	597

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

In 2012, productivity gains will be secured mainly through a shift to a higher level of 7-day operations (\$210 thousand) that will allow for a smaller fleet and equipment compliment plus overtime savings, and alternative service delivery in cemeteries maintenance (\$250 thousand). Additional gains (\$242 thousand) will be realized in contractual services, reduced use of internal services and other administration efficiencies.

In 2013, the major productivity gains will be secured through efficiencies found in Fleet use (\$230 thousand), and consolidation of operational districts (\$200 thousand and 2 FTEs). Further gains (\$450 thousand) include efficiencies in seven-day operations, contractual services, IT applications and other administration changes.

In 2014, productivity gains will continue in efficiencies found in Fleet use (\$410 thousand) and the ongoing consolidation of operational districts (\$300 thousand and 3 FTEs). Additional gains (\$480 thousand) will be made through efficiencies in irrigation, contractual services, IT applications and other administration changes.

Service and Budget Increases

Increases are needed for maintenance of an estimated 235 hectares of new parkland over the next three years that will be turned over from developers to Parks for operation. To maintain this newly acquired land it is estimated that Parks will require \$4.1 million and 35 FTEs during the three years. Partial funding for growth is currently allocated for 2013 (\$924 thousand and 8 FTEs) and 2014 (\$641 thousand and 6 FTEs). The remaining shortfall (\$2.5 million and 21 FTEs) for 2012-2014 is partially addressed through one-time funding of \$1 million in 2012 and \$850 thousand in 2013. Increases of \$1.2 million each year are also needed to cover inflationary costs in goods, services and utilities. In 2012, revenue of \$473 thousand will be allocated to partially address this but the remainder (\$3.2 million) will have to be addressed through cuts elsewhere that may have some impact on Park's ability to address Council's Fiscal Plan directives regarding increased green space, outdoor recreational facilities and the protection of environmentally sensitive areas.

User Fees

A proposed user fee increase of 3 - 5% per year is in line with User Fees and Subsidies Policy (CFO010) and is needed to achieve the Long Term Recovery Rate. A user fee review will be conducted in 2012 in preparation for the 2013-14 budget.

Budget Reductions with Service Impact

Unfunded new parkland growth (estimated 235 hectares) and unfunded inflation will necessitate reduced maintenance in existing parks. Maintenance reductions (\$1.0 million in 2012, \$800 thousand in 2013, \$2.0 million in 2014) plus reductions in tree planting, pruning and fall cleanup (\$542 thousand in 2012) will affect the appearance of parks and the response times for service requests but not the health of the assets. Seasonal positions equivalent to 14 FTEs in 2012, 4 FTEs in 2013 and 6 FTEs in 2014 will be impacted and longer term goals regarding the urban forest may not be achieved. These reductions are required to meet the remaining shortfall of costs related to new parkland (\$2.5 million) and inflationary costs (\$3.2 million). The cost of growth shortfall of \$2.5 million will be mitigated for 2012 and 2013 by one-time funding of \$1.85 million.

	(\$000's)		
	2012	2013	2014
Maintenance costs for new parkland (to be absorbed)	\$1,312	\$1,400	\$1,400
Inflationary needs (to be absorbed)	1,207	1,243	1,272
Other reductions	672	0	0
Less: Budget increases	(473)	(924)	(641)
Net maintenance funding gap	<u>\$2,718</u>	<u>\$1,719</u>	<u>\$2,031</u>

Summary of net operating budget changes (\$000's)

	2012	2013	2014
Productivity Gain (Budget reduced with no service impact)	(\$702)	(\$881)	(\$1,190)
Service and budget increases	2,176	2,753	2,672
Budget reductions with service impact	(2,718)	(1,719)	(2,031)
Total base changes	<u>(1,244)</u>	<u>153</u>	<u>(549)</u>
One-Time	1,000	850	0
Less: Prior Year's One-time	0	(1,000)	(850)
Total budget changes	<u>(\$244)</u>	<u>\$3</u>	<u>(\$1,399)</u>

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Capital Projects Requiring Approval

(\$000s)

44,542	For Council Approval at Program-Project level as per Department Capital Plan report
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Program- Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
500-001	Parks Bldg Infrastructure & Washroom Lifecycle	M	C	0	0	3,004	950	1,027	1,027	0	0	3,004
500-002	Emergency Repairs - Various	M	C	0	0	450	150	150	150	0	0	450
500-005	Sportsfield Lifecycle & Renovations	U	C	0	0	6,330	1,910	1,910	2,510	0	0	6,330
500-007	Pathway Lifecycle (Regional & Local)	M	C	0	0	5,000	0	2,500	2,500	0	0	5,000
500-009	Playground Lifecycle & CSA Compliance	M	C	0	0	3,000	1,000	500	1,500	0	0	3,000
500-010	Wading Pool Retrofits	U	C	0	0	1,950	300	650	1,000	0	0	1,950
500-012	Bowness Park Redevelopment	U	C	0	0	8,400	2,100	3,150	3,150	0	0	8,400
500-014	Parks Infrastructure L/C	M	C	0	0	8,700	3,100	2,600	3,000	0	0	8,700
500-019	Laycock Park Wetland Restoration	U	C	0	0	6,950	3,200	3,750	0	0	0	6,950
500-023	Existing Off - Leash Area Retrofit	U	C	0	0	4,120	1,620	1,500	1,000	0	0	4,120
500-047	Established Communities Open Space Upgrd.	U	C	0	0	4,520	1,390	1,630	1,500	0	0	4,520
500-048	Class A Parks Lifecycle Repairs And Upgrades	U	C	0	0	5,226	1,742	1,742	1,742	0	0	5,226
500-066	New Dog Off Leash Area Development	G	C	0	0	3,400	1,000	1,500	900	0	0	3,400
500-071	Water Service Terminations	M	C	0	0	4,500	1,500	1,500	1,500	0	0	4,500
Total Program 500 : Parks and Nature Areas				0	0	65,550	19,962	24,109	21,479	0	0	65,550
<i>Operating costs of capital of Program 500 2012-2014 Operating Budget</i>							200	660	870	N/A	N/A	1,730
503-984	Pathway Safety Project	G	C	0	0	9,000	3,000	3,000	3,000	0	0	9,000
Total Program 503 : Pathways				0	0	9,000	3,000	3,000	3,000	0	0	9,000
				0	0	74,550	22,962	27,109	24,479	0	0	74,550

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

Funding For Capital Projects

Community Investment Reserve	7,700	9,750	8,350	0	0	25,800
Pay-As-You-Go	6,622	7,199	5,979	0	0	19,800
Lifecycle Maintenance & Upgrade Reserve	5,640	7,160	7,150	0	0	19,950
Reserve for Future Capital (RFC)	3,000	3,000	3,000	0	0	9,000
Total Funding	22,962	27,109	24,479	0	0	74,550

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 500 : Parks and Nature Areas

Project 500-001: Parks Bldg Infrastructure & Washroom Lifecycle

New Budget Request of \$3.004 million from 2012 to 2014 required for lifecycle maintenance on Parks service buildings and washroom facility lifecycle. This will support continuing to meet occupational health and safety requirements, HVAC requirements, will help address capacity and security issues and replacement of parks building infrastructure city-wide. Funding is from Pay-As-You-Go.

Project 500-002: Emergency Repairs - Various

New Budget Request of \$450 thousand from 2012 to 2014 to accommodate emergency Parks infrastructure repairs. It is required for the unexpected and immediate repairs to secure site or replace infrastructure (i.e. ice plant in Olympic plaza at \$450K in 2010). Such funding will facilitate immediate repair of infrastructure that fails but is critical to operations or Parks facilities and is capital repair from a TCA (Tangible Capital Asset) perspective. Funding is from Lifecycle Maintenance & Upgrade Reserve.

Project 500-005: Sports field Lifecycle & Renovations

New Budget Request of \$6.33 million from 2012-2014 for the lifecycle and renovation of sports fields that are aging and are in need of refurbishment due to intensive use from both recreational and organized sport leagues. This includes renovation of existing turf, irrigation and goals to new play standards and where possible, fields will be designed in order to be multi-purpose to accommodate maximum benefit for Calgarians. This project will be funded with Community Investment Reserve of \$2.4 million and Pay-As-You-Go of \$3.93 million.

Project 500-007: Pathway Lifecycle (Regional & Local)

New Budget Request of \$5 million from 2013 to 2014 for ongoing major repairs and replacement of existing pathway infrastructure is based on annual inspections, which require repairs immediately or within next 6 years. The request reflects the projected annual capital costs required to lifecycle the pathway system and address infrastructure safety of the system which is used year-round for recreation, exercise and commuting by the public. Funding is from Lifecycle Maintenance & Upgrade Reserve.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Capital Projects Requiring Approval

Project 500-009: Playground Lifecycle & CSA Compliance

New Budget Request of \$3 million from 2012 to 2014 to ensure playgrounds are planned and installed as part of new developments. The subsequent maintenance and lifecycle is the responsibility of Parks. There are currently 1196 playgrounds in Calgary parks, each with a life expectancy of 20 years. Inspections are done several times annually to meet CSA (Canadian Standards Association) standards, and priorities for replacements have been established. Funding is from Community Investment Reserve.

Project 500-010: Wading Pool Retrofits

New Budget Request of \$1.95 million from 2012 to 2014 for wading pool maintenance, upgrade or replace water parks and spray decks is required at Bowness, Prairie Winds, and Variety Spray Parks. They will be closed until upgrades are completed to meet the new requirements of full circulation and 100% water treatment. Funding is from Community Investment Reserve.

Project 500-012: Bowness Park Redevelopment

New Budget Request of \$8.4 million from 2012 to 2014 for the redevelopment of Bowness Park. This is a multi-year project beginning in 2012 with a planned completion date in 2015 and with a total planned cost of \$10.55 million. It includes the retention of natural areas while adding new pathways, parking, and emergency access; a new café building and upgrades to washrooms and other buildings; and an interpretation program to celebrate the history of the site. This project will be funded from Lifecycle Maintenance & Upgrade Reserve of \$1.1 million, and Community Investment Reserve of \$7.3 million in 2012 to 2014 . Project funding in 2015 of \$2.15 million will be from the Community Investment Reserve and will be requested in the next budget cycle.

Project 500-014: Parks Infrastructure L/C

New Budget Request of \$8.7 million from 2012 to 2014 for Parks Infrastructure Lifecycle includes building lifecycle and equipment replacements in established communities 40 years or older; Parks Naturalization regarding access issues to survive the list; Tennis Court Lifecycle; Furniture Lifecycle; Barrier Lifecycle; Prairie Winds lifecycle of entire park facilities; Signage Lifecycle; Parks Hard Surfaces Lifecycle; Tree Planting and Poplar Lifecycle, and Park Lighting Maintenance. This project will be funded from Community Investment Reserve of \$4.2 million and Lifecycle Maintenance & Upgrade Reserve of \$4.5 million.

Operating costs of capital: This project requires \$1.1 million in operating costs for the 2012-2014 budget cycle.

Project 500-019: Laycock Park Wetland Restoration

New Budget Request of \$6.95 million from 2012 to 2013 for restoration of the wetland within Laycock Park. This is a multi-year project beginning in 2012 with a planned completion date in 2013. The new budget request will compensate for losses in wetland habitat in other parts of the City; improve the quality of water running into Nose Creek and ultimately into the Bow River; create enhancements to the overall aesthetic and health of the park and adjacent communities; and integrate the wetlands within the park in such a way that they enhance the “family” character of the park and correspond with the active recreational use. Funding is from Community Investment Reserve.

Operating costs of capital: This project requires \$300 thousand in operating costs for 2013-2014.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Capital Projects Requiring Approval

Project 500-023: Existing Off - Leash Area Retrofit

New Budget Request of \$4.12 million from 2012 to 2014 to develop a site priority improvement list for the 138+ existing off-leash sites and upgrade on priority basis; Install clearer signage, boundary markings, appropriate barriers particularly in sites with environmentally significant areas and sites with the greatest potential for user conflict or risk to human or dog safety. A proactive strategy to manage existing off-leash areas will mitigate the impacts of intensification. At Southland Park another river access is required and a post and rail fence will be installed to prevent access into the area designated for the access point. Funding is from Pay-As-You-Go.

Project 500-047: Established Communities Open Space Upgrd.

New Budget Request of \$4.52 million from 2012 to 2014. The project will address the upgrade and replacement in existing community parks and open space in established communities 40 years and older. This is a multi-year project beginning in 2012 with a planned completion date in 2014. Given the multiple locations and spectrum of improvements, allocating funding over three years will result in improved cost efficiencies overall. Project funding will be through Lifecycle Maintenance & Upgrade Reserve of \$4.4 million, and Pay-As-You-Go of \$120 thousand.

Project 500-048: Class A Parks Lifecycle Repairs And Upgrades

New Budget Request of \$5.226 million from 2012 to 2014 for Class A Parks Lifecycle upgrades and repair work in Downtown Core - Olympic Plaza Lifecycle, Barclay Mall, Eau Claire and Festival Square Lifecycle. Funding is from Pay-As-You-Go.

Project 500-066: New Dog Off Leash Area Development

New Budget Request of \$3.4 million from 2012 to 2014 for 15 new dog off-leash sites throughout the city supports public demand/increased dog population, A proactive strategy adding to the inventory of existing off-leash areas will mitigate the impacts of intensification of use. This is a multi-year project. Funding is from Pay-As-You-Go.

Operating costs of capital: This project requires \$330 thousand in operating costs for 2013-2014.

Project 500-071: Water Service Terminations

New Budget Request of \$4.5 million from 2012 to 2014. Termination of parks water service not in operation to eliminate the utility standby charge (300 approx. sites). Funding is from Lifecycle Maintenance & Upgrade Reserve.

Program 503 : Pathways

Project 503-984: Pathway Safety Project

New Budget Request of \$9 million from 2012 to 2014 for high priority pathway safety/repair projects. Pathway conditions have been deteriorating in several places and require repair to address safety and minimize liability to The City. This project will improve/increase mobility choices and maintain existing pathway infrastructure in a safe functional standard. This is a multi-year project beginning in 2012 with a planned completion date in 2014. Funding is from Reserve for Future Capital.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
477	001	Open Space & Public Realm Improvements	A	U	862	2,138	1,000	1,000	0	0	4,138	5,000
499	811	Legacy Parks - New Regional Parks	A	G	40,802	7,050	4,468	2,000	0	0	13,518	54,320
499	842	Legacy Parks - Existing Park Enhancements	A	U	30,159	4,569	4,832	0	0	0	9,401	39,560
500	001	Parks Bldg Infrastructure & Washroom Lifecycle	C	M	0	950	1,027	1,027	0	0	3,004	3,004
500	002	Emergency Repairs - Various	C	M	0	150	150	150	0	0	450	450
500	005	Sportsfield Lifecycle & Renovations	C	U	0	1,910	1,910	2,510	0	0	6,330	6,330
500	005	Sportsfield Lifecycle & Renovations	D	U	0	0	0	0	1,200	0	1,200	1,200
500	007	Pathway Lifecycle (Regional & Local)	C	M	0	0	2,500	2,500	0	0	5,000	5,000
500	009	Playground Lifecycle & CSA Compliance	C	M	0	1,000	500	1,500	0	0	3,000	3,000
500	009	Playground Lifecycle & CSA Compliance	D	M	0	0	0	0	500	0	500	500
500	010	Wading Pool Retrofits	C	U	0	300	650	1,000	0	0	1,950	1,950
500	012	Bowness Park Redevelopment	C	U	0	2,100	3,150	3,150	0	0	8,400	8,400
500	012	Bowness Park Redevelopment	D	U	0	0	0	0	2,150	0	2,150	2,150
500	014	Parks Infrastructure L/C	C	M	0	3,100	2,600	3,000	0	0	8,700	8,700
500	014	Parks Infrastructure L/C	D	M	0	0	0	0	500	0	500	500
500	019	Laycock Park Wetland Restoration	C	U	0	3,200	3,750	0	0	0	6,950	6,950
500	023	Existing Off - Leash Area Retrofit	C	U	0	1,620	1,500	1,000	0	0	4,120	4,120
500	047	Established Communities Open Space Upgrade	C	U	0	1,390	1,630	1,500	0	0	4,520	4,520
500	048	Class A Parks Lifecycle Repairs And Upgrades	C	U	0	1,742	1,742	1,742	0	0	5,226	5,226
500	066	New Dog Off Leash Area Development	C	G	0	1,000	1,500	900	0	0	3,400	3,400
500	071	Water Service Terminations	C	M	0	1,500	1,500	1,500	0	0	4,500	4,500
500	911	Major Parks-New	A	G	878	250	0	0	0	0	250	1,128
500	941	Land Acquisition - New	A	G	1,542	2,587	1,644	0	0	0	4,231	5,773
500	951	CP / CPRIIPS - New	A	G	4,085	204	0	0	0	0	204	4,289

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
500	952	CP / CPRIIPS - Upgrade/Retrofit	A	U	43,341	5,644	0	0	0	0	5,644	48,985
500	953	CP / CPRIIPS - Lifecycle	A	M	180	0	300	0	0	0	300	480
500	963	Other Park Projects-Lifecycle	A	M	518	131	0	0	0	0	131	649
503	931	Pathways - New	A	G	5,728	307	257	0	0	0	564	6,292
503	931	Pathways - New	D	G	0	0	0	0	300	300	600	600
503	933	Pathways - Lifecycle	A	M	5,135	1,613	0	0	0	0	1,613	6,748
503	981	CP Pathways - New	A	G	297	35	0	0	0	0	35	332
503	984	Pathway Safety Project	C	G	0	3,000	3,000	3,000	0	0	9,000	9,000
504	631	Cemeteries-New	A	G	170	3,000	1,690	0	0	0	4,690	4,860
504	634	Mausoleum Phase III	A	M	3,595	111	0	0	0	0	111	3,706
513	002	Planning & Design-Upgrade/Retrof	A	U	641	891	0	0	0	0	891	1,532
513	004	Plng And Admin/Area Office/Life Cycle	A	M	62	50	0	0	0	0	50	112
Total Parks					137,995	51,542	41,300	27,479	4,650	300	125,271	263,266

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Service Highlights

City Wide Parks Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$24,110	\$23,244	152	\$23,984	\$23,118	152	\$23,789	\$22,923	152

Description of Services

- Urban forestry, water management, integrated pest management
- Pathway system, parks signage, asset management
- Citizen communication and marketing, public education, health and safety

Staff have the responsibility and technical expertise to manage city-wide service delivery.

Highlighted Strategies

1C2 Improve access to services by posting appropriate information online. (CFP-Z9)

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)

6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)

7M1 Collaborate with Transportation in the implementation of pathways plans. (CFP-M11)

Highlighted Actions

1C2.1 Use an eGovernment approach to make access to online services more citizen focused.

3P1.3 Implement Pathways plan and safety audit recommendations.

6Z1.1 Conduct regular citizen surveys.

6Z2.1 Conduct program surveys and evaluations among users.

7M1.1 Improve the connectivity of pathways.

Business Plan and Budget Highlights

The citizen focus will continue to be strengthened by using an eGovernment approach in posting information online, increasing the use of social media, assessing registration capacity in programs, and conducting regular surveys and program evaluations. Service response performance will be maintained or improved by analyzing 3-1-1- escalated complaints and promoting voluntary compliance with bylaws.

Additional assessments that will help improve efficiency include participating in selected lines of service reviews and benchmarking initiatives.

A wide variety of partnerships with other organizations as well as internal collaboration with other business units and departments are essential to the delivery of services. One example is working with the Transportation department to improve the connectivity of pathways, utilize snow and ice control funding to clear pathways, and update the corporate Bikeways/Pathways Plan. The pathway system provides an important contribution to mobility, healthy lifestyles, quality of life and environmental sustainability.

Implementation of the Environmental Education Strategic Plan is another initiative aimed at protecting the environment.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Service Highlights

Managing and Growing the Parks Service	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,643	\$2,356	27	\$4,483	\$2,196	27	\$4,433	\$2,146	27

Description of Services

- Developer Interface: plan review and negotiations with LUPP, park standards negotiation, site plan review and approvals, site negotiations, new community park inspections and acquisition
- Planning and Development: managing the legislated MGA responsibilities, policy work, political interface, planning, capital financing, land acquisitions, park design, public engagement, capital construction management

This diverse group of Parks' staff undertakes all of the tasks that happen at the front end of new parks, upgrades to older parks, conservation of environmental reserves and parks acquisition from the development industry in new communities.

Highlighted Strategies

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

3P3 Increase CS&PS involvement in planning/redevelop communities so recreational, social and public safety factors are part of complete communities.

3P4 Improve access to parks/open spaces for all citizens. (CFP-P5*, P7*)

4P1 Implement initiatives aimed at promoting, protecting and restoring the biodiversity of the urban landscape. (CFP-P8*)

6Z4 Improve asset performance. (CFP-Z10)

Highlighted Actions

3P1.1 Implement Cultural Landscape Strategy.

3P3.1 Provide consistent representation at community planning and growth management meetings.

3P4.2 Increase number and improve quality of outdoor sportsfields.

4P1.2 Research and implement Biodiversity Strategic Plan.

6Z4.2 Refresh Infrastructure Investment Plans for Culture, Parks, Recreation (CPRIP) and Emergency Response (ERIIP) annually.

Business Plan and Budget Highlights

Additional strategies that will be implemented include Environmental Education, Volunteers Strategic Plans and allotment gardens.

As part of reviewing and implementing land redevelopment plans, parks in established communities will be improved to meet existing guidelines, Laycock Park wetlands will be restored, and green space per capita will be maintained or increased. An emphasis will be placed on areas that are parks deficient and on linking with directions in the Municipal Development Plan and Transit Oriented Development.

Environmental sustainability and accessibility will be considered when developing or improving parks and facilities.

Actions will be taken to decrease the lifecycle maintenance backlog and implement the capital plan.

Citizens will be engaged through surveys and their values will help to define services in their communities.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Service Highlights

Parks Operations	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$58,913	\$49,687	385	\$59,092	\$49,866	391	\$57,938	\$48,712	394

Description of Services

Sports field mowing, skating rink maintenance, playground inspections, litter pick up, festival hosting, stewardship of natural ecosystems, volunteer opportunities and cemetery operations

This group of Parks' staff undertake work involved in the asset management, staffing and operations of the existing park system year-round including customer interface, park maintenance, event support and partnership programs.

Highlighted Strategies

1C4 Increase compliance with accessibility policies and standards.

2C1 Maintain or improve service response performance. (CFP-C4*,C5*)

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*,C6)

3P5 Assess and continue/expand effective partnerships to deliver services. (CFP-P3*)

4P1 Implement initiatives aimed at promoting, protecting and restoring the biodiversity of the urban landscape. (CFP-P8*)

Highlighted Actions

1C4.1 Ensure facilities meet Corporate accessibility guidelines.

2C1.1 Assess 3-1-1 escalated complaints.

2C2.1 Promote voluntary compliance with bylaws (without enforcement).

3P5.1 Partner with other organizations to increase cultural and aesthetic opportunities and support community revitalization.

4P1.1 Convert manicured park areas to natural spaces where feasible.

Business Plan and Budget Highlights

Plans will also be developed and/or implemented for off-leash areas, customer level of service asset management, cemeteries and parks management. Outdoor sportsfields and parks in established areas will be improved within the available budget resources.

Collaboration with other business units and departments as well as mutually beneficial relationships with community-based non-profit groups are key to the delivery of great places and spaces.

The assessing of 3-1-1 escalated complaints is to ensure mitigation strategies are in place and to manage the corporate reputation.

Long term sustainability priorities will be addressed by protecting natural and environmentally sensitive areas, transitioning manicured parks to natural spaces where feasible, and by participating in pilot projects or initiatives aimed at environmental sustainability.

Improvements in asset management will include decreasing the lifecycle maintenance backlog as well as developing plans to mitigate risk and optimize facility use.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks: Service Highlights

Departmental Strategic Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$3,746	\$3,046	20	\$3,856	\$3,156	21	\$3,856	\$3,156	21

Description of Services

- Strategic initiatives, innovative funding, annual infrastructure investment plans, sustainability reviews
- Business and capital planning, asset management
- Departmental health and safety, performance measurement and reporting, organizational development, process improvements, communications, citizen-focused service delivery

- Managing The City's relationship with Alberta Health Services

This is a departmental function that aligns departmental processes and leads department-wide initiatives in order to develop a clear, complete picture of the value CS&PS resources bring to citizens that helps ensure the long term sustainability of the department.

Highlighted Strategies

3P2 Lead development of key infrastructure projects. (CFP-P4*,P6*)

5Z3 Create a comprehensive employee health and safety system. (CFP-Z6)

6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)

6Z4 Improve asset performance. (CFP-Z10)

6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)

Highlighted Actions

3P2.1 Develop a new central public library and begin implementing the asset management plan for branches in the Calgary Public Library system.

5Z3.2 Enhance orientation, training and evaluation.

6Z1.1 Conduct regular citizen surveys.

6Z4.3 Promote development of asset management plans to mitigate risk, optimize facility use and address tangible capital asset reporting.

6Z5.1 Continue to explore opportunities for new sources of funding (e.g. P3, emergency communications contracts, wireless 9-1-1 fees, etc.).

Business Plan and Budget Highlights

A departmental approach results in linkages with leadership on many corporate and department-wide actions in areas such as relationship management, environmental sustainability, partnerships, professional development, efficiency assessment, and employee health and safety.

Innovation, citizen expectations, quality services, emerging trends and fiscal accountability guide the work of this service area.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES

(\$ millions)

Public Safety Communications	2012			2013			2014		
	Expend.\$	Net\$	FTEs	Expend.\$	Net\$	FTEs	Expend.\$	Net\$	FTEs
	\$34.7	\$19.4	280	\$34.3	\$19.0	281	\$34.8	\$19.5	284

Overview

The City of Calgary Public Safety Communications (PSC) is the vital link between citizens in need of assistance and local emergency services. It receives, evaluates and dispatches 9-1-1 emergency calls and non-emergency calls for the Calgary Police Service and Calgary Fire Department. It also provides call evaluation and dispatch services within Calgary and portions of southern Alberta on a contract basis for Alberta Health Services ground ambulance operations, as well as for eight outlying fire departments.

List of Services

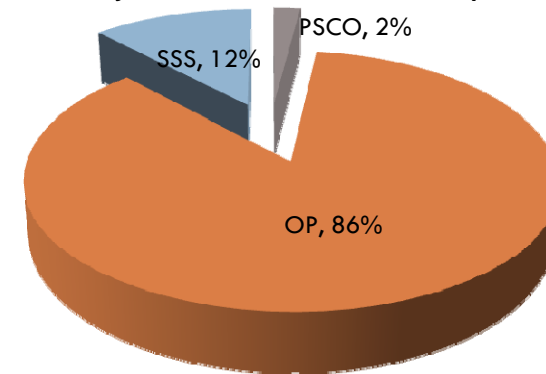
- Operations - OP
- Specialized Support Services - SSS
- Public Safety Commander's Office - PSCO

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

In 2010, PSC integrated the recommendations of its operational review into its business plan. These recommendations now form the basis of a series of goals and objectives that are a roadmap for PSC to strengthen its foundation for effective and efficient public safety communications services. The review recommendations, if fully implemented, will strengthen core areas, provide steps towards achievement of industry standards of best practice and ensure PSC strives to meet the needs of citizens, staff and emergency responders.

In 2011, PSC developed a 10-year capital plan and a 5-year strategic plan around five strategic directions: delivering reliable service to our primary agencies, contracted clients and citizens; optimizing our workforce to meet the demands of our primary agencies and contracted clients; building service resiliency and business continuity; leveraging innovation in technology; and ensuring better financial capacity.

Public Safety Communications Services Expenditures



Addressing Other Emerging Issues

PSC will be working to increase public awareness on appropriate use of 9-1-1 and non-emergency lines. By pursuing continuous improvement, PSC will continue to demonstrate excellence as a service provider of choice so that currently contracted clients will renew agreements.

Building and maintaining a competent, capable workforce to support our service delivery model is essential to success. This includes cultivating a healthy, vibrant and achievement-oriented workplace as well as fostering a leadership culture for employee success.

Positioning PSC for long-term sustainability involves ensuring purposeful redundancy and recovery of operations, securing technologies and infrastructure capable of supporting operations, and establishing a leadership role in the identification and integration of new and emerging technologies that support safety, efficiency and effectiveness.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Community</p> <p>1C3 Develop Strategies to proactively meet needs of vulnerable populations. (CFP-C8*)</p>	<p>1C3.1 Develop community specific public safety communications and engagement strategies.</p>	<p>SSS</p>
<p>Community</p> <p>2C1 Maintain or improve service response performance. (CFP-C4*,C5*)</p>	<p>2C1.1 Identify strategies to best meet service levels agreed upon with stakeholders.</p>	<p>OP</p>
<p>Community</p> <p>2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*,C6)</p>	<p>2C2.1 Public education to reduce unintentional 9-1-1 calls.</p>	<p>PSCO</p>
<p>Places</p> <p>3P5 Assess and continue/expand effective partnerships to deliver services. (CFP-P3*)</p>	<p>3P5.1 Continue to expand partnerships with all levels of government.</p>	<p>PSCO</p>
	<p>3P5.2 Continue internal collaboration across business units and departments.</p>	<p>Business Unit Wide</p>

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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SSS Specialized Support Services **PSCO** Public Safety Commander's Office **OP** Operations

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z1 Develop an effective approach to professional development. (CFP-Z6)	5Z1.1 Advocate expanding eligibility for leadership training.	PSCO
	5Z1.2 Develop coordinated competency framework.	SSS
	5Z1.3 Increase lateral transfer opportunities.	SSS
	5Z1.4 Participate in selected Corporate Workforce Strategy initiatives.	SSS
Organization 5Z2 Enhance employee satisfaction and improve knowledge sharing. (CFP-Z1)	5Z2.1 Develop quality service metrics on employee satisfaction.	Business Unit Wide
	5Z2.2 Use employee survey findings to address issues.	Business Unit Wide
	5Z2.3 Identify opportunities and increase cross training and knowledge sharing.	Business Unit Wide
Organization 5Z3 Create a comprehensive employee health and safety system. (CFP-Z6)	5Z3.1 Develop robust data collection process.	SSS
	5Z3.2 Enhance orientation, training and evaluation.	SSS
	5Z3.3 Enhance follow-up on assessment recommendations.	SSS
Organization 6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)	6Z1.1 Conduct regular citizen surveys.	SSS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
SSS Specialized Support Services	PSCO Public Safety Commander's Office		OP Operations		

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)	6Z2.1 Conduct program surveys and evaluations among users.	SSS
	6Z2.2 Improve information and knowledge management processes.	SSS
Organization 6Z3 Participate in reviews of selected lines of service to assess efficiency. (CFP-Z3)	6Z3.1 Develop municipal performance measures, baselines and benchmarks to assess efficiency.	SSS
Organization 6Z4 Improve asset performance. (CFP-Z10)	6Z4.1 Decrease lifecycle maintenance backlog.	SSS
	6Z4.2 Refresh Emergency Response Infrastructure Investment Plan (ERIIP) list annually.	PSCO
	6Z4.3 Promote development of asset management plans to mitigate risk and optimize facility use.	PSCO
	6Z4.4 Implement Capital Plan.	PSCO
	6Z4.5 Implement Corporate Infrastructure Management Strategy.	PSCO
Organization 6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)	6Z5.1 Continue to explore opportunities for new sources of funding (e.g. P3, emergency communications contracts, wireless 9-1-1 fees, etc).	PSCO

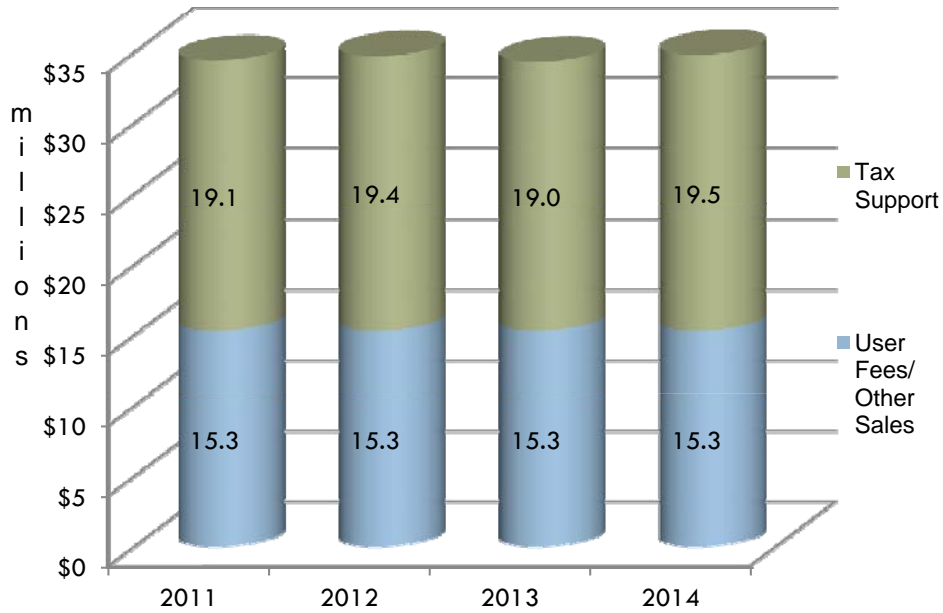
For Council Approval

For Council Information

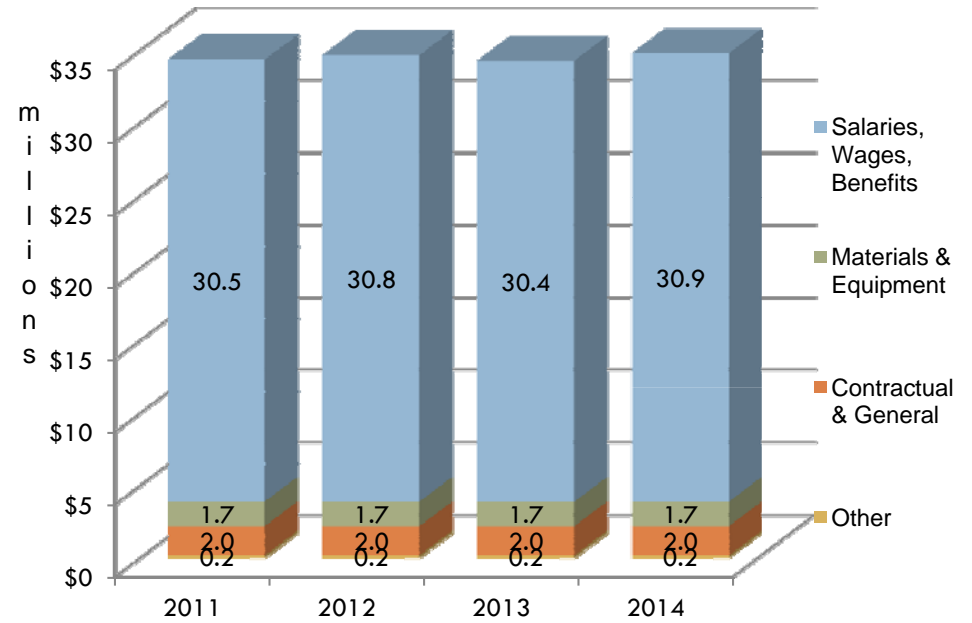
Community	Places	Mobility	Business	Organization	Finance
SSS Specialized Support Services	PSCO Public Safety Commander's Office	OP Operations			

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
<u>Services:</u>												
Operations	\$29.4	\$14.1	259	\$29.8	\$14.5	257	\$29.6	\$14.3	260	\$30.3	\$15.0	266
Specialized Support Services	4.4	4.4	20	4.3	4.3	19	4.1	4.1	17	4.0	4.0	15
Commander's Office	0.6	0.6	4	0.6	0.6	4	0.6	0.6	4	0.5	0.5	3
Total Public Safety Communications	\$34.4	\$19.1	283	\$34.7	\$19.4	280	\$34.3	\$19.0	281	\$34.8	\$19.5	284

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

In 2012, the reduction of \$165 thousand in the operating budget will be achieved through the elimination of two administrative positions.

In 2013, a reduction of \$214 thousand will be achieved through the elimination of a further two administrative positions.

In 2014, a further reduction of \$288 thousand from operating budget will be through the elimination of three administrative positions.

The elimination of 7 FTEs over the three years will not impact call-taking capacity.

Service and Budget Increases

In this three-year business planning and budgeting cycle, PSC is guided by The City of Calgary 2009 PSC Operational Review. In order to fulfill the recommendations of the operational review, meet service level and performance targets, and address the actions designed to ensure public safety in this three-year plan, PSC requires additional growth in 2012-2014.

The addition of 9 FTEs (\$1.2 million) to the call-evaluation and dispatch floor in 2013-2014 will aid PSC in moving towards the service levels agreed to from a key recommendation of the operational review.

One-time funding of \$630 thousand in 2012 is needed to implement the Alberta Police Integrated Information Initiative (API3) which will result in the introduction of new systems and technology to PSC. Strategies for integration of technology and processes established through API3, include the training of over 175 police function Emergency Communications Officers in 2012.

Budget Reductions with Service Impact

PSC plays a vital role in keeping Calgary a safe place to live. Staff positions provide the only opportunity to make budget cuts. Positions have been identified under productivity gains that do not impact front-line emergency services but they will have an impact in areas such as administration, technology support, public communications, and recruitment.

However, to meet budget targets, one front-line position (\$169 thousand) was eliminated from the 2012 budget. This may have an impact on PSC's ability to meet service level agreements and grade of service targets.

The budget does not cover a need for increased support to meet service targets with our primary agencies totalling \$3.7 million and 27 FTEs over the three years. These calls represent a large volume and are important for linking citizens to the resources they need, reducing the potential for escalation into emergencies or future calls.

Summary of net operating budget changes (\$000's)

	2012	2013	2014
Productivity Gain (Budget reduced with no service impact)	(\$165)	(\$214)	(\$288)
Service and budget increases	0	425	775
Budget reductions with service impact	(169)	0	0
Total base changes	<u>(334)</u>	<u>211</u>	<u>487</u>
One-Time	630	0	0
Less: Previous Year's One-time	0	(630)	0
Total budget changes	<u>\$296</u>	<u>(\$419)</u>	<u>\$487</u>

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Capital Projects Requiring Approval

(\$000s)

\$1,776 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
045-005	Equipment Lifecycle	M	C	0	0	600	0	600	0	0	0	600
045-009	Critical Technology Upgrades	U	C	0	0	650	300	200	150	0	0	650
045-013	9-1-1 Telephone System Upgrade	U	C	0	0	2,900	0	1,500	1,400	0	0	2,900
045-014	Systems Integration	U	C	0	0	1,476	500	700	276	0	0	1,476
Total Program 045 : PSCC				0	0	5,626	800	3,000	1,826	0	0	5,626
				0	0	5,626	800	3,000	1,826	0	0	5,626

Note:
 Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost, O2=2015 and beyond Operating Cost

Funding For Capital Projects

Revenue/Reserves	100	1,000	50	0	0	1,150
Pay-As-You-Go	700	2,000	876	0	0	3,576
Lifecycle Maintenance & Upgrade Reserve	0	0	900	0	0	900
Total Funding	800	3,000	1,826	0	0	5,626

Explanation of Budget Requests

Program 045 : PSCC

Project 045-005: Equipment Lifecycle

New Budget Request of \$600 thousand for 2013. Public Safety Communications (PSC) has a heavy reliance on equipment in critical operational roles. As such, PSC has a requirement to maintain, replace or upgrade diverse equipment for such reasons as end of useful life, equipment is outdated and no longer being supported, new functionality is required or the equipment is below the acceptable threshold of reliability for emergency services. This project will be funded from Pay-As-You-Go.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Capital Projects Requiring Approval

Project 045-009: Critical Technology Upgrades

New Budget Request of \$650 thousand for 2012-2014 for Technical infrastructure, software and hardware upgrades which is required on a regular basis in order to ensure operation of technical systems. Manufacturers and software suppliers are continually updating their products as technology evolves and PSC has to upgrade in order to keep current with this evolution process. The reason behind it is that manufacturers and software suppliers will not support older equipment and versions for defined periods of time. PSC cannot risk having systems in use for which no support or repair can be obtained. This project will be funded \$500 thousand from Pay-As-You-Go and \$150 thousand from 9-1-1 Communication Centre Capital Financing Reserve.

Project 045-013: 9-1-1 Telephone System Upgrade

New Budget Request of \$2.9 million for 2013-2014 for an upgrade to the 9-1-1 telephone system. The current 9-1-1 system has technology originally developed in the 1960s which is no longer capable of meeting the requirements for Next Generation 9-1-1 in processing Voice over Internet Protocol, text, email, imagery and video. This project will be funded \$1 million from Pay-As-You-Go, \$1 million from 9-1-1 Communication Centre Capital Financing Reserve, and \$900 thousand from Lifecycle Maintenance & Upgrade Reserve.

Project 045-014: Systems Integration

New Budget Request of \$1.476 million for 2012-2014 to integrate current technology to streamline current operations and facilitate the efficient transfer of information between agencies and functions in order to eliminate potential confusion in data transfer as well as improve efficiencies in call evaluation and dispatch services to all agencies. This is a multi year project to enhance interoperability to improve emergency responder and citizen safety. This project will be funded from Pay-As-You-Go.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
045	005	Equipment Lifecycle	C	M	0	0	600	0	0	0	600	600
045	006	Technical & Telephone Upgrades	A	G	940	1,360	500	0	0	0	1,860	2,800
045	008	Deployment Management Planning Software	A	G	0	0	0	110	990	0	1,100	1,100
045	009	Critical Technology Upgrades	A	U	2,666	500	593	390	700	0	2,183	4,849
045	009	Critical Technology Upgrades	C	U	0	300	200	150	0	0	650	650
045	010	Emergency Services Quality Assurance Program	A	G	250	0	450	100	0	0	550	800
045	011	Central Communication Hardware Replacement	A	U	1,000	0	1,750	0	0	0	1,750	2,750
045	013	9-1-1 Telephone System Upgrade	C	U	0	0	1,500	1,400	0	0	2,900	2,900
045	014	Systems Integration	C	U	0	500	700	276	0	0	1,476	1,476
Total Public Safety Communications					4,856	2,660	6,293	2,426	1,690	0	13,069	17,925

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Service Highlights

Operations	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$29,781	\$14,487	257	\$29,561	\$14,267	260	\$30,307	\$15,013	266

Description of Services

- Provides 24/7 emergency 9-1-1 and non-emergency call answer, evaluation and dispatch services to protect the health and safety of Calgarians.
- Provides communications support for front-line emergency crews.

The Operations section answers over one million emergency and non-emergency calls annually. Emergency Communications Officers evaluate and dispatch calls for service while providing callers with clear and informed instructions during an emergency. The Operations section monitors ongoing events and provides communications support for frontline emergency responders.

Highlighted Strategies

2C1 Maintain or improve service response performance. (CFP-C4*,C5*)

5Z2 Enhance employee satisfaction and improve knowledge sharing. (CFP-Z1)

Highlighted Actions

2C1.1 Identify strategies to best meet service levels agreed upon with stakeholders.

5Z2.1 Develop quality service metrics on employee satisfaction.

Business Plan and Budget Highlights

Additional actions this service will pursue include:

- Investigate PSC accreditation for Police and Fire response;
- Identify opportunities to increase cross-training and knowledge sharing among employees;
- Use findings from employee surveys to address issues.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Service Highlights

Specialized Support Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,357	\$4,357	19	\$4,158	\$4,158	17	\$4,010	\$4,010	15

Description of Services

- Supports statistical reporting, analysis, operational effectiveness and administrative support.
- Supplies, manages, maintains and delivers technical and systems support.
- Delivers training, staff development and quality improvement.
- Provides customer and stakeholder support.

Specialized Support Services provides strategic, administrative and technical support to our frontline Emergency Communications Officers. This includes strategic planning, quality improvement, training and development, recruiting, reporting and analysis, client management, business continuity and systems support.

Highlighted Strategies

1C3 Develop Strategies to proactively meet needs of vulnerable populations. (CFP-C8*)

5Z3 Create a comprehensive employee health and safety system. (CFP-Z6)

6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)

6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)

6Z3 Participate in reviews of selected lines of service to assess efficiency. (CFP-Z3)

Highlighted Actions

1C3.1 Develop community specific public safety communications and engagement strategies.

5Z3.2 Enhance orientation, training and evaluation.

6Z1.1 Conduct regular citizen surveys.

6Z2.2 Improve information and knowledge management process.

6Z3.1 Develop municipal performance measures, baselines and benchmarks to assess efficiency.

Business Plan and Budget Highlights

Additional actions this service will pursue include:

- Identify opportunities to increase cross training and knowledge sharing among employees;
- Develop a robust data collection process on employee health and safety;
- Enhance follow-up on safety assessment recommendations;
- Conduct program evaluations and surveys among service users.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications: Service Highlights

Public Safety Communications Commander's Office	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$604	\$604	4	\$604	\$604	4	\$494	\$494	3

Description of Services

- Overall leadership function, administrative support for broad-based business unit initiatives.
- Oversees operations and consolidation of ground ambulance dispatch services.
- Oversees public education programs.

The Commander's Office reports to the PSC Board of Governors and provides overall leadership for PSC. The Commander's Office develops strategic partnerships with other internal business units, with other levels of government and labour unions. It is responsible for seeking alternate sources of funding and for managing assets and infrastructure.

Highlighted Strategies

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*, C6)

3P5 Assess and continue/expand effective partnerships to deliver services. (CFP-P3*)

5Z1 Develop an effective approach to professional development. (CFP-Z6)

6Z4 Improve asset performance. (CFP-Z10)

6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)

Highlighted Actions

2C2.1 Public education to reduce unintentional 9-1-1 calls.

3P5.1 Continue to expand partnerships with all levels of government.

5Z1.1 Advocate expanding eligibility for leadership training.

6Z4.5 Implement Corporate Infrastructure Management Strategy.

6Z5.1 Continue to explore opportunities for new sources of funding (e.g. P3, emergency communications contracts, wireless 9-1-1 fees, etc).

Business Plan and Budget Highlights

Additional actions that this service will pursue include:

- Continue internal collaboration across business units and departments;
- Develop a coordinated competency framework;
- Increase lateral transfer opportunities;
- Participate in selected Corporate Workforce Strategy initiatives;
- Use findings from employee surveys to address issues;
- Identify opportunities and increase cross training and knowledge sharing among employees;
- Decrease lifecycle maintenance backlog;
- Refresh Emergency Response Investment Plan (ERIP) list annually;
- Promote development of asset management plans to mitigate risk, optimize facility use and address tangible capital asset (TCA) requirements.
- Implement Capital Plan;
- Investigate PSC accreditation for Police and Fire response.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES

Recreation	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$83.0	\$41.4	574	\$80.7	\$39.7	574	\$81.0	\$38.9	572

Overview

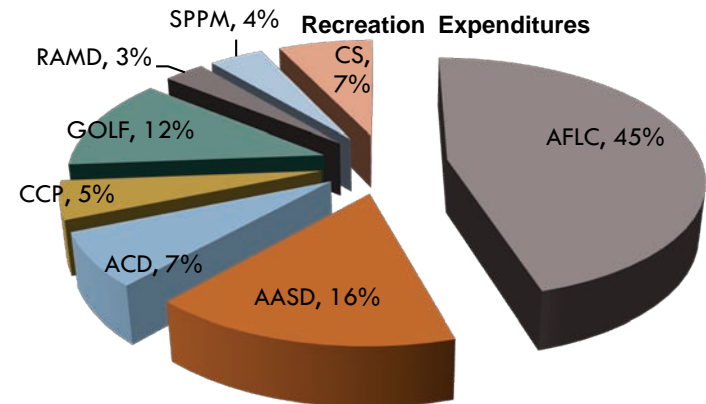
Recreation encompasses sports, fitness, arts, culture, festivals, events and leisure activities - all of which play a vital role in the quality of life for Calgarians. The City of Calgary Recreation manages a broad service delivery continuum which includes the direct operation of 12 aquatic centres, 19 arenas, two arts centres, 11 athletic parks, six golf courses, two leisure centres, one sailing school and logistic support to over 265 festivals and events per year. In addition, The City of Calgary Recreation provides liaison support to over 300 formal partnerships including recreation, arts and social groups, community associations and Civic Partners. Civic Partners include strategic partners such as Calgary Arts Development, Sport Calgary and Calgary Economic Development, attractions, economic and arts entities, and the Calgary Public Library.

List of Services

- Arenas, Athletic Parks and Sports Development - AASD
- Arts and Culture Development - ACD
- Aquatics, Fitness and Leisure Centres - AFLC
- Civic and Community Partners - CCP
- Customer Services: Program Registration, Facility Bookings and Inclusion Services - CS
- Golf - GOLF
- Recreation Asset (Facility) Management and Development - RAMD
- Strategic Planning and Performance Management - SPPM

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

Citizens said that sport, art, culture, leisure activities, festivals and events are important to quality of life and that The City needs to examine ways to maintain or increase these opportunities for Calgarians. For 2012-2014, Recreation will continue to provide liaison and funding support to relevant arts, culture, sport and recreation partners and will move forward with exploring innovative funding models and partnerships for the construction of new regional recreation facilities. As a result of Council's support towards funding community infrastructure, Recreation has established a comprehensive plan to reduce its and partners' lifecycle maintenance backlog which will be informed by Recreation's Asset Management Plan and the Golf Management Plan.



Addressing Other Emerging Issues

To deliver on growing and diverse recreation needs, Recreation will continue to explore opportunities to work with public, private and community partners to enhance recreation opportunities. The development of new facilities and enhancement of others will ensure equitable recreation opportunities for all neighbourhoods. A changing service delivery landscape will challenge Recreation to be responsive and innovative in order to remain sustainable.

The sustainability of Recreation's infrastructure and operations will be a high priority through 2012-2014. Upcoming maintenance and lifecycle upgrades are projected to result in significant utility savings. Workforce realignment activities and service delivery adjustments are being piloted to optimize resources and recreational opportunities.

In 2012, Recreation will celebrate 100 years of service to Calgarians. Centennial 2012 will highlight Recreation's role in enriching the lives of Calgarians over the past century through a multitude of events and monthly themes.

An emerging issue for Recreation and partners is the significant increase in inflation (primarily driven by utilities rates) which has not been fully funded in this budget process and will result in some service impacts.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)	1C1.1 Continue to provide fee assistance to qualified applicants.	ACD,AFLC,GOLF
	1C1.2 Streamline and consolidate approval processes for subsidized services.	CS
Community 1C2 Improve access to services by posting appropriate information online. (CFP-Z9)	1C2.1 Use an eGovernment approach to make access to online services more citizen focused.	CS,SPPM
	1C2.2 Increase use of social media.	CS,SPPM
Community 1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)	1C3.1 Work towards age-friendly community practices.	AASD,ACD,AFLC,GOLF
Community 1C4 Increase compliance with accessibility policies and standards.	1C4.1 Work towards facilities meeting Corporate accessibility guidelines.	CS,RAMD

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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AASD Arenas, Athletic Parks and Sports Development
 ACD Arts and Culture Development
 AFLC Aquatics, Fitness and Leisure Centres
CCP Civic and Community Partners
 CS Customer Services:Program Registration, Facility Booking and Inclusion Services
 GOLF Golf
RAMD Recreation Asset (Facility) Management and Development
 SBD Strategic and Business Development

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*,C6)	2C2.1 Continue/expand initiatives that encourage safe behaviours (e.g. graffiti abatement, AfterSchool program, etc.).	AFLC
Places 3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)	3P1.1 Further implement Recreation for LIFE Strategy.	AASD,ACD,AFLC,CS
	3P1.2 Implement Centre City plan.	ACD
	3P1.3 Support implementation of Team Spirit: 10 Year Strategic Plan for Sport Facility Development and Enhancement.	AASD
	3P1.4 Continue providing operating budget support to relevant Arts and Culture and Sport organizations.	ACD, CCP
	3P1.5 Implement the Golf Management Plan.	GOLF
Places 3P2 Lead development of key infrastructure projects. (CFP-P4*,P6*)	3P2.1 Develop a new central public library and begin implementing the asset management plan for branches in the Calgary Public Library system.	CCP
	3P2.2 Develop new regional recreation centres.	RAMD
	3P2.3 Implement capital projects to upgrade existing facilities and equipment.	GOLF
Places 3P5 Assess and continue/expand effective partnerships to deliver services. (CFP-P3*)	3P5.1 Develop Corporate Partnership Policy and related Management and Accountability Framework.	CCP

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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AASD Arenas, Athletic Parks and Sports Development
 ACD Arts and Culture Development
 AFLC Aquatics, Fitness and Leisure Centres
CCP Civic and Community Partners
CS Customer Services:Program Registration, Facility Booking and Inclusion Services
GOLF Golf
RAMD Recreation Asset (Facility) Management and Development
SBD Strategic and Business Development

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 4P2 Participate in pilot projects and corporate initiatives aimed at environmental sustainability.	4P2.1 Continue implementing and evaluating pilot projects (e.g. waste reduction, greener fleet, etc.).	RAMD
Organization 5Z2 Enhance employee satisfaction and improve knowledge sharing. (CFP-Z1)	5Z2.1 Incorporate "quality service" metrics into the employee survey.	SPPM
Organization 6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)	6Z1.1 Conduct regular citizen surveys.	SPPM
Organization 6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)	6Z2.1 Conduct program surveys and evaluations among users.	CCP, SPPM
	6Z2.2 Assess registration capacity in programs.	SPPM

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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AASD Arenas, Athletic Parks and Sports Development

ACD Arts and Culture Development

AFLC Aquatics, Fitness and Leisure Centres

CCP Civic and Community Partners

CS Customer Services: Program Registration, Facility Booking and Inclusion Services

GOLF Golf

RAMD Recreation Asset (Facility) Management and Development

SBD Strategic and Business Development

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z3 Participate in reviews of selected lines of service to assess efficiencies. (CFP-Z3)	6Z3.1 Improve information and knowledge management processes.	CCP
	6Z3.2 Develop municipal performance measures, baselines and benchmarks to assess efficiency.	SPPM
	6Z3.3 Develop operating and capital leveraging ratios for Civic Partners.	CCP, RAMD
Organization 6Z4 Improve asset performance. (CFP-Z10)	6Z4.1 Decrease lifecycle maintenance backlog.	RAMD
	6Z4.2 Promote development of asset management plans to mitigate risk and optimize facility use.	GOLF
	6Z4.3 Develop and implement granting programs for community infrastructure and enhanced capital conservation for Civic and Community Partners lifecycle projects.	CCP
Organization 6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)	6Z5.1 Continue to explore opportunities for new sources of funding (e.g. P3, sponsorships, etc.).	RAMD

 For Council Approval

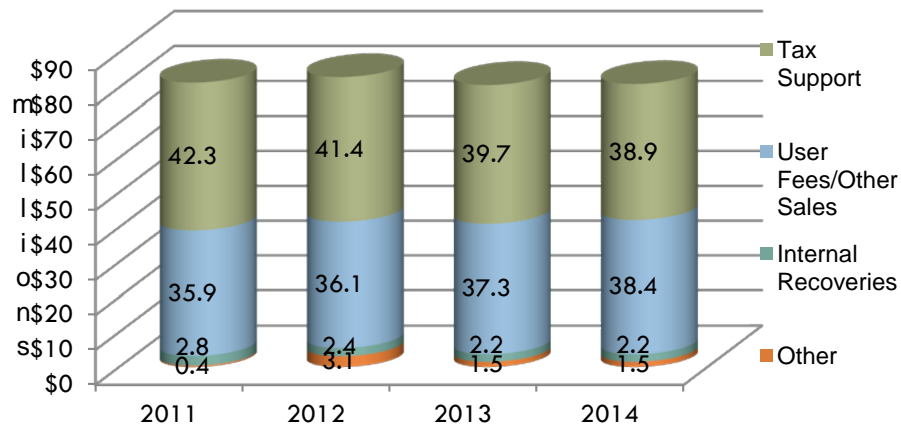
 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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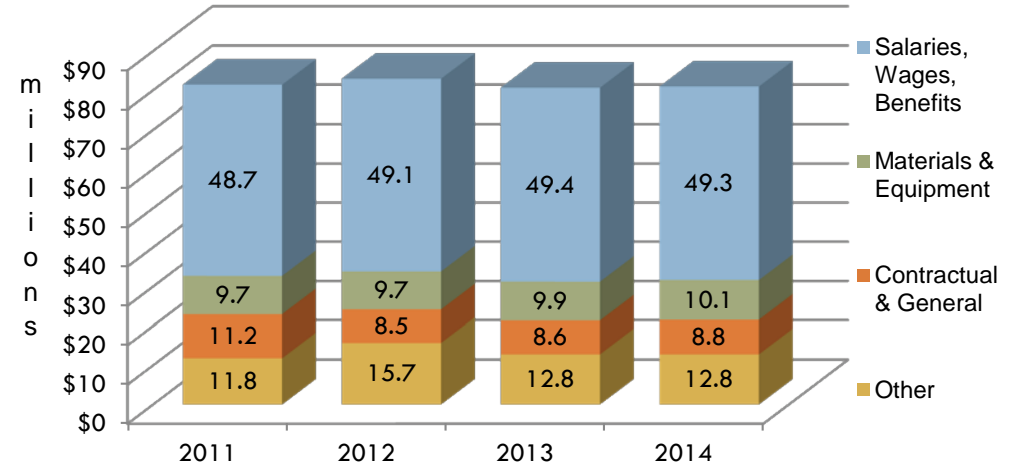
AASD Arenas, Athletic Parks and Sports Development
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COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Business Plan and Budget Highlights

BU Revenue Summary



BU Expenditure Summary



Changes to user fees for 2012-2014 are proposed and subject to Council approval as detailed in the Business Unit User Fee Schedules (Attachment 2)

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$1.1	\$1.0	3	\$1.1	\$1.0	3	\$1.1	\$1.0	3	\$1.1	\$1.0	3
<u>Services:</u>												
Arenas, Athletic Parks & Sport Development	12.9	6.4	85	12.8	5.8	84	12.9	5.7	84	13.0	5.6	84
Arts & Culture Development	7.6	5.6	30	5.7	3.7	32	5.4	3.5	32	5.3	3.3	30
Aquatics, Fitness & Leisure	36.1	19.3	319	36.3	19.0	317	36.7	18.8	317	36.9	18.4	317
Civic & Community Partners	3.2	3.2	14	6.7	5.1	14	3.4	3.4	14	3.2	3.2	14
Customer Services	6.1	3.6	37	5.5	3.6	36	6.0	4.0	35	6.0	4.0	35
Golf	10.1	(0.2)	61	9.8	(0.2)	61	9.9	(0.2)	61	10.0	(0.2)	61
Recreation Asset (Facility) Management & Development	1.3	0.6	6	2.1	0.6	6	2.3	0.7	7	2.3	0.7	7
Strategic Planning & Performance Management	3.0	2.7	21	3.0	2.8	21	3.0	2.8	21	3.2	2.9	21
Total Recreation	\$81.4	\$42.2	576	\$83.0	\$41.4	574	\$80.7	\$39.7	574	\$81.0	\$38.9	572

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Productivity gains include projected utility savings of \$887 thousand (\$300 thousand in 2012; \$266 thousand in 2013 and \$321 thousand in 2014) generated through approved lifecycle and maintenance upgrades to facilities plus reductions of \$174 thousand (\$100 thousand in 2013 and \$74 thousand in 2014) in materials, equipment and contractual services, and \$65 thousand (1 FTE) in administrative support services in 2013. Service re-organizations will result in a further \$200 thousand (2 FTEs) in savings in 2014.

Service and Budget Increases

Recreation is a critical part of great communities and a vibrant urban fabric. Calgarians have clearly indicated that recreational opportunities are important to quality of life in their communities. Council's Fiscal Plan speaks directly to continuing or increasing support for arts and culture, sports, and recreational facilities.

Required budget increases include \$430 thousand in fee assistance funding to respond to rising need and population growth; \$215 thousand (1 FTE) to address Payment Card Industry corporate compliance requirements; and \$300 thousand (2 FTEs) to provide administrative planning and oversight to City-supported festivals and events. Recreation will also provide oversight to an additional \$1.2 million residing in the corporate cost program to support festivals and events. Budget increases of \$2.97 million required to address projected inflation over the three years will be offset by user fees increases and service reductions.

One-time funding of \$143 thousand per year is required to cover the cold storage costs of the old Science Centre as the building moves into Recreation's inventory. \$65 thousand per year is needed to cover costs associated with aircraft storage. \$250 thousand is required in 2012 to fund The City's coordination of support services for the Canadian Track & Field Championships as approved by Council 2010 June 21 (C2010-49) plus \$150 thousand to support Calgary Sport Tourism Authority. An additional \$1.667 million is required in 2012 to fund The City's coordination of support projects and services for the Cultural Capitals of Canada 2012 as approved by Council (CPS2010-38 and NM2011-13). With Calgary's successful designation as the Cultural Capital of Canada 2012, a matching federal grant of \$1.625 million will be received in 2012.

User Fees

To address inflation increases (primarily driven by utilities) of \$1.09 million in 2012, \$944 thousand in 2013, and \$940 thousand in 2014, increases in user fees ranging from 3% - 5% per year are required. The proposed fee increase is in line with User Fees and Subsidies Policy (CFO010) and is needed to achieve the Long Term Recovery Rate.

In addition to the user fee increases referenced above, the following efficiencies offset inflationary increases: an additional \$76 thousand gained through restructuring facility operating hours and optimizing facility usage; \$30 thousand reduction in administration resulting in reduced support to Health, Safety and Environment services; \$100 thousand in facilities through the elimination of one foreman position; plus an additional \$205 thousand productivity gain through utility savings as a result of infrastructure upgrades.

Budget Reductions with Service Impact

Reductions in 2012 include \$229 thousand gained through restructuring recreation facility operating hours and optimizing facility usage; \$73 thousand in partnerships resulting in pro-rated funding reductions to community partners; and a further \$85 thousand resulting in the elimination of one FTE and reduced program offerings in leisure centres and aquatics facilities.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$300)	(\$441)	(\$595)
Service and budget increases	1,389	1,589	940
Budget reductions with service impact	(1,476)	(944)	(940)
Total base changes	<u>(387)</u>	<u>204</u>	<u>(595)</u>
One-Time	2,275	358	208
Less: Prior Year's One-time	(2,738)	(2,275)	(358)
Total budget changes	<u>(\$850)</u>	<u>(\$1,713)</u>	<u>(\$745)</u>

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Capital Projects Requiring Approval

(\$000s)

\$75,548 For Council Approval at Program-Project level as per Department Capital Plan report

Program- Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
507-004	Capital Conservation Grants	M	C	0	0	14,000	6,000	4,000	4,000	0	0	14,000
507-693	Regional Recreation Centre SE	G	A	0	70,000	21,745	7,190	21,555	53,000	10,000	0	91,745
507-694	Regional Recreation Centre NW	G	A	2,000	68,000	15,053	9,614	34,439	0	39,000	0	83,053
507-698	Great Plains Recreation Facility	G	C	0	0	11,100	6,100	5,000	0	0	0	11,100
507-699	Quarry Park Recreation Facility	G	C	0	0	2,250	2,250	0	0	0	0	2,250
507-700	Established Area Pool Upgrades	U	C	0	0	9,800	5,400	400	4,000	0	0	9,800
507-702	VSLC Co-Gen Power Plant	M	C	0	0	1,550	500	500	550	0	0	1,550
507-703	Various Pool Accessibility Upgrades	U	C	0	0	1,000	500	250	250	0	0	1,000
507-704	Various Arena Changeroom Upgrades	U	C	0	0	1,100	250	350	500	0	0	1,100
Total Program 507 : Other Recreation Facilities				2,000	138,000	77,598	37,804	66,494	62,300	49,000	0	215,598
519-106	Centre City Pools - Redesign Planning	U	C	0	0	250	250	0	0	0	0	250
519-109	Established Areas Arenas Upgrade	U	C	0	0	3,900	300	3,000	600	0	0	3,900
519-130	Recreation Facility Lifecycle (with emerg repair)	M	C	0	0	34,200	11,400	11,400	11,400	0	0	34,200
519-148	Irrigation for Athletic Parks	M	C	0	0	2,400	800	0	1,600	0	0	2,400
Total Program 519 : Additional CPRIP Funding				0	0	40,750	12,750	14,400	13,600	0	0	40,750
				2,000	138,000	118,348	50,554	80,894	75,900	49,000	0	256,348

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project

Funding For Capital Projects

Municipal Sustainability Initiative (MSI)	12,000	34,000	53,000	49,000	0	148,000
Private Contributions	1,899	13,122	0	0	0	15,021
Community & Recreation Levy	5,255	13,872	0	0	0	19,127
Community Investment Reserve	16,750	5,400	8,200	0	0	30,350
Lifecycle Maintenance & Upgrade Reserve	14,650	14,500	14,700	0	0	43,850
Total Funding	50,554	80,894	75,900	49,000	0	256,348

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 507 : Other Recreation Facilities

Project 507-004: Capital Conservation Grant - Community Associations and Social Recreation Groups

New Budget Request of \$14 million for 2012-2014. Addresses lifecycle and maintenance needs for communities. The city provides grants for lifecycle and maintenance projects on community association buildings. Funding is from Lifecycle Maintenance & Upgrade Reserve of \$6 million and Community Investment Reserve of \$8 million.

Project 507-693: Regional Recreation Centre SE

Previously approved budget for Future Years of \$70 million for the construction of a regional recreation centre in the SE quadrant of the City, funded by Municipal Sustainability Initiative (MSI).

New Budget Request of \$21.745 million for 2012-2014. Funds to be used to address environmental issues associated with the development and procurement of Public-Private Partnership (P3) proponent. Funding is from Community Investment Reserve of \$2 million, Community & Recreation Levy of \$4.724 million and a contribution from Joint Use Coordinating Committee (JUCC) of \$15.021 million.

Project 507-694: Regional Recreation Centre NW

Previously approved budget up to 2011 of \$2 million for the construction of a regional recreation centre in the NW quadrant of the City, funded by MSI.

Previously approved budget for Future Years of \$68 million for the construction of a regional recreation centre in the NW quadrant of the City, funded by MSI.

New Budget Request of \$15.053 million for 2012-2014. Funds to be used for site servicing requirements and procurement of P3 proponent. Funding is from Community Investment Reserve of \$2 million and Community & Recreation Levy of \$13.053 million.

Project 507-698: Great Plains Recreation Facility

New Budget Request of \$11.1 million for 2012-2013. Funds to be used for site servicing requirements and procurement of P3 proponent. Funding is from MSI of \$10 million, Community Investment Reserve of \$1 million, and Community & Recreation Levy of \$100 thousand.

Project 507-699: Quarry Park Recreation Facility

New Budget Request of \$2.25 million for 2012. Funds to be used to address methane management and landfill requirements, and procurement of P3 proponent. Funding is from Community Investment Reserve of \$1 million and Community & Recreation Levy of \$1.25 million.

Project 507-700: Established Area Pool Upgrades

New Budget Request of \$9.8 million from 2012-2014 for pool upgrades to facilities and basins, as well as lifecycle and maintenance to the basins, including infrastructure, pumps, electrical and mechanical. Funding is from Community Investment Reserve.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Capital Projects Requiring Approval

Project 507-702: VSLC Co-Gen Power Plant

New Budget Request of \$1.55 million for the installation of solar thermal heating of the wave pool and dive tanks. Cost estimates are based on preliminary cost supplied to Southland Leisure Centre and an anticipated cost sharing model with an external partner (Enmax). The project will allow utilization of cogeneration power that in turn will support energy efficiency of the leisure centre. Funding is from Lifecycle Maintenance & Upgrade Reserve.

Project 507-703: Various Pool Accessibility Upgrades

New Budget Request of \$1 million for 2012-2014, to be used to improve physical accessibility at some of our existing facilities, for example: automated doors, lowered counters, and washroom upgrades. Funding is from Lifecycle Maintenance & Upgrade Reserve.

Project 507-704: Various Arena Change Room Upgrades

New Budget Request of \$1.1 million for 2012-2014 for upgrades to the dressing rooms in existing arenas, including new benches, showers, toilets, etc. Funding is from Lifecycle Maintenance & Upgrade Reserve.

Program 519 : Additional CPRIP Funding

Project 519-106: Centre City Pools - Redesign Planning

New Budget Request of \$250 thousand in 2012. Addresses the consultation program for Centre City pool retrofits to bring them up to an acceptable standard both with the building envelopes and components. Funding is from Community Investment Reserve.

Project 519-109: Established Area Arena Upgrades

New Budget Request of \$3.9 million for 2012-2014. Facility identification, based on lifecycle stage of most needed facility for upgrade. A facility review will be conducted, potential projects outlined and a design plan developed. In year 1, the plan will be designed and year 2 will see the retrofit take place. Every three years a facility will be upgraded. Funding is from Community Investment Reserve.

Project 519-130: Recreation Facility Lifecycle (with emergency repair)

NEW Budget Request of \$34.2 million for 2012-2014 for ongoing lifecycle funding for capital facility maintenance projects including roofing, plumbing, heating, electrical, building envelope and renovation work. Funding is from Lifecycle Maintenance & Upgrade Reserve.

Project 519-148: Irrigation for Athletic Parks

New Budget Request of \$2.4 million in 2012 and 2014 to improve irrigation systems at all of our athletic parks given their lifecycle and tie them into a central site control system to more effectively utilize water and manpower. In the next three years, we will replace irrigation for 24/68 fields. Each field is estimated to cost approximately \$80 - 100 thousand. Funding is from Community Investment Reserve.

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
505	642	Golf Course - Upgrade	A	U	174	1,956	0	0	0	0	1,956	2,130
505	643	Golf Course -Lifecycle	A	M	253	2,522	0	0	0	0	2,522	2,775
507	004	Capital Conservation Grants	A	M	4,732	3,300	0	0	0	0	3,300	8,032
507	004	Capital Conservation Grants	C	M	0	6,000	4,000	4,000	0	0	14,000	14,000
507	004	Capital Conservation Grants	D	M	0	0	0	0	2,000	2,000	4,000	4,000
507	631	Recreational Facilities - New Brighton	A	G	2,575	12,000	0	0	0	0	12,000	14,575
507	632	Recreational Facilities - Sport Fac Renewal	A	M	6,500	8,500	10,000	10,000	0	0	28,500	35,000
507	633	Recreational Facilities - Lifecycle	A	M	28,433	0	3,500	0	0	0	3,500	31,933
507	662	Glenmore School Design	A	U	223	200	0	0	0	0	200	423
507	673	Southland Leisure Centre - Upgrade	A	U	3,612	600	0	0	0	0	600	4,212
507	682	Village Square Leisure Centre - Upgrade	A	U	3,048	720	0	0	0	0	720	3,768
507	691	Regional Recreation Centre NE	A	G	86,106	20,000	0	0	0	0	20,000	106,106
507	693	Regional Recreation Centre SE	A	G	0	7,190	21,555	53,000	10,000	0	91,745	91,745
507	693	Regional Recreation Centre SE	D	G	0	0	0	0	2,000	4,333	6,333	6,333
507	694	Regional Recreation Centre NW	A	G	2,000	9,614	34,439	0	39,000	0	83,053	85,053
507	694	Regional Recreation Centre NW	D	G	0	0	0	0	2,000	4,333	6,333	6,333
507	696	South Fish Creek Rec Ctr	A	G	0	766	0	0	0	0	766	766
507	697	Nose Creek Rec Ctr	A	G	0	305	0	0	0	0	305	305
507	698	Great Plains Recreation Facility	C	G	0	6,100	5,000	0	0	0	11,100	11,100
507	698	Great Plains Recreation Facility	D	G	0	0	0	0	1,000	2,167	3,167	3,167
507	699	Quarry Park Recreation Facility	C	G	0	2,250	0	0	0	0	2,250	2,250
507	699	Quarry Park Recreation Facility	D	G	0	0	0	0	1,000	2,167	3,167	3,167
507	700	Established Area Pool Upgrades	C	U	0	5,400	400	4,000	0	0	9,800	9,800
507	700	Established Area Pool Upgrades	D	U	0	0	0	0	400	2,000	2,400	2,400

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
507	702	VSLC Co-Gen Power Plant	C	M	0	500	500	550	0	0	1,550	1,550
507	703	Various Pool Accessibility Upgrades	C	U	0	500	250	250	0	0	1,000	1,000
507	704	Various Arena Changeroom Upgrades	C	U	0	250	350	500	0	0	1,100	1,100
519	002	Regional Need & Preference Studies	A	G	4,528	2,000	0	0	0	0	2,000	6,528
519	003	Westside Recreation Centre Upgrades	A	G	8,301	1,500	0	0	0	0	1,500	9,801
519	106	Centre City Pools - Redesign Planning	C	U	0	250	0	0	0	0	250	250
519	109	Established Areas Arenas Upgrade	C	U	0	300	3,000	600	0	0	3,900	3,900
519	109	Established Areas Arenas Upgrade	D	U	0	0	0	0	3,000	3,000	6,000	6,000
519	130	Recreation Facility Lifecycle (with emerg repair)	C	M	0	11,400	11,400	11,400	0	0	34,200	34,200
519	148	Irrigation for Athletic Parks	C	M	0	800	0	1,600	0	0	2,400	2,400
519	148	Irrigation for Athletic Parks	D	M	0	0	0	0	1,400	0	1,400	1,400
Total Recreation					150,485	104,923	94,394	85,900	61,800	20,000	367,017	517,502

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Service Highlights

Arenas, Athletic Parks and Sports Development	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$12,781	\$5,840	84	\$12,886	\$5,739	84	\$12,967	\$5,597	84

Description of Services

- Manage and direct operations of 19 arenas
- Manage and direct operations of 11 athletic parks
- Plan, develop, deliver and evaluate arena and athletic park related products and services including rentals to community organizations that provide sport programs, skating, hockey, ultimate, lacrosse, field hockey etc.
- Single window into The City on sport development initiatives
- Direct liaison support to Sport Calgary and Calgary Sport Tourism Authority
- Direct liaison support to approximately 60 community sport groups

Highlighted Strategies

1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

Highlighted Actions

1C3.1 Work towards age-friendly community practices.

3P1.1 Further implement Recreation for LIFE Strategy.

3P1.3 Support implementation of Team Spirit: 10 Year Strategic Plan for Sport Facility Development and Enhancement.

Business Plan and Budget Highlights

Continue to work closely with Sport Calgary and Calgary Sport Tourism Authority to implement the 10 year Sport Strategic Plan and to promote sport development within Calgary.

Implement operational efficiency and service enhancement initiatives that will improve facility and staff utilization, optimize the multi-purpose use of existing facilities and create a consistent approach to facility allocation with user groups.

Upgrades in three arenas to concrete bases which will improve ice maintenance and increase dry pad usage. These upgrades will provide additional recreation opportunities for user groups and result in increased revenue.

Continue development of New Brighton Athletic Park, scheduled to come on stream in 2013. The opening of this facility will bring Recreation's artificial turf fields up to seven which will increase field usage, decrease maintenance costs and increase revenue. An Artificial Turf reserve, funded through user fees, has been established to offset anticipated long term field replacement costs.

Continue work on the Glenmore and Foothills Athletic Parks concept plans. The proposed upgrades are intended to address gaps in recreation and competition capable sport facilities. Redevelopment of the athletic parks will take place in a series of phases depending on the availability and timing of funding.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Service Highlights

Arts and Culture Development	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$5,652	\$3,671	32	\$5,458	\$3,477	32	\$5,306	\$3,325	30

Description of Services

- Manage and direct operations of 2 arts centres
- Plan, develop, deliver and evaluate arts and culture related products and services including dance, visual and performing arts programs
- Single window into The City on arts and culture related initiatives
- Coordinate, manage and/or consult support to all major festivals and events on City-owned land including 265 annual events, in addition to national and international events

- Manage, administer and provide stewardship of the Public Art Program including programming, projects and 1,000 pieces of artwork in the civic art collection
- Manage and administer the community cultural development program which uses art to foster social development and change

Highlighted Strategies

1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)

1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

Highlighted Actions

1C1.1 Continue to provide fee assistance to qualified applicants.

1C3.1 Work towards age-friendly community practices.

3P1.1 Further implement Recreation for LIFE Strategy.

3P1.2 Implement Centre City plan.

3P1.4 Continue providing operating budget support to relevant Arts and Culture and Sport organizations.

Business Plan and Budget Highlights

Develop and implement the creative literacy component of the Recreation for Life strategy.

Continued implementation of the Festival and Events policy targeting a minimum of 265 events/year including the World Junior Hockey Tournament and the 2012 National Track and Field Championships.

Provide enriching visual and performing arts opportunities to Calgarians through the Mount Pleasant and Wildflower Art Centres including a partnership with Ralph Klein Park and Encana Eco Action School Program to offer art classes on water conservation and green-friendly practices and a new mixed-ability dance series in partnership with MoMo Dance Theatre.

Host the 25th Anniversary of the Children's Art Exhibition, an exhibition of Emerging Contemporary Ceramics Artists of Southern Alberta and the Alberta Public Art Summit.

Complete 15 public art projects and undertake planning on an additional 16 projects.

Represent The City of Calgary on the Connected Calgary 2012 Society Board of Directors as part of our commitment to 2012 as a year of culture.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Service Highlights

Aquatics, Fitness and Leisure Centres	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$36,296	\$19,076	317	\$36,614	\$18,751	317	\$36,929	\$18,444	317

Description of Services

- Manage and direct operations of 12 aquatics/fitness centres
- Manage and direct operations of 2 large regional leisure centres
- Manage and direct operation of 1 boat rescue/sailing school operation
- Plan, develop, deliver and evaluate aquatic/fitness/leisure centre related products and services including water safety programs, swim lessons, sailing, day camps, preschool programs, martial arts, dance, gymnastics, fitness, wellness and strength training programs, drop-in programs, court sports,

certification programs, concessions and equipment rentals, etc.

- Health, Safety and Environment policy implementation, standards and monitoring
- Oversight funding and consultation support in the operations of 8 outdoor pools
- Respond to community needs by delivering integrated, targeted and partnership programs (e.g. Calgary AfterSchool, Living Well).
- Coordinate employee fitness and wellness activities and facilities at Manchester Centre, and manage the Active Living Program

Highlighted Strategies

1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)

1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)

2C2 Maintain or enhance prevention and harm reduction programs that address the root causes of public safety issues. (CFP-C3*, C6)

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

Highlighted Actions

1C1.1 Continue to provide fee assistance to qualified applicants.

1C3.1 Work towards age-friendly community practices.

2C2.1 Continue/expand initiatives that encourage safe behaviours (e.g. graffiti abatement, AfterSchool program, etc.).

3P1.1 Further implement Recreation for LIFE Strategy.

Business Plan and Budget Highlights

2012-2014 will see a focus on facility optimization by balancing the product and service mix. Pilot projects aimed at reducing energy usage and maximizing operational efficiencies will also be implemented.

Programs focused on engaging youth such as Calgary After School and the Junior Lifesaving Club have seen an exponential increase in participation and are expected to continue growing. In addition, the Recreation for Life strategy, aimed at keeping Calgarians active and engaged throughout their lifespans, will target new users in the 50+ age range, while remaining responsive to our existing customers in terms of program and service offerings. The physical literacy component of this strategy will be piloted in various facilities.

Community-based partnerships will continue to be developed which enhance or expand service offerings to Calgarians. Opportunities to extend programming opportunities beyond facility walls into community spaces will be explored.

2012-2014 will also see a broader implementation of Recreation's new front-line-focused customer service initiative "On-Stage." This workplace initiative focuses on maintaining high customer satisfaction rates.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Service Highlights

Civic and Community Partners	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$6,720	\$5,095	14	\$3,412	\$3,412	14	\$3,239	\$3,239	14

Description of Services

- Develop and manage partner-related service delivery system
- Consult and provide direct liaison support to The City's 15 Civic Partners
- Consult and/or provide direct liaison support to over 300 community partners
- Manage and provide direct liaison support to new partner facility development
- Manage partner-related capital, lifecycle and operational funding
- Support and monitor partner-related accountabilities
- Steward and update relevant partner policies and practices

Highlighted Strategies

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

3P5 Assess and continue/expand effective partnerships to deliver services. (CFP-P3*)

6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)

6Z3 Participate in reviews of selected lines of service to assess efficiencies. (CFP-Z3)

6Z4 Improve asset performance. (CFP-Z10)

Highlighted Actions

3P1.4 Continue providing operating budget support to relevant Arts and Culture and Sport organizations.

3P5.1 Develop Corporate Partnership Policy and related Management and Accountability Framework.

6Z2.1 Conduct program surveys and evaluations among users.

6Z3.3 Develop operating and capital leveraging ratios for Civic Partners.

6Z4.3 Develop and implement granting programs for community infrastructure and enhanced capital conservation for Civic and Community Partners lifecycle projects.

Business Plan and Budget Highlights

Prepare for an increased number, variety and complexity of Partner relationships through the completion of the Corporate Partnership Policy and Associated Management & Accountability Frameworks.

Strengthen management of current Partner relationships through mapping and improvement of business processes. Enhance understanding of partnering benefits and investments through further development of performance measures and the elevation of Partner stories in City communication vehicles.

Work with Partners to optimize asset performance through asset management plans and enhanced/new infrastructure granting programs. Continue administration of the Sport Facility Renewal funding program to 2015. This program provides funding to The City and external partners for upgrades to existing sport facilities in Calgary.

Continue to support community partners in various capital projects through Municipal Sustainability Initiative and the Community Investment Fund.

Continue work on the P3 Recreation Facilities Project and the development of four new recreation facilities in Calgary. Concept work began in 2011 with project partners being procured in 2012-2013. Construction is projected to begin in 2013.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Service Highlights

Customer Services: Program Registration, Facility Bookings and Inclusion Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$5,529	\$3,608	36	\$5,967	\$3,976	35	\$5,985	\$3,924	35

Description of Services

- Program registration services
- Facility bookings services for Recreation, CNS and Parks
- Fee assistance program services
- School access program

- Inclusion services coordination
- Recreation Calgary Afterschool coordination
- CS Code 86 employee and volunteer policy oversight and stewardship
- Learning and Development Coordination for Recreation
- Commercial revenue coordination for Recreation, CNS and Parks

Highlighted Strategies

1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)

1C2 Improve access to services by posting appropriate information online. (CFP-Z9)

1C4 Increase compliance with accessibility policies and standards.

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

Highlighted Actions

1C1.2 Streamline and consolidate approval processes for subsidized services.

1C2.1 Use an eGovernment approach to make access to online services more citizen focused.

1C4.1 Work towards facilities meeting Corporate accessibility guidelines.

3P1.1 Further implement Recreation for LIFE Strategy.

Business Plan and Budget Highlights

Develop and implement a citizen-centric program strategy that aligns with the Recreation for Life framework and the Community Services Program Policy.

Increase capacity and opportunities for children and youth during the afterschool time period in our catchment areas.

In partnership with the Calgary Board of Education and the Calgary Catholic School District, lead a public review of the booking processes for public use of schools.

Broaden and enhance the current scope of the recreation connector to include a variety of target groups.

Increase opportunities for customers to access/process bookings and information online.

Explore the need to improve inclusiveness in programming practices related to people with disabilities.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Service Highlights

Golf	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$9,796	(\$200)	61	\$9,871	(\$200)	61	\$10,021	(\$200)	61

Description of Services

- Provide environmental stewardship of 750 acres of land / green space relief within the city
- Manage and direct the operation of 8 municipal golf courses at 6 locations
- Accommodate significant corporate needs including major storm water drainage, utility and transportation rights of way, water reservoirs and airport flight patterns

- Provide a number of services, programs and special events
- Provide a Guest Services Representative (GSR) Program that has approximately 350-400 volunteers as an integral part of the customer service provided at municipal golf courses

Highlighted Strategies

1C1 Reduce barriers for low-income citizens to access services. (CFP-B1)

1C3 Develop strategies to proactively meet the needs of vulnerable populations. (CFP-C8*)

3P1 Implement key programs, services and strategies designed to enhance quality of life. (CFP-P2*)

3P2 Lead development of key infrastructure projects. (CFP-P4*,P6*)

6Z4 Improve asset performance. (CFP-Z10)

Highlighted Actions

1C1.1 Continue to provide fee assistance to qualified applicants.

1C3.1 Work towards age-friendly community practices.

3P1.5 Implement the Golf Management Plan.

3P2.3 Implement capital projects to upgrade existing facilities and equipment.

6Z4.2 Promote development of asset management plans to mitigate risk and optimize facility use.

Business Plan and Budget Highlights

2012-2014 will focus on the implementation of the 2012-2022 Golf Course Management Plan. The objective of the Plan is to establish a go-forward operating and capital investment strategy for municipal golf course operations that aligns with the recently approved Recreation Master Plan.

Provide recreational golf opportunities for youth, entry level players, families and recreational golfers within Calgary intended to encourage participation and improve health and well being.

Continue to provide free fully subsidized golf lesson programs to economically disadvantaged youth (8-17 years) and their families through community partnerships.

Plan, develop, deliver and evaluate golf related products and services including golf subsidy programs for children/youth and golf lessons to maximize services to Calgarians within existing resources.

Optimize the contribution to a healthy urban environment and minimize negative environmental impact.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Service Highlights

Recreation Asset (Facility) Management and Development	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,095	\$587	6	\$2,264	\$732	7	\$2,294	\$736	7

Description of Services

- Asset management of 64 facilities involving lifecycle, preventive maintenance, general maintenance and building automation
- Energy monitoring and facility optimization
- Capital budget preparation including development of the Culture Parks and Recreation Investment Implementation Plan
- Facility planning, development, redevelopment repurposing and decommissioning

- Building condition assessments
- Asset consultation and management plan development to partner organizations
- Management of Tangible Capital Assets
- Capital project management
- Strategic land planning related to recreation facility development
- Consultation to partners on asset management and building condition improvements

Highlighted Strategies

1C4 Increase compliance with accessibility policies and standards.

3P2 Lead development of key infrastructure projects. (CFP-P4*,P6*)

4P2 Participate in pilot projects and corporate initiatives aimed at environmental sustainability.

6Z4 Improve asset performance. (CFP-Z10)

6Z5 Advance innovative models of alternative funding and service delivery. (CFP-Z5)

Highlighted Actions

1C4.1 Work towards facilities meeting Corporate accessibility guidelines.

3P2.2 Develop new regional recreation centres.

4P2.1 Continue implementing and evaluating pilot projects (e.g. waste reduction, greener fleet, etc.).

6Z4.1 Decrease lifecycle maintenance backlog.

6Z5.1 Continue to explore opportunities for new sources of funding (e.g. P3, sponsorships, etc.).

Business Plan and Budget Highlights

Management of a number of approved capital project upgrades including: Shouldice Pool upgrades, Ernie Starr Arena upgrades, Athletic Field irrigation upgrades, Roof Top Air Unit replacements, Village Square Cogen Power Plant, and Arena Floor Replacements at Ernie Starr, Frank McCool and Henry Viney Arenas.

Undertake an analysis of the Beltline and Inglewood Aquatic and Fitness Centres to inform service delivery and infrastructure decision-making.

Continue to undertake Asset Management Level of Service Analysis.

Continue development and implementation of Recreation's Asset Management Plan.

Project manage the development of the New Brighton Athletic Park.

Undertake energy enhancements projects at various facilities that optimize operational efficiencies and reduce impact on environment.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation: Service Highlights

Strategic Planning and Performance Management	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$3,027	\$2,745	21	\$3,092	\$2,810	21	\$3,150	\$2,868	21

Description of Services

- Marketing and communication support to direct recreation service delivery
- Health, Safety and Environment policy and standard implementation and monitoring
- Strategic and long term planning, policy development, research, accountability framework and performance measurement

- Business development and analysis of human resource, financial and transactional data information systems (e.g. CLASS system administration; dashboard development)

Highlighted Strategies

1C2 Improve access to services by posting appropriate information online. (CFP-Z9)

5Z2 Enhance employee satisfaction and improve knowledge sharing. (CFP-Z1)

6Z1 Continue assessing citizen values and use data to design services. (CFP-Z7)

6Z2 Conduct ongoing measuring of effectiveness to identify and share best practices. (CFP-Z2)

6Z3 Participate in reviews of selected lines of service to assess efficiencies. (CFP-Z3)

Highlighted Actions

1C2.1 Use an eGovernment approach to make access to online services more citizen focused.

5Z2.1 Incorporate "quality service" metrics into the employee survey.

6Z1.1 Conduct regular citizen surveys.

6Z2.1 Conduct program surveys and evaluations among users.

6Z3.2 Develop municipal performance measures, baselines and benchmarks to assess efficiency.

Business Plan and Budget Highlights

Further develop Recreation's Business Intelligence program through a broad accountability framework by enhancing the current information analysis as well as program design and reporting.

Conduct program evaluations involving detailed analysis of the outcome(s) of a program against established measures or expected results to determine if it achieved its objectives.

Seek efficiencies through the use of business intelligence information on Calgary.ca, microsites (like the Interactive Program Guide) and other digital tactics which allow Recreation to create a single source for facility and program related information.

Implement digital tactics which allow Recreation to hear from customers/citizens in more streamlined and efficient ways. Tactics such as online surveys and Facebook will enable Recreation to gather feedback on Recreation's many products and services.

Unify all marketing communications tools and corporate brand messages to strengthen integrated marketing and communications support, ensure timely and consistent communication that will facilitate ease of access to information for issues and crises communications, media & public relations, and revenue generating promotions.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

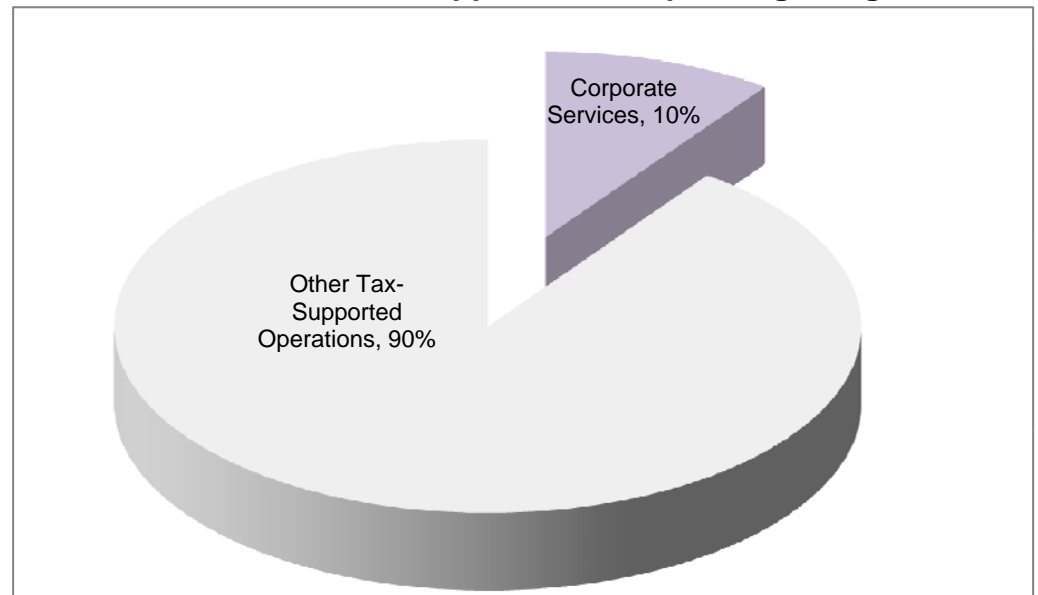
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CORPORATE SERVICES

Share of Tax-Supported Net Operating Budget



CORPORATE SERVICES: Departmental Overview

Corporate Services serves the public by providing quality, customer-centric services to Calgarians, City Council, City administration and other departments, employees, representative associations and other stakeholders.

With an emphasis on quality and citizen driven service results, Corporate Services develops and enables a variety of two-way connections for the public to interact with City service providers (e.g. Roads, Fire, Transit, Recreation, Animal & Bylaw Services, etc.) including the 3-1-1 operations centre, calgary.ca website, career opportunities job board, and various social media tools. Addressing public expectations and the call for innovative, responsive services, Corporate Services provides online e-government services and public access to information solutions (e.g. City Online, eMaps, etc.).

Additionally, this department provides The City's business units with many different corporate services under a shared services business model including real estate, marketing and communications, fleet vehicle and equipment, organization and people management, information technology, telecommunication, engineering and energy management, and land information and mapping. A shared services delivery model is used to extract greater creativity, cost-effectiveness and responsiveness within approved budget and workforce resource levels. Corporate Services provides needed services while operating within industry standards and according to management best practices.

List of Business Units

- Corporate Properties & Buildings – CPB
- Customer Service & Communications – CSC
- Fleet Services – FLEET
- Human Resources – HR
- Information Technology – IT
- Infrastructure & Information Services – IIS
- Office of Land Servicing & Housing – OLSH

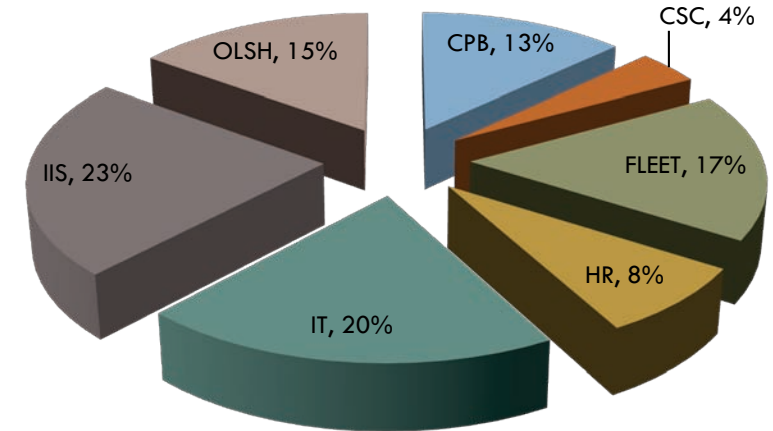
Other Organization(s)

- Calgary Housing Company – CHC (a self-supporting private corporation owned by The City of Calgary and administratively reporting through OLSH)

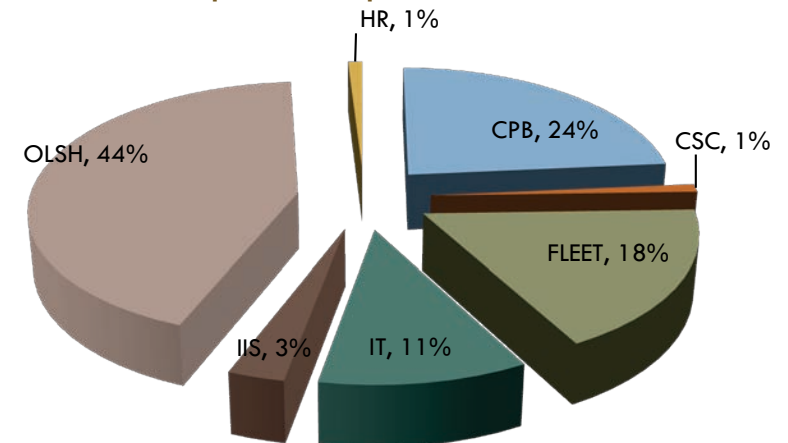
Key trends and issues

- The Corporate Services department is influenced by:
- changing employee demographics;

Department Operating Expenditures



Department Capital Plan



CORPORATE SERVICES: Departmental Overview

- public expectations in building and maintaining a great city while moving towards the vision of imagineCALGARY;
- business and industry expectations of City services delivered with minimal 'red-tape' and maximum efficiency
- expectation of increased accountability, transparency, verifiable and competitive performance;
- citizen expectations that The City provide and maintain safe, reliable, affordable and accessible public facilities and infrastructure;
- society's demand for a commitment towards environmental stewardship through the provision of 'green' renewable electricity, fleet, infrastructure, materials and resources plus construction and property management practices; and,
- a volatile and changing global and local economy that requires The City to manage its business, services, resources and budgets in a prudent and responsible manner.

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

The professional, administrative and support staff in this department fulfill Council's Fiscal Plan, Calgary's vision for "a Great City for Everyone" and The City's 2020 Sustainability Direction by providing venues for public participation, engineering and energy advisory services that lead to reduced energy consumption and greenhouse gas emissions, and real estate services that makes available an inventory of serviced industrial lands, affordable housing units, and rental housing accommodations for the public.

Respecting Council's direction to 'Maintain The City of Calgary as an Employer-of-Choice', Corporate Services provides business units with recruitment and retention strategies and support City employees with training and wellness programs.

The City's municipal infrastructure is an invaluable asset. Through new and more effective ways of doing business, Corporate Services leads in infrastructure, asset, energy and project management professional practices across the Corporation to ensure safe, reliable, accessible and affordable municipal services. Lifecycle management strategies are leveraged to manage The City's information technology, communications, fleet, equipment and many of The City's land and building assets in accordance with service, risk and optimal asset management practices. Through innovation and technology, the department will reduce the impacts of green house gas emissions through sustainable infrastructure and fleet vehicle initiatives, and increase efficiencies by reducing operating and maintenance costs and increasing outputs.

This business plan reflects the long-term needs of the Corporation through strengthening asset management practices to address The City's infrastructure gap and aging infrastructure (e.g., land, buildings, facilities, technology, etc.). Corporate Services regularly reviews business processes to provide quality products and services (e.g., up-to-date content for calgary.ca) within financial and staffing resource constraints, thus striking a balance between service capacity, demand and quality. Additionally, Corporate Services continuously monitors service satisfaction and effectiveness with its stakeholders, and together, Corporate Services is moving towards more efficient service delivery to our customers.

Addressing Other Emerging Issues

Corporate Services has reviewed the feedback in the 'Our City. Our Budget. Our Future.' public and employee engagement report and identified service opportunities in this business plan. As citizens have requested, Corporate Services is improving The City's public participation and engagement program and reducing duplication by shifting delivery of City services electronically – anytime, anywhere.

The department is addressing the need for greater flexibility and mobility of the workplace and workforce through the Tomorrow's Workplace capital program for new technology solutions and optimum utilization of City administrative workplace, and alternative work styles (e.g. mobile, remote etc.)

As a shared service provider, Corporate Services is addressing:

- the changing demographics of The City's employee population by addressing workforce succession;
- skill sets and job function qualification gaps through job analysis and employee development;
- the challenges of hard to recruit positions through new recruitment strategies;
- Council reports and audit results by implementing applicable recommendations;
- increased service demands of city and population growth within approved tax rates;
- ways to reduce costs and increase efficiencies through process improvements, technology and alternative service delivery methods; and
- growth in administrative workspace demands through mobile and alternative work arrangements.

CORPORATE SERVICES: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Community	1C The City has safe, accessible and affordable housing through a variety of programs and partners.	PM1.1 Number of direct and partner built affordable housing units delivered annually by OLSH (Based upon availability of Provincial funding).	185	82	88	88	88
Mobility	2M Capital budgets are aligned with long-term investment plans.	PM2.1 Percentage of business units with IIS' standardized capital budget investment plans across the Corporation.	NA	NA	0%	50%	100%
PM3.2 Number of online visits to IIS' City Online application.	180,000	198,000	217,000	239,000	263,000		
PM3.3 Number of new e-services (including programs, services, service requests and forms) facilitated by CSC and IT.	NA	NA	5	5	5		
PM3.4 Percentage of customers satisfied with calgary.ca, as measured by CSC and IT.	92%	N/A	93%	94%	94%		
PM3.5 OLSH maintains an annual inventory of planned and serviced industrial land within a three-year rolling plan.	NA	NA	TBD	TBD	TBD		
PM3.6 Annual number of industrial acres sold by OLSH.	55	51	59	62	71		
PM3.7 Percentage of concluded CPB responses to City-owned land inquiries processed within 45 days.	100%	90%	100%	100%	100%		
PM3.8 Percentage of business units, working with IIS, that have completed project management maturity assessments.	NA	NA	25%	50%	100%		

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CORPORATE SERVICES: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization 4Z Our customers and stakeholders receive quality and cost-effective services.	PM4.1 Urgent CPB service work orders will be met within targeted first response time frame 95% of the time.		NA	NA	Yes	Yes	Yes
	PM4.2 Percentage of non-urgent IT service requests completed within one week.		69.2%	72.9%	75%	75%	75%
	PM4.3 Percentage of Calgarians who indicate they receive just the right amount of information from The City as provided by CSC.		57%	65%	65%	65%	65%
	PM4.4 Percentage of customers satisfied with overall CSC 3-1-1 City 'service requests'.		NA	NA	85%	85%	85%
	PM4.5 Percentage of CSC 3-1-1 calls answered within 30 seconds or less (Telephone Service Factor).		60%	80%	80%	80%	80%
	PM4.6 Percentage of CSC clients satisfied with service received from 3-1-1 operators.		NA	NA	TBD	TBD	TBD
	PM4.7 IT Network account cost per user is less than industry average.		NA	80%	Below 95%	Below 95%	Below 95%
Organization 5Z The City of Calgary is an employer of choice.	PM5.1 Corporate time to hire.		39 days	39 days	40 days	39 days	38 days
	PM5.2 Corporate Services resignation rate.		2.9%	2.5%	3.0%	6.0%	8.0%
	PM5.3 Corporate resignation rate.		2.2%	2.6%	3.0%	5.0%	7.0%
	PM5.4 Corporate Services' resignation rate within the first year of employment.		11.3%	15.5%	<20%	<20%	<20%
	PM5.5 Corporate Services' employee satisfaction survey index score.		140	136	140	142	143
	PM5.6 Ratio of Fleet Services trades staff to apprentices as an indicator of Fleet Services commitment to succession planning.		NA	NA	10 to 1	10 to 1	10 to 1
	PM5.7 Vacancy rate of administrative workspace, managed by CPB.		NA	8%	10%	10%	10%

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CORPORATE SERVICES: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes	Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
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Organization
 (Continued)
 5Z The City of Calgary is an employer of choice.

PM5.8 Corporate Services lost time claims frequency.	4.6	4.5	4.1	3.7	3.2
PM5.9 Percentage of Corporate Services' completed work site safety inspections with action items resolved by due date.	NA	NA	86%	88%	90%

Organization
 6Z Infrastructure, assets and lands are provided in a safe, optimal, and affordable manner in accordance with prescribed standards.

PM6.1 OLSH's number of days to market for surplus parcels.	NA	NA	TBD	TBD	TBD
PM6.2 Number of staff hours training provided by IIS, on Asset Management Competency Framework.	NA	NA	0 hours	100 hours	100 hours
PM6.3 Percentage of City real estate properties reviewed by CPB, for optimal municipal use or surplus disposal.	NA	NA	0%	25%	25%
PM6.4 Total number of CPB workspaces accomodated through third party leases.	NA	400	300	300	300
PM6.5 Percentage of Corporate Services capital projects, in excess of \$2 million, that completed an IIS Project Risk Assessment.	NA	NA	0%	50%	100%
PM6.6 Energy savings (kWh per year) as a result of effective IT computer data centre lifecycle management .	NA	3 mil	3.5 mil	3.9 mil	4.3 mil
PM6.7 Percentage of fleet vehicles that are green.	9%	10%	10%	10%	10%
PM6.8 Percentage of CPB buildings measured using the Green Building Index.	NA	NA	TBD	TBD	TBD
PM6.9 Percentage of essential buildings held at existing CPB's Facility Condition Index.	NA	NA	100%	100%	100%

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CORPORATE SERVICES: Strategies for Council Approval

Departmental Outcomes	Strategies	Accountable Business Units
Community 1C The City has safe, accessible and affordable housing through a variety of programs and partners.	1C1 Work with our partners to develop and implement a sustainable model for the delivery of affordable housing units. (CFP-C9*)	OLSH
Mobility 2M Capital budgets are aligned with long-term investment plans.	2M1 - Align capital budgets and service delivery funding with Council policy and approved infrastructure investment plans. (CFP-M12*)	CPB,FLEET,IT,IIS,OLSH
Business 3B Businesses benefit from efficient City processes and serviced industrial lands.	3B1 - Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1) 3B2 - Support economic development and diversification by ensuring an appropriate inventory of serviced industrial land. (CFP-B5*, P1)	CPB,CSC,FLEET,IT,IIS,OLSH OLSH
Organization 4Z Our customers and stakeholders receive quality and cost-effective services.	4Z1 - Support implementation of the Corporate Customer Service Framework. (CFP-Z10) 4Z2 - Expand delivery of shared services model. (CFP-Z2) 4Z3 - Improve the delivery of quality 'customer-centric' services. (CFP-Z1) 4Z4 - Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3) 4Z5 - Improve information and decision support for customers. (CFP-Z5, Z9) 4Z6 - Enhance engagement and communication practices to improve citizen participation. (CFP-Z7)	CPB,CSC,FLEET,IT,IIS,OLSH Department Wide Department Wide Department Wide Department Wide CSC

CORPORATE SERVICES: Strategies for Council Approval

Departmental Outcomes

Strategies | **Accountable Business Units**

Organization
5Z The City of Calgary is an employer of choice.

5Z1 - Enhance our attraction and recruitment practices.	Department Wide
5Z2 - Encourage employee career development and wellness throughout the organization. (CFP-Z6*)	Department Wide
5Z3 - Promote a work environment and culture that supports retention of employees.	Department Wide
5Z4 - Provide a safe workplace environment.	Department Wide
5Z5 - Ensure employee compensation and benefits remain competitive in the marketplace.	HR

Organization
6Z Infrastructure, assets and lands are provided in a safe, optimal, and affordable manner in accordance with prescribed standards.

6Z1 - Optimize land and building inventory. (CPF-Z11*)	CPB,OLSH
6Z2 - Further integrate governance and risk management practices into the asset management practice.	CPB,IT,IIS
6Z3 - Strengthen the asset and project management practices and skills that support infrastructure and service delivery.	Department Wide
6Z4 - Provide our customers with cost-efficient, safe, reliable, and environmentally responsible assets. (CFP-C4)	CPB,CSC,FLEET,IT,IIS,OLSH

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CPB Corporate Properties & Buildings
IIS Infrastructure & Information Services

CSC Customer Service & Communications
IT Information Technology

FLEET Fleet Services
OLSH Office of Land Servicing & Housing

HR Human Resources

CORPORATE SERVICES: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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GM Corporate Services (Program 903)

Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	636	596	596	0	596	596	0	596	596	0	596
Recoveries	(40)	0	0	0	0	0	0	0	0	0	0
Net	595	596	596	0	596	596	0	596	596	0	596
FTEs	3.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0

Corporate Properties & Buildings (Program 694)

Revenues	(12,388)	(12,573)	(12,318)	0	(12,318)	(12,318)	0	(12,318)	(12,318)	0	(12,318)
Expenditures	65,761	60,036	59,951	154	60,105	62,489	154	62,643	62,874	0	62,874
Recoveries	(23,454)	(16,113)	(16,985)	0	(16,985)	(18,985)	0	(18,985)	(18,985)	0	(18,985)
Net	29,919	31,349	30,648	154	30,802	31,186	154	31,340	31,571	0	31,571
FTEs	189.0	200.5	204.5	0.0	204.5	206.5	0.0	206.5	207.5	0.0	207.5

 **For Council Approval**

CORPORATE SERVICES: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Customer Service & Communications (Program 459)

Revenues	(44)	0	0	0	0	0	0	0	0	0	0
Expenditures	23,823	19,785	19,685	200	19,885	19,802	200	20,002	19,989	0	19,989
Recoveries	(8,364)	(3,672)	(3,672)	0	(3,672)	(3,672)	0	(3,672)	(3,672)	0	(3,672)
Net	15,415	16,113	16,013	200	16,213	16,130	200	16,330	16,317	0	16,317
FTEs	149.6	152.4	152.4	0.0	152.4	152.4	0.0	152.4	152.4	0.0	152.4

Fleet Services (Program 870)

Revenues	(5,712)	(2,084)	(2,084)	0	(2,084)	(2,084)	0	(2,084)	(2,084)	0	(2,084)
Expenditures	78,887	82,304	79,541	0	79,541	79,933	0	79,933	80,320	0	80,320
Recoveries	(75,807)	(82,853)	(79,928)	0	(79,928)	(80,320)	0	(80,320)	(80,707)	0	(80,707)
Net	(2,633)	(2,633)	(2,471)	0	(2,471)	(2,471)	0	(2,471)	(2,471)	0	(2,471)
FTEs	231.0	226.0	224.5	0.0	224.5	224.5	0.0	224.5	224.5	0.0	224.5

 **For Council Approval**

CORPORATE SERVICES: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Human Resources (Program 792)

Revenues	(976)	(1,249)	(1,200)	0	(1,200)	(1,200)	0	(1,200)	(1,200)	0	(1,200)
Expenditures	33,393	36,002	34,780	0	34,780	34,932	0	34,932	34,724	0	34,724
Recoveries	(6,569)	(8,200)	(8,233)	0	(8,233)	(8,233)	0	(8,233)	(8,233)	0	(8,233)
Net	25,847	26,553	25,347	0	25,347	25,499	0	25,499	25,291	0	25,291
FTEs	242.1	240.1	234.1	0.0	234.1	231.1	0.0	231.1	228.6	0.0	228.6

Information Technology (Program 752)

Revenues	(1,672)	(1,035)	(970)	0	(970)	(970)	0	(970)	(970)	0	(970)
Expenditures	107,797	90,235	92,095	0	92,095	93,972	0	93,972	94,221	0	94,221
Recoveries	(55,392)	(36,148)	(39,365)	0	(39,365)	(41,291)	0	(41,291)	(41,291)	0	(41,291)
Net	50,733	53,051	51,759	0	51,759	51,710	0	51,710	51,959	0	51,959
FTEs	447.1	444.9	438.9	0.0	438.9	440.9	0.0	440.9	440.9	0.0	440.9

 **For Council Approval**

CORPORATE SERVICES: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
Infrastructure-Information Services (Program 816)											
Revenues	(872)	(1,032)	(1,162)	0	(1,162)	(1,162)	0	(1,162)	(1,162)	0	(1,162)
Expenditures	83,693	86,922	94,404	0	94,404	104,357	250	104,607	113,466	250	113,716
Recoveries	(72,479)	(74,774)	(83,076)	0	(83,076)	(92,582)	0	(92,582)	(101,271)	0	(101,271)
Net	10,341	11,116	10,166	0	10,166	10,613	250	10,863	11,033	250	11,283
FTEs	242.3	243.3	242.3	0.0	242.3	244.0	0.0	244.0	244.0	0.0	244.0

Office Of Land Servicing & Housing (Program 488)

Revenues	(121,751)	(66,634)	(54,204)	(4,000)	(58,204)	(54,593)	0	(54,593)	(61,399)	0	(61,399)
Expenditures	128,269	74,844	62,710	4,000	66,710	63,169	0	63,169	70,217	0	70,217
Recoveries	(1,887)	(3,340)	(4,391)	0	(4,391)	(4,441)	0	(4,441)	(4,641)	0	(4,641)
Net	4,631	4,871	4,115	0	4,115	4,135	0	4,135	4,177	0	4,177
FTEs	52.0	48.5	48.5	0.0	48.5	48.5	0.0	48.5	48.5	0.0	48.5

 **For Council Approval**

CORPORATE SERVICES: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
TOTAL CORPORATE SERVICES											
Revenues	(143,416)	(84,608)	(71,939)	(4,000)	(75,938)	(72,328)	0	(72,327)	(79,134)	0	(79,133)
Expenditures	522,258	450,725	443,762	4,354	448,116	459,250	604	459,854	476,407	250	476,657
Recoveries	(243,993)	(225,101)	(235,651)	0	(235,651)	(249,525)	0	(249,525)	(258,801)	0	(258,801)
Net	134,849	141,016	136,173	354	136,527	137,398	604	138,002	138,473	250	138,723
FTEs	1,556.1	1,558.7	1,548.2	0.0	1,548.2	1,550.9	0.0	1,550.9	1,549.4	0.0	1,549.4

Calgary Housing Company (Program 694) - Fully self-supported business unit

Revenues	(101,260)	(102,219)	(83,202)	(14,835)	(98,037)	(82,132)	(15,385)	(97,517)	(81,889)	(16,445)	(98,334)
Expenditures	101,260	102,219	83,027	15,010	98,037	82,132	15,385	97,517	81,889	16,445	98,334
Recoveries			0			0			0		
Net	0	0	(175)	175	0	0	0	0	0	0	0

Totals may not add due to rounding

 For Council Approval

CORPORATE SERVICES: Capital Budget Highlights

Corporate Services operates and maintains capital infrastructure and assets to support city business and Council's Fiscal Plan (CFP). These capital assets provide the resources from which City frontline services (e.g. civic buildings, calgary.ca website, 3-1-1 call centre systems, snow removal, parks maintenance, etc.) can be delivered. These assets also enable a variety of administrative and operational services (e.g. finance and HR systems, telecommunications infrastructure, computer automation, vehicles and equipment fleet services, etc.).

Corporate Properties & Buildings (CPB) - \$277 million

This budget is positioned to support urgent repair and replacement of critical building components, and the development of major operational workplace centres throughout the city from which business units such as Parks and Roads are better able to meet the needs of citizens. CPB also continues to provide administrative workspace for The Corporation and a portion of the budget is allocated to acquiring lands for future municipal needs.

Customer Service & Communications (CSC) - \$16 million

CSC's capital budget represents technology and communication system acquisitions affecting Calgarians in both the manner and tools used to receive City information (e.g. phone, web, mobile and social media). Some of these acquisitions include electronic polling and a 3-1-1 back-up system that will function in the event of an emergency without service interruption to citizens.

Fleet Services (FLEET) - \$201 million

Fleet's capital budget supports replacement of end-of-life vehicles and equipment assets plus new acquisitions to address growing customer demand and additional service requirements. These funds are augmented by self-supporting debt. In accordance with The City's long term sustainability directions, Fleet aims to continue with its 'green fleet' acquisition and right-sizing initiatives thereby reducing greenhouse gas emissions.

Information Technology (IT) - \$128 million

The 2010 Infrastructure Status Report indicates that most of IT's ten-year capital expenditures will be on lifecycle replacement, upgrades and enhancements.

This budget is positioned to support the lifecycle replacement of critical infrastructure including corporate telecommunications, enterprise servers and storage; upgrades to The City's network to support "anywhere, anytime" access to all City business units, and lifecycle replacement and improvements to business applications. The budget also includes deployment of a new data centre to ensure service continuity for emergency services and implementation of new business applications to support City services.

Infrastructure & Information Services (IIS) - \$32 million

IIS provides engineering and geographic information consulting and analytical services to support infrastructure, asset, energy and project management decisions related to The City's capital infrastructure and assets. These services are enabled through geo-spatial, web and infrastructure investment planning information systems, life cycle and economic analysis software tools, plus infrastructure and energy conservation retrofits/enhancements, the latter which also provides greenhouse gas (GHG) reduction benefits to the Corporation.

Office of Land Servicing & Housing (OLSH) - \$495 million

OLSH's Capital Budget is directed towards 1) ensuring a supply of serviced industrial land at competitive prices (CFP-B5); 2) continuing with a comprehensive approach to The City's delivery of affordable housing for Calgarians, concentrating on partnerships with other service deliverers and levels of government (CFP-C9); and 3) maximizing triple bottom line value of surplus real estate through development and sale (CFB-Z11). Industrial and business park projects will provide a variety of lot sizes, land use designations, and locations throughout Calgary. OLSH achieves long-term municipal priorities by unlocking the value of underutilized or surplus lands through redevelopment and sale. Supporting Council's objective of increasing green space per capita, plans are underway to initiate development of surplus school sites. OLSH collaborates with public and private organizations to increase the supply of affordable housing with a \$26.2 million capital budget to leverage federal and provincial dollars to meet the 35% municipal funding requirement.

Note: Required operating cost of capital is included in proposed operating budget.

CORPORATE SERVICES & CALGARY HOUSING COMPANY: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Corporate Properties & Buildings						
Approved Projects in Progress	106,622	33,018	43,204	225	0	183,069
Total Projects Requiring Approval: (2)						
Program 698 : Miscellaneous Land Improvements	964	536	1,000	0	0	2,500
Program 770 : Space Management	10,057	20,280	15,100	5,700	6,200	57,337
Program 773 : Office Furniture & Equipment	1,500	0	0	0	0	1,500
Program 776 : Operational Workplace Centres	1,712	1,140	0	0	0	2,852
Program 880 : Facility Operations	8,388	0	0	0	0	8,388
Total Projects Requiring Approval	22,621	21,956	16,100	5,700	6,200	72,577
2012 Capital Budget	129,243	54,974	59,304	5,925	6,200	255,646
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	8,314	13,234	0	0	21,548
Total Corporate Properties & Buildings	129,243	63,288	72,538	5,925	6,200	277,194
Customer Services & Communications						
Approved Projects in Progress	1,600	0	0	0	0	1,600
Total Projects Requiring Approval: (2)						
Program 794 : Digital Communication Services Transformation	2,300	4,500	4,600	0	0	11,400
Total Projects Requiring Approval	2,300	4,500	4,600	0	0	11,400
2012 Capital Budget	3,900	4,500	4,600	0	0	13,000
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	1,900	1,500	0	0	3,400
Total Customer Services & Communications	3,900	6,400	6,100	0	0	16,400

Notes:

(1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.

(2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.


CORPORATE SERVICES & CALGARY HOUSING COMPANY: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Fleet Services						
Approved Projects in Progress	13,000	0	0	0	0	13,000
Total Projects Requiring Approval: (2)						
Program 871 : Fleet Acquisitions	30,327	1,137	125	0	0	31,589
Program 872 : Support Facilities	600	0	0	0	0	600
Total Projects Requiring Approval	30,927	1,137	125	0	0	32,189
2012 Capital Budget	43,927	1,137	125	0	0	45,189
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	37,305	35,976	40,500	42,500	156,281
Total Fleet Services	43,927	38,442	36,101	40,500	42,500	201,470
Human Resources						
Approved Projects in Progress	650	0	0	0	0	650
Total Projects Requiring Approval	0	0	0	0	0	0
2012 Capital Budget	650	0	0	0	0	650
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Human Resources	650	0	0	0	0	650

Notes:

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CORPORATE SERVICES & CALGARY HOUSING COMPANY: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Information Technology						
Approved Projects in Progress	21,040	7,006	2,049	0	0	30,095
Total Projects Requiring Approval: (2)						
Program 741 : Information Technology Infrastructure	15,973	0	0	0	0	15,973
Program 744 : Web-Based Initiatives	4,350	130	509	0	0	4,989
Program 751 : Fibre Optic Network	670	670	670	0	0	2,010
Program 803 : IT Development Projects	6,000	5,000	5,000	0	0	16,000
Total Projects Requiring Approval	26,993	5,800	6,179	0	0	38,972
2012 Capital Budget	48,033	12,806	8,228	0	0	69,067
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	19,770	19,691	9,338	9,766	58,565
Total Information Technology	48,033	32,576	27,919	9,338	9,766	127,632
Infrastructure & Information Services						
Approved Projects in Progress	8,100	4,960	2,595	0	0	15,655
Total Projects Requiring Approval: (2)						
Program 813 : Information Initiatives	3,064	570	357	0	0	3,991
Program 814 : Engineering Services Business Equip.	884	0	0	0	0	884
Program 819 : Infrastructure Initiatives	1,350	0	0	0	0	1,350
Total Projects Requiring Approval	5,298	570	357	0	0	6,225
2012 Capital Budget	13,398	5,530	2,952	0	0	21,880
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	5,744	3,829	63	0	9,636
Total Infrastructure & Information Services	13,398	11,274	6,781	63	0	31,516

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
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 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.


CORPORATE SERVICES & CALGARY HOUSING COMPANY: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Office Of Land Servicing & Housing						
Approved Projects in Progress	97,972	89,312	20,301	178,705	0	386,290
Total Projects Requiring Approval: (2)						
Program 489 : Public Housing	35,852	19,098	19,936	0	0	74,886
Program 696 : Commercial Land Development	3,241	3,759	0	0	0	7,000
Program 697 : Land Development (<i>adjustments to existing project</i>)	0	0	5,000	0	0	5,000
Program 704 : Surplus School Sites	500	1,890	2,035	575	0	5,000
Program 705 : Corporate Property Redevelopment	125	430	165	10	10	740
Total Projects Requiring Approval	39,718	25,177	27,136	585	10	92,626
2012 Capital Budget	137,690	114,489	47,437	179,290	10	478,916
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	877	2,098	7,610	5,000	15,585
Total Office Of Land Servicing & Housing	137,690	115,366	49,535	186,900	5,010	494,501
Corporate Services						
Approved Projects in Progress	248,984	134,296	68,149	178,930	0	630,359
Projects Requiring Approval (2)	127,857	59,140	54,497	6,285	6,210	253,989
2012 Capital Budget	376,841	193,436	122,646	185,215	6,210	884,348
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	73,910	76,328	57,511	57,266	265,015
Total Corporate Services	376,841	267,346	198,974	242,726	63,476	1,149,363

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
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 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.


CORPORATE SERVICES & CALGARY HOUSING COMPANY: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Calgary Housing Company						
Approved Projects in Progress	5,947	0	0	0	0	5,947
Total Projects Requiring Approval: (2)						
Program 492 : Calhome - Major Upgrading	161	2,785	1,672	0	0	4,618
Total Projects Requiring Approval	161	2,785	1,672	0	0	4,618
2012 Capital Budget	6,108	2,785	1,672	0	0	10,565
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	2,785	834	3,619
Total Calgary Housing Company	6,108	2,785	1,672	2,785	834	14,184

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
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 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

CORPORATE SERVICES

Corporate Properties & Buildings	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$60.1	\$30.8	205	\$62.6	\$31.3	207	\$62.9	\$31.6	208

Overview

Corporate Properties & Buildings (CPB) applies sustainability principles to land and facilities management. These principles inform decision-making, design, procurement and asset management. CPB coordinates City service needs to achieve the best possible outcome when planning, providing and maintaining land, buildings, offices, and work depots for the Corporation. CPB's objective is to support other business units' service delivery and lower future operating costs, and minimize The City's impact on the environment.

CPB manages facilities totaling 3.7 million square feet of administrative offices and operational workspace. The City's total investment in these facilities exceeds \$1.7 billion (excluding recreation centres, fire, police and Calgary Transit buildings). To sustainably manage these assets, CPB engages in detailed lifecycle analysis, applies building performance metrics aligned with established quality and safety standards, responds to building problems as they occur, and implements a program of preventative building maintenance.

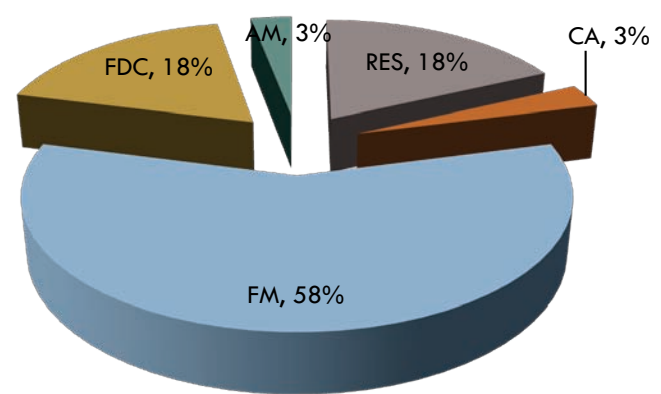
List of Services

- Asset Management - AM
- Corporate Accommodation - CA
- Facility Design and Construction - FDC
- Facility Management - FM
- Real Estate Services - RES

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

The Corporation is the largest land-holder in Calgary. Council directed Administration to "review and optimize The Corporation's land and leased property holdings." CPB will collaborate with other business units holding land to support the economic management of The City's real estate portfolio in accordance with the Municipal Government Act, Real Property Bylaw and other legislation and policies. CPB will validate that land is available to meet municipal needs, and identify those lands and leased properties that are no longer required.

Corporate Properties & Buildings Expenditures



Addressing Other Emerging Issues

CPB will identify opportunities to improve service delivery and use industry standards and benchmarks to realize more sustainable use of City assets. To achieve this, CPB is working with three levels of government, through the National Executive Forum on Public Property, to identify performance measures, benchmarks and best practices for measuring building condition, identifying standards for offices, and operating and building maintenance costs.

CPB reviewed citizen feedback in the 'Our City. Our Budget. Our Future.' engagement report, and in particular, the expectation for The City to become "greener". CPB is making improvements that include extending green facilities initiatives to other city sites to save energy and utility costs. In addition, CPB is leading by example through an innovative and unique Green Building Index that will enable the integration of environmental impacts into maintenance decisions. This will reduce energy consumption, lower green house gas emissions, and support environmentally responsive decisions for capital expenditures. Finally, CPB will provide innovative "Tomorrow's Workplace" solutions to "Maintain The City as an employer of choice".

CORPORATE SERVICES: Corporate Properties & Buildings: Actions for Council Approval

Strategies		Actions	Accountable Services
Mobility	2M1 Align capital budgets and service delivery funding with Council policy and approved infrastructure investment plans. (CFP-M12*)	2M1.1 Review capital projects and programs to prioritize The City's investment in support of Council's plans and decision-making.	AM
		3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)	3B1.1 Streamline citizen and customer service request processes and information flow.
Organization	4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-10)	4Z1.1 Adopt and implement a customer-centric culture to deliver consistent and quality customer service.	Business Unit Wide
		4Z2 Expand delivery of the shared services model. (CFP-Z2)	4Z2.1 Expand the shared service principles and management framework to realize mutual expectations and outcomes as per Service Level Agreements with business units.
Organization	4Z2 Expand delivery of the shared services model. (CFP-Z2)		4Z2.2 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.
		Organization	4Z2 Expand delivery of the shared services model. (CFP-Z2)

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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AM Asset Management **CA** Corporate Accommodation **FM** Facility Management **FDC** Facility Design & Construction **RES** Real Estate Service

CORPORATE SERVICES: Corporate Properties & Buildings: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)	4Z3.3 Provide corporate services expertise that meets customer needs and requirements through a consistent consultancy service delivery model.	RES, CA, FDC, FM
	4Z3.4 Implement organizational, process and technology solutions that improve responsiveness and quality-of-service delivery and/or reduce costs.	AM, FM
Organization 4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)	4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.	Business Unit Wide
	4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.	FM, RES, FDC
Organization 4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)	4Z5.1 Optimize the delivery of, and access to, City information and/or services.	RES, AM
	4Z5.2 Implement and align systems with The City's Technology Plan.	FDC, FM
	4Z5.3 Provide software tools, business analytics, decision models and performance measures that facilitate optimal business operations.	AM, FM
	4Z5.4 Utilize information management to leverage information that supports sound business decisions.	Business Unit Wide
Organization 5Z1 Enhance our attraction and recruitment practices.	5Z1.1 In partnership with Human Resources, develop strategies to address potential labour shortages and difficult-to-fill positions.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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AM Asset Management **CA** Corporate Accommodation **FM** Facility Management **FDC** Facility Design & Construction **RES** Real Estate Service

CORPORATE SERVICES: Corporate Properties & Buildings: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)	5Z2.1 Continue succession planning initiatives.	Business Unit Wide
	5Z2.2 Sustain professional development, apprentice and mentoring programs.	Business Unit Wide
	5Z2.3 Support employee learning to enhance professional skills, career opportunities and retention.	Business Unit Wide
	5Z2.4 Foster a safe, healthy and balanced work environment by promoting health, wellness and safety initiatives to Corporate Properties & Buildings employees.	Business Unit Wide
Organization 5Z3 Promote a work environment and culture that supports retention of employees.	5Z3.1 Collaborate with CPB employees to action annual Corporate Employee Survey results and create a more engaging workplace.	Business Unit Wide
	5Z3.2 Participate on the "Tomorrow's Workplace" team to develop more innovative workspaces for the future.	CA, FDC
	5Z3.3 Promote the optimal use of workspace for employees.	CA, FDC
Organization 5Z4 Provide a safe workplace environment.	5Z4.1 Implement and maintain a safety and environmental governance model that meets legislative and corporate requirements.	FM
	5Z4.2 Successfully fulfill the requirements for the Certificate of Recognition (COR) Safety Audit in 2013.	Business Unit Wide
	5Z4.3 Conduct quarterly site safety inspections and respond in an appropriate and timely manner to reported CPB site and facility health and safety issues.	Business Unit Wide
Organization 6Z1 Optimize land and building inventory. (CPF-Z11*)	6Z1.1 Review land and properties with a goal to optimize their use for achieving municipal objectives or dispose if deemed surplus.	AM, RES
	6Z1.2 Implement the recommendations from the Corporate Real Estate Portfolio Audit.	RES

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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AM Asset Management **CA** Corporate Accommodation **FM** Facility Management **FDC** Facility Design & Construction **RES** Real Estate Service

CORPORATE SERVICES: Corporate Properties & Buildings: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z2 Further integrate governance and risk management practices into the asset management practice.	6Z2.1 Develop asset management plans that align service delivery, risk, growth and financial (i.e. operating and capital) management.	AM
	6Z2.2 Identify strategic and sustainable infrastructure risks and develop strategies and plans that mitigate the risks.	AM, FM
Organization 6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.	6Z3.1 Deliver projects based upon revised project management framework.	FDC
	6Z3.2 Implement a Tangible Capital Asset (TCA) sustainment model aligned to asset management practices in accordance with regulatory reporting requirements.	Business Unit Wide
Organization 6Z4 Provide our customers with cost-efficient, safe, reliable, and environmentally responsible assets. (CFP-C4)	6Z4.1 Develop and implement a 'Green Buildings Index' tool to measure, track and report the environmental impacts of building operations.	FM, AM
	6Z4.2 Protect the environment by implementing 'Green Facilities' initiatives in collaboration with the 'Green Office' program.	FM, FDC
	6Z4.3 Identify and take measures to provide safe, secure, and healthy buildings and public spaces.	FM
	6Z4.4 Facilitate asset management decisions for corporate and community infrastructure based on lifecycle costing information.	AM
	6Z4.5 Protect Calgary's heritage by implementing the City-owned Historic Building Implementation Plan.	RES
	6Z4.6 Meet corporate growth requirements in accordance with the approved Long Range Corporate Accommodation Plan.	CA
	6Z4.7 Develop and implement a tenant plan for all Corporate Services owned and managed facilities.	FM

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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AM Asset Management **CA** Corporate Accommodation **FM** Facility Management **FDC** Facility Design & Construction **RES** Real Estate Service

CORPORATE SERVICES: Corporate Properties & Buildings: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization (Continued) 6Z4 Provide our customers with cost-efficient, safe, reliable, and environmentally responsible assets. (CFP-C4)	6Z4.8 Develop and implement standards for safe, reliable and efficient workspaces in accordance with legislative requirements.	FDC, FM
	6Z4.9 Develop new approaches to The City's workspace that achieves space cost reductions and optimizes resources.	CA, FDC

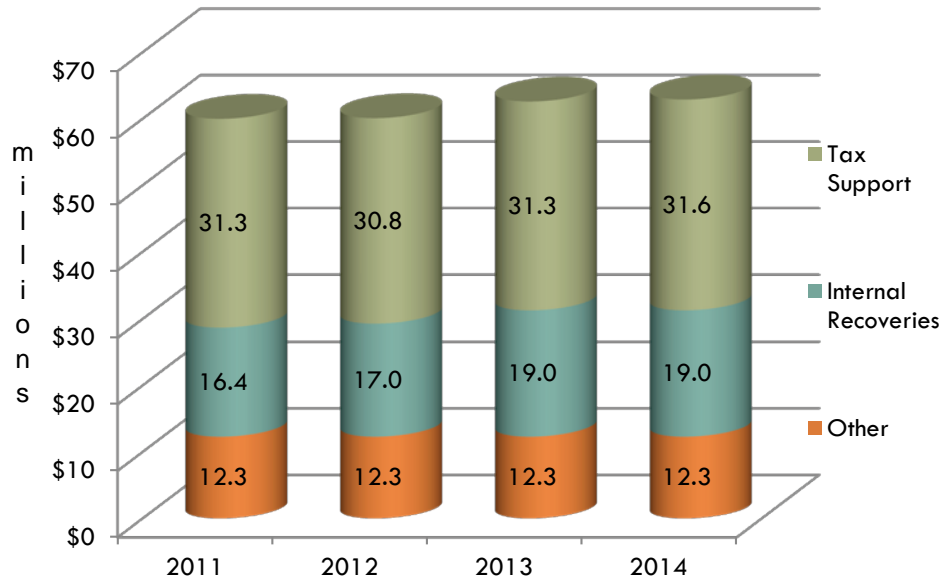
 For Council Approval

 For Council Information

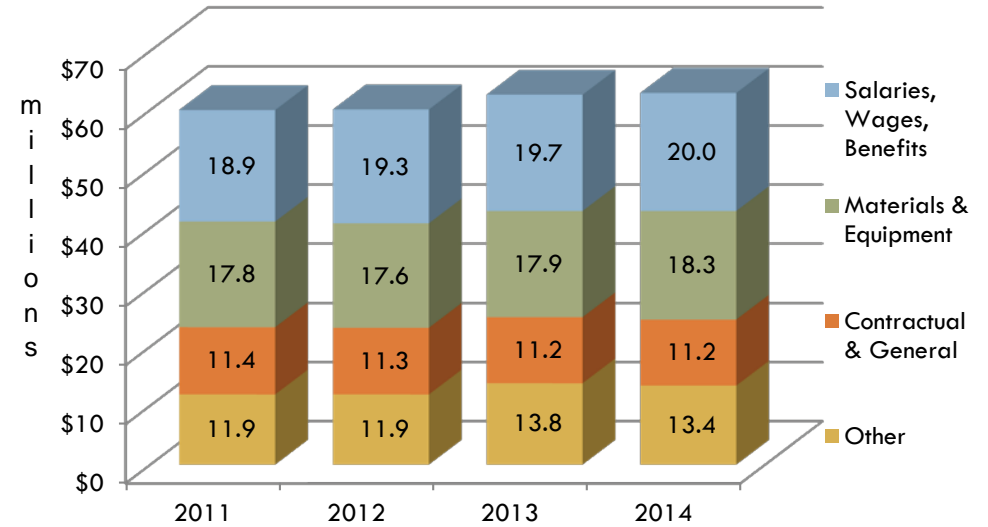
Community	Places	Mobility	Business	Organization	Finance
AM Asset Management	CA Corporate Accommodation	FM Facility Management	FDC Facility Design & Construction	RES Real Estate Service	

CORPORATE SERVICES: Corporate Properties & Buildings: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.5	\$0.5	3	\$1.3	\$0.5	9	\$3.3	\$0.5	9	\$3.4	\$0.5	9
<u>Services:</u>												
Facility Management	34.4	26.4	95	34.2	25.8	95	34.8	26.4	97	34.9	26.5	98
Asset Management	2.0	2.0	15	1.9	1.9	15	1.9	1.9	15	1.9	1.9	15
Facility Design and Construction	10.6	4.9	36	10.4	4.7	36	10.4	4.7	36	10.5	4.8	36
Real Estate Services	10.8	(3.9)	39	10.7	(3.3)	38	10.6	(3.4)	38	10.6	(3.4)	38
Corporate Accommodation	1.7	1.4	13	1.6	1.2	12	1.6	1.2	12	1.6	1.2	12
Total Corporate Properties & Buildings	\$60.0	\$31.3	201	\$60.1	\$30.8	205	\$62.6	\$31.3	207	\$62.9	\$31.5	208

CORPORATE SERVICES: Corporate Properties & Buildings: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

The Facility Management service represents approximately 60% of CPB's annual operating budget. This service provides CPB the greatest opportunity for productivity improvements. CPB recently completed a business focus program that involved process improvements and internal service realignments. In addition, CPB is reviewing and renegotiating all supplier relationships, including janitorial contracts, with the objective of consolidating service contracts to achieve better cost outcomes. Combined with ongoing lifecycle capital spending programs that emphasize building energy and utility reductions, and more active management of buildings and facilities, CPB will cut operating costs based on reduced maintenance and energy costs of \$300K in 2012; \$350K in 2013, and \$500K in 2014. Finally, internal business realignments will result in a reduction of one managerial position and one other position, resulting in a \$350K reduction in 2012.

Service and Budget Increases

CPB is requesting a budget increase to cover non-salary inflation and operating costs associated with capital programs. These increases are necessary to offset inflation in energy, utilities, and other operating costs.

CPB is committed to increasing services to client business units with respect to the use of administrative offices and spaces at The City. CPB identified opportunities to reduce costs and resolve emerging problems with respect to future workspaces. Long-range projections of Calgary's growth provided to Council reveal that The City will need to increase current staff levels and retain existing staff to maintain current service levels. As The City does not have sufficient office space for existing staff, CPB is required to lease office space, which is more costly than City-owned space.

Council directed Administration to "Maintain The City of Calgary as an employer of choice." CPB will support this direction by implementing the "Tomorrow's Workplace" capital program to improve The City's use of office space, identify opportunities for staff that will result in lower operating cost, and enhance workplace desirability. This strategic program will result in improved use of space in 2014.

CPB will "Improve the use of benchmarking, performance measures, and best practices to improve service effectiveness and efficiency" (CFP-Z3). CPB will achieve this directional statement and improve services by using data from the Ontario Municipal Benchmarking Initiative and the National Executive Forum on Public Property.

Budget Reductions with Service Impact

CPB's maintenance and utility costs total \$16 million and account for approximately 50% of CPB's total net annual operating budget. Budget limitations result in three potential impacts with respect to facilities management.

First, the 2012 budget is insufficient for higher than planned energy and material cost inflation increases. Depending on actual cost increases, this may result in service delays with respect to facility planned maintenance programs, as these funds are allocated to address higher energy costs.

Second, the budget increases in 2013 and 2014 for energy and material cost increases and for operating costs of capital implementations will not be sufficient if either the energy and/or municipal inflation rate exceeds one and a half per cent. For example, a three per cent inflation rate will result in a minimum \$300K shortfall. CPB will prioritize spending to maintain building comfort and safety. However, operating shortfalls in maintenance could lead to slower responses for non-safety related work. The impact of service delays and service deferrals may impact facility condition resulting in an aged and worn appearance. Occupant satisfaction will decline in buildings with aging carpets, paint, and window coverings. This may impact staff, contrary to CFP-Z6 - "Maintain The City of Calgary as an employer of choice".

Finally, CPB will have four leases requiring renegotiation for 220 office spaces. If these lease costs escalate, CPB would either absorb the cost increase, further impacting the operating budget, or alternatively, identify new lower cost lease options, with the requirement of disrupting staff through relocation.

Summary of net operating budget changes (\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$650)	(\$350)	(\$500)
Service and budget increases	200	888	885
Budget reductions with service impact	0	0	0
Total base changes	<u>(450)</u>	<u>538</u>	<u>385</u>
One-Time	154	154	0
Less: Previous Year's One-time	(251)	(154)	(154)
Total budget changes	<u>(\$547)</u>	<u>\$538</u>	<u>\$231</u>

CORPORATE SERVICES: Corporate Properties & Buildings: Capital Projects Requiring Approval

(\$000s)

\$72,577 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request						(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years		2012	2013	2014	2015	2016	
698-002	CPB Property & Asset Management Solution	S	C	0	0	2,500	964	536	1,000	0	0	2,500
Total Program 698 : Miscellaneous Land Improvements				0	0	2,500	964	536	1,000	0	0	2,500
770-001	Space Reno (Manch/Sp.Grd/D.Twn)	G	C	0	0	13,500	2,800	3,600	7,100	0	0	13,500
770-023	Andrew Davison Bldg Renovation	U	A	3,500	10,774	13,780	11,500	12,054	1,000	0	0	24,554
770-028	Tomorrow's Workplace	G	C	0	0	29,800	4,000	6,900	7,000	5,700	6,200	29,800
770-030	Admin 3 Optimization	U	C	0	0	1,693	257	1,436	0	0	0	1,693
Total Program 770 : Space Management				3,500	10,774	58,773	18,557	23,990	15,100	5,700	6,200	69,547
773-001	Corporate Furniture Program	U	C	0	0	6,000	1,500	1,806	2,694	0	0	6,000
Total Program 773 : Office Furniture & Equipment				0	0	6,000	1,500	1,806	2,694	0	0	6,000
776-012	Major OWC - Shepard	G	C	0	0	2,852	1,712	1,140	0	0	0	2,852
Total Program 776 : Operational Workplace Centres				0	0	2,852	1,712	1,140	0	0	0	2,852
<i>Operating costs of capital of Program 776</i>												
<i>2012-2014 Operating Budget</i>					O1		130	0	0	N/A	N/A	130
880-019	Corp Accom Bldgs Lifecycle Urgent And Critical	M	C	0	0	24,000	8,388	5,072	10,540	0	0	24,000
Total Program 880 : Facility Operations				0	0	24,000	8,388	5,072	10,540	0	0	24,000
				3,500	10,774	94,125	31,121	32,544	29,334	5,700	6,200	104,899

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

Funding For Capital Projects

Municipal Sustainability Initiative (MSI)	4,387	1,775	0	0	0	6,162
Pay-As-You-Go	12,346	11,491	9,100	0	0	32,937
Lifecycle Maintenance & Upgrade Reserve	10,388	12,378	13,234	0	0	36,000
Reserve for Future Capital	4,000	6,900	7,000	5,700	6,200	29,800
Total Funding	31,121	32,544	29,334	5,700	6,200	104,899

CORPORATE SERVICES: Corporate Properties & Buildings: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 698 : Miscellaneous Land Improvements

Project 698-002: CPB Property Management Solution

New Budget Request of \$2.5 million from 2012-2014 with funding from Pay-As-You-Go. These funds will support the implementation of Corporate Properties & Buildings (CPB) business improvement strategy for property management. The strategy involves a comprehensive integration of existing computerized systems in CPB. Further, the strategy will streamline data storage and improve lifecycle maintenance, capital replacement, financial modeling and analysis capabilities to support a higher sophistication of: Property Management, Asset Management, Financial Management, Capital Planning and Project Management, Strategic Planning of Land and Accommodation and Key Business Decisions and Reporting governance.

Program 770 : Space Management

Project 770-001: Space Development Program

New Budget Request of \$13.5 million from 2012-2014 with funding from Pay-As-You-Go. This new capital request will address space requests where funds are insufficient or unavailable from client business units and to achieve the standard of 180 square feet per person. Significant projects include: Law 12th floor Municipal Building Renovation, Finance 8th floor Municipal Building renovation, CPB 9th floor Municipal Building Renovation, Forest Lawn and Georgina Thomson library redevelopment. The program will support service delivery in business units that are unable to fund their space needs.

Project 770-023: Andrew Davison Bldg. Renovation

Pre-Approved Budget up to 2011 of \$3.5 million with funding of \$3.314 million from Municipal Sustainability Initiative and \$186 thousand from Pay-As-You-Go. Significant project expenditures are pending the departure of the current tenant, Calgary Police Services.

Pre-Approved Budget for Future Years of \$10.774 million with funding of \$6.162 million from Municipal Sustainability Initiative and \$4.612 million from Pay-As-You-Go.

New Budget Request of \$13.78 million from 2012-2014 with funding of \$7.78 million from Pay-As-You-Go and \$6 million from Lifecycle Maintenance & Upgrade Reserve. This 13 story office building was built in 1976, maintained and operated by CPS (Calgary Police Service). Interior layout will require major tenant improvements as the partitioning is not efficient for a current office environment. Building evaluation reports confirm base building HVAC and infrastructure are beyond lifecycle and require upgrade.

CORPORATE SERVICES: Corporate Properties & Buildings: Capital Projects Requiring Approval

Project 770-028: Tomorrow's Workplace

New Budget Request of \$29.8 million from 2012-2014 with funding from Reserve for Future Capital. The Tomorrow's Workplace Program, led through partnership between Corporate Properties & Buildings, Information Technology, and Human Resources, and contributed to by all business units, will revolutionize how and where City employees work. Focus will be on changing how employees work and the different technology, systems, work space and people management to support the changing work styles. Examples may include Hot Desking (where no specific employee is assigned) and teleworking. The program will target avoiding approximately 750 conventional work spaces by 2020 – net cost avoidance for real estate will be approximately \$21 million over 10 years with added benefits of employee attraction and retention and ability to deliver services to citizens efficiently, flexibly and differently.

Project 770-030: Admin 3 Optimization

New Budget Request of \$1.693 million from 2012-2013 with funding from Pay-As-You-Go. When the Emergency Operations Centre becomes operational in 2013, the IT Data Centre on the 3rd Floor of the Administration building will relocate to this new site. The IT Data Centre will be demolished and converted to office space. (Note: Costs have been adjusted to reflect the confirmation that IT will pay for the decommissioning of the Data Centre.)

Program 773 : Office Furniture & Equipment

Project 773-001: Corporate Furniture Program

New Budget Request of \$6 million for 2012-2014 with funding from Lifecycle Maintenance & Upgrade Reserve. Older furniture do not meet Occupational Health and Safety requirements for human ergonomics and parts for many components are no longer available to extend their functionality. The objective is to replace furniture that is beyond its 20 year lifecycle and provide furniture for new spaces. Furniture includes panels, workstations and moveable partitions and many discontinued components.

Program 776 : Operational Workplace Centres

Project 776-012: Shepard OWC Second Vehicle Storage Building

New Budget Request of \$2.852 million from 2012-2013 with funding from Pay-As-You-Go. This work at the Shepard Operational Work Centre (OWC) will result in the construction of an alternative fuel design vehicle storage building that meets the service and operational needs of multiple business units, and that meets the direction of Waste & Recycling (W&R) and Water to accommodate growth and achieve enhanced levels of service for their customers.

Operating costs of capital: This program requires annually \$130 thousand operating costs from 2012 onward, which have been included in the 2012-2014 proposed operating budget.

CORPORATE SERVICES: Corporate Properties & Buildings: Capital Projects Requiring Approval

Program 880 : Facility Operations

Project 880-019: Corporate Accommodation Buildings Lifecycle

New Budget Request of \$24 million for 2012-2014 with funding from Lifecycle Maintenance & Upgrade Reserve. The buildings in the CPB portfolio are overall in poor condition. In order to ensure the portfolio does not deteriorate into critical condition overall, buildings within the portfolio have been prioritized for urgent and critical repairs or systems rehabilitation. This request is to provide sufficient funds to address urgent and critical repairs for whole lifecycle work in all CPB corporate accommodation buildings including the costs to demolish or divest of buildings that are deemed at the end of their lifecycle or utility to The Corporation. This will result in more efficient buildings and cost management.

CORPORATE SERVICES: Corporate Properties & Buildings : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
695	001	Land Acquisition - Other Depts	A	G	125,939	34,639	0	0	0	0	34,639	160,578
695	002	West Village	A	G	30,311	2,927	827	32,153	0	0	35,907	66,218
698	002	CPB Property & Asset Management Solution	C	S	0	964	536	1,000	0	0	2,500	2,500
698	IT1	Business Systems	A	U	1,388	250	261	0	0	0	511	1,899
698	LIS	Land Inventory System	A	U	918	1,033	0	0	0	0	1,033	1,951
698	LL1	Long Term Leases	A	U	172	201	0	0	0	0	201	373
770	001	Space Reno (Manch/Sp.Gr/D.Twn)	A	G	52,301	1,268	301	66	0	0	1,635	53,936
770	001	Space Reno (Manch/Sp.Gr/D.Twn)	C	G	0	2,800	3,600	7,100	0	0	13,500	13,500
770	006	Facility Infra Investment Prog (Muni)	A	G	11,420	3,000	1,350	848	0	0	5,198	16,618
770	021	Optimization & Upgrade Of Municipal Bldg	A	G	2,818	1,000	0	0	0	0	1,000	3,818
770	023	Andrew Davison Bldg Renovation	A	U	3,500	11,500	12,054	1,000	0	0	24,554	28,054
770	024	Plaza Redevelopment	A	U	2,800	1,645	0	0	0	0	1,645	4,445
770	027	Whitehorn Roof Hvac Electrical	A	M	4,884	4,000	0	0	0	0	4,000	8,884
770	028	Tomorrow's Workplace	C	G	0	4,000	6,900	7,000	5,700	6,200	29,800	29,800
770	030	Admin 3 Optimization	C	U	0	257	1,436	0	0	0	1,693	1,693
773	001	Corporate Furniture Program	A	M	3,621	1,500	850	0	0	0	2,350	5,971
773	001	Corporate Furniture Program	C	U	0	1,500	1,806	2,694	0	0	6,000	6,000
773	002	Ergonomic Furniture	A	U	7,201	225	225	225	225	0	900	8,101
778	003	Strategy Dev & Pre Project Planning (Studies)	A	G	734	800	750	642	0	0	2,192	2,926
776	00:	Major OWC - Bearspaw	A	G	1,013	4,600	6,105	0	0	0	10,705	11,718
776	00:	Satellite OWC - Richmond Green	A	G	50	200	1,500	3,972	0	0	5,672	5,722
776	032	OWC Saddler(South Mac/Stoney)	A	G	2,714	1,350	2,500	2,704	0	0	6,554	9,268
776	013	Major OWC - Sarcee	A	G	1,407	9,800	4,827	0	0	0	14,627	16,034

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE SERVICES: Corporate Properties & Buildings : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
776	012	Major OWC - Shepard	A	G	9,689	7,850	1,250	2,594	0	0	11,694	21,383
776	012	Major OWC - Shepard	C	G	0	1,712	1,140	0	0	0	2,852	2,852
776	013	Asset Optimization Programme	A	G	17,088	5,500	0	0	0	0	5,500	22,588
880	002	Building/Equipment Imp.	A	M	20,955	2,438	0	0	0	0	2,438	23,393
880	009	Glenbow Museum	A	M	0	2,300	0	0	0	0	2,300	2,300
880	010	Urgent & Priority Repairs	A	M	28,406	11,596	9,998	0	0	0	21,594	50,000
880	019	Corp Accom Bldgs Lifecycle Urgent And Critical	C	M	0	8,388	5,072	10,540	0	0	24,000	24,000
Total Corporate Properties & Building					329,329	129,243	63,288	72,538	5,925	6,200	277,194	606,523

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE SERVICES: Corporate Properties & Buildings: Service Highlights

Asset Management	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,902	\$1,902	15	\$1,904	\$1,904	15	\$1,909	\$1,909	15

Description of Services

Asset Management (AM) applies risk-based methodologies to land and facility assets in support of service decisions and in adherence with legislative requirements. AM services include:

- Manage the corporate land inventory database and building lifecycle program;
- Report on Tangible Capital Assets to the Corporation in accordance with relevant legislation;

- Provide capital planning for corporate accommodation; and
- Support the implementation of the Corporate Real Estate Portfolio Audit.

Asset Management develops information and realistic capital plans and budget requests to meet the Corporation's long-term strategic land requirements, and administrative, and operational workspace requirements in consideration of the Corporation's sustainability policies.

Highlighted Strategies

2M1 Align capital budgets and service delivery funding with Council Policy and approved infrastructure investment plans. (CFP-M12*)

6Z1 Optimize land and building inventory. (CPF-Z11*)

6Z2 Further integrate governance and risk management practices into the asset management practice.

6Z4 - Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)

Highlighted Actions

2M1.1 Review capital projects and programs to prioritize The City's investment in support of Council's plans and decision-making.

6Z1.1 Review land and properties with a goal to optimize their use for achieving municipal objectives or dispose if deemed surplus.

6Z2.1 Develop asset management plans that align service delivery, risk, growth and financial (operating and capital) management.

6Z2.2 Identify strategic and sustainable infrastructure risks and develop strategies and plans that mitigate the risks.

6Z4.4 Facilitate asset management decisions for corporate and community infrastructure based on lifecycle costing information.

Business Plan and Budget Highlights

Asset Management will lead Council's Fiscal Plan directional statement CFP-Z11 to review corporate land and properties through a Corporate Real Estate Portfolio Review Committee. AM will review and develop policy and standards and collaborate with other business units to develop a process to conduct a review of land and building holdings.

The objective is to determine the ongoing requirement for land, identify the cost of holding that land, and define the standards for disposing of lands and properties surplus to City requirements. AM will support this review process through the Land Inventory Data Application, which has a capital request to upgrade and improve performance and the user interface. AM will also engage in an in-depth review of existing enterprise management systems with the goal of consolidating and providing a central repository for all asset-related data to support the strategies and actions required to effectively manage the building lifecycle program. Asset Management will support lifecycle management and achieve enhanced cost-effectiveness and efficiencies by providing accurate asset prioritization and cash-flow forecasts.

And finally, a capital request to improve the Enterprise Support System (ESS). The ESS improvements will automate manual processes and reporting capabilities for the Tangible Capital Assets inventory. This will improve cost-effectiveness, efficiency and data reliability.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Corporate Properties & Buildings: Service Highlights

Corporate Accommodation	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,567	\$1,209	12	\$1,569	\$1,211	12	\$1,573	\$1,215	12

Description of Services

Corporate Accommodation (CA) identifies The Corporation's land and workplace requirements and develops strategies for innovative workspace and workstyle programs. Corporate Accommodation:

- Determines long-term administrative and operational space requirements and develops corporate-wide accommodation and land plans;
- Plans the development and/or redevelopment of Operational Workplace Centres for the delivery of services to citizens; and
- Develops innovative solutions to manage costs of space provision.

CA implements the approved Corporate Workplace Framework. This Framework defines the development of The City's workplace infrastructure, with the goal of balancing The City's values of strengthening the workplace, responsible asset management, and quality service delivery, with responsible and sustainable infrastructure development. This is achieved by: designing around whole products and services; establishing clear direction and goals; pooling critical, scarce resources; maximizing cooperation and efficiency; and ensuring a high level of service delivery is maintained through affordable infrastructure.

Highlighted Strategies

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

5Z3 Promote a work environment and culture that supports retention of employees.

6Z4 Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)

Highlighted Actions

4Z3.3 Provide corporate services expertise that meets customer needs and requirements through a consistent consultancy service delivery model.

5Z3.2 Participate on the "Tomorrow's workplace" team to develop more innovative workspaces for the future.

5Z3.3 Promote the optimal use of workspace for employees.

6Z4.6 Meet corporate growth requirements in accordance with the approved Long Range Corporate Accommodation Plan.

6Z4.9 Develop new approaches to The City's workspace and workplaces that achieves space cost reductions and optimizes resources.

Business Plan and Budget Highlights

During 2012-2014 Corporate Accommodation will focus on emerging and current issues involving land, staff accommodation, and administrative and operational workspace requirements. In 2011 the Corporate Accommodation team developed the Workplace Condition Assessment, a new performance measurement tool to support and improve design decisions concerning new and renovated space. CA will use this Workplace Condition Assessment tool to evaluate all existing and renovated space, to establish benchmarks for administrative and operational space, and to implement the Workplace Condition Assessment Program.

In addition, CA will lead a collaborative "Tomorrow's Workplace" capital program with Human Resources and Information Technology Services to research, identify and respond to opportunities and changing technologies that drive work styles. CA will develop innovative workplace and work style solutions with the goal of helping to "Maintain the City of Calgary as an Employer of Choice" through the effective and efficient use of corporate workspace. The initial \$6.5 million 3 year budget for this program will be administered by the Director's office. Finally, CA will continue development of Operational Workplace Centres, developing the Sarcee, Shepard, and Bearspaw, and support clients by identifying efficient service delivery opportunities.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Corporate Properties & Buildings: Service Highlights

Facility Design and Construction	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$10,392	\$4,689	36	\$10,488	\$4,785	36	\$10,514	\$4,811	36

Description of Services

Facility Design and Construction (FDC) provides the Corporation and Civic Partner's with a variety of services. FDC:

- Manages the provision of office space, furniture and staff moves;
- Manages the design and construction of buildings and sites;
- Engages stakeholders on design criteria to optimally integrate needs in accordance with the Sustainable Building Policy; and
- Undertakes project planning activities involving land use, subdivision, conceptual planning and functional programming.

Facility Design and Construction implements the Sustainable Building Policy, planning projects from design to build, and manages administrative and operational space. FDC's responsibility is to deliver the best use of current and future corporate workspace. To achieve this, FDC administers the Corporate Space Management Standards to identify optimal and efficient use of space, implement office furniture standards, cost-out space, develop a centralized Space Management Budget, and resolve short-term space accommodation requirements for The City's business units.

Highlighted Strategies

4Z5 - Improve information and decision support for customers. (CFP-Z5, Z9)

6Z3 - Strengthen the asset and project management practices and skills that support infrastructure and service delivery.

6Z4 - Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)

Highlighted Actions

4Z5.2 Implement and align systems with The City's Technology Plan.

6Z3.1 Deliver projects based upon revised project management framework.

6Z4.2 Protect our environment by implementing 'Green Facilities' initiatives in collaboration with the 'Green Office' program.

6Z4.8 Develop and implement standards for safe, reliable and efficient workplaces in accordance with legislative requirements.

6Z4.9 Develop new approaches to The City's workspace and workplaces that achieves space cost reductions and optimizes resources.

Business Plan and Budget Highlights

During 2012-2014, Facility Design and Construction (FDC) will continue to identify and deliver plans and office designs that promote the effective use of existing administrative and operational workspaces. Development of operational workplace centres will be planned to minimize vehicle trips and minimize land and building requirements through co-location. This objective aligns with The City's 2020 Sustainability Direction to reduce green house gases. In addition, FDC will continue The City's capital construction and major building renovations program. These sites will also be developed in accordance with The City's 2020 Sustainability Direction and aligned to the Sustainable Building Policy. FDC will deliver corporate administrative and operational workspaces and facilities according to schedule and identified need. FDC will focus on defining an approved standard and level of service for affordable, functional and flexible space accommodations with the objective of providing a consistent quality of work environment for all municipal employees. In addition, FDC will implement recommendations from the Space Planning Services Review to improve service outcomes and reduce costs. Finally, FDC will lead major capital expenditures and initiatives in 2012-2014, including: the rehabilitation and repurposing of the Andrew Davison Building, the delivery of emergency response facilities for Protective Services, the Space Development Program, and the Centralized Furniture Program.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Corporate Properties & Buildings: Service Highlights

Facility Management	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$34,180	\$25,801	95	\$34,720	\$26,340	97	\$34,895	\$26,516	98

Description of Services - Facility Management (FM) operates and maintains 3.7 million square feet of space in 189 of The City's buildings and seven major operational work centers with a total value of \$1.7 billion. FM oversees:

- Day-to-day building and site operations and management;
- Demand and preventative maintenance programs;
- Energy consumption management and environmental sustainability;
- Facility condition analysis (leading to capital improvement programs); and
- Contract negotiations for janitorial, landscaping and snow removal.

Facility Management is responsible for providing an appropriate and safe work environment for staff, managing facility risk, and supporting business continuity. FM manages administrative offices and operational workspace equivalent to the total area 2,200 average homes. FM realizes effective and efficient management through lifecycle analysis, building performance measurements aligned with established quality and safety standards, inspections, and proactive preventative planned maintenance programs. FM collaborates with Asset Management to identify capital requirements and untapped opportunities.

Highlighted Strategies

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

6Z4 Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)

Highlighted Actions

4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.

6Z4.1 Develop and implement a 'Green Buildings Index' tool to measure, track and report the environmental impacts of our building operations.

6Z4.2 Protect our environment by implementing 'Green Facilities' initiatives in collaboration with the 'Green Office' program.

6Z4.3 Identify and take measures to provide safe, secure, and healthy buildings and public spaces.

6Z4.7 Develop and implement a tenant plan for all Corporate Services owned and managed facilities.

Business Plan and Budget Highlights

Facility Management's mandate is to operate existing facilities that are safe, environmentally responsible and economically sustainable. Quality and safety standards for buildings and building systems can be identified using the internationally accepted Facility Condition Index (FCI) measurement process. The buildings in CPB's portfolio are generally in sub-standard condition as measured using the FCI process. The current funding levels will not enable FM to maintain the current FCI level, nor will it address the infrastructure gap and improve the condition of existing buildings. That represents both challenges and risks. In order to prevent key assets in the portfolio from declining into critical condition, and posing a risk to service delivery and staff, FM has prioritized its building portfolio and identified those facilities requiring urgent and critical repairs or systems rehabilitation. This approach balances and optimizes preventative and reactive maintenance for buildings and facilities. Capital funds are prioritized to support business continuity and service delivery to citizens and to provide staff with a safe and comfortable work environment. Citizens have told us that they want the City to become "greener". FM is working to achieve this goal by identifying and acting upon energy and utility reduction strategies. In addition, as buildings are a major contributor to green house gases, CPB is engaging in a significant initiative to develop and use a "Green Buildings Index" that will enable CPB to identify opportunities to reduce energy consumption and other operating costs. This initiative will also support the 2020 Sustainability Goal of reducing green house gas emissions by 20% from the 2005 baseline.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Corporate Properties & Buildings: Service Highlights

Real Estate Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$10,726	(\$3,288)	38	\$10,624	(\$3,389)	38	\$10,645	(\$3,368)	38

Description of Services

The Real Estate Service (RES) is provided internally to other business units and to the public with respect to leased property. The service involves:

- Negotiating corporate real estate requirements by providing the "right land at the right time";
- Managing the City's real estate property holdings, including all leased properties; and
- Determining real property values for the Corporation.

RES is responsible for the economic management of The City of Calgary's real estate portfolio. RES works in partnership with other business units in managing their respective real estate portfolios, as well as members of the public with respect to leased properties. Relevant standards that guide the management of the real estate portfolio are provided in accordance with the *Municipal Government Act*, the Real Property Bylaw and other applicable legislation. Finally, RES acquires land, as required, to support the development of industrial lands.

Highlighted Strategies

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

6Z1 Optimize land and building inventory. (CPF-Z11*)

6Z4 Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)

Highlighted Actions

4Z3.3 Provide corporate services expertise that meets customer needs and requirements through a consistent consultancy service delivery model.

4Z5.1 Optimize the delivery of and access to City information and/or services.

6Z1.1 Review land and properties with a goal to optimize their use for achieving municipal objectives or dispose if deemed surplus.

6Z1.2 Implement the recommendations from the Corporate Real Estate Portfolio Audit.

6Z4.5 Protect Calgary's heritage by implementing the City-owned Historic Building Implementation Plan.

Business Plan and Budget Highlights

In the Real Estate Portfolio Review conducted in October 2010, the auditors recommended that CPB strategically manage The City's real estate holdings. The Report provides a number of recommendations to affect that requirement. Real Estate Services will focus on implementing the findings of that report as well as improving "policy and transactional due diligence" in order to provide a timely, efficient and effective service to The City.

This service is provided in a consultancy model and involves determining the appropriate real estate solution to meet the land requirement needs for client business units. Additionally, RES will engage in an internal review of leasing and property management to reduce risk, address escalating costs, and identify opportunities to improve service efficiencies.

RES will support the 2020 Sustainability Direction goal of community well-being by protecting The City's portfolio of historic buildings in accordance with the approved Historic Building Implementation Plan. Finally, during the 2012-2014 business cycle The City's new land requirements are forecast to decline. CPB is projecting that RES will not meet historical and budgeted revenue targets as a result.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES

Customer Service & Communications

(\$ millions)								
2012			2013			2014		
Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
\$19.9	\$16.2	152	\$20.0	\$16.3	152	\$20.0	\$16.3	152

Overview

The Customer Service & Communications (CSC) business unit provides citizens access to City services, information and programs through traditional and new digital communication channels. CSC operates The City's primary access points for citizen information and interaction through the 3-1-1 Operations Centre, calgary.ca, City Newsroom and The City's social media channels. CSC provides all departments with a broad range of communications and marketing services such as: building web and social media sites, developing advertising campaigns, producing videos, writing content, creating photography and graphic design, conducting focus groups and surveys, and facilitating public engagement. CSC is also responsible for coordinating media relations, employee communications and crisis communications for The City.

List of Services

- 3-1-1 Customer Service Centre and dispatch – CSCD
- Public and employee engagement /communications – PEC

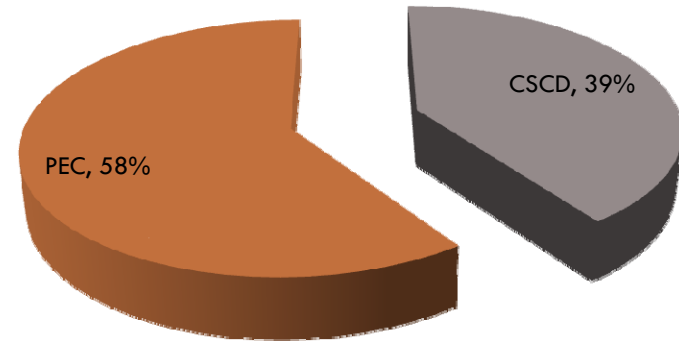
Achieving Council's Fiscal Plan/Addressing Sustainability and Long-term Plans

The Our City. Our Budget. Our Future. engagement process revealed that Calgarians want improvements in engagement, communications and customer service, an expanded 3-1-1 function, and a more informative and interactive City website. To meet these expectations, CSC is streamlining 3-1-1 customer service requests and offering more access via the web, redesigning The City's engagement policy, toolkit and processes, and providing citizens more transactions and service opportunities on-line and through mobile applications. CSC will help The City improve customer service and implement the Corporate Customer Service Framework through development of service standards and training for City employees.

Addressing Other Emerging Issues

CSC has many initiatives underway to support achievement of Council's Fiscal Plan (CFP). Access to City information will be improved by introducing more on-line services, information and open data. Broader audience reach will be achieved through new and enhanced communication channels.

Customer Service & Communications Expenditures



CSC will continue to develop technology-enabled tools to streamline service delivery to citizens and offer more opportunities for citizen participation in City planning and projects.

CSC's service delivery and financial model will be further aligned with shared services principles by increasing cost-transparency, supporting a customer focus and establishing service level agreements with all City departments.

CSC contributes to the achievement of The City's long-term plans (Municipal Development Plan, Calgary Transportation Plan and 2020 Sustainability Direction) by facilitating engagement and providing public education and awareness. CSC will work with other business units to develop marketing campaigns that encourage the behaviour change required to meet corporate sustainability targets related to environmental, safety, mobility and community programs.

CORPORATE SERVICES: Customer Service & Communications: Actions for Council Approval

Strategies	Actions	Accountable Services
Business 3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)	3B1.1 Streamline citizen and customer service request processes and information flow.	CSCD
	3B1.2 Enable remote access for field staff to 3-1-1 Operations Centre to improve service timelines and citizen communications.	CSCD
Organization 4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-Z10)	4Z1.1 Implement the customer service framework standards, education and training for the Corporation.	PEC
	4Z1.2 CSC will continue to provide customer centric services that support business needs pursuant to the approved customer service framework.	Business Unit Wide
Organization 4Z2 Expand delivery of the shared services model. (CFP-Z2)	4Z2.1 Expand shared service principles and management framework to realize mutual expectations and outcomes as per Service Level Agreements with business units.	Business Unit Wide
	4Z2.2 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.	Business Unit Wide
Organization 4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)	4Z3.1 CSC will provide services that align to stakeholder expectations, reflect total cost, manage risks, and optimize resource and mutual benefits.	Business Unit Wide
	4Z3.2 Seek ongoing direction and feedback from the CSC Client Council to provide services that align to business needs and meet client expectations.	Business Unit Wide
	4Z3.3 Customer Service & Communications will partner with other City business units to improve service delivery and outcomes for citizens.	Business Unit Wide
	4Z3.4 Provide corporate services expertise that meet customer needs and requirements through a consistent consultancy service delivery model.	Business Unit Wide
	4Z3.5 Implement organizational, process and technology solutions that improve responsiveness and quality-of-service delivery and/or reduce costs.	Business Unit Wide

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CSCD 3-1-1 Customer Service Centre and Dispatch

PEC Public and Employee Engagement/Communications

CORPORATE SERVICES: Customer Service & Communications: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization (Continued) 4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)	4Z3.6 Optimize citizen access to information and services through calgary.ca, the Onward strategy, mobile applications, social media and communication policies.	PEC
	4Z3.7 Provide citizen research, 3-1-1 data and performance measurement results to our customers.	PEC
	4Z3.8 CSC will use citizen research, 3-1-1 data and performance measurement results to continually improve service delivery and customer satisfaction.	Business Unit Wide
Organization 4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)	4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.	Business Unit Wide
	4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.	Business Unit Wide
	4Z4.3 Maintain and/or develop full-cost of service approaches.	Business Unit Wide
	4Z4.4 Create cost and service efficiencies via a web-first program that promotes more on-line self-service for citizens.	Business Unit Wide
Organization 4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)	4Z5.1 Improve public access to information and opportunities for participation in planning and decision making.	PEC
	4Z5.2 Optimize the delivery of, and access to, City information and/or services.	Business Unit Wide
	4Z5.3 Expand online access to Customer Service & Communications egovernment services, web and mobile information, and public participation.	Business Unit Wide
Organization 4Z6 Enhance engagement and communication practices to improve citizen participation. (CFP-Z7)	4Z6.1 Enhance the Corporation's ability to make decisions through the collection of citizen data from public engagement, 3-1-1 and stakeholder research.	Business Unit Wide
	4Z6.2 Improve citizen participation in City planning and decision-making through an enhanced engage! Policy and associated tools, training and guidelines.	PEC

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CSCD 3-1-1 Customer Service Centre and Dispatch

PEC Public and Employee Engagement/Communications

CORPORATE SERVICES: Customer Service & Communications: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z1 Enhance our attraction and recruitment practices.	5Z1.2 In partnership with Human Resources, develop strategies to address potential labour shortages and difficult-to-fill positions.	PEC
	5Z2.1 Develop and implement a City of Calgary virtual career centre to help employees develop their City careers.	PEC
Organization 5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)	5Z2.2 Implement business unit wellness programs based on the results of the Customer Service & Communications Employee Health and Wellness Survey.	Business Unit Wide
	5Z2.3 Continue succession planning initiatives.	Business Unit Wide
	5Z2.4 Sustain professional development, apprentice and mentoring programs.	Business Unit Wide
	5Z2.5 Provide relevant training, opportunities for advancement, in-house skill development, and cross-functional project opportunities.	Business Unit Wide
	5Z2.6 Foster a safe, healthy and balanced work environment by promoting health, wellness and safety initiatives to Communications & Customer Service employees.	Business Unit Wide
Organization 5Z3 Promote a work environment and culture that supports retention of employees.	5Z3.1 Collaborate with Customer Service & Communications employees to action annual Corporate Employee Survey results and create a more engaging workplace.	Business Unit Wide
	5Z3.2 Participate on the "Tomorrow's workplace" team to develop more innovative workspaces for the future.	PEC

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CSCD 3-1-1 Customer Service Centre and Dispatch

PEC Public and Employee Engagement/Communications

CORPORATE SERVICES: Customer Service & Communications: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z4 Provide a safe workplace environment.	5Z4.1 Implement and maintain a safety and environment model that meets legislative and corporate requirements.	Business Unit Wide
	5Z4.2 Prepare Customer Service & Communications to successfully fulfill the requirements for the Certificate of Recognition (COR) Safety Audit in 2013.	Business Unit Wide
	5Z4.3 Conduct quarterly site safety inspections and respond in an appropriate and timely manner to reported CSC site and facility health and safety issues.	Business Unit Wide
Organization 6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.	6Z3.1 Deliver projects based upon The City's revised project management framework.	Business Unit Wide
Organization 6Z4 Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)	6Z4.1 Develop new approaches to The City's workspace that achieves space cost reductions and optimizes resources.	Business Unit Wide

 For Council Approval

 For Council Information

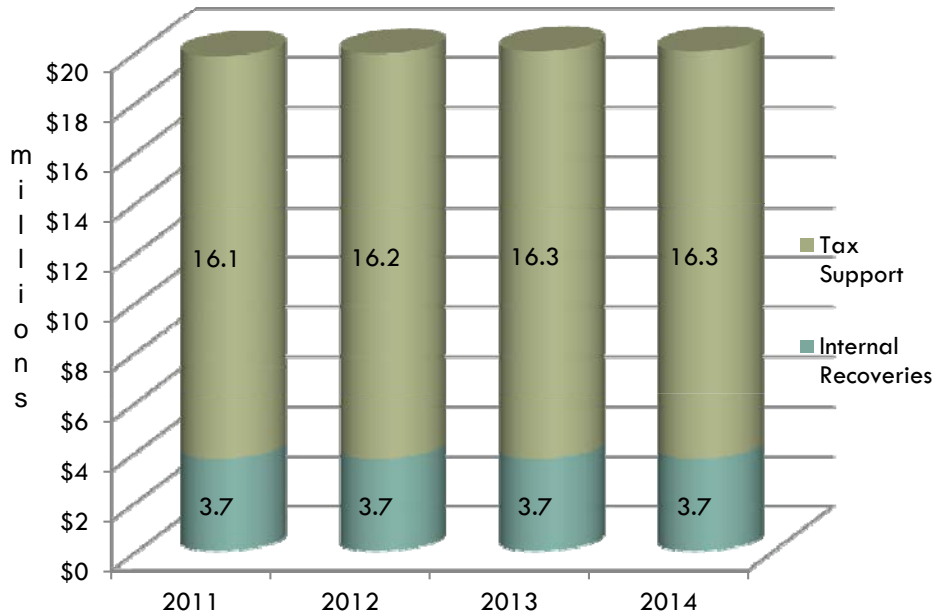
Community	Places	Mobility	Business	Organization	Finance
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CSCD 3-1-1 Customer Service Centre and Dispatch

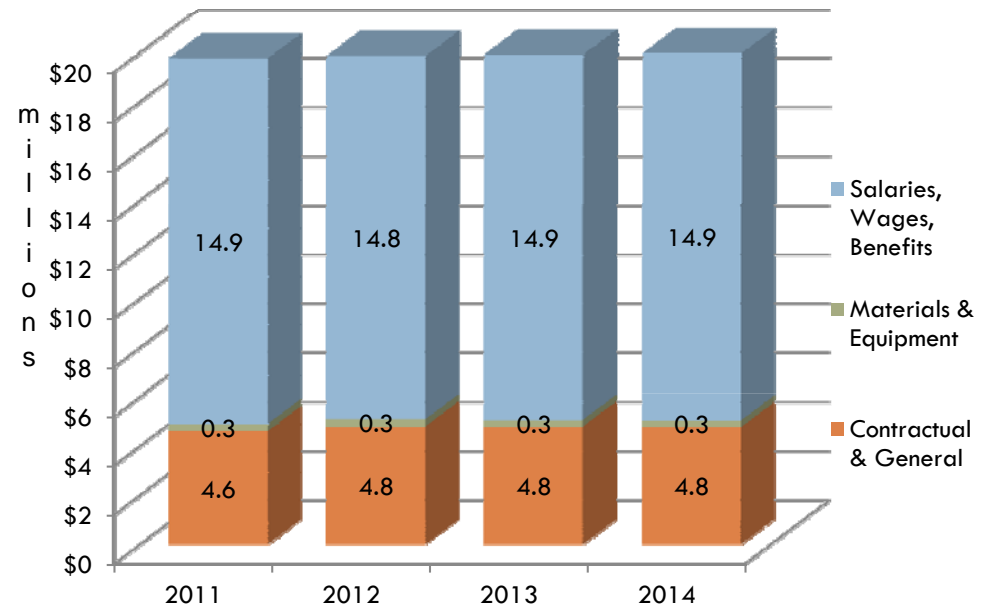
PEC Public and Employee Engagement/Communications

CORPORATE SERVICES: Customer Service & Communications: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.6	\$0.6	3	\$0.6	\$0.6	3	\$0.6	\$0.6	3	\$0.6	\$0.6	3
Services:												
PEC - Public & Employee	11.5	8.0	62	11.6	8.2	64	11.6	8.2	64	11.5	8.1	64
CSCD - Customer Service Centre & Dispatch	7.7	7.5	88	7.7	7.4	86	7.8	7.6	86	7.9	7.6	86
Total Customer Service & Communications	\$19.8	\$16.1	152	\$19.9	\$16.2	152	\$20.0	\$16.4	152	\$20.0	\$16.3	152

CORPORATE SERVICES: Customer Service & Communications: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

CSC will achieve \$150 thousand dollars in productivity improvements over the 2012 - 2014 budget cycle by focusing on the most efficient communication channel options to deliver services and information to Calgarians and employees (CFP-Z2). Where appropriate, limited reach printed communications will be replaced with digital communications. A review of remote access channels used by employees will determine where efficiencies can be gained. As 3-1-1 call volumes increase due to population growth, CSC will divert calls to lower cost channels. CSC will build additional mobile channels and new self-service mechanisms on the web to meet escalating citizen demand without increasing the budget.

Service and Budget Increases

One-time funding of \$400 thousand dollars over 2012 and 2013 will be used to build mobile applications, on-line service requests and transition citizens to lower cost communication channels. The strategy to divert some types of calls from 3-1-1 to self-service on the web (web-first strategy) will help 3-1-1 agents focus on more complex, time-consuming service calls. This investment will realize future savings by moving Calgarians to a less costly, but quick and efficient communication channel as early as 2014 (CFP-Z5).

An additional \$404 thousand in operating dollars over 2013 and 2014 will be used to cover the non-salary inflation and service level increases in advertising, communication channels and contractual services and help ensure that citizens are satisfied with the quality of services provided (CFP-Z7).

CSC's ability to meet customer needs and maintain and/or improve operating effectiveness is dependent upon capital projects that:

- build necessary tools and applications to deliver web and mobile-enabled service to citizens;

- improve accessibility and provide on-line opportunities for citizen participation and input into City decision-making; and
- provide a 3-1-1 back-up system that will function in the event of an emergency and offer immediate call centre capabilities without service interruption to citizens.

Budget Reductions with Service Impact

In 2012, CSC will realign two 3-1-1 positions to CSC Web Services to support the web-first strategy, thereby reducing the 3-1-1 budget by \$50 thousand dollars through this realignment. The benefit to citizens will be increased opportunities for on-line transactions 24/7 through mobile and web applications. 3-1-1 will retain capacity to address complex citizen requests.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$50)	(\$50)	(\$50)
Service and budget increases	0	167	237
Budget reductions with service impact	(50)	0	0
Total base changes	<u>(100)</u>	<u>117</u>	<u>187</u>
One-Time	200	200	0
Less: Previous Year's One-time	0	(200)	(200)
Total budget changes	<u>\$100</u>	<u>\$117</u>	<u>(\$13)</u>

CORPORATE SERVICES: Customer Service & Communications: Capital Projects Requiring Approval

(\$000s)

\$11,400	For Council Approval at Program-Project level as per Department Capital Plan report
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Program- Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
791-003	Customer Service Tools & Technology	U	C	0	0	2,400	0	1,200	1,200	0	0	2,400
Total Program 791 : Corporate Contact Centre				0	0	2,400	0	1,200	1,200	0	0	2,400
794-002	Citizen Engagement & Research	S	C	0	0	2,100	500	800	800	0	0	2,100
794-003	Digital Technology Enhancements	S	C	0	0	3,000	600	1,200	1,200	0	0	3,000
794-004	Online Service Enhancements	S	C	0	0	6,300	1,200	2,500	2,600	0	0	6,300
794-005	Communication Equipment Replacement	S	C	0	0	500	0	200	300	0	0	500
794-006	Video Image Data	S	C	0	0	500	0	500	0	0	0	500
Total Program 794 : Digital Communication Services Transformation				0	0	12,400	2,300	5,200	4,900	0	0	12,400
Operating costs of capital of Program 794												
<i>2012-2014 Operating Budget</i>					O1		50	0	0	N/A	N/A	50
				0	0	14,800	2,300	6,400	6,100	0	0	14,800

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

Funding For Capital Projects

Pay-As-You-Go	2,300	4,500	4,600	0	0	11,400
Lifecycle Maintenance & Upgrade Reserve	0	1,900	1,500	0	0	3,400
Total Funding	2,300	6,400	6,100	0	0	14,800

Explanation of Budget Requests

Program 791 : Corporate Contact Centre

Project 791-003: Customer Service Tools & Technology

New Budget Request of \$2.4 million from 2013 to 2014 with funding from Lifecycle Maintenance & Upgrade Reserve, for implementation of a parallel 3-1-1 backup site to the current centre at Whitehorn.

CORPORATE SERVICES: Customer Service & Communications: Capital Projects Requiring Approval

Program 794 : Digital Communication Services Transformation

Project 794-002: Citizen Engagement & Research

New Budget Request of \$2.1 million from 2012 to 2014 with funding from Pay-As-You-Go, to develop tools, processes, and systems to better engage with citizens and stakeholders. These tools will integrate with the new calgary.ca "get involved" portal, as well as include current (and future) social media tools. In addition, these tools will support online storage, retention, and retrieval capabilities for citizen and stakeholder engagement and research data.

Operating costs of capital: This project requires operating costs of \$10 thousand annually in 2012-2014 budget cycle, which have been included in the 2012-2014 proposed operating budget.

Project 794-003: Digital Technology Enhancements

New Budget Request of \$3 million from 2012 to 2014 with funding from Pay-As-You-Go, to develop self-sustaining digital communications programs, as part of a wider corporate digital communication enhancement strategy. Such programs would include expansion to current digital displays to additional city facilities and services.

Operating costs of capital: This project requires \$40 thousand operating costs in 2012, which have been included in the 2012-2014 proposed operating budget.

Project 794-004: Online Service Enhancements

New Budget Request of \$ 6.3 million from 2012 to 2014 with funding from Pay-As-You-Go, for continual improvement and evergreening of web infrastructure to meet long-term communication and service delivery needs of the Corporation. Additionally, to meet the continuously increasing citizen expectations around online access to city information, services and initiatives.

Project 794-005: Communication Equipment Replacement

New Budget Request of \$500 thousand from 2013 to 2014 with funding from Lifecycle Maintenance & Upgrade Reserve, for lifecycle replacement of communications tools and technology that include the following: Mac computers, monitors, software, plotters and printers for graphic design, web production and mobile crisis communications.

Project 794-006: Video Image Date

New Budget Request of \$500 thousand in 2013 with funding from Lifecycle Maintenance & Upgrade Reserve, to develop and maintain a centralized corporate image/video data centre. This project would support the management of Visual City assets, facilitate the "rights management" and waiver/permission releases that are legally required for an image data centre.

CORPORATE SERVICES: Customer Service & Communications : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
791	002	Corporate Contact Centre	A	S	9,410	1,200	0	0	0	0	1,200	10,610
791	003	Customer Service Tools & Technology	C	U	0	0	1,200	1,200	0	0	2,400	2,400
793	001	Technology-Supported Communications	A	U	1,185	400	0	0	0	0	400	1,585
794	002	Citizen Engagement & Research	C	S	0	500	800	800	0	0	2,100	2,100
794	003	Digital Technology Enhancements	C	S	0	600	1,200	1,200	0	0	3,000	3,000
794	004	Online Service Enhancements	C	S	0	1,200	2,500	2,600	0	0	6,300	6,300
794	005	Communication Equipment Replacement	C	S	0	0	200	300	0	0	500	500
794	006	Video Image Data	C	S	0	0	500	0	0	0	500	500
Total Customer Service & Communications					10,595	3,900	6,400	6,100	0	0	16,400	26,995

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE SERVICES: Customer Service & Communications: Service Highlights

3-1-1 Customer Service Centre and Dispatch	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$7,686	\$7,447	86	\$7,789	\$7,550	86	\$7,856	\$7,617	86

Description of Services

The 3-1-1 Operations Centre provides quality public service through direct access to City information, programs and services via telephone and web contact. Each year 3-1-1 staff respond to 1.1 million customer contacts, co-ordinate 500,000+ service requests and configure and maintain the Customer Service Request (CSR) technology to help other City business units with their service request workflow. On behalf of customers, 3-1-1 co-ordinates and dispatches service work orders to 30 different business units, providing customers with a service request number that enables

accountable tracking and reporting. 3-1-1 provides data and reports on work volumes and geographic trends of customer service requests. 3-1-1 provides workflow redesign for operations, training, issues, customer notifications, and processes payments for services. Mobile application technology allows real-time service request updates by field staff where implemented. These services support City departments in effectively managing workflow, service scheduling, staff planning and budgeting. In the event of a disaster, 3-1-1 becomes the non-emergency contact point for citizens, in conjunction with Disaster Services.

Highlighted Strategies

3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)

4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-Z10)

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

Highlighted Actions

3B1.1 Streamline citizen and customer service request processes and information flow.

4Z1.2 CSC will continue to provide customer-centric services that supports business needs pursuant to the approved customer service framework.

4Z3.5 Implement organizational, process and technology solutions that improve responsiveness and quality-of-service delivery and/or reduce costs.

4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.

4Z5.2 Optimize the delivery of, and access to, City information and/or services.

Business Plan and Budget Highlights

To create capacity and maintain service levels, 3-1-1 will participate in a transformative process and program to encourage self-service on the web. This one-time investment is intended to achieve efficiencies over the long term, manage growth and enable call centre staff to focus on complex customer requests. 3-1-1 will conduct research and analysis to monitor efficiency improvements resulting from increased self-service. Customer call data and web metrics tools will also be utilized to analyze trends and proactively manage volumes.

3-1-1 will continue to pursue technology solutions to manage service delivery and alternative methods of service request intake and information transfer that may include web, mobile and social media technologies. In addition, 3-1-1 will continue to work with other business units to streamline customer service request workflows and fully utilize the existing technology.

Attraction, training and retention is challenging given the current environment.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Customer Service & Communications: Service Highlights

Public & Employee Engagement/Communications	(\$000'S)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$11,632	\$8,199	64	\$11,646	\$8,213	64	\$11,566	\$8,133	64

Description of Services

This service line provides citizen engagement, communications, stakeholder research, crisis communications, media relations, corporate marketing, creative production, social media development and digital solutions. The City's internal communication channels, myCity intranet site, calgary.ca and mobile web applications are developed and managed within this service line. Communicators working within City departments access the services of centralized CSC specialists to develop communication programs that effectively inform and engage citizens. With the advancement of

social media and mobile technology, citizens expect and demand increased engagement, transparent communication, and more timely information in the format of their choice. A variety of both traditional and new digital communication channels are provided to meet the needs of customers and citizens. All City initiatives, new programs and capital projects require communication support. Legislation directs communication requirements for specific City business and programs.

Highlighted Strategies

4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-Z10)

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

4Z6 Enhance engagement and communication practices to improve citizen participation. (CFP-Z7)

Highlighted Actions

4Z1.1 Implement the customer service framework standards and education and provide training for the Corporation.

4Z3.6 Optimize citizen access to information and services through Calgary.ca, the Onward strategy, mobile applications, social media and communication policies.

4Z3.8 CSC will use citizen research, 3-1-1 data and performance measurement results to continually improve service delivery and customer satisfaction.

4Z4.4 Create cost and service efficiencies via a web-first program that promotes more on-line self-service for citizens.

4Z6.2 Improve citizen participation in City planning and decision-making through an enhanced engage! Policy and associated tools, training and guidelines.

Business Plan and Budget Highlights

The focus in 2012–2014 will be optimizing the capabilities of the web, mobile and other digital technology to best serve citizen needs in a cost-effective manner. Over the next three years, major projects and initiatives will include developing corporate customer service standards and training programs to support a customer-centric organization. The "One Voice" strategy through the "Onward" initiative and Council's Plain Language policy will foster clear and consistent City messaging and connect these messages to The City's long-term vision and goals. Work will be done to complete the engage! Policy and toolkit review, and improve opportunities for the public to provide input into City decisions and planning, including development of capital funded on-line engagement and research tools. CSC will implement simplified and more cost-effective vendor management practices for facilitators and engagement practitioners.

Increasing citizen expectations and keeping up with the speed of innovation need to be balanced with the need to restrain expenditures and seek efficiencies, which requires CSC to focus on the most efficient communication channel options to deliver services and information to Calgarians.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES

Fleet Services

(\$ millions)								
2012			2013			2014		
Expend.	Net	FTEs	Expend	Net	FTEs	Expend	Net	FTEs
\$79.5	(\$2.5)	225	\$79.9	(\$2.5)	225	\$80.3	(\$2.5)	225

Overview

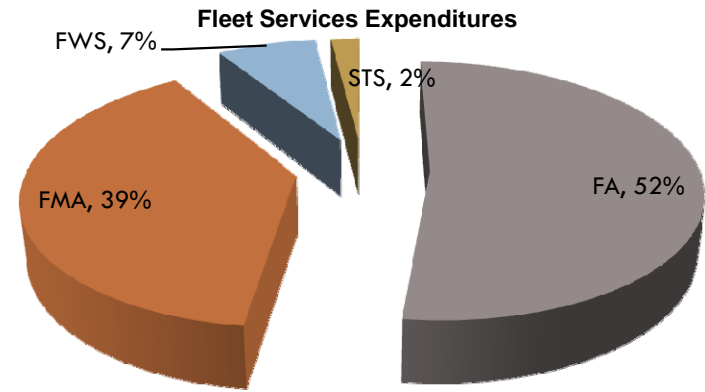
The Fleet Services (FLEET) business unit manages and maintains vehicles and equipment which keeps The City of Calgary going, excluding Calgary Police Services, Calgary Transit and the Calgary Fire Department. Fleet Services is a self-supporting business unit operating on a fee-for-service basis under service level agreements with all customers. This allows customers to negotiate the level and source of service that best meets their needs. Fleet Services leases vehicles and equipment to City business units who are responsible for providing the citizens with services such as: waste and recycling, repairing and cleaning roads, repairing water mains and ensuring that public spaces in Calgary look great. Not only does Fleet Services acquire and maintain The City's vehicles and heavy equipment, it also provides policies to assist in assuring that The City's fleet operates safely and responsibly through operator safety and training services.

List of Services

- Fleet Acquisitions - FA
- Fleet Maintenance & Repairs - FMA
- Fabrication & Welding Services - FWS
- Safety & Training Services - STS
- Recoveries - RCV

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

Fleet Services' customers want products and services based on quality, timely delivery and affordable prices. To effectively support customers, Fleet Services will place continued emphasis on efficiencies in service delivery; source the assets that will have the least impact on the environment; and realize the best value for the Corporation while still enabling the service delivery of customers. Fleet Services will continue to maintain a quality, cost-effective business and deliver the same level of services without rate increases in this three-year plan. Fleet will continue to seek out new and more effective ways of doing business and, through monitoring, we will report on success through the use of key performance indicators and benchmarking.



Addressing Other Emerging Issues

As economic conditions change, the ability to attract and retain hard-to-fill positions such as heavy duty mechanics, becomes a major challenge for Fleet Services. In partnership with Human Resources, Fleet Services is working on a recruitment strategy that will maintain the staff compliment required to deliver services. Customer demand for products and services continues to rise; the pricing structure is continually challenged. Fleet Services will continue to focus on strategies to address product and service delivery options that will provide the greatest overall benefit by partnering with customers and exploring new, innovative ways to meet the demands.

CORPORATE SERVICES: Fleet Services: Actions for Council Approval

Strategies		Actions	Accountable Services
Mobility	2M1 Align capital budgets and service delivery funding with Council Policy and approved infrastructure investment plans. (CFP-M12*)	2M1.1 Review capital projects and programs to prioritize The City's investment in support of Council's plans and decision-making.	FA
		3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)	3B1.1 Streamline citizen and customer service request processes and information flow.
Organization	4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-10)	4Z1.1 Fleet Services will continue to provide customer centric services that support business needs pursuant to the approved customer service framework.	Business Unit Wide
		4Z2 Expand delivery of the shared services model. (CFP-Z2)	4Z2.1 Expand shared service principles and management framework to realize mutual expectations and outcomes as per Service Level Agreements with business units. 4Z2.2 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.
Organization	4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)	4Z3.1 Fleet Services will provide services that align to stakeholder expectations, reflect total cost, manage risks, and optimize resource and mutual benefits.	Business Unit Wide
		4Z3.2 Implement organizational, process and technology solutions that improve responsiveness and quality of service delivery and/or reduce costs.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FA Fleet Acquisitions RCV Recoveries	FMA Fleet Maintenance & Repairs	FWS Fabrication & Welding Services		STS Safety & Training Services	

CORPORATE SERVICES: Fleet Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)	4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.	Business Unit Wide
	4Z4.2 Participate in the corporate zero-based review program as the pilot project in 2012.	Business Unit Wide
	4Z4.3 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.	Business Unit Wide
	4Z4.4 Maintain and/or develop full-cost of service approaches	Business Unit Wide
	4Z4.5 Continue to utilize six sigma methodologies to reduce / eliminate defects in processes.	Business Unit Wide
Organization 4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)	4Z5.1 Provide customers with enhanced, automated fleet utilization reporting to optimize their acquisition, deployment and replacement plans.	FA
Organization 5Z1 Enhance our attraction and recruitment practices.	5Z1.1 In partnership with Human Resources, develop strategies to address potential labour shortages and difficult to fill positions.	FMA

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FA Fleet Acquisitions RCV Recoveries	FMA Fleet Maintenance & Repairs	FWS Fabrication & Welding Services		STS Safety & Training Services	

CORPORATE SERVICES: Fleet Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)	5Z2.1 Implement business unit wellness programs based on the results of the Fleet Services Employee Health and Wellness Survey.	Business Unit Wide
	5Z2.2 Continue succession planning initiatives.	Business Unit Wide
	5Z2.3 Sustain professional development, apprentice and mentoring programs.	FA,FMA,FWS
	5Z2.4 Support employee learning to enhance professional skills, career opportunities and retention.	Business Unit Wide
Organization 5Z3 Promote a work environment and culture that supports retention of employees.	5Z3.1 Collaborate with Fleet Services employees to action annual Corporate Employee Survey results and create a more engaging workplace.	Business Unit Wide
Organization 5Z4 Provide a safe workplace environment.	5Z4.1 Implement and maintain a safety and environmental governance model that meets legislative and corporate requirements.	Business Unit Wide
	5Z4.2 Successfully fulfill the requirements for the Certificate of Recognition (COR) Safety Audit in 2013.	Business Unit Wide
	5Z4.3 Conduct quarterly site safety inspections and respond in an appropriate and timely manner to reported Fleet Services site and facility health and safety issues.	FMA
Organization 6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.	6Z3.1 Deliver projects based upon revised project management framework.	FA,FMA,FWS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FA Fleet Acquisitions RCV Recoveries	FMA Fleet Maintenance & Repairs	FWS Fabrication & Welding Services	STS Safety & Training Services		

CORPORATE SERVICES: Fleet Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z4 Provide our customers with cost-efficient, safe, reliable and environmentally responsible assets (CFP-C4).	6Z4.1 Facilitate asset management decisions for corporate and community infrastructure based on lifecycle costing information.	FA
	6Z4.2 Continue to source assets that have the least impact on the environment while meeting customer needs.	FA

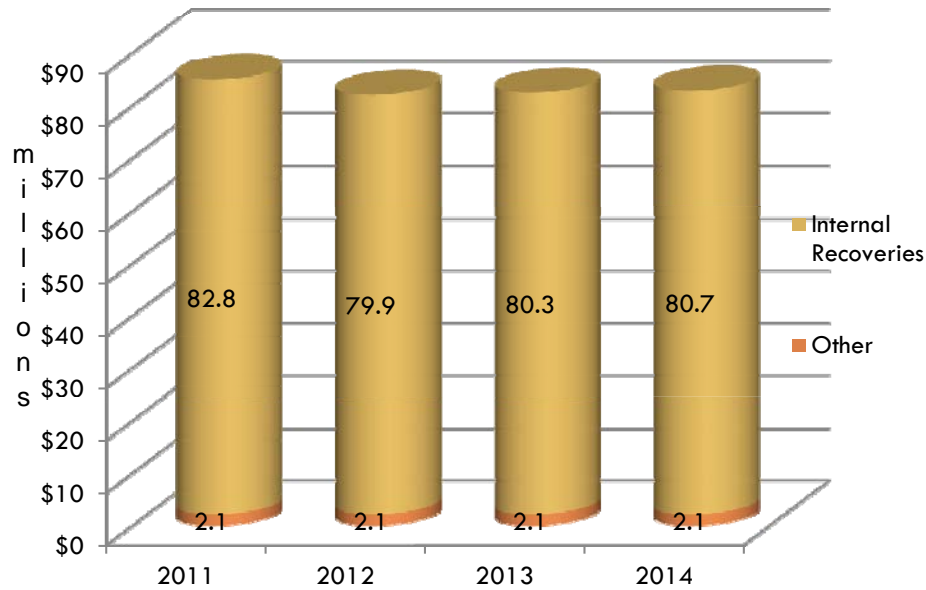
 For Council Approval

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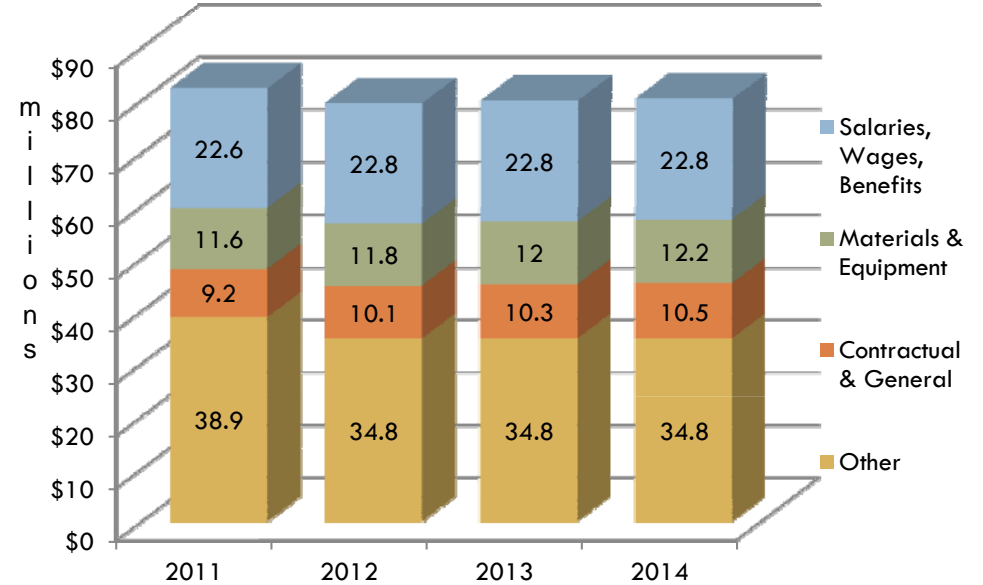


CORPORATE SERVICES: Fleet Services: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.3	\$0.3	1	\$0.2	\$0.2	1	\$0.2	\$0.2	1	\$0.2	\$0.2	1
Fleet Recoveries	0.0	(84.9)	0	0.0	(82.0)	0	0.0	(82.4)	0	0.0	(82.8)	0
<u>Services:</u>												
Fleet Acquisition	45.1	45.1	29	41.1	41.1	28	41.2	41.2	28	41.2	41.2	28
Fleet Maintenance & Repairs	29.4	29.4	157	31.1	31.1	157	31.4	31.4	157	31.7	31.7	157
Fabrication & Welding	5.7	5.7	28	5.2	5.2	28	5.2	5.2	28	5.3	5.3	28
Safety & Training	1.8	1.8	11	1.9	1.9	11	1.9	1.9	11	1.9	1.9	11
Total Fleet	\$82.3	(\$2.6)	226	\$79.5	(\$2.5)	225	\$79.9	(\$2.5)	225	\$80.3	(\$2.5)	225

CORPORATE SERVICES: Fleet Services: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Fleet Services recently completed a review of its business structure primarily focused on process improvements resulting in a reduction of one foreman position and one-half of an administrative support position. Combined with decreased operating expenditures for stores support, shop tools and equipment, contracted welders, and increased productivity, Fleet Services will be able to maintain its charge out rate structure at the 2011 level for the 2012-2014 business plan and budget cycle.

Service and Budget Increases/Recovery Decrease

As Fleet Services is a self-supporting business unit, its expenditures are offset by external revenues (i.e. Alberta Health Services - emergency medical services fleet maintenance) and internal service fees (i.e. recoveries) received.

Per Council policy, Fleet Services is required to contribute 10 percent of the value of equity in capital assets annually to City general revenues. Replacement and growth planning is a shared responsibility between the customer and Fleet Services. Improved utilization, customer operational efficiencies and more cost-effective solutions have led to downsizing the number of fleet units. This trend is anticipated to continue which may lead to further decreases in the annual equity contribution. Consequently, as a result of this decrease in fleet size, the Return on Equity (ROE) amount has been reduced by \$162,000.

Budget Reductions with Service Impact

There are no budget reductions with service impact.

<u>Summary of net operating budget changes (\$000s)</u>			
	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	\$0	\$0	\$0
Service and budget increases/recovery decrease	162	0	0
Budget reductions with service impact	0	0	0
Total base changes	<u>162</u>	<u>0</u>	<u>0</u>
One-Time	0	0	0
Less: Previous year's One-time	0	0	0
Total budget changes	<u>\$162</u>	<u>\$0</u>	<u>\$0</u>

CORPORATE SERVICES: Fleet Services: Capital Projects Requiring Approval

(\$000s)

\$32,189 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
871-000	Replacements	U	C	0	0	100,792	28,561	36,705	35,526	0	0	100,792
871-001	Growth	G	C	0	0	3,028	1,766	1,137	125	0	0	3,028
Total Program 871 : Fleet Acquisitions				0	0	103,820	30,327	37,842	35,651	0	0	103,820
872-001	Maintenance Mgmt. Systems	U	C	0	0	750	300	300	150	0	0	750
872-003	Machinery - Maintenance	M	C	0	0	900	300	300	300	0	0	900
Total Program 872 : Support Facilities				0	0	1,650	600	600	450	0	0	1,650
				0	0	105,470	30,927	38,442	36,101	0	0	105,470

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project

Funding For Capital Projects

Self-supported Debts	30,927	38,442	36,101	0	0	105,470
Total Funding	30,927	38,442	36,101	0	0	105,470

Explanation of Budget Requests

Program 871 : Fleet Acquisitions

Project 871-000: Replacements

New Budget Request of \$100.792 million from 2012-2014 with funding from self-supported debt, for replacement of end-of-life units to clients business units.

Project 871-001: Growth

New Budget Request of \$3.028 million from 2012-2014 with funding from self-supported debt, for growth units to clients business units.

CORPORATE SERVICES: Fleet Services: Capital Projects Requiring Approval

Program 872 : Support Facilities

Project 872-001: Maintenance Mgmt. Systems

New Budget Request of \$750 thousand from 2012-2014 with funding from self-supported debt, for current system upgrades and development of new systems.

Project 872-003: Machinery - Maintenance

New Budget Request of \$900 thousand from 2012-2014 with funding from self-supported debt, for purchase and replacement of shop-floor tools, equipment.

CORPORATE SERVICES: Fleet Services : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
871	000	Replacements	A	U	97,464	13,000	0	0	0	0	13,000	110,464
871	000	Replacements	C	U	0	28,561	36,705	35,526	0	0	100,792	100,792
871	000	Replacements	D	U	0	0	0	0	35,000	36,750	71,750	71,750
871	001	Growth	C	G	0	1,766	1,137	125	0	0	3,028	3,028
871	001	Growth	D	G	0	0	0	0	5,000	5,250	10,250	10,250
872	001	Maintenance Mgmt. Systems	C	U	0	300	300	150	0	0	750	750
872	001	Maintenance Mgmt. Systems	D	U	0	0	0	0	150	150	300	300
872	003	Machinery - Maintenance	C	M	0	300	300	300	0	0	900	900
872	003	Machinery - Maintenance	D	M	0	0	0	0	300	300	600	600
872	005	Furniture & Fixtures	D	U	0	0	0	0	50	50	100	100
Total Fleet Services					97,464	43,927	38,442	36,101	40,500	42,500	201,470	298,934

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE SERVICES: Fleet Services: Service Highlights

Fleet Acquisitions	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$41,130	\$41,130	28	\$41,187	\$41,187	28	\$41,243	\$41,243	28

Description of Services

Fleet Acquisitions oversees the life cycle management and leasing of vehicles and equipment to City client business units, with the exception of Calgary Police Services, Calgary Transit and Calgary Fire. This includes evaluating new units and technologies for replacement of units coming to the end of their optimal life, as well as growth units.

Fleet Acquisitions takes care of commissioning of new units into service, decommissioning and disposal of replaced units, development of quality and maintenance technical standards as well as the provision from third parties of short term leasing and hiring of vehicle & equipment with operators to other City business units.

Highlighted Strategies

2M1 Align capital budgets and service delivery funding with Council policy and approved infrastructure investment plans. (CFP-M12*)

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

6Z4 Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)

Highlighted Actions

2M1.1 Review capital projects and programs to prioritize The City's investment in support of Council's plans and decision-making.

4Z3.1 Fleet Services will provide services that align to stakeholder expectations, reflect total cost, manage risks, and optimize resource and mutual benefits.

4Z5.1 Provide customers with enhanced, automated fleet utilization reporting to optimize their acquisition, deployment and replacement plans.

6Z4.1 Facilitate asset management decisions for corporate and community infrastructure based on lifecycle costing information.

6Z4.2 Continue to source assets that have the least impact on the environment while meeting customer needs.

Business Plan and Budget Highlights

Fleet Acquisition manages the lifecycle replacement for approximately 3,000 units to meet the short and long-term needs of City operations. Fleet Acquisition applies asset management best practices to optimize the life of the asset and create efficiencies in our fleet. Fleet Acquisition continually look for and test new and emerging technology to provide our customers with options that have the lowest environmental impact while still meeting their needs.

Fleet Acquisition will continue to focus on effective and efficient service delivery through a strategic review of service delivery options, streamlining asset management processes and applying technology solutions. Fleet Acquisition will measure our success through the use of performance metrics that measure efficiency and effectiveness for fleet and its customers.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Fleet Services: Service Highlights

Fleet Maintenance & Repairs	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$31,103	\$31,103	157	\$31,418	\$31,418	157	\$31,729	\$31,729	157

Description of Services

Fleet Maintenance and Repairs performs preventative maintenance and repairs for The City's fleet in accordance with manufacturers' recommendations and warranty requirements. Fleet Maintenance & Repairs administers fleet maintenance and inspection programs in alignment with the National Safety Code requirements and other federal and provincial legislative requirements.

Fleet Maintenance & Repairs also provides autobody painting, refurbishing and collision damage repair services.

Highlighted Strategies

4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-Z10)

4Z2 Expand delivery of the shared services model. (CFP-Z2)

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

5Z1 Enhance our attraction and recruitment practices.

5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)

Highlighted Actions

4Z1.1 Fleet Services will continue to provide customer centric services that supports business needs pursuant to the approved customer service framework.

4Z2.2 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.

4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.

5Z1.1 In partnership with Resources, develop strategies to address potential labour shortages and difficult to fill positions.

5Z2.3 Sustain professional development, apprentice and mentoring programs.

Business Plan and Budget Highlights

Fleet Maintenance and Repairs provides maintenance services for about 3,400 units from seven locations, up to seven days a week. Four of these locations are customized to meet the needs of specific customers. On average, staff attend to 45 thousand work orders annually. In consultation with customers, the maintenance service delivery model is evolving to allow Fleet Maintenance & Repairs to continue to provide a cost-effective solution for vehicle and equipment maintenance that will meet customer demand. This will be measured through the use of performance metrics as a means of determining the success of change initiatives and customer satisfaction.

Alberta's workforce has always created demand for heavy duty mechanics. The economic climate dictates the fluctuation in need, but the end result is that this skill set is in high demand, creating a shortage of heavy duty mechanics that stretches beyond provincial borders. In consultation with Human Resources, a retention and recruitment strategy will be developed for hard-to-fill positions. Additionally, Fleet Maintenance & Repair will continue to focus on increasing efficiencies and alternative service delivery models to aid in meeting customer demand.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Fleet Services: Service Highlights

Fabrication & Welding Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$5,209	\$5,209	28	\$5,229	\$5,229	28	\$5,250	\$5,250	28

Description of Services

Fabrication and Welding Services provides a wide range of design, machining, welding, fabrication, manufacturing, restoration and refurbishing services to meet specialized customer requirements. This includes the fabrication of fleet components (e.g. sewer cleaners, sanders, service bodies), as well as maintenance of facilities and turnkey manufacturing projects for City business units.

Highlighted Strategies

3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)

4Z2 Expand delivery of the shared services model. (CFP-Z2)

5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)

Highlighted Actions

3B1.1 Streamline citizen and customer service request processes and information flow.

4Z2.2 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.

5Z2.3 Sustain professional development, apprentice and mentoring programs.

Business Plan and Budget Highlights

Fabrication and Welding Services will continue to focus on remaining competitive with the private sector to ensure the best value to The Corporation. To ensure customer satisfaction, our service delivery will be measured based on timely output, quality of product and cost effectiveness.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Fleet Services: Service Highlights

Safety & Training Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,860	\$1,860	11	\$1,873	\$1,873	11	\$1,860	\$1,860	11

Description of Services

Safety and Training Services include driver/operator policies, training for operation of City units, and collision investigation for approximately 4,500 certified operators, excluding Calgary Police Services, Calgary Fire and Calgary Transit.

On behalf of The Corporation we manage the legislative requirements related to the operation of a commercial fleet, which includes the National Safety Code, the Alberta Traffic Safety Act and the Occupational Health and Safety Act, Regulation and Code.

Highlighted Strategies

3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)

4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-Z10)

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

5Z4 Provide a safe workplace environment.

Highlighted Actions

3B1.1 Streamline citizen and customer service request processes and information flow

4Z1.1 Fleet Services will continue to provide customer centric services that support business needs pursuant to the approved customer service framework.

4Z3.2 Implement organizational, process and technology solutions that improve responsiveness and quality of service delivery and/or reduce costs.

5Z4.1 Implement and maintain a safety and environmental governance model that meets legislative and corporate requirements.

5Z4.2 Successfully fulfill the requirements for the Certificate of Recognition (COR) Safety Audit in 2013.

Business Plan and Budget Highlights

In consultation with our customers, the service delivery model will be reviewed to ensure the legislative requirements are met in an efficient and effective manner. Key performance indicators will be monitored to ensure successful service delivery and customer satisfaction.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Fleet Services: Service Highlights

Recoveries	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$0	(\$82,012)	0	\$0	(\$82,404)	0	\$0	(\$82,791)	0

Description of Services

Fleet Services is a self-supporting business unit and recovers all services provided to client business units. By policy, Fleet Services returns 10 per cent of equity to the tax base. The total return on equity amounts to \$2.5 million/year and is shown as net budget.

Fleet Services also provides fleet maintenance services to surrounding communities (revenues of \$2 million/year are included in the amounts shown above).

Highlighted Strategies

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

Highlighted Actions

4Z4.3 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.

4Z4.4 Maintain and/or develop full-cost of service approaches.

Business Plan and Budget Highlights

Fleet Services operates on a fee-for-service basis under service level agreements with all our customers. This means we are voluntarily open to competition from the private sector which allows our customers to negotiate the level and source of service that best meets their needs. The service level agreements define the partnership between Fleet Services and its customers as well as the key performance indicators that aid in measuring a successful partnership.

For the 2012 -2014 business cycle Fleet Services will maintain the charge out rates at the 2011 base rates. This will be achieved through continual improvement in our operations. Fleet Services will continue to apply activity based costing, six sigma, integrated management system (ISO 14001, ISO 9001 and OHSAS 18001 registration) and benchmarking methodologies and tools to enable business decisions that lead to best practices in the fleet industry.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES

Human Resources	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$34.8	\$25.3	234	\$34.9	\$25.5	231	\$34.7	\$25.3	228

Overview

Human Resources (HR) designs and implements human resource strategies and programs to help meet business objectives throughout the Corporation. Specific areas of program delivery include recruitment, compensation, pensions, organizational effectiveness, and workforce and career planning programs designed to attract, develop and retain The City of Calgary's workforce. In addition HR ensures that employees are correctly paid for their service, all legislated deductions are submitted to the proper authorities and that employee records are maintained throughout the life cycle of an employee from pre-employment application through career changes to post-retirement benefits administration. Finally, HR provides labour relations consulting, collective agreement negotiations and arbitrations as well as health and wellness benefits and programs to foster a healthy work environment.

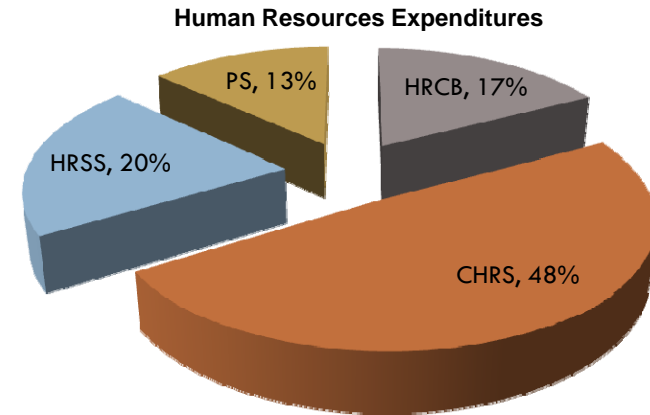
List of Services

- HR Consulting to Businesses - HRCB
- Corporate HR Services - CHRS
- HR Shared Services - HRSS
- Pay Services - PS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

HR is the lead business unit supporting Council's Fiscal Plan (CFP) priority area to, "Maintain The City of Calgary as an employer of choice, focusing on employee career development and wellness throughout the organization" under the broader theme of becoming a more effective and disciplined organization. As such, HR supports the 2020 Sustainability Direction with immediate and long-term strategies to attract, develop and retain employees, including enhanced workforce planning and recruitment, diversity and inclusion, increased learning and development opportunities (such as enhanced supervisory and management development programs), and health and wellness initiatives.

HR partners with client business units to ensure that the Corporation has the right people in the right positions, at the right time to provide efficient and effective service to the citizens of Calgary.



Addressing Other Emerging Issues

An emerging issue that will impact most businesses nation-wide is the change in the composition of the available workforce in the next few years. The average age of the workforce is increasing and older employees are starting to retire. These retirements will create a shortage of skilled employees and leaders. Increased competition for these skilled individuals in certain professions will make recruitment and retention more difficult. In response, HR is implementing expanded recruitment and outreach initiatives, looking at the establishment of an in-house search capability, as well as consulting with the businesses to help transfer knowledge and manage change. To prepare new leaders, HR has implemented programs in supervisory and manager development and enhanced support for succession and workforce planning. The increased competition for labour will make retaining employees a challenge so HR is creating career development strategies, including a virtual career centre. Maintaining competitive offerings in both compensation and benefits, including health and wellness programs, will also be important.

CORPORATE SERVICES: Human Resources: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Organization</p> <p>4Z2 Expand delivery of the shared services model. (CFP-Z2)</p>	<p>4Z2.1 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)</p>	<p>4Z3.1 Seek ongoing direction and feedback from the HR Client Council to provide services that align to business needs and meet client expectations.</p>	<p>Business Unit Wide</p>
	<p>4Z3.2 Human Resources will partner with other City business units to improve service delivery and outcomes for citizens.</p>	<p>Business Unit Wide</p>
	<p>4Z3.3 Implement organizational, process and technology solutions that improve responsiveness and quality-of-service delivery and/or reduce costs.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)</p>	<p>4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.</p>	<p>Business Unit Wide</p>
	<p>4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)</p>	<p>4Z5.1 Expand online access to Human Resources services, web and mobile information, and make it easier to use.</p>	<p>CHRS, HRCB, PS</p>
	<p>4Z5.2 Provide the software tools, business analytics, and decision models to Human Resources staff and clients to manage the workforce of The City.</p>	<p>CHRS</p>
	<p>4Z5.3 Implement and align systems with The City's Technology Plan.</p>	<p>CHRS</p>

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
HRCB HR Consulting to Businesses	CHRS Corporate HR Services	HRSS HR Shared Services	PS Pay Services		

CORPORATE SERVICES: Human Resources: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z1 Enhance our attraction and recruitment practices.	5Z1.1 Expand outreach efforts into undertapped markets to supply The City's workforce needs.	CHRS
	5Z1.2 Investigate the feasibility of establishing an in-house "search firm" capability for difficult-to-fill positions.	CHRS
Organization 5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)	5Z2.1 Develop and implement a City of Calgary virtual career centre to help employees develop their City careers.	CHRS
	5Z2.2 Support the implementation of career development initiatives across the Corporation.	CHRS
	5Z2.3 Continue to deliver the supervisory and management development programs to strengthen managerial competencies at The City.	CHRS
	5Z2.4 Implement business unit wellness programs based on the results of the Human Resources Employee Health and Wellness Survey.	Business Unit Wide
	5Z2.5 Continue succession planning initiatives.	CHRS
	5Z2.6 Continue the Human Resources Development Program to develop and mentor future Human Resource Advisors.	CHRS
	5Z2.7 Review and define job skill set descriptions to allow for career development and progression.	HRCB, CHRS
	5Z2.8 Support employee learning to enhance professional skills, career opportunities and retention.	Business Unit Wide
	5Z2.9 Foster a safe, healthy and balanced work environment by promoting health, wellness and safety initiatives to Human Resources employees.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
HRCB HR Consulting to Businesses	CHRS Corporate HR Services		HRSS HR Shared Services	PS Pay Services	

CORPORATE SERVICES: Human Resources: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z3 Promote a work environment and culture that supports retention of employees.	5Z3.1 Implement the diversity and inclusion framework to attract a diverse workforce and create a welcoming and supportive work environment.	HRCB, CHRS
	5Z3.2 Participate on the "Tomorrow's Workplace" team to develop more innovative workspaces for the future.	HRCB, CHRS
	5Z3.3 Collaborate with Human Resources employees to action annual Corporate Employee Survey results and create a more engaging workplace.	Business Unit Wide
Organization 5Z4 Provide a safe workplace environment.	5Z4.1 Prepare Human Resources to successfully fulfill the requirements for the Certificate of Recognition (COR) Safety Audit in 2013.	Business Unit Wide
	5Z4.2 Conduct quarterly site safety inspections and respond in an appropriate and timely manner to reported HR site and facility health and safety issues.	Business Unit Wide
Organization 5Z5 Ensure employee compensation and benefits remain competitive in the marketplace.	5Z5.1 Negotiate contracts with unions and associations to provide fair wages and benefits relative to comparators.	CHRS
	5Z5.2 Conduct a review of the overall terms and conditions of exempt employees at The City.	CHRS
Organization 6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.	6Z3.1 Deliver projects based upon revised project management framework (where appropriate).	Business Unit Wide

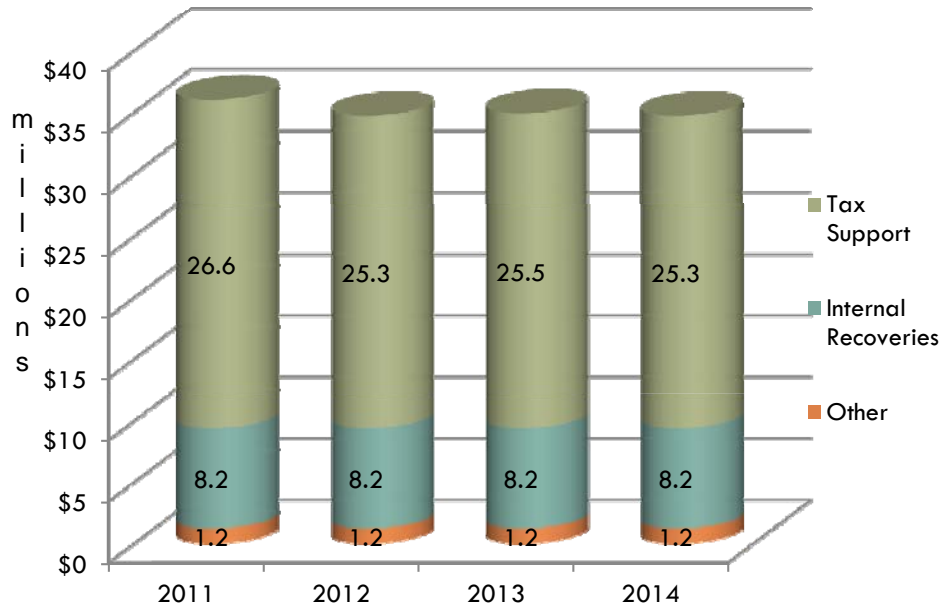
 For Council Approval

 For Council Information

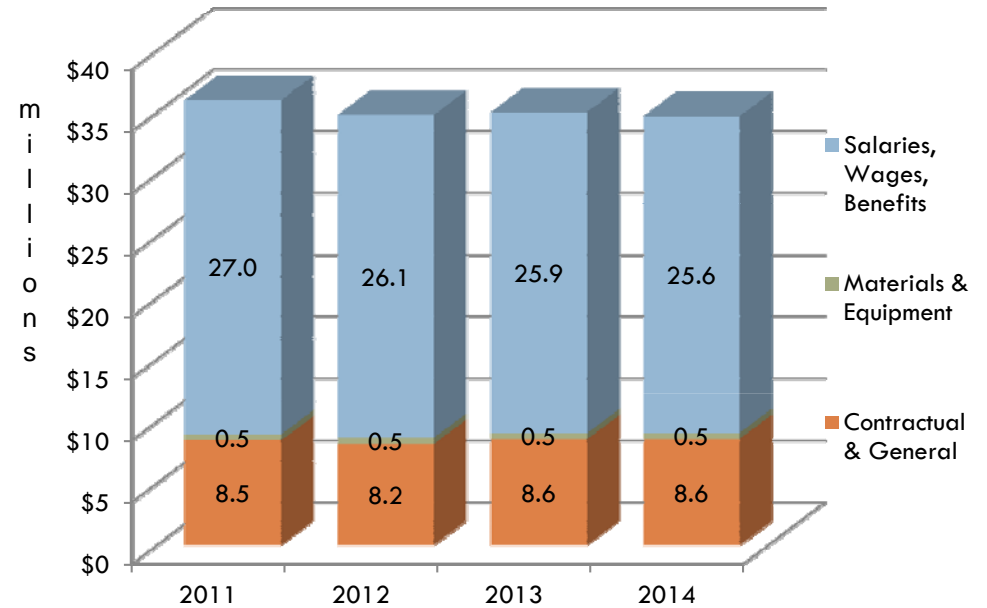
Community	Places	Mobility	Business	Organization	Finance
HRCB HR Consulting to Businesses	CHRS Corporate HR Services	HRSS HR Shared Services	PS Pay Services		

CORPORATE SERVICES: Human Resources: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary

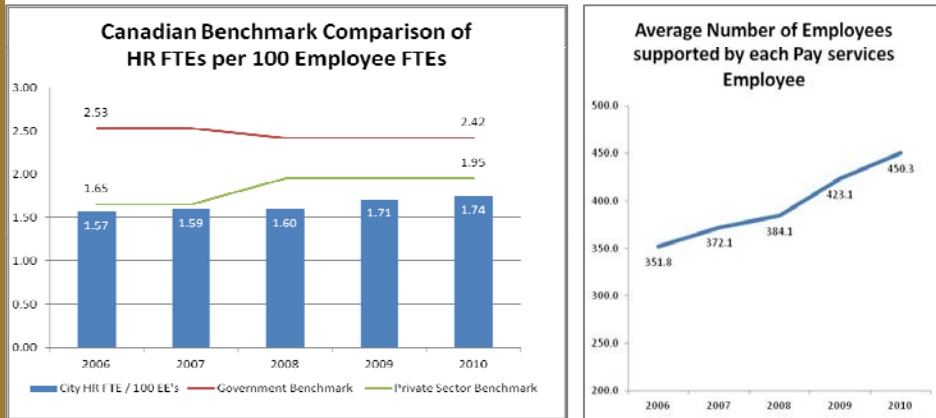


Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.8	\$0.8	4	\$0.8	\$0.8	4	\$0.8	\$0.8	4	\$0.8	\$0.8	4
Services:												
HR Consulting to Businesses	6.3	5.7	46	6.2	5.6	44	6.1	5.5	44	6.0	5.4	43
Corporate HR Services	17.3	10.0	86	16.4	9.1	83	16.7	9.5	82	16.9	9.6	82
HR Shared Services	7.0	5.8	54	7.0	5.8	54	6.9	5.7	53	6.7	5.5	52
Pay Services	4.6	4.2	51	4.5	4.1	50	4.4	4.0	49	4.4	4.0	48
Total Human Resources	\$36.0	\$26.6	240	\$34.8	\$25.3	234	\$34.9	\$25.5	231	\$34.7	\$25.3	228

CORPORATE SERVICES: Human Resources: Business Plan and Budget Highlights

Productivity gain (Budget reduced with no service impact)



HR continues to be efficient in supporting the Corporation according to the Conference Board of Canada's Canadian Benchmark of HR employees per 100 Corporate employees. The City of Calgary's HR staff ratio (1.74 HR employees per 100 employees) is lower than both the overall Canadian government ratio (2.42 HR/100 staff) and private sector ratio (1.95 HR/100 staff). Pay Services specifically showed a dramatic increase in efficiency through standardization, centralization, training and documentation, as well as investments in technology to increase the average number of employees supported by 1 Pay Services employee from 351.8 in 2006 to 450.3 in 2010. The following reductions continue to show an attempt at increasing HR efficiency without impacting the service provided to the Corporation.

2012 - (\$506 thousand) Introduction of less experienced (and less expensive) staff into the consulting staff mix and realignment of less complex work allows for cost saving and an increase in the capacity of senior staff to perform work previously done by external contractors. Efficiencies gained through continuous process improvements will allow for the reduction of a pay administrator position without a reduction in service. Sharing administrative support between divisions will result in the reduction of an administrative resource.

2013 - (\$352 thousand) Reduction due to increases in efficiencies from cross-training staff and consolidation of some service functions, absorption of contracted work into existing staff workloads, consolidation of recruitment activities into a more centralized delivery model, and further changes to the consulting staffing mix.

2014 - (\$603 thousand) Reduction due to realization of productivity increases from changes in the staffing mix, process improvements in pensions and benefits and case management support in the Return to Work process, continued savings from 2013 service consolidation, increased reliance on internal staff instead of external contractors for electronic document and records management responsibilities, and increased internal process improvements resulting from the roll-out of self service functionality to clients for pay processing and the use of increased eservices.

Service and Budget Increases

2013 - (\$504 thousand) Reinvestment to cover non-salary inflation such as contracted sickness and accident adjudication, and to support Council's Fiscal Plan directional statement to maintain The City as an employer of choice (CFP-Z6) by redesigning the exempt job evaluation system, leveraging technology to help in career development, training, and succession planning, reinvesting in corporate recruitment strategies, and development of labour relations training.

2014 - (\$395 thousand) Reinvestment to cover non-salary inflation associated with acquiring labour relations expertise and to pursue further opportunities through technology to increase future efficiencies and/or service improvements for our clients in areas such as career development, workforce planning, and succession planning.

Budget Reductions with Service Impact

All reductions have been achieved through productivity gains.

Summary of net operating budget changes (\$000s)

	2012	2013	2014
Productivity Gain (Budget reduced with no service impact)	(\$506)	(\$352)	(\$603)
Service and budget increases	0	504	395
Budget reductions with service impact	0	0	0
Total base changes	(506)	152	(208)
One-Time	0	0	0
Less: Previous Year's One-time	(700)	0	0
Total budget changes	(\$1,206)	\$152	(\$208)

CORPORATE SERVICES: Human Resources : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
795	001	Records Management	A	S	550	450	0	0	0	0	450	1,000
795	002	Corporate Workforce Strategy	A	G	300	200	0	0	0	0	200	500
Total Human Resources					850	650	0	0	0	0	650	1,500

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE SERVICES: Human Resources: Service Highlights

HR Consulting to Businesses	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$6,152	\$5,600	44	\$6,078	\$5,526	44	\$5,964	\$5,412	43

Description of Services

HR provides consulting services to leaders and employees across all business units. We work with department and business unit management to develop specific HR strategies and actions to support annual and three-year business goals. HR staff consults with business units on a wide range of human resource management practices including recruitment, staffing and workforce planning, organization structure, compensation, leadership effectiveness and succession planning, performance management, employee and labour relations, employee engagement,

workplace culture, diversity and inclusion, workplace and employee wellness, and change management.

HR also consults with leaders on the interpretation and application of corporate policy, collective agreements, governance and applicable legislation. HR consults with individual employees and leaders to improve working relationships, work environment and work performance. The effectiveness of this service is predicated on knowledge of both human resources management and the business.

Highlighted Strategies

4Z2 Expand delivery of the shared services model. (CFP-Z2)

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)

5Z3 Promote a work environment and culture that supports retention of employees.

Highlighted Actions

4Z2.1 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.

4Z3.1 Seek ongoing direction and feedback from the Human Resources Client Council to provide services that align to business needs and meet client expectations.

4Z3.2 Human Resources will partner with other City business units to improve service delivery efficiencies and outcomes for our citizens.

5Z2.7 Review and define job skill set descriptions to allow for career development and progression.

5Z3.1 Implement the diversity and inclusion framework to attract a diverse workforce and create a welcoming and supportive work environment.

Business Plan and Budget Highlights

In consultation with business unit leaders, HR Advisors are assigned to deliver field support for the highest priority business and people challenges. They help with the delivery of current public services and consult on business-led initiatives to improve service delivery. Annual workplans are developed in partnership with each department/business unit and adjusted as necessary throughout the year. As the face of HR, advisors working in the field can draw upon more in-depth technical advice from Corporate HR Services, and/or provide business feedback to Corporate HR Services regarding the need for new or enhanced HR programs as the environment changes.

The following productivity achievements and budget reductions have been identified in **2012** - (\$125 thousand) Savings gained by introduction of less experienced staff into the consulting staff mix and realignment of work; and a move towards a more economical, although potentially less tailored and responsive service delivery model for organizational development support; and sharing administrative support between divisions resulting in the reduction of an administrative resource. **2013** - (\$74 thousand) Further changes to the staffing mix and economies derived from the delivery of organizational development support. **2014** - (\$128 thousand) Final realization of economies from the new organizational development delivery model.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Human Resources: Service Highlights

Corporate HR Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$16,359	\$9,107	83	\$16,737	\$9,485	82	\$16,879	\$9,627	82

Description of Services

Corporate HR Services provides support to the organization through areas of specialization and expertise, including recruitment, labour relations, compensation, organizational effectiveness, leadership and career development, workforce planning, health and wellness, and HR information systems.

Corporate-wide, the services include supervisory and management development programs, performance management programs, standardized frameworks for career development and mentorship, corporate systems for developing and rating job descriptions, health and wellness initiatives, strategic labour relations advice (including negotiating collective agreements with 10 unions), resolving grievances, and providing a corporate orientation program.

Highlighted Strategies

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

5Z1 Enhance our attraction and recruitment practices.

5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)

5Z3 Promote a work environment and culture that supports retention of employees.

Highlighted Actions

4Z3.1 Seek ongoing direction and feedback from the Human Resources Client Council to provide services that align to business needs and meet client expectations.

5Z1.1 Expand outreach efforts into undertapped markets to supply The City's workforce needs.

5Z2.2 Support the implementation of career development initiatives across the Corporation.

5Z2.4 Implement business unit wellness programs based on the results of the HR Employee Health and Wellness Survey.

5Z3.1 Implement the diversity and inclusion framework to attract a diverse workforce and create a welcoming and supportive work environment.

Business Plan and Budget Highlights

HR provides programs and services to help maintain The City of Calgary's standing as an employer of choice so business units can attract and retain skilled and engaged employees and be aligned with Council's Fiscal Plan. Over the next three years we will complete union negotiations, implement the new diversity and inclusion framework, enhance workforce planning and recruitment support for hard-to-fill positions, oversee contracted supervisory and management development programs, develop and implement a virtual career centre, enhance self-service capability for employees and managers, introduce case management support for the Return to Work process, represent City interests on provincial pension plan consultations, and manage our contracted benefit service providers.

The following productivity achievements and budget reductions have been identified in **2012** - (\$239 thousand) Savings gained by introduction of less experienced staff into the consulting staff mix and realignment of work; transfer of work from external contractors to internal staff; reduction to business expenses; sharing administrative support between divisions resulting in the reduction of an administrative resource; and reduction to corporate recruitment campaign. **2013** - (\$121 thousand) Further changes to the staffing mix, absorption of contracted work into existing staff workloads, and consolidation of recruitment activities into a more centralized delivery model. **2014** -(\$238 thousand) Further changes to the staffing mix, efficiency gains from case management support in the Return to Work process, efficiency gains from process improvement in the Pension/Benefits area; and by in-sourcing a recruitment technology.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Human Resources: Service Highlights

HR Shared Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$6,969	\$5,776	54	\$6,889	\$5,696	53	\$6,701	\$5,508	52

Description of Services

HR Shared Services (HRSS) is often the first point of contact for the public, employees, supervisors and managers at The City of Calgary for HR processes related to policies, programs and services. HRSS provides accurate, responsive, quality and cost-effective administration and transaction processing related to employees, jobs, positions and salaries; pension and benefits; corporate rewards and recognition; HR records and document management; incoming telephone inquiries

(from the public and City employees) regarding HR related information.

HRSS also runs the Seasonal Recruitment office (SEO) and our Temporary Agency Services (TESA). SEO co-ordinates the hiring (recalls, rehires and new hires) and layoffs of seasonal workers. TESA provides temporary staffing solutions in response to illness, vacation, special projects, work overloads, and short-term vacancies.

Highlighted Strategies

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)

Highlighted Actions

4Z3.3 Implement organizational, process and technology solutions that improve responsiveness and quality of service delivery and/or reduce costs.

4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.

4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.

4Z5.1 Expand online access to HR services, web and mobile information, and make it easier to use.

5Z2.8 Support employee learning to enhance professional skills, career opportunities and retention.

Business Plan and Budget Highlights

HRSS continues to seek improvements in efficiency and the quality of our administrative processes through process simplification and streamlining, both internally and between The City of Calgary and external service providers such as Alberta Blue Cross and Alberta Pension Services. Greater efficiencies are being realized through documentation and training, enhanced technology, staff cross-training to more efficiently handle workload peaks and valleys, and the introduction of enhanced self-service capability for our customers.

The following productivity achievements have been identified in **2012** - (\$22 thousand) from a reduction in business expenses. In addition, a further \$120 thousand was identified through efficiency gains in the administration of the Rewards and Recognition program which has been re-invested in the awards program. **2013** - (\$80 thousand) consolidation of service functions and cross-training to better utilize capacity. **2014** - (\$188 thousand) continued savings from 2013 service consolidation plus increased reliance on internal staff instead of external contractors for electronic document and records management responsibilities.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Human Resources: Service Highlights

Pay Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,499	\$4,063	50	\$4,433	\$3,997	49	\$4,403	\$3,967	48

Description of Services

Pay Services provides quality and timely payroll services to all City of Calgary employees and third party affiliates, having regard to the judicious and economical expenditure of taxpayer funds in meeting all payroll obligations. The key services provided by Pay Services include accurate and timely production and control of all regular and off-cycle payments, Records of Employment and annual tax slips, accurate allocation of all pay-related costs, statistical reporting of payroll data, client user support to time and attendance systems (training, communications, audit control, reporting), and ensuring compliance with all legislative, contractual and policy

provisions governing the administration of pay, leave plan administration and benefit payments. Corporate payroll costs are in excess of \$1 billion annually. Given these large costs, Pay Services devotes considerable effort to ensure appropriate payroll controls and regular auditing of pay processing functions to ensure accuracy and consistency. Internal and external payroll audits are carried out regularly on The City of Calgary's pay processing function and the successful audit outcomes have illustrated the value added in the front end payroll controls and audit efforts performed by the HR Pay Services group.

Highlighted Strategies

4Z2 Expand delivery of the shared services model. (CFP-Z2)

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)

Highlighted Actions

4Z2.1 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.

4Z3.3 Implement organizational, process and technology solutions that improve responsiveness and quality of service delivery and/or reduce costs.

4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.

4Z5.1 Expand online access to HR services, web and mobile information, and make it easier to use.

5Z2.4 Implement business unit wellness programs based on the results of the HR Employee Health and Wellness Survey.

Business Plan and Budget Highlights

Pay Services will continue to deliver accurate and timely pay to all employees and contracted third party affiliates, including legislated deductions and remittances to provincial and federal authorities. We pursue ongoing process improvement initiatives and technology enhancements to increase productivity and service delivery year over year. By the end of 2014, Pay Services will have introduced some level of employee self-service to all employees and managers. In conjunction with the HR Shared Services group, we will examine further opportunities for economies of scale and staff optimization between the groups and/or through targeted function consolidations.

The following productivity achievements and budget reductions have been identified in **2012** - (\$100 thousand) Reduction to business expenses (supplies, business travel, training, conferences, and TESA services); reduction of a pay administrator position. **2013** - (\$66 thousand) Through continued process efficiencies, reduce a full-year pay administrator position without a reduction in service. **2014** - (\$30 thousand) Through continued process efficiencies, reduce a part-year pay administrator position without a reduction in service

These FTE budget reductions result from process improvements, roll out of self service functionality to clients and technological advancements - such as, increased e-services, a process review on the corporate standard schedule, introduction of new business unit time and attendance systems with data interface to large operational groups (Fire/Roads).

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES

(\$ millions)

Information Technology	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$92.1	\$51.8	439	\$94.0	\$51.7	441	\$94.2	\$52.0	441

Overview

Information Technology (IT) is a common thread that runs through all City services. From facility and recreation bookings to 9-1-1 calls, IT provides the technology, innovation and business value customers expect. Calgarians' needs and expectations to access information and services through technology continue to grow. As people, systems and services become more interconnected with each other, IT plays a key enabling role, now and in the future.

List of services

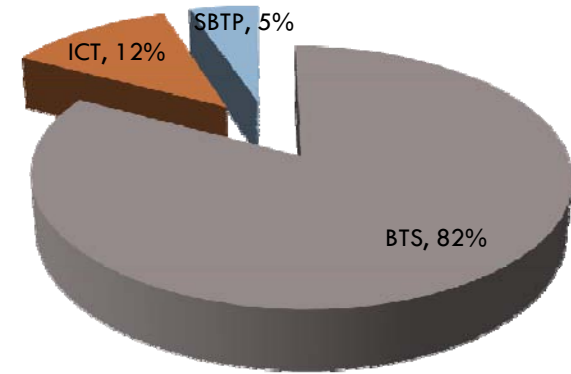
- Business Technology Solutions – BTS
- Information & Communications Technology - ICT
- Strategic Business Technology Planning - SBTP

Achieving Council's Fiscal Plan/addressing sustainability and long-term plans

IT's job is to work collaboratively with City business units to respond to citizen needs. Feedback from Our City. Our Budget. Our Future, indicates that citizens want user-friendly information and services available anywhere, anytime. IT will leverage new and existing technologies, including mobility and on-line services, to make it easier for the public to access the information and services they need, when they need it. To reduce cost and absorb growth, opportunities exist for IT to take advantage of alternate ways of providing the services offered today. Alternative service delivery options such as internet-based services (i.e. Cloud Computing) provide the opportunity to reduce costs for The City.

Continuing to work collaboratively with City business units, IT will: leverage and promote the sharing of information and technology assets across the Corporation; provide decision support and business intelligence to leadership; and provide a robust, secure and modern technology environment. Through the use of benchmarking, performance measures and best practices, IT remains committed to continuous improvement in its service delivery.

Information Technology Expenditures



Addressing additional emerging issues

As City business units continue to increase and expand public services, the complexity of the technology environment also increases. Managing and resourcing this environment remain critical to delivering value on The City's investments.

Demand for new business applications and systems, increasing costs in software licensing and lifecycle replacement for an expanding technology infrastructure makes managing City technology costs an increasing challenge.

Technology continues to change at a rapid pace, along with internal and external customer expectations for access to information and services. Managing expectations, leveraging consumer trends and responding to time-to-market demands will remain a challenge.

Staff turn-over due to reluctance to stay in temporary positions, fewer youth pursuing careers in the IT field and pending retirements are major succession concerns.

IT business strategies for 2012-2014 introduce solutions to address these issues, but budget constraints make it difficult to fulfill customer expectations.

CORPORATE SERVICES: Information Technology: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 2M1 Align capital budgets and service delivery funding with Council policy and approved infrastructure investment plans. (CFP-M12*)	2M1.1 Review capital projects and programs to prioritize The City's investment in support of Council's plans and decision-making.	BTS,SBTP
Organization 3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)	3B1.1 Streamline citizen and customer service request processes and information flow.	Business Unit Wide
	3B1.2 Enable remote access for field staff to 3-1-1 Operations Centre to improve service timelines and citizen communications.	BTS,ICT
Organization 4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-Z10)	4Z1.1 Information Technology will continue to provide customer-centric services that support business needs pursuant to the approved customer service framework.	Business Unit Wide
Organization 4Z2 Expand delivery of the shared services model. (CFP-Z2)	4Z2.1 Expand shared service principles and management framework to realize mutual expectations and outcomes as per Service Level Agreements with business units.	Business Unit Wide
	4Z2.2 Advocate compliance in legislation, policy, collective agreement, vendor contracts and industry standards.	Business Unit Wide

Community	Places	Mobility	Business	Organization	Finance
BTS Business Technology Solutions	ICT Information & Communications Technology		SBTP Strategic Business Technology Planning		

CORPORATE SERVICES: Information Technology: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)	4Z3.1 IT will provide services that align to stakeholder expectations, reflect total cost, manage risks, and optimize resource and mutual benefits.	Business Unit Wide
	4Z3.2 Information Technology will partner with other City business units to improve service delivery efficiencies and outcomes for citizens.	Business Unit Wide
	4Z3.3 Provide corporate services expertise that meets customer needs and requirements through a consistent consultancy service delivery model.	SBTP
	4Z3.4 Implement organizational, process and technology solutions that improve responsiveness and quality-of-service delivery and/or reduce costs.	Business Unit Wide
	4Z3.5 Optimize citizen access to information and services through Calgary.ca, the Onward strategy, mobile applications, social media and communication policies.	BTS,SBTP
	4Z3.6 Provide citizen research, 3-1-1 data and performance measurement results to our customers.	BTS,SBTP
Organization 4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)	4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.	SBTP
	4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.	BTS
	4Z4.3 Maintain and/or develop full-cost of service approaches.	Business Unit Wide
	4Z4.4 Create cost and service efficiencies via a web-first program that promotes more on-line self-service for citizens.	BTS
	4Z4.5 Implement standardized processes and supporting information technology in real estate sales and project management.	BTS
Organization 4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)	4Z5.1 Improve public access to information and opportunities for participation in planning and decision making.	BTS
	4Z5.2 Optimize the delivery of, and access to, City information and/or services.	BTS
	4Z5.3 Expand on-line access to City e-government services, web and mobile information, and public participation.	BTS,SBTP

Community	Places	Mobility	Business	Organization	Finance
BTS Business Technology Solutions		ICT Information & Communications Technology		SBTP Strategic Business Technology Planning	

CORPORATE SERVICES: Information Technology: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization (Continued) 4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)	4Z5.4 Implement and align systems with The City's Technology Plan.	Business Unit Wide
	4Z5.5 Provide business planning service to customers to enable them to make effective use of technology.	STBP
	4Z5.6 Utilize information management to leverage information that supports sound business decisions.	ICT
	4Z5.7 Provide software tools, business analytics, decision models and performance measures that facilitate optimal business operations.	BTS
	4Z5.8 Deliver survey, imagery and map information products and business solutions that enhance customer business analytics and operations.	BTS
	4Z5.9 Provide customers with enhanced, automated fleet utilization reporting to optimize their acquisition, deployment and replacement plans.	BTS
Organization 5Z1 Enhance our attraction and recruitment practices.	5Z1.1 In partnership with Human Resources, develop strategies to address potential labour shortages and difficult-to-fill positions.	Business Unit Wide
	5Z2.1 Develop and implement a City of Calgary virtual career centre to help employees develop their City careers.	BTS
Organization 5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)	5Z2.2 Continue succession planning initiatives.	Business Unit Wide
	5Z2.3 Sustain professional development, apprentice and mentoring programs.	Business Unit Wide
	5Z2.4 Review and define job skill set descriptions to allow for career development and progression.	Business Unit Wide
	5Z2.5 Support employee learning to enhance professional skills, career opportunities and retention.	Business Unit Wide

Community	Places	Mobility	Business	Organization	Finance
BTS Business Technology Solutions	ICT Information & Communications Technology		SBTP Strategic Business Technology Planning		

CORPORATE SERVICES: Information Technology: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization (Continued) 5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)	5Z2.6 Provide relevant training, opportunities for advancement, in-house skill development and cross-functional project opportunities.	Business Unit Wide
	5Z2.7 Foster a safe, healthy and balanced work environment by promoting health, wellness and safety initiatives to Information Technology employees.	Business Unit Wide
Organization 5Z3 Promote a work environment and culture that support retention of employees.	5Z3.1 Collaborate with Information Technology employees to action annual Corporate Employee Survey results and create a more engaging workplace.	Business Unit Wide
	5Z3.2 Participate on the "Tomorrow's Workplace" team to develop more innovative workspaces for the future.	ICT
Organization 5Z4 Provide a safe workplace environment.	5Z4.1 Implement and maintain a safety and environmental governance model that meets legislative and corporate requirements.	Business Unit Wide
	5Z4.2 Successfully fulfill the requirements for the Certificate of Recognition (COR) Safety Audit in 2013.	Business Unit Wide
	5Z4.3 Conduct quarterly site safety inspections and respond in an appropriate and timely manner to reported IT site and facility health and safety issues.	Business Unit Wide
Organization 6Z2 Further integrate governance and risk management practices into the asset management practice.	6Z2.1 Facilitate growth management, infrastructure, and asset management decisions together with the Asset Management Network.	BTS
	6Z2.2 Develop asset management plans that align service delivery, risk, growth and financial (i.e. operating and capital) management.	BTS
	6Z2.3 Identify strategic and sustainable infrastructure risks and develop strategies and plans that mitigate the risks.	BTS

Community	Places	Mobility	Business	Organization	Finance
BTS Business Technology Solutions	ICT Information & Communications Technology		SBTP Strategic Business Technology Planning		

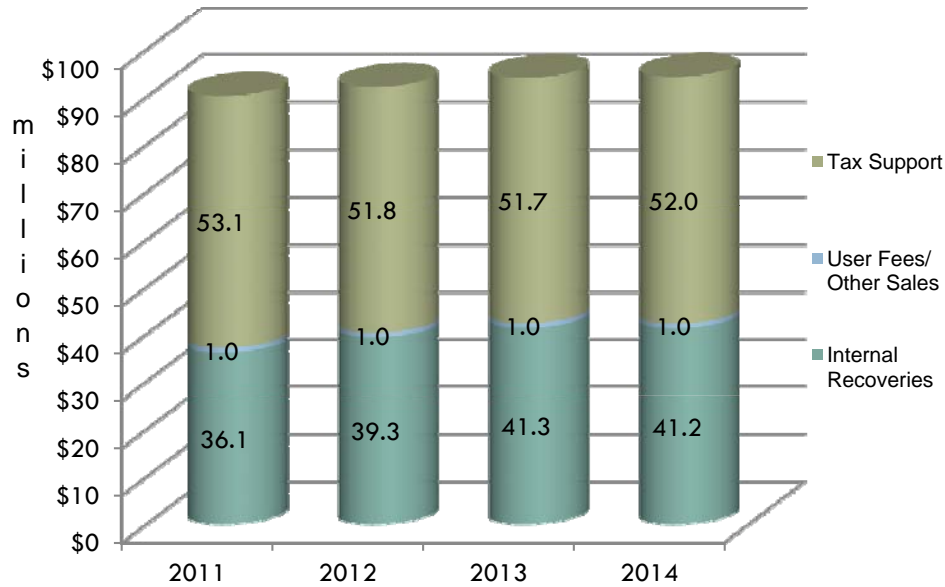
CORPORATE SERVICES: Information Technology: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Organization</p> <p>6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.</p>	6Z3.1 Design and implement a corporate-wide asset management competency framework, including the ongoing delivery of training programs.	BTS
	6Z3.2 Deliver projects based upon revised project management framework.	Business Unit Wide
	6Z3.3 Implement a Tangible Capital Asset (TCA) sustainment model aligned to asset management practices in accordance with regulatory reporting requirements.	BTS
	6Z3.4 Develop an infrastructure and asset management architecture with decision support tools and solutions.	BTS
<p>Organization</p> <p>6Z4 Provide our customers with cost-efficient, safe, reliable, environmentally responsible assets. (CFP-C4)</p>	6Z4.1 Work to identify, acquire and implement electricity and natural gas efficiency, conservation and Green House Gas (GHG) emissions reduction initiatives.	BTS
	6Z4.2 Facilitate asset management decisions for corporate and community infrastructure based on lifecycle costing information.	BTS
	6Z4.3 Develop and implement standards for safe, reliable and efficient workspaces in accordance with legislative requirements.	Business Unit Wide
	6Z4.4 Enhance partnerships to coordinate infrastructure and asset management strategies, plans, benchmarking and best practices.	BTS,SBTP
	6Z4.5 Develop new approaches to The City's workspace that achieves space cost reductions and optimizes resources.	ICT

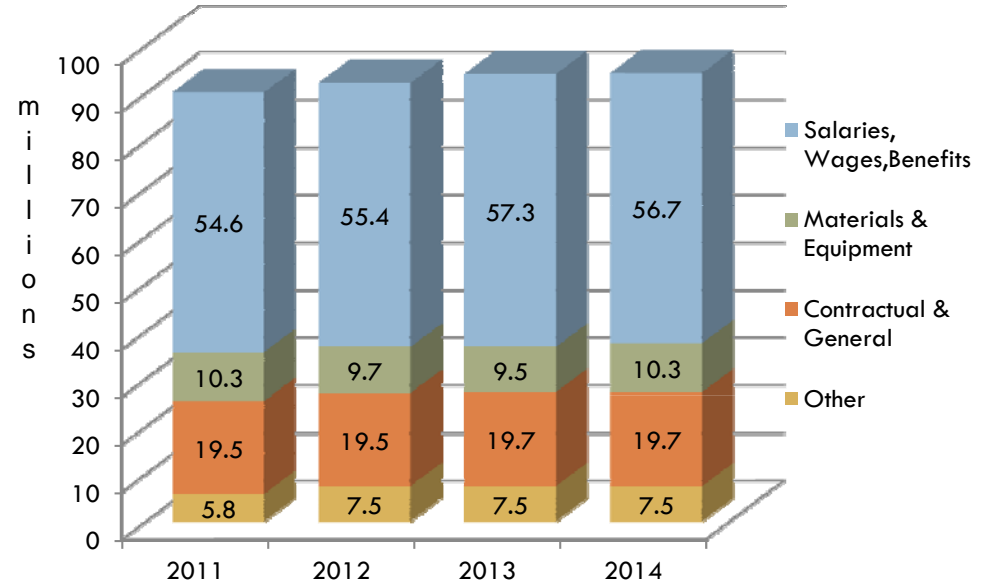
Community	Places	Mobility	Business	Organization	Finance
BTS Business Technology Solutions	ICT Information & Communications Technology		SBTP Strategic Business Technology Planning		

CORPORATE SERVICES: Information Technology: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.4	\$0.4	2	\$0.4	\$0.4	2	\$0.4	\$0.4	2	\$0.4	\$0.4	2
<u>Services:</u>												
Business Technology Solutions	72.8	41.7	375	75.1	41.1	369	77.5	41.5	371	77.7	41.8	371
Information & Communications Technology	12.0	6.0	36	11.6	5.3	36	11.1	4.8	36	11.1	4.8	36
Strategic Business Technology Planning	5.0	5.0	32	5.0	5.0	32	5.0	5.0	32	5.0	5.0	32
Total Information Technology	\$90.2	\$53.1	445	\$92.1	\$51.8	439	\$94.0	\$51.7	441	\$94.2	\$52.0	441

CORPORATE SERVICES: Information Technology: Business Plan and Budget Highlights

Productivity gain (budget reduced with no service impact)

The 2012-2014 business plan continues to build on IT's productivity gains from the previous budget cycle, including web innovations and software negotiations. Working collaboratively with other business units, IT enabled other business units' productivity by responding to citizens' request for on-line engagement, launching the new Calgary.ca and a host of on-line services. To help manage growth and ensure financial sustainability, IT negotiated software agreements that will provide tools to enhance staff productivity. Building on these successes, IT remains committed to addressing Council's Fiscal Plan (CFP-Z1,Z3). In the 2012-2014 budget cycle, IT will keep its internal recovery rates at 2009-2011 levels while providing additional services; thus, customers will have more technology and realize greater productivity gains at the same cost.

For 2012, IT will realize total productivity gains of \$882 thousand. This will be achieved in part through internal process improvements, additional self-serve capabilities and alternative service provisioning for wireless devices, resulting in a \$450 thousand productivity gain. With a significant increase in City demand for wireless devices, continuous service improvements enable IT to meet customers' service expectations.

Additional productivity gains of \$282 thousand will be realized by providing alternative service delivery for centralized print services. Centralized print services requires significant investment to replace equipment that is reaching end of its service life. IT determined that its rates are not competitive with external providers. For the Corporation, there will be a cost savings for print orders through an external service provider. Centralized print shop recoveries will be eliminated as clients will deal directly with external service providers.

The realignment and consolidation of business functions between two divisions will further reduce the 2012 budget by \$150 thousand.

In 2013, IT will reduce its budget by \$668 thousand. \$200 thousand will be saved by relocating select staff and implementing innovative workspace solutions, and a further \$468 thousand will be reduced by providing centralized print services through alternative service options.

In 2014, a \$600 thousand budget reduction opportunity exists through business process improvements, self-serve functions and consolidation of IT education services. These initiatives reflect a commitment to increasing fiscal discipline and continuous service improvement.

Demand for IT services and resources continues to increase significantly. As this demand escalates, so does the size and complexity of the environment. To manage expenses, IT continues to absorb these costs, while focusing on alternate ways of providing the services offered today.

Capital budget for lifecycle replacement and technology investment remain critical. IT's capital requests for 2012-2014 focus on implementing initiatives to reduce costs and absorb increased demands; maintaining and replacing critical assets needed to meet 2020 Sustainability Direction goals; and investing in future growth by leveraging existing assets and new technologies.

Service and budget increases

There are no budget increases in 2012. A budget increase of \$619 thousand in 2013 will cover costs associated with legislated Payment Card Industry (PCI) requirements, salary shortfalls, inflation costs and consultant rates for specialized IT skills. With software making up IT's second largest operating expense, a budget increase of \$849 thousand in 2014 will support software maintenance due to growth and replacement, and some operating costs for capital.

Budget reductions with service impact

There are no reductions with service impacts in 2012- 2014.

<u>Summary of net operating budget changes (\$000's)</u>			
	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$882)	(\$668)	(\$600)
Service and budget increases	0	619	849
Budget reductions with service impact	0	0	0
Total base changes	<u>(882)</u>	<u>(49)</u>	<u>249</u>
One-Time	0	0	0
Less: Previous Year's One-time	(410)	0	0
Total budget changes	<u>(\$1,292)</u>	<u>(\$49)</u>	<u>\$249</u>

CORPORATE SERVICES: Information Technology: Capital Projects Requiring Approval

(\$000s)

\$38,972	For Council Approval at Program-Project level as per Department Capital Plan report
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Program- Project	Project Description	Type	Cat.	(A)		(B) New Budget Request						(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years		2012	2013	2014	2015	2016	
741-010	Network Security	U	C	0	0	1,050	350	350	350	0	0	1,050
741-020	Network Infrastructure	M	C	0	0	1,200	400	400	400	0	0	1,200
741-030	Lifecycle Replacement - Data Centre	M	C	0	0	2,200	1,200	1,000	0	0	0	2,200
741-040	Communication Infrastructure	M	C	0	0	3,325	1,285	995	1,045	0	0	3,325
741-050	Lifecycle Replacement - Desktop	M	C	0	0	4,523	523	2,000	2,000	0	0	4,523
741-070	Extended Core Infrastructure	U	C	0	0	9,000	3,000	3,000	3,000	0	0	9,000
741-100	Enterprise Storage Units	M	C	0	0	4,100	1,100	1,900	1,100	0	0	4,100
741-140	Enterprise Servers	M	C	0	0	3,200	2,200	500	500	0	0	3,200
741-150	Corporate Cabling	M	C	0	0	600	200	200	200	0	0	600
741-160	Environmentals	M	C	0	0	635	105	230	300	0	0	635
741-170	Software Growth	M	C	0	0	7,041	2,075	2,245	2,721	0	0	7,041
741-180	Calgary City Net	S	C	0	0	3,000	0	1,000	2,000	0	0	3,000
741-190	Software Lifecycle Replacement	M	C	0	0	7,560	3,535	1,950	2,075	0	0	7,560
Total Program 741 : Information Technology Infrastructure				0	0	47,434	15,973	15,770	15,691	0	0	47,434
Operating costs of capital of Program 741												
	2012-2014 Operating Budget		O1				786	672	769	N/A	N/A	2,227
	2015 and beyond Operating Plan		O2				N/A	N/A	N/A	1,000	0	1,000
744-006	ATC Phase 3	U	C	0	0	12,000	4,000	4,000	4,000	0	0	12,000
744-011	Business Intelligence	S	C	0	0	989	350	130	509	0	0	989
Total Program 744 : Web-Based Initiatives				0	0	12,989	4,350	4,130	4,509	0	0	12,989
751-001	IT Fibre Optics	G	C	0	0	2,010	670	670	670	0	0	2,010
Total Program 751 : Fibre Optic Network				0	0	2,010	670	670	670	0	0	2,010
803-001	IT Development Pool	S	C	0	0	15,000	5,000	5,000	5,000	0	0	15,000
803-002	REST (Real Estate Tracking System)	M	C	0	0	1,000	1,000	0	0	0	0	1,000
Total Program 803 : IT Development Projects				0	0	16,000	6,000	5,000	5,000	0	0	16,000
Operating costs of capital of Program 803												
	2012-2014 Operating Budget		O1				0	25	25	N/A	N/A	50
	2015 and beyond Operating Plan		O2				N/A	N/A	N/A	25	25	50
				0	0	78,433	26,993	25,570	25,870	0	0	78,433

Note:
 Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost, O2=2015 and beyond Operating Cost

CORPORATE SERVICES: Information Technology: Capital Projects Requiring Approval

		2012	2013	2014	2015	2016	2012-2016
Funding For Capital Projects							
Revenue/Reserves		6,193	8,670	7,970	0	0	22,833
Pay-As-You-Go		8,029	7,155	7,363	0	0	22,547
Lifecycle Maintenance & Upgrade Reserve		12,771	9,745	10,537	0	0	33,053
Total Funding		26,993	25,570	25,870	0	0	78,433
Total Operating costs of capital							
2012-2014 Operating Budget	O1	786	697	794	N/A	N/A	2,277
2015 and beyond Operating Plan	O2	N/A	N/A	N/A	1,025	25	1,050

Explanation of Budget Requests

Program 741 : Information Technology Infrastructure

Project 741-010: Network Security

New Budget Request of \$1.05 million from 2012 to 2014 with funding from Pay-As-You-Go, for new security infrastructure and systems to ensure security and privacy issues within the Corporation are addressed.

Project 741-020: Network Infrastructure

New Budget Request of \$1.2 million from 2012 to 2014 with funding from Pay-As-You-Go, to fund data network infrastructure lifecycle replacement, including switches, routers, firewalls, etc.

Project 741-030: Lifecycle Replacement - Data Centre

New Budget Request of \$2.2 million from 2012 to 2013 with funding from Pay-As-You-Go, for a new data centre to replace the aging and near-obsolete main data centre at the Municipal Complex. The new data centre will be housed within the Emergency Operations Centre (EOC) at Rotary Park and will provide the infrastructure and services necessary to support continuous business operations.

Project 741-040: Communication Infrastructure

New Budget Request of \$3.325 million from 2012 to 2014 with funding from Pay-As-You-Go of \$1.614 million and Lifecycle Maintenance & Upgrade Reserve of \$1.711 million, for IT communication infrastructure maintenance and upgrade, including phone set replacement, and continual upgrade of phone switches, servers, applications, and for the deployment of new features and functions to provide corporate communication services.

Operating costs of capital: This project requires \$18 thousand operating costs in 2012, \$28 thousand in 2013, and \$18 thousand in 2014. These costs have been included in the 2012-2014 proposed operating budget.

CORPORATE SERVICES: Information Technology: Capital Projects Requiring Approval

Project 741-050: Lifecycle Replacement - Desktop

New Budget Request of \$4.523 million from 2012 to 2014 with funding from Innovative Technology Reserve for lifecycle replacement of corporate desktop computers and monitors. The desktop hardware lifecycle replacement will replace out-of-warranty and obsolete hardware for all City of Calgary business units.

Project 741-070: Extended Core Infrastructure

New Budget Request of \$9 million from 2012 to 2014 with funding from Lifecycle Maintenance & Upgrade Reserve for core network infrastructure lifecycle. This project is to re-architect the City's common core network infrastructure through a major lifecycle process including upgrade and enhancing the existing Local Area Network (LAN) infrastructure.

Operating costs of capital: This project requires an annual operating maintenance cost of \$500 thousand in 2015.

Project 741-100: Enterprise Storage Units

New Budget Request of \$4.1 million from 2012 to 2014 with funding from Pay-As-You-Go of \$1.318 million and Lifecycle Maintenance & Upgrade Reserve of \$2.782 million, for storage service hardware lifecycle due to obsolescence, lack of vendor support, and to deliver to the expectation of today's consumer. This project will also address The City of Calgary's data growth rate of 40% per year, through capacity investment and deploying new technology that both reduces cost and meets the demanding performance metrics requirement.

Project 741-140: Enterprise Servers

New Budget Request of \$3.2 million from 2012 to 2014 with funding from Pay-As-You-Go, for lifecycle replacement of obsolete or soon-to-be obsolete Windows and Linux server infrastructure.

Project 741-150: Corporate Cabling

New Budget Request of \$600 thousand from 2012 to 2014 with funding from Pay-As-You-Go, for replacement and growth of cabling to support the City facilities such as IT data centres and communication rooms throughout the City of Calgary.

Project 741-160: Environmental

New Budget Request of \$635 thousand from 2012 to 2014 with funding from Pay-As-You-Go, for lifecycle replacement of obsolete or soon-to-be obsolete data centre room environmental such as air conditioning units, uninterrupted power supply (UPS), and cabinets.

Project 741-170: Software Growth

New Budget Request of \$7.041 million from 2012 to 2014 with funding from Pay-As-You-Go, for acquisition and replacement of software licenses including new software provision and obsolete technologies replacement.

Operating costs of capital: This project requires \$415 thousand operating costs in 2012, \$449 thousand in 2013, and \$544 thousand in 2014. These costs have been included in the 2012-2014 proposed operating budget.

Project 741-180: Calgary City Net

New Budget Request of \$3 million from 2013 to 2014 with funding from Pay-As-You-Go of \$1.7 million and Innovative Technology Reserve of \$1.3 million, for Calgary City Net, the next generation network that will provide a foundation for "Anytime Anywhere Access" to all City business units in their remote locations.

Operating costs of capital: This project requires an annual operating maintenance cost of \$500 thousand in 2015.

CORPORATE SERVICES: Information Technology: Capital Projects Requiring Approval

Project 741-190: Software Lifecycle Replacement

New Budget Request of \$7.56 million from 2012 to 2014 with funding from Lifecycle Maintenance & Upgrade Reserve, for software maintenance and upgrade. These funds will allow strategic planning, on-going activities, and specific initiatives that enable the management of The City's software assets including large packaged systems, in-house developed systems, customized applications and system software.

Operating costs of capital: This project requires \$353 thousand operating costs in 2012, \$195 thousand in 2013, and \$207 thousand in 2014. These costs have been included in the 2012-2014 proposed operating budget.

Program 744 : Web-Based Initiatives

Project 744-006: ATC Phase 3

New Budget Request of \$12 million from 2012 to 2014 with funding from Lifecycle Maintenance & Upgrade Reserve, for Assessment, Tax and Complaint (ATC) Program Phase 3. ATC members are committed to providing technology solutions that prepare their operations for changes driven by changing demographics, increased demand for faster and more convenient customer service, legislative requirements and opportunities arising from changing technologies. Identified initiatives including Data Management for Land Based Systems, Land Titles Information (LTI), Intelligent Forms On-line, Tax Instalment Payment Plan (TIPP) Enhancements, Assessment Review Board (ARB) Decision Library, etc.

Project 744-011: Business Intelligence

New Budget Request of \$989 thousand from 2012 to 2014 with funding from Pay-As-You-Go for Business Intelligence Project and SharePoint Upgrade Project. The Business Intelligence Project addresses the problem of exponential growth of both structured and unstructured information and the increasing needs to access and analyze that information from an integrated, corporate-wide perspective. The SharePoint 2010 Upgrade Project will provide a sustainable and consistent SharePoint framework for The City's Internet, Intranet and Collaboration sites.

Program 751 : Fibre Optic Network

Project 751-001: IT Fibre Optics

New Budget Request of \$2.01 million from 2012 to 2014 with funding from Innovative Technology Reserve for high-speed fibre optic cables that provide the physical medium required for The City of Calgary communications.

Program 803 : IT Development Projects

Project 803-001: IT Development Pool

New Budget Request of \$15 million from 2012 to 2014 with funding from Innovative Technology Reserve, for delivery of new software solutions, including purchased software packages or custom developed applications, to mill rate supported business units.

Project 803-002: REST (Real Estate Tracking System)

New Budget Request of \$1 million in 2012 with funding from Pay-As-You-Go for Real Estate Tracking System (REST) Project which enables improved workflow and file progress tracking, management approvals, transparency, and collection of customer information related to The Office of Land Servicing & Housing (OLSH) Real Estate Sales transactions.

Operating costs of capital: This program requires an annual operating cost of \$25 thousand from 2013 to 2016. These costs have been included in the 2012-2014 proposed operating budget.

CORPORATE SERVICES: Information Technology : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
735	001	Enterprise Support Systems	A	M	760	600	0	0	0	0	600	1,360
735	002	Finance	A	M	4,570	1,500	0	0	0	0	1,500	6,070
735	004	HRMS	A	M	2,060	1,000	0	0	0	0	1,000	3,060
741	010	Network Security	C	U	0	350	350	350	0	0	1,050	1,050
741	020	Network Infrastructure	C	M	0	400	400	400	0	0	1,200	1,200
741	030	Lifecycle Replacement - Data Centre	A	M	11,000	4,800	0	0	0	0	4,800	15,800
741	030	Lifecycle Replacement - Data Centre	C	M	0	1,200	1,000	0	0	0	2,200	2,200
741	040	Communication Infrastructure	C	M	0	1,285	995	1,045	0	0	3,325	3,325
741	050	Lifecycle Replacement - Desktop	A	M	4,123	1,477	0	0	0	0	1,477	5,600
741	050	Lifecycle Replacement - Desktop	C	M	0	523	2,000	2,000	0	0	4,523	4,523
741	050	Lifecycle Replacement - Desktop	D	M	0	0	0	0	2,838	3,096	5,934	5,934
741	070	Extended Core Infrastructure	C	U	0	3,000	3,000	3,000	0	0	9,000	9,000
741	080	Infrastructure Management Systems	A	S	4,051	2,500	2,000	449	0	0	4,949	9,000
741	100	Enterprise Storage Units	C	M	0	1,100	1,900	1,100	0	0	4,100	4,100
741	140	Enterprise Servers	C	M	0	2,200	500	500	0	0	3,200	3,200
741	150	Corporate Cabling	C	M	0	200	200	200	0	0	600	600
741	160	Environmentals	C	M	0	105	230	300	0	0	635	635
741	170	Software Growth	C	M	0	2,075	2,245	2,721	0	0	7,041	7,041
741	180	Calgary City Net	A	S	0	2,000	1,000	0	0	0	3,000	3,000
741	180	Calgary City Net	C	S	0	0	1,000	2,000	0	0	3,000	3,000
741	190	Software Lifecycle Replacement	C	M	0	3,535	1,950	2,075	0	0	7,560	7,560
744	002	ATC Phase 2	A	U	6,139	2,900	2,061	0	0	0	4,961	11,100
744	003	Information Management	A	M	268	160	0	0	0	0	160	428
744	005	Identity Management	A	S	800	400	0	0	0	0	400	1,200

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE SERVICES: Information Technology : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
744	006	ATC Phase 3	C	U	0	4,000	4,000	4,000	0	0	12,000	12,000
744	010	e-Government	A	S	2,597	1,603	500	500	0	0	2,603	5,200
744	011	Business Intelligence	C	S	0	350	130	509	0	0	989	989
751	001	IT Fibre Optics	A	G	2,885	1,000	345	0	0	0	1,345	4,230
751	001	IT Fibre Optics	C	G	0	670	670	670	0	0	2,010	2,010
751	001	IT Fibre Optics	D	G	0	0	0	0	800	800	1,600	1,600
803	001	IT Development Pool	A	S	46,966	1,100	1,100	1,100	0	0	3,300	50,266
803	001	IT Development Pool	C	S	0	5,000	5,000	5,000	0	0	15,000	15,000
803	001	IT Development Pool	D	S	0	0	0	0	5,700	5,870	11,570	11,570
803	002	REST (Real Estate Tracking System)	C	M	0	1,000	0	0	0	0	1,000	1,000
Total Information Technology					86,219	48,033	32,576	27,919	9,338	9,766	127,632	213,851

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE SERVICES: Information Technology: Service Highlights

Business Technology Solutions	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$75,120	\$41,101	369	\$77,465	\$41,520	371	\$77,714	\$41,769	371

Description of Services

Business Technology Solutions (BTS) works collaboratively with City business units to increase their capacity to better serve citizens, and to become more efficient in their operations. BTS provides a robust, secure and modern technology environment that underpin the delivery of business technology solutions for The City, now and in the future. BTS supports City staff requiring technology services to conduct their job in over 200 locations - in the field and in the office.

From 3-1-1 to animal licensing, BTS delivers, integrates and maintains business technology solutions so that City business units can deliver internal and citizen-facing services. Managing corporate technology assets, supplier relationships, and the IT Service Desk are additional services BTS provides the Corporation. With the growth in new technology solutions and citizen demand for services, BTS continues to play a vital role at The City.

Highlighted Strategies

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)

6Z2 Further integrate governance and risk management practices into the asset management practice.

Highlighted Actions

4Z3.4 Implement organizational, process and technology solutions that improve responsiveness and quality-of-service delivery and/or reduce costs.

4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.

4Z5.7 Provide software tools, business analytics, decision models and performance measures that facilitate optimal business operations.

5Z2.4 Review and define job skill set descriptions to allow for career development and progression.

6Z2.2 Develop asset management plans that align service delivery, risk, growth and financial (i.e. operating and capital) management.

Business Plan and Budget Highlights

Corporate demand for Business Technology Solutions (BTS) continues to grow. According to IT's 2011 Client Satisfaction Survey, use of the IT Service Desk grew to 99 per cent from 61 per cent in 2008. Technology supporting City websites grew to 85 per cent in 2011 from 22 per cent in 2008.

To address Council's Fiscal Plan and ensure continued delivery of services, IT will seek alternative service delivery solutions where advantageous; implement ideas to improve time-to-market; improve IT's financial model to ensure sustainability of its services; provide the leadership and capability for decision support; maintain the technical environment that supports the delivery of technology solutions; and implement asset management strategies and leverage new technologies to meet the 2020 Sustainability Direction goals. Lastly, BTS will support recruitment practices, staff career development, retention and promote a safe workplace environment.

BTS will realize productivity gains in 2014 through business process improvements, self-serve capabilities and consolidation of IT education services and offerings.

According to benchmarks against other government IT organizations, The City's IT cost per user is lower than the industry average. To ensure that efficiency and transparency in this service line is maintained, IT will continue to monitor benchmarks and perform service adjustments.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Information Technology: Service Highlights

Information & Communications Technology	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$11,602	\$5,285	36	\$11,134	\$4,817	36	\$11,134	\$4,817	36

Description of Services

Information & Communications Technology (ICT) provides and supports the devices and infrastructure that enable City employees to conduct their day-to-day business activities. To support an increasingly mobile workforce, ICT provides and supports wireless technologies and devices leveraged by City business units to deliver their services.

ICT develops and applies information management technologies and best practices to ensure accuracy, security, accessibility and integrity of corporate information assets. ICT manages the Corporation's mail, courier, printing and copying needs. ICT also manages the off-site storage of physical and electronic records for The City.

Highlighted Strategies

4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-Z10)

4Z2 Expand delivery of the shared services model. (CFP-Z2)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

5Z3 Promote a work environment and culture that support retention of employees.

6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.

Highlighted Actions

4Z1.1 IT will continue to provide customer-centric services that support business needs pursuant to the approved customer service framework.

4Z2.1 Expand shared service principles and management framework to realize mutual expectations and outcomes as per Service Level Agreements with business units.

4Z5.6 Utilize information management to leverage information that supports sound business decisions.

5Z3.2 Participate on the "Tomorrow's Workplace" team to develop more innovative workspaces for the future.

6Z3.2 Deliver projects based upon revised project management framework.

Business Plan and Budget Highlights

Demand for Information & Communication Technology (ICT) services continue to grow. For example, the volume of corporate email records continually grows substantially on a yearly basis. The reported use of mail distribution and printing/copying services more than doubled, from 2008 to 2011.

ICT will promote and utilize information management strategies and best practices to support sound business decisions; work collaboratively with City business units to provide innovative workplace and workspace solutions through mobility and alternative work arrangements; mature and align IT's Project Management Office with the Corporate Project Management Framework; collaborate with City business units to deliver customer centric services; and expand shared services principles to continually improve IT's service delivery.

ICT will realize productivity gains in 2012 by targeting process improvements, creating additional self-serve capabilities and amalgamating divisions to realize efficiencies. Implementing alternate service delivery options for corporate printing and mail processing needs will yield additional savings in 2012 and 2013. Lastly, staff relocation and employing innovative workspace solutions in 2013 will further reduce expenditures.

IT will refer to industry benchmarks to ensure efficiency and transparency in this service line.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Information Technology: Service Highlights

Strategic Business Technology Planning	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,976	\$4,976	32	\$4,976	\$4,976	32	\$4,976	\$4,976	32

Description of Services

Strategic Business Technology Planning (SBTP) enables City business units to leverage the use of technology. SBTP seeks to maximize operational efficiencies by streamlining existing processes, aligning technology with corporate strategies and managing investments in information and technology.

In delivering technology solutions for The City's business needs, SBTP first looks at corporate-wide solutions to decrease duplication of processes, efforts, assets and maintenance. In doing so, SBTP is continually seeking and creating efficiencies that benefit The City and its citizens.

Highlighted Strategies

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

Highlighted Actions

4Z3.1 IT will provide services that align to stakeholder expectations, reflect total cost, manage risks, and optimize resource and mutual benefits.

4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.

4Z5.3 Expand online access to City egovernment services, web and mobile information, and public participation.

4Z5.4 Implement and align systems with The City's Technology Plan.

4Z5.5 Provide business planning service to customers to enable them to make effective use of technology.

Business Plan and Budget Highlights

Strategic Business Technology Planning (SBTP) works with business units to manage their information and technology investments within budget and human resource allocations. SBTP leverages technologies in a manner that best integrates existing enterprise needs and assets.

To address Council's Fiscal Plan, IT will: continue to provide leadership, resources and skills to ensure that civic information and services are user-friendly, transparent and accessible anytime, anywhere; work collaboratively with City business units to maximize their technology investments; and support the increasingly complex technology environment by implementing initiatives based on The City Technology Plan. The City Technology Plan guides the Corporation in making effective and transparent technology decisions, and supports The City's overall vision, objectives and goals.

Through the use of benchmarking, performance measures and best practices, IT remains committed to continuous improvement in its service delivery.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES

Infrastructure & Information Services	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$94.4	\$10.2	242	\$104.6	\$10.9	244	\$113.7	\$11.3	244

Overview

Infrastructure and Information Services (IIS) provides the Corporation with engineering and geographic information products, services and professional development support. IIS sells value added information products and services and provides the public with web-based access to information. City departments use these inputs in their planning and decision-making processes and their financial, asset, energy and project management functions. IIS is responsible for managing access to and the protection of City rights-of-way.

List of Services

- Engineering & Energy - EE
- Geomatics (Survey & Mapping) - GSM
- Information Access & Approvals - IAA
- Infrastructure & Project Management - IPM

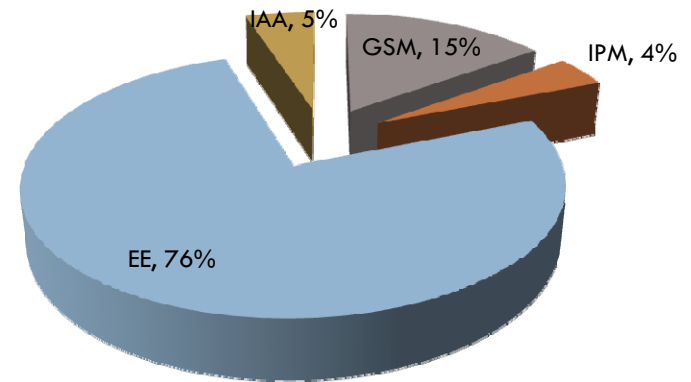
Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

IIS's 2012-2014 business plan and budget supports Council's Fiscal Plan (CFP) and the 2020 Sustainability Direction. Per Council direction, IIS will coordinate the review of capital budget allocations (CFP-M12) and support City infrastructure project management and lifecycle management practices (CFP-P6). IIS is responsible for managing The City's rights-of-way and provision of city infrastructure, energy and related geographic information (CFP-Z9).

In accordance with a recent audit recommendation, Infrastructure & Project Management (IPM) will enhance and increase corporate focus on project management accountability and best practices. Through governance, accountability and risk management, IIS will promote and work to develop greater transparency in City projects.

Through feedback received in the Our City. Our Budget. Our Future. engagement process, Calgarians have stated they want a "greener" city. A vital function of IIS is the provision of sustainable infrastructure and energy supply and demand management consulting services which are focused on reducing energy costs and greenhouse gas (GHG) emissions.

Infrastructure & Information Services Expenditures



Addressing Other Emerging Issues

Mitigating risk is paramount to ensuring a sustainable infrastructure practice. IIS is taking key steps toward managing risk strategically within our business plan by:

- enhancing lifecycle cost analysis and decision support;
- increasing diligence in project management best practices;
- reducing energy cost and greenhouse gas emissions;
- increasing public access to information that supports the public hearing and other forms of citizen participation;
- meeting growing demand for land survey services through more efficient location based survey technology (i.e. DART - Delivering Accuracy in Real-Time GPS system);
- identifying potential oil and gas infrastructure environmental hazards through enhanced locational based services; and,
- ensuring economic and environmental sustainability in our infrastructure through Sustainable Building Policy initiatives and energy conservation pilot initiatives.

CORPORATE SERVICES: Infrastructure & Information Services: Actions for Council Approval

Strategies		Actions	Accountable Services
Mobility	2M1 Align capital budgets and service delivery funding with Council Policy and approved infrastructure investment plans. (CFP-M12*)	2M1.1 Review capital projects and programs to prioritize The City's investment in support of Council's plans and decision-making.	IPM
		2M1.2 Develop an infrastructure and service delivery funding strategy that mitigates the risks associated with the infrastructure gap.	IPM
Business	3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)	3B1.1 Streamline citizen and customer service request processes and information flow.	Business Unit Wide
Organization	4Z1 Support implementation of the Corporate Customer Service Framework. (CFP-Z10)	4Z1.1 Adopt and implement a customer-centric culture to deliver consistent and quality customer service.	Business Unit Wide
		4Z1.2 IIS will continue to provide customer centric services that support business needs pursuant to the approved customer service framework.	Business Unit Wide
Organization	4Z2 Expand delivery of the shared services model. (CFP-Z2)	4Z2.1 Expand shared service principles and management framework to realize mutual expectations and outcomes as per Service Level Agreements with business units.	Business Unit Wide
		4Z2.2 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.	Business Unit Wide
Organization	4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)	4Z3.1 IIS will provide services that align to stakeholder expectations, reflect total cost, manage risks, and optimize resource and mutual benefits.	Business Unit Wide
		4Z3.2 Infrastructure & Information Services will partner with other City business units to improve service delivery efficiencies and outcomes for our citizens.	Business Unit Wide
		4Z3.3 Provide corporate services expertise that meet customer needs and requirements through a consistent consultancy service delivery model.	Business Unit Wide

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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EE Engineering & Energy **GSM** Geomatics (Survey & Mapping) **IAA** Information Access & Approvals **IPM** Infrastructure & Project Management

CORPORATE SERVICES: Infrastructure & Information Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization (Continued) 4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)	4Z3.4 Implement organizational, process and technology solutions that improve responsiveness and quality-of-service delivery and/or reduce costs.	Business Unit Wide
	4Z3.5 Optimize citizen access to information and services through calgary.ca, the Onward strategy, mobile applications, social media and communication policies.	IAA
	4Z3.6 IIS will use citizen research, 3-1-1 data and performance measurement results to continually improve service delivery and customer satisfaction.	Business Unit Wide
Organization 4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)	4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.	Business Unit Wide
	4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.	Business Unit Wide
Organization 4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)	4Z5.1 Improve public access to information and opportunities for participation in planning and decision-making.	IAA
	4Z5.2 Optimize the delivery of, and access to, City information and/or services.	IAA
	4Z5.3 Expand online access to Infrastructure & Information Services egovernment services, web and mobile information, and public participation.	IAA, GSM
	4Z5.4 Implement and align systems with The City's Technology Plan.	Business Unit Wide
	4Z5.5 Utilize information management to leverage information that supports sound business decisions.	Business Unit Wide
	4Z5.6 Provide software tools, business analytics, decision models and performance measures that facilitate optimal business operations.	Business Unit Wide
	4Z5.7 Deliver survey, imagery and map information products and business solutions that enhance customer business analytics and operations.	GSM

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
EE Engineering & Energy	GSM Geomatics (Survey & Mapping)	IAA Information Access & Approvals	IPM Infrastructure & Project Management		

CORPORATE SERVICES: Infrastructure & Information Services: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Organization</p> <p>5Z1 Enhance our attraction and recruitment practices.</p>	<p>5Z1.1 In partnership with Human Resources, develop strategies to address potential labour shortages and difficult-to-fill positions.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)</p>	<p>5Z2.1 Implement business unit wellness programs based on the results of the Infrastructure & Information Services Employee Health and Wellness Survey.</p>	<p>Business Unit Wide</p>
	<p>5Z2.2 Continue succession planning initiatives.</p>	<p>Business Unit Wide</p>
	<p>5Z2.3 Sustain professional development, apprentice and mentoring programs.</p>	<p>Business Unit Wide</p>
	<p>5Z2.4 Support employee learning to enhance professional skills, career opportunities and retention.</p>	<p>Business Unit Wide</p>
	<p>5Z2.5 Foster a safe, healthy and balanced work environment by promoting health, wellness and safety initiatives to Infrastructure & Information Services employees.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>5Z3 Promote a work environment and culture that supports retention of employees.</p>	<p>5Z3.1 Collaborate with Infrastructure & Information Services employees to action annual Corporate Employee Survey results and create a more engaging workplace.</p>	<p>Business Unit Wide</p>

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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EE Engineering & Energy **GSM** Geomatics (Survey & Mapping) **IAA** Information Access & Approvals **IPM** Infrastructure & Project Management

CORPORATE SERVICES: Infrastructure & Information Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z4 Provide a safe workplace environment.	5Z4.1 Implement and maintain a safety and environmental governance model that meets legislative and corporate requirements.	Business Unit Wide
	5Z4.2 Successfully fulfill the requirements for the Certificate of Recognition (COR) Safety Audit in 2013.	Business Unit Wide
	5Z4.3 Conduct quarterly site safety inspections and respond in an appropriate and timely manner to reported IIS site and facility health and safety issues.	Business Unit Wide
Organization 6Z2 Further integrate governance and risk management practices into the asset management practice.	6Z2.1 Facilitate growth management, infrastructure, and asset management decisions together with the Asset Management Network.	IPM
	6Z2.2 Develop asset management plans that align service delivery, risk, growth and financial (i.e. operating and capital) management.	IPM
	6Z2.3 Enhance the Corporate Asset Management Program.	IPM
	6Z2.4 Identify strategic and sustainable infrastructure risks and develop strategies and plans that mitigate the risks.	IPM
	6Z2.5 Identify oil & gas infrastructure information and formalize a governance process to manage right-of-way impacts and risks.	IAA
Organization 6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.	6Z3.1 Design and implement a corporate-wide asset management competency framework, including the ongoing delivery of training programs.	IPM
	6Z3.2 Revise the project management framework with implementation and sustainment plans.	IPM
	6Z3.3 Enhance and deliver project management framework, consulting and training services across the Corporation.	IPM
	6Z3.4 Deliver projects based upon revised project management framework.	IPM

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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EE Engineering & Energy **GSM** Geomatics (Survey & Mapping) **IAA** Information Access & Approvals **IPM** Infrastructure & Project Management

CORPORATE SERVICES: Infrastructure & Information Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization (Continued) 6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.	6Z3.5 Implement a Tangible Capital Asset (TCA) sustainment model aligned to asset management practices in accordance with regulatory reporting requirements.	IPM
	6Z3.6 Develop an infrastructure and asset management architecture with decision support tools and solutions.	IPM
Organization 6Z4 Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)	6Z4.1 Work to identify, acquire and implement electricity and natural gas efficiency, conservation and green house gas (GHG) emissions reduction initiatives.	EE
	6Z4.2 Meet The City's growing electricity demand by acquiring additional supply from renewable energy sources in accordance with Council's Energy Management Policy.	EE
	6Z4.3 Facilitate asset management decisions for corporate and community infrastructure based on life-cycle costing information.	IPM
	6Z4.4 Enhance external and government partnerships to coordinate infrastructure and asset management strategies, plans, benchmarking and best practices.	Business Unit Wide
	6Z4.5 Support and sustain engineering and geological professional practice management plan.	EE

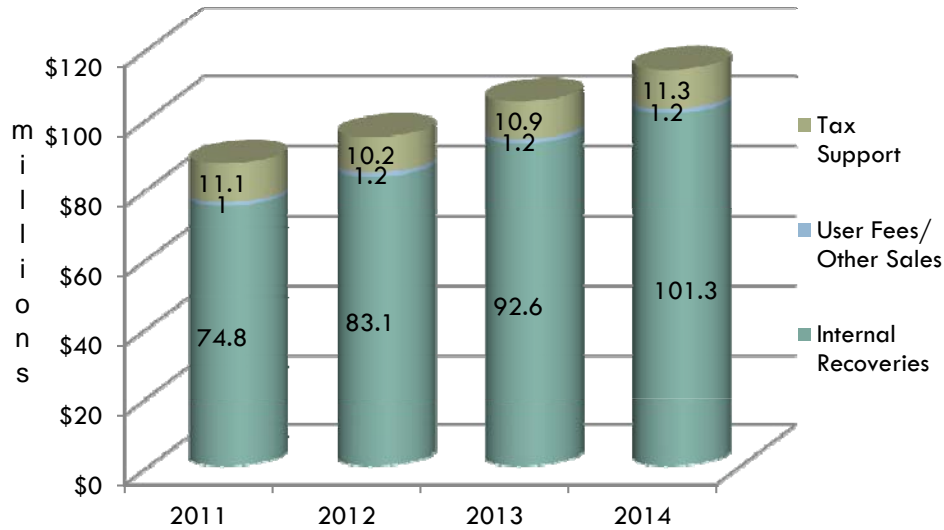
 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
EE Engineering & Energy	GSM Geomatics (Survey & Mapping)	IAA Information Access & Approvals	IPM Infrastructure & Project Management		

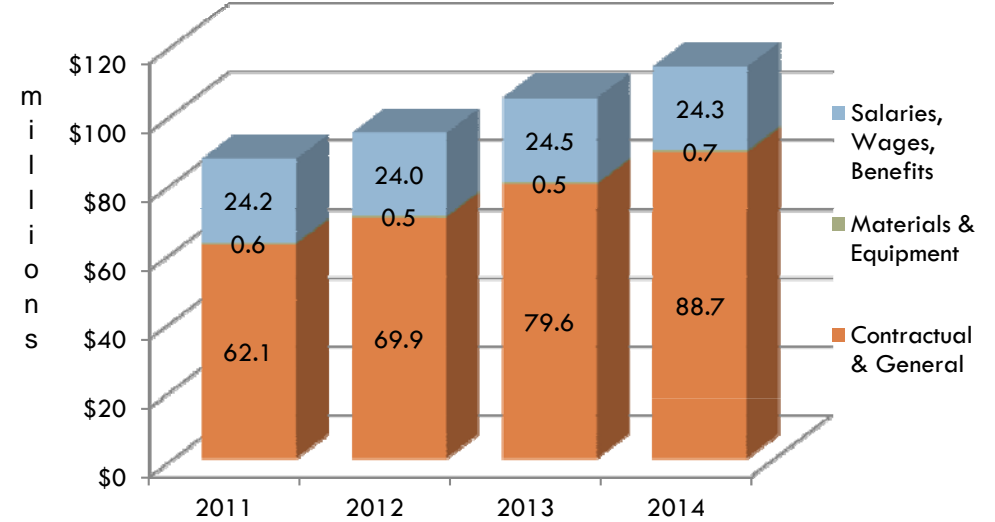
CORPORATE SERVICES: Infrastructure & Information Services: Business Plan and Budget Highlights

Funding Summary



No changes to 2012-2014 user fees are proposed at this time.

Expenditure Summary



Energy budgets are represented centrally (\$58M, \$66M, \$76M, \$85M); actual costs reside in business units.

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.4	\$0.4	1	\$0.4	\$0.4	1	\$0.4	\$0.4	1	\$0.4	\$0.4	1
Services:												
Geomatics	14.4	4.1	140	14.2	4.0	140	14.3	4.1	141	14.4	4.1	141
Infrastructure & Project Management	4.9	1.6	21	4.2	0.9	20	5.0	1.8	22	5.6	2.3	23
Engineering & Energy	62.9	1.5	46	71.3	1.5	46	80.7	1.4	45	89.3	1.4	45
Information Access & Approvals	4.4	3.4	35	4.3	3.4	35	4.2	3.2	35	4.1	3.1	34
Total Infrastructure & Information Services	\$86.9	\$11.1	243	\$94.4	\$10.2	242	\$104.6	\$10.9	244	\$113.7	\$11.3	244

CORPORATE SERVICES: Infrastructure & Information Services: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

After realizing \$1.17 million in budget reductions and productivity gains in the previous business plan and budget cycle, Infrastructure & Information Services (IIS) is further reducing its operating budget by \$875 thousand in 2012-2014 through further productivity savings without impacting frontline services. IIS continues to be innovative, creative and flexible in its service delivery methods and achieving citizen satisfaction. As many of IIS' services support other City departments funded through their capital or operating budget initiatives, these productivity gains are actually realized in IIS' customers' budgets and projects.

Some of the productivity improvements include:

- new GPS and imagery technology to increase productivity and transform our processes;
- upgrades to IIS' infrastructure data and records management (e.g. Corporate Building Repository);
- administrative consolidations resulting in less expense;
- reductions in vendor contracting and professional development initiatives;
- reassignment of some existing staff to emerging lines of services (e.g. Calgary.ca mapping and digital communications);
- incorporation of open data delivery without additional staff positions though there will be some moderate service levels impacts; and,
- reduced energy consumptions through energy audits and energy conservation initiatives.

In 2011 responding to a Canadian Radio-Television and Telecommunications Commission (CRTC) decision, IIS began to track the impact of third-party telecommunication infrastructure placements on City property without increase to their budget or resources, thus impacting other administrative activities. Within CRTC guidelines, IIS will develop processes to externally recover the cost of tracking these placements thus allowing the business unit to fulfil previously forgone City administrative activities.

Service and Budget Increases

In 2013-2014, IIS will invest more to support corporate project management maturity and competencies in accordance with recent audit recommendations. This will increase project accountability, transparency and delivery within approved project charters. There will also be additional support for corporate asset management planning processes which were previously deferred.

One-time funding is requested to enhance the corporate asset management plans, develop an asset management competency framework, and to develop an integrated infrastructure funding / capital budgeting strategy (CFP-M12) for the Corporation. An existing staff position has been reallocated to support this initiative. These increases total \$747 thousand for 2013 and \$795 for 2014.

Innovations and advancements to support corporate and departmental service reviews, activity based costing initiatives, shared services financial efficiencies gains, advancements in benchmark and reporting will be undertaken in 2013-2014.

Remaining budget increases are dedicated to inflationary increases to IIS' non-salary expenditure areas (especially energy and fuel and in new software licensing and equipment maintenance costs arising from capital technology systems acquisitions).

User Fees

- Corporate data licensing fees from external parties will remain unchanged.

Budget Reductions with Service Impact

IIS further reduced their consulting budget by \$250 thousand which could result in missed opportunities for future innovations and is therefore represented as a budget reduction with potential service impact.

Summary of net operating budget changes (\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$200)	(\$300)	(\$375)
Service and budget increases	0	747	795
Budget reductions with service impact	(250)	0	0
Total base changes	(450)	447	420
One-Time	0	250	250
Less: Previous Year's One-time	(500)	0	(250)
Total budget changes	(\$950)	\$697	\$420

CORPORATE SERVICES: Infrastructure & Information Services: Capital Projects Requiring Approval

(\$000s)

\$6,225 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request						(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years		2012	2013	2014	2015	2016	
813-007	GEM (Geospatial Emergency Management)	M	C	0	0	3,382	1,300	1,892	190	0	0	3,382
813-008	Buildings Repository	U	C	0	0	1,299	0	228	1,071	0	0	1,299
813-010	Livelihood Project	S	C	0	0	558	268	171	119	0	0	558
813-011	Contract Mapping	S	C	0	0	340	107	114	119	0	0	340
813-013	High Accuracy Airborne Laser	S	C	0	0	939	535	285	119	0	0	939
813-020	Dynamic Geographical Asset Information Mgmt	U	C	0	0	3,206	463	1,658	1,085	0	0	3,206
813-021	CADD Upgrade for Design Asset Maintenance	U	C	0	0	776	391	325	60	0	0	776
Total Program 813 : Information Initiatives				0	0	10,500	3,064	4,673	2,763	0	0	10,500
Operating costs of capital of Program 813												
2012-2014 Operating Budget			O1				0	0	30	N/A	N/A	30
2015 and beyond Operating Plan			O2				N/A	N/A	N/A	20	5	25
814-001	Survey Equipment	M	C	0	0	680	214	228	238	0	0	680
814-002	Business Equipment	M	C	0	0	766	241	257	268	0	0	766
814-003	Survey Control Marker	M	C	0	0	171	54	57	60	0	0	171
814-015	City Online Rewrite	U	C	0	0	1,131	375	399	357	0	0	1,131
Total Program 814 : Engineering Services Business Equip.				0	0	2,748	884	941	923	0	0	2,748
Operating costs of capital of Program 814												
2012-2014 Operating Budget			O1				30	0	0	N/A	N/A	30
2015 and beyond Operating Plan			O2				N/A	N/A	N/A	0	0	0
819-004	Infrastructure Investment Planning Software	U	C	0	0	700	700	0	0	0	0	700
819-008	IAM Enterprise Architecture Phase 2&3	U	C	0	0	850	650	200	0	0	0	850
819-010	IAM Enterprise Architecture Phase 5	M	C	0	0	1,000		500	500	0	0	1,000
Total Program 819 : Infrastructure Initiatives				0	0	2,550	1,350	700	500	0	0	2,550
				0	0	15,798	5,298	6,314	4,186	0	0	15,798

Note:
 Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost, O2=2015 and beyond Operating Cost

CORPORATE SERVICES: Infrastructure & Information Services: Capital Projects Requiring Approval

		2012	2013	2014	2015	2016	2012-2016
Funding For Capital Projects							
Private Contributions		54	57	60	0	0	171
Pay-As-You-Go		3,003	3,880	2,597	0	0	9,480
Lifecycle Maintenance & Upgrade Reserve		2,241	2,377	1,529	0	0	6,147
Total Funding		5,298	6,314	4,186	0	0	15,798
Total Operating costs of capital							
2012-2014 Operating Budget	O1	30	0	30	N/A	N/A	60
2015 and beyond Operating Plan	O2	N/A	N/A	N/A	20	5	25

Explanation of Budget Requests

Program 813 : Information Initiatives

Project 813-007: GEM (Geospatial Emergency Management)

New Budget Request of \$3.382 million for 2012-2014 with funding from Lifecycle Maintenance & Upgrade Reserve. This project will provide the Corporation with enhanced situational awareness enabled by the Common Operational Picture (COP), and the fusion of real time Global Positioning System (GPS) information and Geographic Information System (GIS) Analytics providing decision makers with alerting, tracking and a geospatial view of the each BU's daily operations.

- Review the requirements and lessons learned from GEM 1
- Conduct a corporate needs assessment to determine which business units could benefit from the Common Operational Window (COW)
- Compile and prioritize data, information and analysis tools for new Corporate users
- Integrate additional data sources and optimize current data and infrastructure
- Establish GIS tools and data training program for business units
- Develop advanced features and functionality and infrastructure needed with the COP/COW
- Explore the benefits of leveraging geographic data and tools in business continuity practices
- Integrate GPS enabled units into the Common Operating Windows
- Create analytics and dashboarding relevant to each business units operations

Operating costs of capital: This project requires \$20 thousand of maintenance costs each year from 2015 to 2021. These costs will be incorporated as part of the 2015-2017 budget process.

CORPORATE SERVICES: Infrastructure & Information Services: Capital Projects Requiring Approval

Project 813-008: Buildings Repository

New Budget Request of (Building Repository Project - Generation II) \$1.299 million for 2013-2014 with funding from Lifecycle Maintenance & Upgrade Reserve. The City of Calgary has just completed the development of Generation I of a Building Repository which laid the GIS (spatial) foundation for the collection and integration of building related information into a unified view for city use. Generation II of the Buildings Repository Project will focus on adding additional business information and making critical process improvements within source systems. The project is looking to achieve the following:

- Incorporation of additional internal city building information to leverage the investment from Generation I
- Assisting other business units integrate building details back into sources systems (e.g. CIAO, POSSE and others)
- Inclusion of external building related information (e.g. BOMA, Calgary Real Estate Board, others)
- Decommissioning of duplicate building data sets & processes

Operating costs of capital: This project requires \$5 thousand of maintenance costs for 2016. These costs will be incorporated as part of the 2015-2017 budget process.

Project 813-010: Livelink Project

New Budget Request of \$558 thousand for 2012-2014 with funding from Pay-As-You-Go. This project will include the analysis, design and implementation of a Livelink solution (The City approved document management system) within Infrastructure & Information Services (IIS). This will provide support for the

- Design and implementation of a business unit document repository
- Creation of automated workflows to enhance critical business processes
- Development of performance metric reporting capabilities
- Implementation of integration with existing IIS technology infrastructure, such as AutoCADD formats to better manage external submissions from the development, construction and utility industries
- Centralized management of documents associated Oil and Gas Pipeline submissions to ensure that The City makes the best decisions

Project 813-011: Contract Mapping

New Budget Request of \$340 thousand for 2012-2014 with funding from Pay-As-You-Go. This project will include the determination of corporate 'readiness' in terms of culture and process for the development of protocols, processes and technology solutions to ensure that The City receives and manages all as-built / Record drawings and associated agreements related to city infrastructure projects. Stakeholder related document holdings and critical supporting processes will be identified and mapped. Opportunities for streamline process will be identified, including those that would benefit from workflow automation. In addition, the project will develop required standardized document metadata requirements, document and security controls, and lifecycle management requirements to reflect a corporate approach for information provision. The project will include the design and implementation of appropriate solutions including the creation of geo-referenced indexes of all related information assets.

CORPORATE SERVICES: Infrastructure & Information Services: Capital Projects Requiring Approval

Project 813-013: High Accuracy Airborne Laser

New Budget Request of \$939 thousand for 2012-2014 with funding from Pay-As-You-Go. This project will deliver very precise elevation models which are widely used for transportation planning, building modeling and floodmapping analysis. This project will obtain high resolution elevation models using Light Detection And Ranging (LiDAR) technology. LiDAR technology offers an accurate and expedient method to capture wide-area elevation information. A LiDAR system is attached to the fuselage of an airplane or helicopter and flown over the city. It will allow survey grade, three dimensional data extraction in a desktop environment. LiDAR signals penetrate trees which allow bare earth and surface models to be produced. It has become the technology of choice for measuring and recording elevation data.

Operating costs of capital: This project requires \$30 thousand of maintenance costs each year from 2014 to 2021. The costs in 2014 have been included in the 2012-2014 proposed operating budget.

Project 813-020: Dynamic Geographical Asset Information Mgmt

New Budget Request of \$3.206 million for 2012-2014 with funding from Pay-As-You-Go. The Asset Information and Mapping (AIM) division of Infrastructure & Information Services (IIS) has identified a potential gap between AIM's current asset information processes and future client business needs and citizen expectations. AIM's clients need more responsive asset information maintenance processes to ensure their Tangible Capital Assets (TCA) commitment becomes an integral part of their overall operation. In addition, as the city asset information becomes more available to the public through the Public Data Catalogue (PDC) initiative, there is the opportunity to engage the citizens of Calgary in reviewing this data and providing feedback on discrepancies. By taking advantage of the 'wisdom of the crowd' and enabling more agile maintenance processes, AIM will be able to provide a superior asset information base that better supports both internal and public needs. Through a combination of citizen engagement and new mobile and web technology-enabled business processes, this program will produce enhanced geographic asset information. This higher value information will better support city business units' operations and capital asset tracking needs, and provide the public with direct access to reliable city infrastructure data.

Project 813-021: CADD Upgrade for Design Asset Maintenance

New Budget Request of \$776 thousand for 2012-2014 with funding of \$451 thousand from Pay-As-You-Go, and \$325 thousand from Lifecycle Maintenance & Upgrade Reserve. The microstation upgrade project will evaluate, recommend and implement the changes required to bring the corporations asset design environment up to date. The current Geospatial Asset Design software used by the corporation was released as early as 1997. Since that time, there have been a number of releases that focus on enhancements in productivity and interoperability. This project will identify the requirements of our geospatial asset design service lines and evaluate the various Computer Aided Design solutions available. This project will also make recommendations for the selection of our design software and implement that solution to support the Corporations geospatial asset design for the next 10 years

CORPORATE SERVICES: Infrastructure & Information Services: Capital Projects Requiring Approval

Program 814 : Engineering Services Business Equip.

Project 814-001: Survey Equipment

New Budget Request of \$680 thousand for 2012-2014 with funding from Pay-As-You-Go. This project is essential to the enabling service provided by the Field Surveying Services Division. Surveying equipment that has exceeded its useful life is due for replacement and some existing equipment that still has useful life is modernized. The new and modernized surveying equipment will be used by survey crews to provide accurate and efficient surveying services for City of Calgary infrastructure and land development projects.

Operating costs of capital: This project requires \$20 thousand of operating costs and \$10 thousand of maintenance costs each year from 2012 to 2014, which have been included in the 2012-2014 proposed operating budget; \$20 thousand of operating costs and \$10 thousand of maintenance costs each year from 2015 to 2021, which will be incorporated as part of the 2015-2017 budget process.

Project 814-002: Business Equipment

New Budget Request of \$766 thousand for 2012-2014 with funding from Lifecycle Maintenance & Upgrade Reserve. This capital funding covers additional business equipment for IIS over and above costs associated with IT purchases and survey equipment. It covers additional business equipment including: furniture, scanners, plotters, printers, touch tables and other hardware excluded from the IT Lifecycle Replacement Plan.

Project 814-003: Survey Control Marker

New Budget Request of \$171 thousand for 2012-2014 with funding from private contributions. The City of Calgary has an ongoing responsibility for maintaining the Alberta Survey Control Marker (ASCM) Network within the city limits. The ASCM Network is a spatial referencing system consisting of accurate 3-dimensional markers located throughout the city. Survey control markers provide a practical basis for positioning users who deal with geographically related information. The markers are used by the City and private sector to build accurate city infrastructure. As the city continues to grow, the ASCM Network needs to be expanded and maintained to meet the needs of development and mapping.

Project 814-015: City Online Rewrite

New Budget Request of \$1.131 million for 2012-2014 with funding of \$756 thousand from Pay-As-You-Go, and \$375 thousand from Lifecycle Maintenance & Upgrade Reserve. This project is to plug and play modules for CITYOnline to add new features and improve processes toward e-services for citizens as well as businesses including mobility functionality, ongoing enhancements to GIS interactive map.

Program 819 : Infrastructure Initiatives

Project 819-004: Infrastructure Investment Planning Software

New Budget Request of \$700 thousand in 2012 with funding from Pay-As-You-Go. In report ALT2010-078, the ALT approved the creation of 6 Infrastructure Investment Plans and the guidelines which align each of these plans. The creation of these plans depend on a financial planning model, which was created by Corporate Asset Management based on the Transportation financial model. This model was created in Excel, which is a tool that is not supported by IT and is limited in its capacity to handle large numbers of capital projects. This project will replace the Excel spreadsheet with a corporate standard system for the financial analysis component of infrastructure investment planning.

CORPORATE SERVICES: Infrastructure & Information Services: Capital Projects Requiring Approval

Project 819-008: IAM Enterprise Architecture Phase 2&3

New Budget Request of \$850 thousand for 2012-2013 with funding from Pay-As-You-Go. This project includes the design of the Infrastructure Asset Management (IAM) enterprise architecture "to be state" and the development of a technology roadmap in support of the entire Corporation's Asset Management Program. In the supporting report submitted to the GM of Corp Services, dated 2011 Feb 17, this is noted as Phase 2 of the IAM project. Infrastructure & Information Services (IIS) and Information Technology (IT) have completed Phase 1 (current state analysis) of the Infrastructure Asset Management enterprise architecture for the Corporation's asset management program. The analysis has resulted in a conceptual technology framework for the proposed future state architectural model. Further work is required to plan for future expected technology and systems implementations to support asset management business practices and processes and will scope future costs for asset system integration noted in Phase 6&7 of the above report.

Project 819-010: IAM Enterprise Architecture Phase 5

New Budget Request of \$1 million for 2013-2014 with funding from Pay-As-You-Go. This project is sustainment of the Capital Planning Implementation Program (CPIP), also known as Real-time Infrastructure Valuation Analysis (RIVA) program. There is currently no sustainment funding for system maintenance, upgrades and integration to existing TCA technology. This is in support of approved capital program number 819, Capital Planning Software which is currently being implemented within the Corporation as well as development of a system integration architecture for the RIVA and PeopleSoft software for asset management and TCA data sharing, using existing MSI funding. In the supporting report submitted to the GM of Corporate Services, dated 2011 Feb 17, this is noted as Phase 5 of the IAM project.

CORPORATE SERVICES: Infrastructure & Information Services : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
813	005	CORE Mapping Phase II	A	U	6,200	500	0	0	0	0	500	6,700
813	007	GEM (Geospatial Emergency Management)	A	U	1,870	500	0	0	0	0	500	2,370
813	007	GEM (Geospatial Emergency Management)	C	M	0	1,300	1,892	190	0	0	3,382	3,382
813	008	Buildings Repository	A	U	2,015	1,000	0	0	0	0	1,000	3,015
813	008	Buildings Repository	C	U	0	0	228	1,071	0	0	1,299	1,299
813	010	Livelihood Project	C	S	0	268	171	119	0	0	558	558
813	011	Contract Mapping	C	S	0	107	114	119	0	0	340	340
813	013	High Accuracy Airborne Laser	C	S	0	535	285	119	0	0	939	939
813	020	Dynamic Geographical Asset Information Management	C	U	0	463	1,658	1,085	0	0	3,206	3,206
813	021	CADD Upgrade for Design Asset Maintenance	C	U	0	391	325	60	0	0	776	776
814	001	Survey Equipment	C	M	0	214	228	238	0	0	680	680
814	002	Business Equipment	C	M	0	241	257	268	0	0	766	766
814	003	Survey Control Marker	C	M	0	54	57	60	0	0	171	171
814	003	Survey Control Marker	D	M	0	0	0	0	63	0	63	63
814	015	City Online Rewrite	C	U	0	375	399	357	0	0	1,131	1,131
819	003	Capital Planning Software	A	U	1,800	1,100	960	0	0	0	2,060	3,860
819	004	Infrastructure Investment Planning Software	C	U	0	700	0	0	0	0	700	700
819	005	Sustainable Bldg Impl. Plan tier 1	A	U	4,813	3,000	2,500	1,387	0	0	6,887	11,700
819	006	Energy Management Prog.Tier 1	A	M	3,492	2,000	1,500	1,208	0	0	4,708	8,200
819	008	IAM Enterprise Architecture Phase 2&3	C	U	0	650	200	0	0	0	850	850
819	010	IAM Enterprise Architecture Phase 5	C	M	0	0	500	500	0	0	1,000	1,000
Total Infrastructure & Information Services					20,190	13,398	11,274	6,781	63	0	31,516	51,706

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE SERVICES: Infrastructure & Information Services: Service Highlights

Engineering & Energy	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$71,289	\$1,537	46	\$80,689	\$1,432	45	\$89,319	\$1,372	45

Description of Services

Engineering:

Engineering Services (EE) sets the corporate standard in engineering services for buildings and is the owner of the leading edge Engineer in Training (EIT) Rotation Program and Professional Practice and consultant engagement.

Energy:

Energy Management procures, models and forecasts The City's electricity, natural gas consumption and thermal energy requirements from district energy, pilots energy technologies, and advances energy efficiency at The City to improve performance in energy use, costs and associated environmental impacts.

Highlighted Strategies

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)

6Z4 Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)

Highlighted Actions

4Z3.3 Provide corporate services expertise that meets customer needs and requirements through a consistent consultancy service delivery model.

5Z2.3 Sustain professional development, apprentice and mentoring programs.

6Z4.1 Work to identify, acquire and implement electricity and natural gas efficiency, conservation and green house gas (GHG) emissions reduction initiatives.

6Z4.2 Meet The City's growing electricity demand by acquiring additional supply from renewable energy sources in accordance with Council's Energy Management Policy.

6Z4.5 Support and sustain engineering and geological professional practice management plan.

Business Plan and Budget Highlights

- Realignment of business functions and processes has translated into efficiencies and realization of savings in EE service lines;
- MSI Funding through 2014 also allows EE to partner with other BU's to pilot innovative energy saving technologies;
- Engineering and energy technologies are rapidly changing. Reductions in budget related to staff training and conferences could impact the ability of EE staff to maintain optimal service;
- Volatility of energy prices and increasing energy consumption growth requires EE to identify new sources of supply to meet Council's requirements. The City's growth increases demand on engineering consulting services;
- EE plays a key role in supporting Council's Triple Bottom Line Policy, The City of Calgary's Environmental Policy and Corporate Climate Change Action Plan Target Minus 50, Calgary Climate Change Accord, Water Efficiency Plan, and Sustainable Environmental and Ethical Procurement Policy, Sustainable Buildings Policy;
- EE has strong relationships with multiple business units including Environmental & Safety Management, Water Resources, Water Services, Corporate Properties & Buildings, supporting them with engineering reviews and other engineering consulting services;
- As leaders in industry engagement through the EIT Program and consultant framework with Supply; and,
- Potential reductions to capital and operating budgets adversely impact EE's ability to advance new technologies.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Infrastructure & Information Services: Service Highlights

Geomatics (Survey & Mapping)	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$14,244	\$3,997	140	\$14,316	\$4,069	141	\$14,357	\$4,110	141

Description of Services

Mapping:

Geomatics (Survey & Mapping) (GSM) expertise can be explained as the science of interpreting and analyzing the relationships between geographic and business information. The expertise is focused on the provision of geospatial information management of key Corporate data sets, and The Corporation's businesses spatial data creation, maintenance and uses.

Survey:

High precision surveying services including engineering and legal surveys, survey control and inspections to enable development and maintenance of public infrastructure.

Highlighted Strategies

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

Highlighted Actions

4Z3.2 Infrastructure & Information Services will partner with other City business units to improve service delivery efficiencies and outcomes for our citizens.

4Z3.4 Implement organizational, process and technology solutions that improve responsiveness and quality-of-service delivery and/or reduce costs.

4Z5.5 Utilize information management to leverage information that supports sound business decisions.

4Z5.6 Provide software tools, business analytics, decision models and performance measures that facilitate optimal business operations.

4Z5.7 Deliver survey, imagery and map information products and business solutions that enhance customer business analytics and operations.

Business Plan and Budget Highlights

GSM services enable The City of Calgary to deliver front line services to citizens and partner with other levels of government and industry. Approximately 85% of all City business' rely on geographic-based products and services in order to effectively and efficiently deliver Corporate services:

- GSM's small investment into Delivering Accuracy in Real-Time (DART) technology realizes a large return on investment. GSM partnered with the Province to establish 3-D coordinate values for 5 DART Global Navigation Satellite System reference stations enabling real-time accurate positioning to support navigation, asset, engineering, inspection and legal surveys; and,
- Investment in GSM technology and processes will result in optimized data capture and reduced cycle time of updates for partner business units directly serving citizens.
- GSM delivers and supports the following corporate geographic products and services:
- GSM creates, maintains and manages the Corporation's Base Mapping underlying the network of lots, parcels and transportation systems; and,
- GIS project consulting, cartography, data gathering and analysis, 3D computer modelling, aerial imagery and website mapping along with drafting services for major capital departments and infrastructure design and drawing records and maintenance.
- IIS, on behalf of The City, is governed to deliver the above by the adhering to legislation/policies: Public Lands Act, Surveys Act, Land Titles Act, Municipal Government Act (MGA), the Municipal Emergency Plan.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Infrastructure & Information Services: Service Highlights

Information Access & Approvals	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,340	\$3,352	35	\$4,187	\$3,199	35	\$4,071	\$3,083	34

Description of Services

Access:
Information Access & Approvals (IIA) provides of access to commercial and public data, intellectual property management, and distribution. Management of these corporate assets includes governance and policy development on behalf of all business units.

Approvals:
Utility Rights of Way are managed to ensure coordination and protection of the asset. Compliance with agreements and legislation are managed through partnerships with utilities and business partners.

Highlighted Strategies

4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

6Z2 Further integrate governance and risk management practices into the asset management practice.

Highlighted Actions

4Z3.5 Optimize citizen access to information and services through Calgary.ca, the Onward strategy, mobile applications, social media and communication policies.

4Z5.1 Improve public access to information and opportunities for participation in planning and decision-making.

4Z5.2 Optimize the delivery of, and access to, City information and/or services.

4Z5.3 Expand online access to Infrastructure & Information Services e-Government services, web and mobile information, and public participation.

6Z2.5 Identify oil & gas infrastructure information and formalize a governance process to manage right-of-way impacts and risks.

Business Plan and Budget Highlights

- IAA provides accessibility and access to City products, information, and assets through calgary.ca, City Online and eMaps. IAA works to strategically identify opportunities for provision or exchange of City assets and information online, for internal and external customers.
- IAA provides strategic solutions that allow our customers to become more efficient. IAA's infrastructure knowledge and document management expertise is key to ensuring business unit access to this information.
- Through formal approval processes IAA manages access to Utility rights-of-way, negotiate and administer access agreements to protect infrastructure, as well as facilitate partnership agreements for utilities that benefit both public and private sector interests.
- Data is distributed and managed through IAA, satisfying both commercial and public interest needs. Revenues are collected on behalf of the corporation as well as business units, while other data sets are distributed at no cost through Open Data initiatives. Data sharing and access agreements with other levels of government and academia are also managed.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Infrastructure & Information Services: Service Highlights

Infrastructure & Project Management	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,156	\$905	20	\$5,039	\$1,788	22	\$5,594	\$2,343	23

Description of Services

Infrastructure Asset Management:

Infrastructure & Project Management (IPM) enables coordinated infrastructure decisions and practices that are aligned to expected service delivery and associated risk. Corporate asset management is responsible to implement and manage strategic infrastructure asset management best practices across all infrastructure asset managing Business Units.

Project Management:

Project Management is responsible for providing dedicated internal consulting to ensure organizational excellence in project management. Developing project management capability and capacity in partnership with our customers to ensure that project benefits and value are delivered.

Highlighted Strategies

2M1 Align capital budgets and service delivery funding with Council Policy and approved infrastructure investment plans. (CFP-M12*)

6Z2 Further integrate governance and risk management practices into the asset management practice.

6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.

Highlighted Actions

2M1.1 Review capital projects and programs to prioritize The City's investment in support of Council's plans and decision-making.

2M1.2 Develop an infrastructure and service delivery funding strategy that mitigates the risks associated with the infrastructure gap.

6Z2.4 Identify strategic and sustainable infrastructure risks and develop strategies and plans that mitigate the risks.

6Z3.1 Design and implement a corporate-wide asset management competency framework, including the ongoing delivery of training programs.

6Z3.2 Revise the project management framework with implementation and sustainment plans.

Business Plan and Budget Highlight

IPM manages corporate-wide project and asset management policy, governance, practices and reporting through collaboration with all City project and asset managing business units:

- Implementing a mandatory, corporate wide review of project management policy, practices, reporting and governance. The review will enhance the popular facilitation services and competency training already provided. All of these activities ensure consistency in how The City runs projects, which helps to keep IIS in a position as the customer of choice with industry, to better mitigate the risks of construction in a volatile market and to ensure a strong reputation as delivering effective projects on behalf of Calgarians; and,
- Supporting and creating Asset Management and Infrastructure Investment Plans, a top priority of Council since 2008, to enable the prioritization of capital investments. Implementing technology for asset information, including a corporate asset repository and Realtime Infrastructure Valuation Analysis (RIVA) decision support, to support infrastructure business intelligence.

Every 3 years, asset information from each business unit is rolled up into the State of Asset Management Report and the Infrastructure Status Report, which have become the primary performance measures for the Corporation's asset management program since 2004.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES

(\$ millions)

Office of Land Servicing & Housing	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$66.7	\$4.1	49	\$63.2	\$4.1	49	\$70.2	\$4.2	49

Overview

The Office of Land Servicing and Housing (OLSH) supports economic development and diversification through the provision of serviced industrial land, provides Calgarians' access to a variety of affordable housing choices through the Enterprise Housing program, which employs a "buy, build, partner, and incent" approach to the delivery of units (including incentives for secondary suites), and oversees the development and sale of surplus or underutilized City-owned land. Through its Director it also provides oversight and leadership to Calgary Housing Company and corporate representation on the board of the Metropolitan Calgary Foundation.

List of services

- Affordable Housing - AH
- Business Operations and Administration - BOA
- Land Servicing - LS
- Real Estate Marketing and Sales - REMS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long-Term Plans

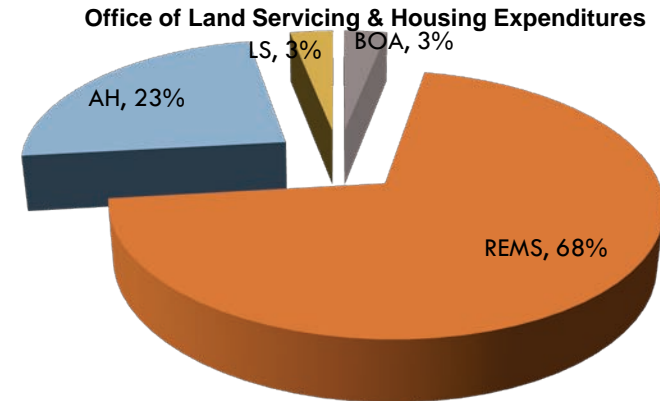
The Office of Land Servicing and Housing is committed to delivering on three Council directional statements including:

- 1) ensuring a supply of serviced industrial land at competitive prices (CFP-B5);
- 2) developing a comprehensive approach to The City's delivery of affordable housing for Calgarians, concentrating on partnerships with other service deliverers and other levels of government; (CFP-C9); and
- 3) maximizing triple bottom line value of surplus real estate through development and sale. (CFB-Z11).

Specific types of land developments undertaken on underutilized City-owned land include transit oriented development and surplus school sites, both of which align with the 2020 Sustainability Direction and the citizen feedback received through Our City, Our Budget, Our Future.

Addressing Other Emerging Issues

Market conditions have a major impact on OLSH. For Land Servicing and Real



Estate Marketing and Sales, OLSH manages market risk through ongoing analysis and forecasting, staging projects according to demand, and managing capital investment levels corresponding to sales. An emerging issue facing OLSH is determining the balance between maximizing the financial value of land sales and meeting triple bottom line objectives.

Demand for affordable housing is driven by market conditions, however, delivery of supply is directly impacted by the availability of funding from other levels of government. This business unit actively advocates for increased funding and ensures that it responds to funding opportunities in a timely and appropriate manner. Market conditions drive demand for affordable housing however, availability of funding from other levels of government directly affects delivery of supply. OLSH advocates for increased funding and is responsive to opportunities for funding. The age of The City's public housing portfolio and OLSH's ability to maintain the assets within budget constraints may affect supply and desirability. To reinforce municipal commitment to the delivery of affordable housing, OLSH will direct five per cent of all gross industrial and business park sales to the Public Housing Reserve. OLSH will reduce its reliance on tax support by funding Business operations and Administration expenses with land sales revenue prior to allocating revenue to the Real Estate Reserve.

CORPORATE SERVICES: Office of Land Servicing & Housing: Actions for Council Approval

Strategies		Actions	Accountable Services
Community	1C1 Work with our partners to develop and implement a sustainable model for the delivery of affordable housing units. (CFP-C9*)	1C1.1 Advocate for, and leverage, federal and provincial government funding commitments to create additional affordable housing units.	AH
		1C1.2 Continue to implement the Enterprise Housing Program to increase the supply of affordable housing.	AH
		1C1.3 Develop a source of long-term funding by redirecting 5% of gross proceeds from the sale of industrial and business park land into the public housing reserve.	AH
		1C1.4 Develop stronger working relationships with not-for-profit organizations that provide housing and/or support services.	AH
		1C1.5 Create an asset management plan for existing City-owned and Calgary Housing Company managed units.	AH
Mobility	2M1 Align capital budgets and service delivery funding with Council policy and approved infrastructure investment plans. (CFP-M12*)	2M1.1 Review capital projects and programs to prioritize The City's investment in support of Council's plans and decision-making.	BOA
Business	3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)	3B1.1 Streamline citizen and customer service request processes and information flow.	REMS
Business	3B2 Support economic development and diversification by ensuring an appropriate inventory of serviced industrial land. (CFP-B5*, P1)	3B2.1 Ensure adequate supply of serviced industrial land.	LS
		3B2.2 Continue to develop and market business parks on lands originally purchased by The City for employment centres.	LS
		3B2.3 Adopt and implement a transit oriented development program to develop surplus and /or underutilized land around C-Train stations.	LS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
AH Affordable Housing	BOA Business Operations and Administration	LS Land Servicing	REMS Real Estate Marketing and Sales		

CORPORATE SERVICES: Office of Land Servicing & Housing: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z1 Support implementation of the Corporate Customer Service Framework (CFP-Z10)	4Z1.1 OLSH will continue to provide customer centric services that support business needs pursuant to the approved customer service framework.	Business Unit Wide
Organization 4Z2 Expand delivery of the shared services model. (CFP-Z2)	4Z2.1 Advocate compliance in legislation, policy, collective agreement, vendor contracts, and industry standards.	Business Unit Wide
Organization 4Z3 Improve the delivery of quality 'customer-centric' services. (CFP-Z1)	4Z3.1 OLSH will provide services that align to stakeholder expectations, reflect total cost, manage risks, and optimize resource and mutual benefits.	Business Unit Wide
	4Z3.2 OLSH will partner with other City business units to improve service delivery and outcomes for citizens.	BOA
	4Z3.3 Provide corporate services expertise that meet customer needs and requirements through a consistent consultancy service delivery model.	BOA
	4Z3.4 Implement organizational, process and technology solutions that improve responsiveness and quality-of-service delivery and/or reduce costs.	Business Unit Wide
Organization 4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)	4Z4.1 Use benchmarking to measure service effectiveness and continue to improve customer satisfaction and service delivery efficiencies.	BOA
	4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.	LS
	4Z4.3 Maintain and/or develop full-cost of service approaches.	BOA
	4Z4.4 Implement standardized processes and supporting information technology in real estate sales and project management.	BOA

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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AH Affordable Housing **BOA** Business Operations and Administration **LS** Land Servicing **REMS** Real Estate Marketing and Sales

CORPORATE SERVICES: Office of Land Servicing & Housing: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)	4Z5.1 Improve public access to information and opportunities for participation in planning and decision making.	Business Unit Wide
	4Z5.2 Optimize the delivery of, and access to, City information and/or services.	Business Unit Wide
	4Z5.3 Expand online access to Office of Land Servicing & Housing e-Government services, web and mobile information, and public participation.	REMS
Organization 5Z1 Enhance our attraction and recruitment practices.	5Z1.1 In partnership with Human Resources, develop strategies to address potential labour shortages and difficult to fill positions.	Business Unit Wide
Organization 5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)	5Z2.1 Implement business unit wellness programs based on the results of the OLSH Employee Health and Wellness Survey.	BOA
	5Z2.2 Continue succession planning initiatives.	BOA
	5Z2.3 Support employee learning to enhance professional skills, career opportunities and retention.	BOA
Organization 5Z3 Promote a work environment and culture that supports retention of employees.	5Z3.1 Collaborate with Office of Land Servicing & Housing employees to action annual Corporate Employee Survey results and create a more engaging workplace.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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AH Affordable Housing **BOA** Business Operations and Administration **LS** Land Servicing **REMS** Real Estate Marketing and Sales

CORPORATE SERVICES: Office of Land Servicing & Housing: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z4 Provide a safe workplace environment.	5Z4.1 Implement and maintain a safety and environmental governance model that meets legislative and corporate requirements.	BOA
	5Z4.2 Successfully fulfill the requirements for the Certificate of Recognition (COR) Safety Audit in 2013.	Business Unit Wide
	5Z4.3 Conduct quarterly site safety inspections and respond in an appropriate and timely manner to reported OLSH site and facility health and safety issues.	Business Unit Wide
Organization 6Z1 Optimize land and building inventory. (CPF-Z11*)	6Z1.1 Review land and properties with a goal to optimize their use for achieving municipal objectives or dispose if deemed surplus.	REMS
	6Z1.2 Identify, pilot and implement innovative sales strategies that maximize the triple bottom line value of surplus City lands while managing risk.	REMS
	6Z1.3 Implement the recommendations from the Corporate Real Estate Portfolio Audit.	REMS
Organization 6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.	6Z3.1 Deliver projects based upon revised project management framework.	Business Unit Wide
	6Z3.2 Implement a Tangible Capital Asset (TCA) sustainment model aligned to asset management practices in accordance with regulatory reporting requirements.	BOA
Organization 6Z4 Provide our customers with cost efficient, safe, reliable, environmentally responsible assets. (CFP-C4)	6Z4.1 Facilitate asset management decisions for corporate and community infrastructure based on lifecycle costing information.	Business Unit Wide

 For Council Approval

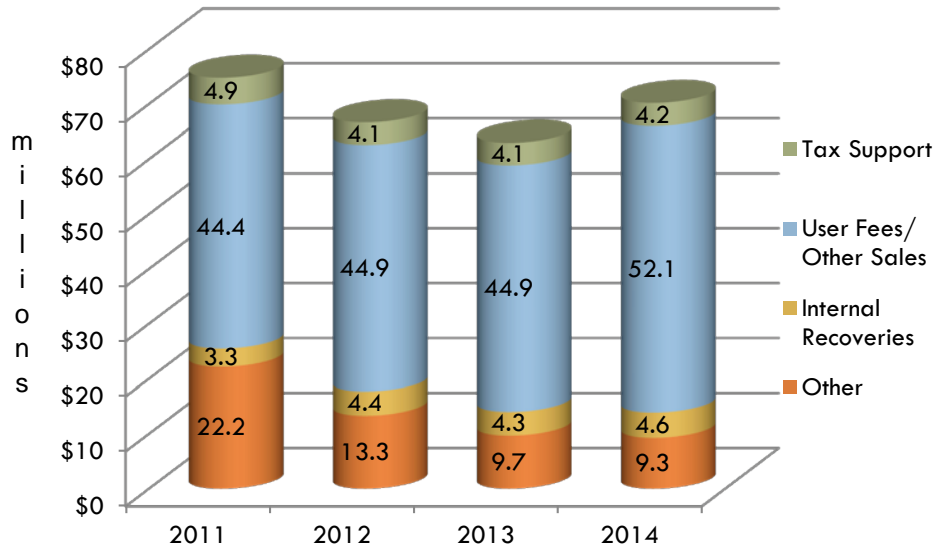
 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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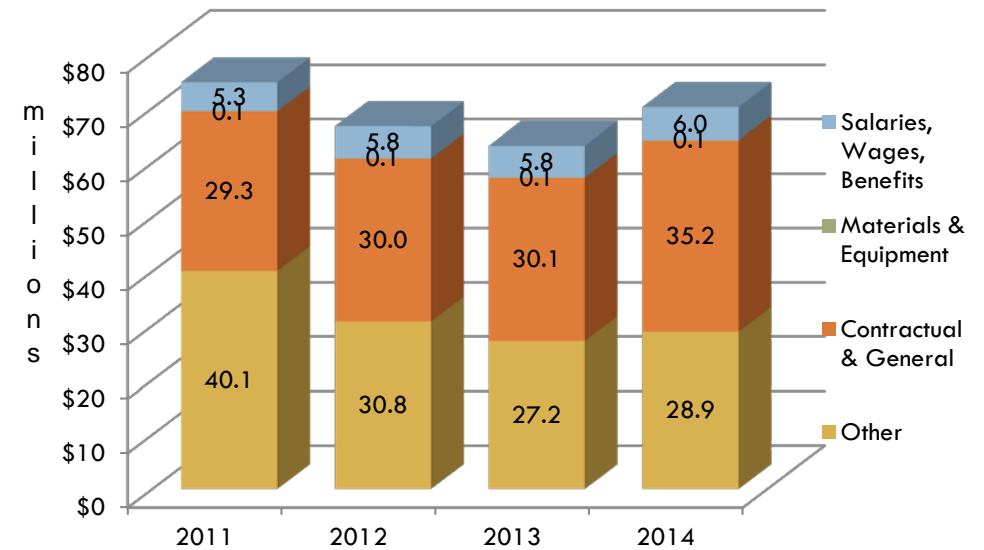
AH Affordable Housing **BOA** Business Operations and Administration **LS** Land Servicing **REMS** Real Estate Marketing and Sales

CORPORATE SERVICES: Office of Land Servicing & Housing: Business Plans and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$1.4	\$0.9	5	\$1.5	\$0.9	5	\$1.5	\$0.9	5	\$1.5	\$0.9	5
<u>Services:</u>												
Affordable Housing	27.1	3.5	8	18.1	3.4	8	14.5	3.5	8	14.0	3.5	8
Business Operations & Admin	1.8	0.7	13	1.8	0.0	13	1.9	0.0	13	2.1	0.0	13
Land Servicing	1.8	0.0	14	2.1	0.0	14	2.1	0.0	14	2.1	0.0	14
Real Estate Marketing & Sales	42.7	(0.2)	9	43.2	(0.2)	9	43.2	(0.2)	9	50.5	(0.2)	9
Total Office of Land Servicing & Housing	\$74.8	\$4.9	49	\$66.7	\$4.1	49	\$63.2	\$4.1	49	\$70.2	\$4.2	49

CORPORATE SERVICES: Office of Land Servicing & Housing: Business Plans and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

In 2012, \$56 thousand in productivity gains will be achieved through a decrease in the use of contract services associated with affordable housing. Specifically, internal resources rather than consultants will be used for public engagement and communication initiatives. OLSH will recover Business Operations and Administration expenses from real estate sales revenue prior to allocation to the Real Estate Reserve. The absorption of these expenses will not result in a decrease in current service levels but will result in business unit operating expenses, previously tax supported, being funded by real estate land sales revenue. Recoveries are \$700,000 in 2012, an additional \$50,000 in 2013, and an additional \$200,000 in 2014.

Service and Budget Increases

The Office of Land Servicing & Housing (OLSH) will be increasing services in all of its service areas with no new FTE's. Service increases will include:

- negotiating and closing a forecast \$7 million increase in industrial and business park sales transactions in 2014 as the Lincoln Park and Point Trotter industrial park developments progress;
- undertaking the development four new affordable housing projects with existing project management staff;
- increased project management workloads in land development with planning and development on the Westbrook and Heritage transit oriented development sites, and the David D. Oughton and RB Bennett surplus school sites.

This extra activity will be supported through the standardization of processes, introduction of project management tools, and the development and introduction of a real estate sales tool. OLSH will also continue to seek efficiency gains by optimizing internal City resources through activities such as the negotiation of service level agreements with internal business unit partners.

The proposed budget includes a one-time, net Zero budget request of \$4 million, funded from unspent provincial grants from 2010 and 2011 in support of the Secondary Suite program (as per LAS2010-33). With no additional funding, this program will end after 2012.

Budget increases of \$70 thousand in 2013 and \$242 thousand in 2014 will be allocated to inflationary business expenses and costs associated with operating and maintenance of new systems focused on standardizing workflow and transparency of OLSH operations. Specifically, these include a tool for sales management and tracking, land development project management, staff time tracking, and digital filing systems.

Budget Reductions with Service Impact

There are no reductions with a service impact.

Summary of net operating budget changes (\$000's)

	2012	2013	2014
Productivity Gain (Budget reduced with no service impact)	(\$756)	(\$50)	(\$200)
Service and budget increases	0	70	242
Budget reductions with service impact	0	0	0
Total base changes	<u>(756)</u>	<u>20</u>	<u>42</u>
One-Time	0	0	0
Less: Previous Year's One-time	0	0	0
Total budget changes	<u><u>(\$756)</u></u>	<u><u>\$20</u></u>	<u><u>\$42</u></u>

CORPORATE SERVICES: Office of Land Servicing & Housing: Capital Projects Requiring Approval

(\$000s)

\$92,626	For Council Approval at Program-Project level as per Department Capital Plan report
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Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
489-AHS	Increase Affordable Housing Supply 2012-2014	S	C	0	0	74,886	35,852	19,098	19,936	0	0	74,886
Total Program 489 : Public Housing				0	0	74,886	35,852	19,098	19,936	0	0	74,886
696-WMA	Lincoln Park (Atco)/Westmount	G	A	2,932	12,989	7,000	9,741	8,332	1,916	0	0	19,989
Total Program 696 : Commercial Land Development				2,932	12,989	7,000	9,741	8,332	1,916	0	0	19,989
697-PTT	Point Trotter	G	A	6,015	32,435	5,000	12,500	15,000	9,935	0	0	37,435
Total Program 697 : Land Development				6,015	32,435	5,000	12,500	15,000	9,935	0	0	37,435
703-HS1	Heritage Station	G	C	0	0	10,500	0	250	250	5,000	5,000	10,500
Total Program 703 : Transit Oriented Development				0	0	10,500	0	250	250	5,000	5,000	10,500
704-DOA	David Oughton Development	S	C	0	0	5,000	0	542	1,848	2,610	0	5,000
704-RBB	RB Bennett Development	G	C	0	0	5,000	500	1,890	2,035	575	0	5,000
Total Program 704 : Surplus School Sites				0	0	10,000	500	2,432	3,883	3,185	0	10,000
705-SD2	OLSH Land Servicing Project Management	S	C	0	0	590	100	305	165	10	10	590
705-SD3	OLSH Time Tracking System	S	C	0	0	150	25	125	0	0	0	150
705-SD4	OLSH S:/Drive Migration - Digital Filing System	S	C	0	0	85	0	85	0	0	0	85
Total Program 705 : Corporate Property Redevelopment				0	0	825	125	515	165	10	10	825
Operating costs of capital of Program 705												
2012-2014 Operating Budget							0	0	42	N/A	N/A	42
2015 and beyond Operating Plan							N/A	N/A	N/A	50	3	53
Total				8,947	45,424	108,211	58,718	45,627	36,085	8,195	5,010	153,635

Note:
 Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost, O2=2015 and beyond Operating Cost
 Budgets and/or operating costs of capital beyond 2016 are included in 2016 and are detailed in the Explanation section

CORPORATE SERVICES: Office of Land Servicing & Housing: Capital Projects Requiring Approval

	2012	2013	2014	2015	2016	2012-2016
Funding For Capital Projects						
Other Government Grants	28,305	12,414	7,959	0	0	48,678
Revenue/Reserves	10,366	11,529	11,214	8,195	5,010	46,314
Self-supported Debts	12,500	15,000	4,935	0	0	32,435
Pay-As-You-Go	7,547	6,684	11,977	0	0	26,208
Total Funding	58,718	45,627	36,085	8,195	5,010	153,635

Explanation of Budget Requests

Program 489 : Public Housing

Project 489-AHS: Increase Affordable Housing Supply 2012-2014

New Budget Request of \$74.886 million for 2012-2014 with funding of \$48.678 anticipated senior government grants and \$26.208 of City contribution. This representing 35% of total project costs. The requested budget will be spent to deliver approximately 139 additional affordable housing units in 2012, 65 in 2013 and 60 in 2014. MSI funding is no longer available for affordable housing initiatives, so the project will be funded through senior government grants and Pay-As-You-Go funding. Operating impacts: the current Affordable Housing division can deliver the projects without a negative impact to current service levels.

Program 696 : Commercial Land Development

Project 696-WMA: Lincoln Park (ATCO)/Westmount

Previously Approved Budget up to 2011 of \$2.932 million with funding from Real Estate Services Reserve for boundary payments to Canada Lands Company, building demolition, and temporary work on 50th Avenue and environmental and engineering consulting. By the end of 2011, 90% of the planned activities should be completed and the funds spent.

Previously Approved Budget for Future Years of \$12.989 million with funding from Real Estate Services Reserve is committed to completing the servicing and development of the park.

New Budget request of \$7 million for 2012-2014 with funding through Real Estate Services Reserve. The project costs have increased due to year-over-year cost escalation factors. This development will be financed through. Operating impacts: All operating costs are capitalized and recovered through the development/sales process.

CORPORATE SERVICES: Office of Land Servicing & Housing: Capital Projects Requiring Approval

Program 697 : Land Development

Project 697-PTT: Point Trotter

Previously Approved Budget up to 2011 of \$6.015 million with funding from self-supported debt and Real Estate Services Reserve was committed to completing required stripping and grading of the park. Due to unexpected cost escalation by contractors resulting from response to open public tender, these costs are currently being re-assessed, and appropriate courses of action are being evaluated.

Previously Approved Budget for Future Years of \$32.435 million with funding from self-supported debt is committed to completing the planning, engineering and construction of the park.

New Budget Request of \$5 million for 2012-2014 with funding from Real Estate Services Reserve. The project cost have increased due to cost escalation factors, including acreage assessment costs. Operating impacts: All operating costs are capitalized and recovered through the development/sales process.

Program 703 : Transit Oriented Development

Project 703-HS1: Heritage Station

New Budget Request of \$10.5 million from 2013 to 2016 with funding from the OLSH Real Estate Services Reserve. To redevelop underutilized lands around transit stations. Planning, engineering, construction, marketing and sales are expected as part of the project. Operating impacts: All operating costs are capitalized and recovered through the development/sales process.

Program 704 : Surplus School Sites

Project 704-DOA: David Oughton Development

New Budget Request of \$5 million from 2013 to 2015 with funding from Real Estate Services Reserve. To secure subdivision and land use designations, build site servicing and develop architectural design guidelines. Lands required for city parks and open space requirements will be protected and reconfigured to better meet local community needs. Lands will be sold at market value to the private sector to recover acquisition costs. Operating impacts: Operating costs will be capitalized and recovered through the development/sales process. Costs incurred by applicable corporate services divisions, including Supply Management, IT, Finance, Law and Communications will be recovered.

Project 704-RBB: RB Bennett Development

New Budget Request of \$5 million from 2012 to 2015 with funding from Real Estate Services Reserve. To secure subdivision and land use designations, build site servicing and develop architectural design guidelines. Lands required for city parks and open space requirements will be protected and reconfigured to better meet local community needs. Lands will be sold at market value to the private sector to recover acquisition costs. Operating impacts: This request for capital will recover operating costs for all applicable corporate services divisions, including Supply Management, IT, Finance, Law and Communications.

CORPORATE SERVICES: Office of Land Servicing & Housing: Capital Projects Requiring Approval

Program 705 : Corporate Property Redevelopment

Project 705-SD2: OLSH Land Servicing Project Management

New Budget Request of \$590 thousand from 2012 to 2016 with capital funding to be provided through the Real Estate Services Reserve. To develop a land servicing project management system for more efficient document management, project workflow and continuous improvement. This request is for a short to medium term project that is anticipated to be coordinated through OLSH's existing budgeted staff complement with the expectation of improving service levels. One additional FTE internal OLSH system resource may be required to support all three projects under the Mixed Use Redevelopment Program. Additional operating costs incurred during the design/build states are assumed to be absorbed in the capital budget.

Operating costs of capital: This project requires operating costs of \$50 thousand starting in 2015, additional \$1 thousand in 2016. These costs will be incorporated as part of the 2015-2017 budget process.

Project 705-SD3: OLSH Time Tracking System

New Budget Request of \$150 thousand from 2012 to 2013 funded through Real Estate Services Reserve. To be applied towards time management and tracking for achieving full costing of projects. Time tracking of staff resources will enable better financial information and accounting. This request is for a short to medium term project that is anticipated to be coordinated through OLSH's existing budgeted staff complement with the expectation of improving service levels. One additional FTE internal OLSH system resource may be required to support all three projects under the Mixed Use Redevelopment Program. Operating costs incurred during design/build stage will be capitalized and while operating funds will be needed for ongoing system maintenance.

Operating costs of capital: This project requires operating cost of \$21 thousand starting in 2014, and \$1 thousand addition in 2016. The 2014 operating cost required was included in the 2012-2014 proposed operating budget.

Project 705-SD4: OLSH S:/Drive Migration - Digital Filing System

New Budget Request of \$85 thousand for 2013 to fund a s:/ drive migration and electronic document filing & security. Operating impacts: This budget request is proposed to be funded through the Real Estate Services Reserve. This request is for a short to medium term project that is anticipated to be coordinated through OLSH's existing budgeted staff complement with the expectation of improving service levels. One additional FTE internal OLSH system resource may be required to support all three projects under the Mixed Use Redevelopment Program.

Operating costs of capital: This project requires operating cost of \$21 thousand starting in 2014, and \$1 thousand addition in 2016. The 2014 operating cost required was included in the 2012-2014 proposed operating budget.

CORPORATE SERVICES: Office of Land Servicing & Housing : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
489	AHS	Increase Affordable Housing Supply 2012-2014	C	S	0	35,852	19,098	19,936	0	0	74,886	74,886
489	BAH	Bridges Site 15 Affordable Housing	A	G	3,829	21,000	0	0	0	0	21,000	24,829
489	LSH	Increase Affordable Housing Supply	A	G	68,138	7,509	0	0	0	0	7,509	75,647
696	BD1	Aurora Business Park	A	G	250	600	500	1,500	73,085	0	75,685	75,935
696	BVC	Bow Valley Centre Dev.	A	G	28,968	473	0	0	254	0	727	29,695
696	SBP	Royal Vista (Spyhill Business Park)	A	G	34,685	3,500	0	2,200	0	0	5,700	40,385
696	WMA	Lincoln Park (Atco)/Westmount	A	G	2,932	9,741	8,332	1,916	0	0	19,989	22,921
697	DI3	Dufferin Industrial III - Intermodal	A	G	9,118	34,500	34,376	9,000	0	0	77,876	86,994
697	FLC	Forest Lawn Creek	A	G	302	150	150	500	1,673	0	2,473	2,775
697	GP3	Great Plains III	A	S	30,757	3,500	3,863	0	0	0	7,363	38,120
697	PTT	Point Trotter	A	G	6,015	12,500	15,000	9,935	0	0	37,435	43,450
697	SHP	Shepard Industrial	A	S	5,595	5,000	250	250	103,693	0	109,193	114,788
703	HS1	Heritage Station	C	G	0	0	250	250	5,000	5,000	10,500	10,500
703	TOD	Anderson TOD	A	G	1,945	1,000	600	0	0	0	1,600	3,545
704	DOA	David Oughton Development	C	S	0	0	542	1,848	2,610	0	5,000	5,000
704	RBB	RB Bennett Development	C	G	0	500	1,890	2,035	575	0	5,000	5,000
705	B40	Block 40 Redev Program	A	S	7,192	1,740	0	0	0	0	1,740	8,932
705	SD2	OLSH Land Servicing Project Management	C	S	0	100	305	165	10	10	590	590
705	SD3	OLSH Time Tracking System	C	S	0	25	125	0	0	0	150	150
705	SD4	OLSH S:/Drive Migration - Digital Filing System	C	S	0	0	85	0	0	0	85	85
705	WHM	Winston Heights- Mountainview	A	S	31,500	0	30,000	0	0	0	30,000	61,500
Total Office of Land Servicing & Housing					231,226	137,690	115,366	49,535	186,900	5,010	494,501	725,727

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE SERVICES: Office of Land Servicing & Housing: Service Highlights

Affordable Housing	(\$000'S)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$18,116	\$3,493	8	\$14,505	\$3,493	8	\$14,080	\$3,493	8

Description of Services

The Affordable Housing (AH) division employs four methods to increase The City's affordable housing stock through the Enterprise Housing Program: buy, build, partner and incent. Additional roles carried out by the Affordable Housing division include policy development, advocacy, and research. The Affordable Housing division continues to deliver the largest number of affordable units in the city of Calgary. Between 2009 and 2011, it successfully leveraged provincial funding to deliver 231 new units, fund 163 secondary suites, and

provide support to 950 households through rent supplements. Units added to The City's affordable housing inventory are managed by Calgary Housing Company (CHC).

Operating Budget dollars from this division are used to support ongoing maintenance activities of City-owned units that are managed by CHC, fund affordable housing for seniors through the Metropolitan Calgary Foundation, and implement initiatives to increase the affordable housing supply.

Highlighted Strategies

1C1 Work with our partners to develop and implement a sustainable model for the delivery of affordable housing units. (CFP-C9*)

Highlighted Actions

1C1.1 Advocate for, and leverage, federal and provincial government funding commitments to create additional affordable housing units.

1C1.2 Continue to implement the Enterprise Housing Program to increase the supply of affordable housing.

1C1.3 Develop a source of long-term funding by redirecting 5% of gross proceeds from the sale of industrial and business park land into the public housing reserve.

1C1.4 Develop stronger working relationships with not-for-profit organizations that provide housing and/or support services.

1C1.5 Create an asset management plan for existing City-owned and Calgary Housing Company managed units.

Business Plan and Budget Highlights

Key performance measures - Number of direct and partner built affordable housing units delivered annually. This group collaborates with public, private, and not-for-profit organizations to increase the supply of affordable housing. The uncertainty of long-term funding will challenge the ability to develop a comprehensive approach to the delivery of affordable housing. In response, this division will continue to prepare for and respond to RFP funding opportunities and advocate for ongoing provincial and federal support. The capital budget of \$26.2 million will be utilized to leverage federal and provincial dollars and to meet the 35% municipal funding requirement. To provide more stable funding for affordable housing initiatives, it is proposed that five percent of gross industrial and business park sales revenue be allocated to the Public Housing Reserve. This initiative ties proceeds received from job growth in industrial areas towards an increased supply of affordable housing, representing an innovative, integrated triple bottom line funding model. The 2012 operating budget decrease of \$56,000 will be achieved through a reduction in the use of external contract services, particularly in the area of communications and public engagement. This group is initiating four projects approved in 2011 with no additional staff resources. Further productivity gains, aligned with a goal of increased transparency, will be achieved through standardized project management processes and tools. Joint efforts to address the declining quality of the affordable housing stock are being undertaken with CHC.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Office of Land Servicing & Housing: Service Highlights

Business Operations and Administration	(\$000'S)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,814	\$0	13	\$1,884	\$0	13	\$2,126	\$0	13

Description of Services

The Business Operations and Administration (BOA) area provides business, professional and administrative services to support project delivery and the implementation of Corporate requirements in OLSH. Through a consultancy delivery model it provides specialized expertise in project planning, financial analysis and reporting, market analysis, process improvements, land use planning, sustainable development solutions, and architectural services to the real estate sales, land servicing and affordable housing divisions.

BOA also oversees the corporate requirements such as business planning and budgeting, performance measurement, asset management (tangible capital assets), occupational health and safety, records management, and workforce-specific activities such as recruitment, training, health and orientation. This division actively pursues internal resource sharing, collaboration, and service level agreements with corporate partners. It has a service level agreement with Supply Management and resource sharing arrangements with Finance, Human Resources, Corporate Properties & Buildings and Information Technology.

Highlighted Strategies

2M1 Align capital budgets and service delivery funding with Council policy and approved infrastructure investment plans. (CFP-M12*)

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

5Z2 Encourage employee career development and wellness throughout the organization. (CFP-Z6*)

5Z4 Provide a safe workplace environment.

Highlighted Actions

2M1.1 Review capital projects and programs to prioritize The City's investment in support of Council's plans and decision-making.

4Z4.3 Maintain and/or develop full-cost of service approaches.

4Z4.4 Implement standardized processes and supporting information technology in real estate sales and project management.

5Z2.3 Support employee learning to enhance professional skills, career opportunities and retention.

5Z4.1 Implement and maintain a safety and environmental governance model that meets legislative and corporate requirements.

Business Plan and Budget Highlights

This service is fully recovered through external revenue (land sales revenue) as approved by Council.

BOA efforts are aligned with Council's priority to become a more effective and disciplined organization by increasing transparency and accountability throughout the organization, standardizing operating procedures, and maintaining The City of Calgary as an employer of choice. The 2012-2014 capital budget of \$825,000 includes initiatives relating to technology and process improvements to deliver increased due diligence and transparency. The budget includes three projects: 1) a standardized project management system; 2) time tracking to support a full cost of service delivery model ; and 3) improved record management and digital security.

With private sector competition for skilled employees in land development and real estate, BOA leads in the co-ordination of on-going training and development opportunities for staff with a goal of building innovative professional skills, and providing career development and progression opportunities. This team coordinates activities to ensure that OLSH continues to provide a safe, healthy and balanced work environment. BOA also provides centralized internal land improvement consulting services to other service lines with a goal of implementing municipal priorities through marketable and innovative project solutions.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Office of Land Servicing & Housing: Service Highlights

Land Servicing	(\$000'S)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,101	\$0	14	\$2,101	\$0	14	\$2,101	\$0	14

Description of Services

The objective of the Land Servicing (LS) area is to create high-quality industrial and mixed use land development projects that optimize City-owned land assets and support municipal planning priorities and economic development goals. The Land Servicing division has four program areas for which it oversees concept planning, approvals, and the construction of all underground services and the public realm of projects. These include: industrial parks, business parks, transit oriented development (TOD) and special projects.

Industrial and business parks in the planning and/or development process include Point Trotter, Dufferin North, Shepard, Great Plains, Forest Lawn Creek, Lincoln Park, and the Aurora business park. Other captial projects include: Westbrook, Heritage Station and The Bridges TOD sites; David D. Oughton and R.B. Bennett surplus school sites; and Midfield Mobile Home Park. OLSH is currently undertaking the development of an industrial land strategy which will establish the mandate and future direction for the line of service.

Highlighted Strategies

3B2 Support economic development and diversification by ensuring an appropriate inventory of serviced industrial land. (CFP-B5*, P1)

4Z4 Realize cost efficiencies and service effectiveness with benchmarked results. (CFP-Z3)

6Z3 Strengthen the asset and project management practices and skills that support infrastructure and service delivery.

Highlighted Actions

3B2.1 Ensure adequate supply of serviced industrial land.

3B2.2 Continue to develop and market business parks on lands originally purchased by The City for employment centres.

3B2.3 Adopt and implement a transit oriented development program to develop surplus and/or underutilized City-owned land around C-Train stations.

4Z4.2 Monitor contract service providers to ensure they deliver valued, efficient and effective services to the Corporation in accordance with administrative policy.

6Z3.1 Deliver projects based upon revised project management framework.

Business Plan and Budget Highlights

The Land Servicing division is self-supporting with its budget dependant on land sales revenues. Salaries and wages are funded through capital recoveries. The current self-funded capital budget request is for an increase of \$27.5 million. A key performance measure for this group is the maintenance of one year supply of serviced and three year supply of planned industrial land. This will be determined with the completion of the Industrial Land Strategy.

Land Servicing has the primary responsibility for ensuring that there is a supply of industrial land available at competitive prices (CFP-B5). It will also advance strategic intensification efforts, as outlined in the 2020 Sustainability Direction, through plans to develop transit oriented and mixed use developments to optimize underutilized city-owned land. OLSH will also develop a project evaluation framework to address adherence to triple bottom line principles. Supporting Council's objective of increasing green space per capita, plans are underway to initiate development of the RB Bennett and David D. Oughton surplus school sites. OLSH is redeveloping the remaining surplus land and through its sale, will recover the initial purchase price incurred by The City. Productivity gains will be aided through initiatives focused on standardizing project management processes and providing enabling technology. Over the long-term, changes in market demands are influencing product development requiring the business unit to be more innovative, nimble, and accept greater risk.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: Office of Land Servicing & Housing: Service Highlights

Real Estate Marketing & Sales	(\$000'S)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$43,145	(\$269)	9	\$43,145	(\$269)	9	\$50,376	(\$269)	9

Description of Services

The Real Estate Marketing and Sales (REMS) area provides public stakeholder value through the sale of City-owned land in two portfolios: 1) general land deemed surplus to municipal needs; and, 2) industrial and business park land to support economic development and diversification. The division's objective is serve Calgarians by optimizing the financial, social and environmental return on sale of City-owned land. Land sales revenues fluctuate considerably on an annual basis depending on market conditions and supply. Over the past 10 years, The City has sold, on average,

87 acres of serviced industrial/business park land per year with an average gross revenue of \$28 million. When The City identifies land that is not required for municipal purposes, this division disposes of the land back into the marketplace through sale at market value. Over the past ten years this division has generated an average of \$15 million gross sales with proceeds returned to project budgets or transferred to the Revolving Fund to fund land acquisition for future civic projects.

Highlighted Strategies

3B1 Reduce 'red tape' by eliminating unnecessary barriers and inefficiencies. (CFP-B1)

4Z5 Improve information and decision support for customers. (CFP-Z5, Z9)

6Z1 Optimize land and building inventory. (CPF-Z11*)

Highlighted Actions

3B1.1 Streamline citizen and customer service request processes and information flow.

4Z5.3 Expand online access to OLSH e-Government services, web and mobile information, and public participation.

6Z1.1 Review land and properties with a goal to optimize their use for achieving municipal objectives or dispose if deemed surplus.

6Z1.2 Identify, pilot and implement innovative sales strategies that maximize the triple bottom line value of surplus City lands while managing risk.

6Z1.3 Implement the recommendations from the Corporate Real Estate Portfolio Audit.

Business Plan and Budget Highlights

Key Performance Measure -- Number industrial acres sold annually, number of days to market for saleable surplus parcels.

The Real Estate Sales and Marketing Division is responsible for selling surplus City land and land developed by the land servicing division. (CFP-Z11). The operating costs are primarily self-supporting with a majority of salary and wages recovered through internal commissions charged to the proceeds of land sales. This plan proposes initiatives to improve the timeliness of the sale of lands and to identify innovative means to sell surplus land. With increased development activities by the land servicing division and a optimistic market outlook, it is anticipated that sales volumes for industrial, business park, and mixed use development will increase resulting in an additional \$7 million (gross) in 2014. Productivity gains will be achieved through the implementation of a new real estate sales tracking system, process standardization and improvements and associated review and changes to the real estate by-law.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE SERVICES: CALGARY HOUSING COMPANY: Operating Budget Summary

Overview

Calgary Housing Company is a private not-for-profit corporation which is legally independent of The City of Calgary. It is permitted to operate in real estate management or development and has specifically oriented its activities to providing housing solutions to Calgarians who are not served by the marketplace. It operates and manages properties owned by The Province of Alberta and The City of Calgary as well as its own properties which are grouped into housing portfolios. Each housing portfolio is operated in accordance with its specific portfolio operating agreement. CHC manages a total of 7,003 housing units, of which 415 are owned by Corporate Properties & Buildings for future infrastructure projects. CHC also coordinates the delivery of some outreach support programs that provide employment, training, health and safety supports to low-income Calgarians living in community housing projects.

(\$ 000s)

Program 494	2012				2013				2014			
	Rev	Expend	Alloc*	Net	Rev	Expend	Alloc*	Net	Rev	Expend	Alloc*	Net
Housing Portfolio	(77,514)	73,614	3,900	0	(78,246)	74,375	3,871	0	(80,691)	76,799	3,892	0
Rent Supplement	(20,523)	20,523	0	0	(19,271)	19,271	0	0	(17,643)	17,643	0	0
Total	(98,037)	94,137	3,900	0	(97,517)	93,646	3,871	0	(98,334)	94,442	3,892	0

* Alloc (Allocation) is the distribution of operating surplus or deficit to reserves, refund to other orders of government and accumulated surplus.

Key Changes and Challenges

Calgary Housing Company is experiencing the normal pressures associated with an aging portfolio. As the maintenance needs of the properties increase so do the costs associated with those repairs. CHC is undertaking a comprehensive review of the entire portfolio in order to take an informed approach toward operating expenditures and capital investment. The company is also in the midst of an organizational review where the critical focus is on efficiency and effective delivery of services. These initiatives are labour intensive in the short term, however, they are anticipated to assist in maximizing and directing critical funding into the appropriate assets in order to extend their useful life.

CALGARY HOUSING COMPANY: Capital Projects Requiring Approval

(\$000s)

\$4,618 For Council Approval at Program-Project level as per Department Capital Plan report

Program- Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
492-002	Building Betterments	U	C	0	0	4,618	161	2,785	1,672	0	0	4,618
Total Program 492 : Calhome - Major Upgrading				0	0	4,618	161	2,785	1,672	0	0	4,618
<i>Operating costs of capital of Program 492</i>												
<i>2012-2014 Operating Budget</i>					O1		0	209	214	N/A	N/A	423
				0	0	4,618	161	2,785	1,672	0	0	4,618

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

Funding For Capital Projects

Self-supported Debts	161	2,785	1,672	0	0	4,618
Total Funding	161	2,785	1,672	0	0	4,618

Explanation of Budget Requests

Program 492 : Calhome - Major Upgrading

Project 492-002: Building Betterments

New Budget Request of \$4.618 million from 2012-2014 with funding from self-supported debt, for building betterments required based on lifecycle plans.

Operating Costs of Capital: This project requests \$423 thousand in operating cost for 2012-2014 budget cycle for interest expense of borrowing and associated estimated depreciation expense on capitalized building betterments.

CALGARY HOUSING COMPANY : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
492	001	IT Systems Upgrading	A	U	1,279	557	0	0	0	0	557	1,836
492	002	Building Betterments	A	U	19,601	2,228	0	0	0	0	2,228	21,829
492	002	Building Betterments	C	U	0	161	2,785	1,672	0	0	4,618	4,618
492	002	Building Betterments	D	U	0	0	0	0	2,785	834	3,619	3,619
492	003	Building - Construction	A	U	463	3,162	0	0	0	0	3,162	3,625
Total Calgary Housing Company					21,343	6,108	2,785	1,672	2,785	834	14,184	35,527

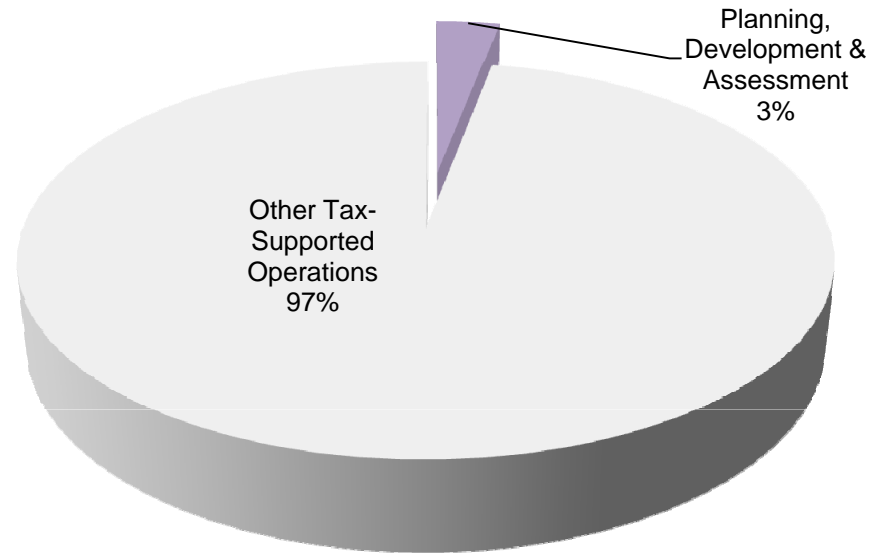
Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

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PLANNING, DEVELOPMENT & ASSESSMENT Share of Tax-Supported Net Operating Budget



PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Overview

From Dirt to Dollars, Vision to Value - PDA fulfills Calgary's vision for a great city by stewarding the creation, redevelopment and valuation of communities that are vibrant, complete and sustainable. This means we develop plans, policies, processes and services that support growth management, land use, development and building. PDA also assesses city properties and businesses, resulting in \$1.8 billion (2011) in tax revenues that are a major source of municipal and provincial government financing.

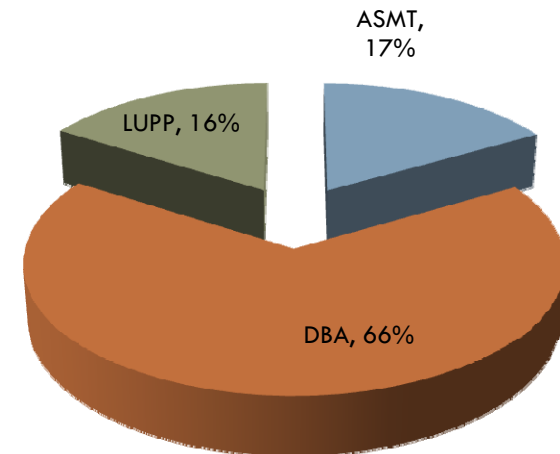
Business Units

- Assessment - ASMT
- Development & Building Approvals - DBA
- Land Use Planning & Policy - LUPP

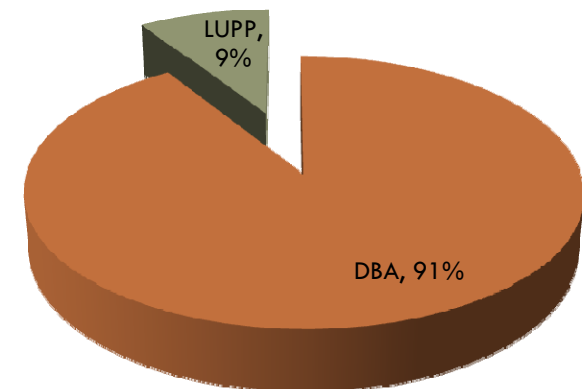
Key Trends and Issues

- increasing recognition by citizens that Calgary's growth needs to be managed in a more sustainable way than in the past
 - contributing factor: market pricing doesn't reflect the true cost of growth at the perimeter of Calgary and that cost needs to become more visible to all stakeholders
- economic uncertainty and demographic changes affect the dynamics of Calgary's growth and the availability of funds to support and manage it
- increasing citizen knowledge and expectations - need for transparent communications, engagement and accountability
- evolving technologies and increasing use of online services and media provide opportunities for increased effectiveness and efficiency; but up-front investment is required - challenges in funding and staffing development projects
- staffing challenges:
 - aging workforce - need to replace retirees, transfer knowledge to new recruits
 - recruiting and retaining qualified staff (a potential increasing challenge if the predicted Alberta worker shortage comes about)
- Some processes, permits and plans don't provide sufficient public value to stakeholders to justify the resources they consume. Those processes need to be eliminated or amended in order to increase efficiency and effectiveness.
- continuing to meet growth, customer expectations and other challenges associated with operating Canada's largest municipally operated annual cycle assessment jurisdiction - one that is expected to grow, by 2014, to approximately a half-million accounts and \$2 billion in tax revenues.

Department Operating Expenditures



Department Capital Plan



PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Overview

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

PDA's 2012-2014 Business Plan has been aligned to Council's Fiscal Plan for Calgary. It is also responsive to The City's 2020 Sustainability Direction.

Outcome 1 responds to Council's priority area "Ensuring every Calgarian lives in a safe community and has the opportunity to succeed." The Outcome "Communities and businesses are planned, developed and monitored to be safe for Calgarians" will be attained through two strategies. PDA will pursue improvements in legislation, regulations and bylaws to reflect the leading standards for safe building and communities. PDA will also facilitate compliance to legislation governing safe infrastructure and responsible business practices.

Outcome 2 responds to Council's priority area "Investing in great communities and a vibrant urban fabric." Its contents are also key to fulfilling the 2020 Sustainability Direction's objectives under the Smart Growth and Mobility goal.

PDA leads and coordinates The City's efforts in implementing the Municipal Development Plan (MDP) approved by Council in 2009. The Outcome "Steward the implementation of the MDP to realize Calgary's vision for a sustainable city and region" describes PDA's commitment. To achieve that, PDA will engage with communities and stakeholders to produce land use plans, policies and identify actions that align with, and promote fulfillment of, the MDP. It will also work with all other departments in implementing the Strategic Growth Management Framework. PDA will influence land use and development in Calgary, through the approval process, to minimize environmental impact. Responding directly to one of Council's directional statements, PDA will "Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the MDP." PDA will also support Council's regional interests, by coordinating The City's involvement in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation. PDA will refine its tax revenue financial forecast processes, contributing to improved long term planning and budgeting processes.

Outcome 3 responds to Council's priority area "Making Calgary the best place in Canada for a business to start and flourish." PDA will balance its mandated regulatory activities with ones that facilitate business success. This includes leading PDA's 'red tape' reduction initiative by streamlining business related processes. PDA will ensure that the city has sufficient land planned to accommodate existing, new and relocating businesses and in conjunction with Calgary Economic Development continue to implement key pieces of The City's Economic Development Strategy. Subject to Council's consideration of this issue in 2011, PDA will develop an implementation plan for the consolidation of the business tax with the non-residential property tax.

Outcomes 4, 5 and 6 respond to Council's priority area "Becoming a more effective and disciplined organization."

PDA is committed to effectively supporting its stakeholders, such that they are understood, informed, engaged and well served. Actions supporting that goal will increasingly become the norm as PDA continues its cultural shift to a customer centric department. PDA will continue improving the accessibility and equitability of its services, including the expansion of online service options.

PDA will support The City's financial sustainability by increasing cost efficiency in all services. To accomplish that, PDA will standardize, simplify and monitor its processes. Stable property and business tax revenues will continue to be supported through the effective administration of assessment processes. The DBA business unit is moving toward full cost-recovery by 2015; it will continue to work closely with stakeholders to provide cost-effective value.

Strategies have been developed to ensure PDA is set up for current and future success. Those include developing and implementing plans that will lead to the right people, with the right skills, being in the right positions, within the right structure. PDA will develop its workplace to be characterised by high performance, support for staff, including the training and tools required to accomplish the work, and safety.

Outcome 7 responds to Council's priority area "Changing the rules of the game to ensure better financial capacity." One contribution will come through PDA's leadership of the Growth Management Framework, by more directly linking land use planning processes to the costs of growth and municipal financial sustainability. Advocacy regarding legislation related to assessment and municipal funding tools will be pursued to optimize financial implications for The City.

Addressing Other Emerging Issues

A major part of PDA's work is to fulfill legislated mandates for regulating planning, development, business license and assessment related activities. Balancing its regulatory focus with responsiveness to customer expectations is a key challenge, particularly in a large municipality. But this is being addressed through implementation of PDA's Customer Promise program, which will become fully entrenched through implementation of the 2012-2014 Business Plan.

PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Community	1C Complete communities are planned, developed, built and monitored to be safe for Calgarians.	PM1.1 Percent of PDA building compliance inspections performed that meet the targeted number of inspections, as they relate to the Quality Management Plan.	96%	97%	≥90%	≥90%	≥90%
		PM1.2 Meet the biennial Provincial safety audit requirements related to building safety codes as outlined in the Quality Management Plan.	Pass	-	Pass	-	Pass
Places	2P Steward the implementation of the Municipal Development Plan (MDP) to realize Calgary's vision for a sustainable city and region.	PM2.1 Cumulative per cent of Municipal Development Plan follow up strategies /actions implemented.	NA	70%	80%	85%	90%
		PM2.2 Per cent of total population within Activity Centres and within 600m of Corridors, as outlined in the Municipal Development Plan	16%	16%	16%	16%	17%
		PM2.3 Per cent net new dwelling units within the 2005 built-up area boundary	20%	17%	19%	21%	23%
		PM2.4 Per cent population growth within the 2005 built-up area boundary	-119%	18%	19%	20%	21%
		PM2.5 Number of years of planned land supply	14	13	15	15	15
		PM2.6 Number of years of fully serviced land supply	4 to 6	3 to 5	3 to 5	3 to 5	3 to 5
Business	3B PDA facilitates business success.	PM3.1 Number of inquiries and information requests from non-residential property and business owners during Assessment's Advance Consultation Period.	900	1,400	≥1,500	≥1,500	≥1,500
		PM3.2 Per cent of business licences issued that meet process timing standards.	83%	80%	≥75%	≥75%	≥75%
		PM3.3 Per cent of business license complaint investigations completed within standard timelines.	69%	73%	≥80%	≥80%	≥80%
		PM3.4 Calgary Economic Development's review of PDA actions to implement its parts of Calgary's Economic Development Strategy 2008-2018.	NA	NA	TBD	TBD	TBD

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization 4Z Stakeholders are understood, informed, engaged and well served.	PM4.1 Per cent of LUPP projects presented to committees and/or Council, and annual publications produced, within the target time identified within project plans.	93%	93%	90%	90%	90%	
	PM4.2 Biennial DBA customer satisfaction survey index score.	NA	NA	100	-	± 2	
	PM4.3 Per cent of those surveyed who had contact with The City regarding their assessment and were satisfied with the customer service provided.	75%	80%	≥80%	≥80%	≥80%	
	PM4.4 eServices Program achieves the cumulative ROI detailed in the council approved eServices Business Case included in C2011-10.	NA	NA	-	-	≥\$1.15 million	
	PM4.5 Direct inquiry / total account ratio during Assessment's Customer Review Period	3%	2%	≤5%	≤4%	≤3%	
	PM 4.6 Cumulative number of DBA transactional services and informational tools on-line. *The cumulative number builds on the 10 services delivered in 2010 and 2011.	3	10	15	20	20	
Organization 5Z The City's financial sustainability is supported through internal strategies and actions.	PM5.1 PDA productivity savings realized (budgeted targets)	NA	NA	≥\$ 0.3M	≥\$ 0.4M	≥\$ 0.5M	
	PM5.2 Assessment quality standard met: ratio of assessed value to sales value, for properties containing 1, 2 or 3 dwelling units	100%	100%	95%-105%	95%-105%	95%-105%	
	PM5.3 Assessment quality standard met: Coefficient of Dispersion, for properties containing 1, 2 or 3 dwelling units	6%	6%	≤15%	≤15%	≤15%	
	PM5.4 Per cent of the total annual municipal tax base under formal complaint	35%	32%	≤35%	≤35%	≤35%	
	PM5.5 Per cent of the total annual municipal tax base reduced at tribunal	2%	2%	≤3%	≤3%	≤3%	

 For Council Approval

 For Council Information

PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization 6Z PDA's workforce is set up for current and future success.		PM6.1 PDA employee resignation rate for employees in their first 2 years.	3.5%	10%	≤10%	≤10%	≤10%
		PM6.2 PDA employee satisfaction survey index score.	119.7	120	≥121	≥122	≥123
		PM6.3 Per cent of permanent employees that participate in an annual development dialogue and/or plan.	NA	NA	≥75%	≥75%	≥75%
		PM6.4 PDA lost time claims frequency.	0.8	1.2	≤0.7	≤0.7	≤0.7
		PM6.5 Per cent of completed work site safety inspections with action items resolved by due date.	95%	95%	≥95%	≥95%	≥95%
Finance 7F PDA contributes to better City financial capacity through outward-focused strategies and actions.		PM7.1 Cost benefit ratio for City of Calgary investment in leading infrastructure	NA	NA	-	TBD	TBD

 For Council Approval

 For Council Information



PLANNING, DEVELOPMENT & ASSESSMENT: Strategies for Council Approval

Departmental Outcomes	Strategies	Accountable Business Units
Community 1C Complete communities are planned, developed, built and monitored to be safe for Calgarians.	1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5,C6*)	DBA
	1C2 Facilitate compliance to legislation governing safe infrastructure and responsible business practices.	DBA
Places 2P Steward the implementation of the Municipal Development Plan (MDP) to realize Calgary's vision for a sustainable city and region.	2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)	Department Wide
	2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7,P8,M1)	DBA,LUPP
	2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan. (CFP-P10*)	DBA,LUPP
	2P4 Support Council and co-ordinate The City's interests in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation.	LUPP
Business 3B PDA facilitates business success.	3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)	Department Wide
Organization 4Z Stakeholders are understood, informed, engaged and well served.	4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)	Department Wide
	4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5,Z9*,Z10)	Department Wide

PLANNING, DEVELOPMENT & ASSESSMENT: Strategies for Council Approval

Departmental Outcomes		Strategies	Accountable Business Units
Organization 5Z The City's financial sustainability is supported through internal strategies and actions.		5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1,Z2,Z3)	Department Wide
		5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.	ASMT
		5Z3 Demonstrate effective management of PDA reserves and applicable Corporate reserves.	Department Wide
Organization 6Z PDA's workforce is set up for current and future success.		6Z1 Develop and implement plans that will lead to the right people, with the right skills, being in the right positions, within the right structure.	Department Wide
		6Z2 Develop a high performance and supportive workplace.	Department Wide
		6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)	Department Wide
		6Z4 Ensure a safe workplace environment.	Department Wide
Finance 7F PDA contributes to better City financial capacity through outward-focused strategies and actions.		7F1 Manage growth in a fiscally responsible and sustainable manner.	DBA,LUPP
		7F2 Pursue property and business assessment and tax related legislative changes.	ASMT

For Council Approval

For Council Information



PLANNING, DEVELOPMENT & ASSESSMENT: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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GM PDA (Program 904)

Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	1,416	1,502	1,489	0	1,489	1,489	0	1,489	1,489	0	1,489
Recoveries	(896)	(957)	(944)	0	(944)	(944)	0	(944)	(944)	0	(944)
Net	520	545	545	0	545	545	0	545	545	0	545
FTEs	10.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0

Assessment (Program 841)

Revenues	(133)	(2)	(2)	0	(2)	(2)	0	(2)	(2)	0	(2)
Expenditures	19,312	19,460	18,573	0	18,573	18,748	0	18,748	18,923	0	18,923
Recoveries	(0)	0	0	0	0	0	0	0	0	0	0
Net	19,179	19,458	18,571	0	18,571	18,746	0	18,746	18,921	0	18,921
FTEs	172.2	168.2	159.2	0.0	159.2	163.2	0.0	163.2	165.2	0.0	165.2

 For Council Approval

PLANNING, DEVELOPMENT & ASSESSMENT: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Development & Building Approvals (Program 614)

Revenues	(68,711)	(64,418)	(65,766)	0	(65,766)	(68,476)	0	(68,476)	(72,238)	0	(72,238)
Expenditures	72,651	67,480	70,290	0	70,290	73,141	0	73,141	77,070	0	77,070
Recoveries	(2,079)	(1,128)	(2,890)	0	(2,890)	(3,031)	0	(3,031)	(3,198)	0	(3,198)
Net	1,862	1,934	1,634	0	1,634	1,634	0	1,634	1,634	0	1,634
FTEs	468.5	470.5	471.5	0.0	471.5	471.5	0.0	471.5	471.5	0.0	471.5

Land Use Planning & Policy (Program 616)

Revenues	(619)	(1,058)	(2,661)	0	(2,661)	(2,196)	0	(2,196)	(2,206)	0	(2,206)
Expenditures	14,496	16,916	18,394	150	18,544	18,054	0	18,054	18,189	0	18,189
Recoveries	(578)	(2,409)	(2,409)	0	(2,409)	(2,409)	0	(2,409)	(2,409)	0	(2,409)
Net	13,299	13,449	13,324	150	13,474	13,449	0	13,449	13,574	0	13,574
FTEs	104.5	104.5	104.5	0.0	104.5	107.5	0.0	107.5	108.5	0.0	108.5

 **For Council Approval**

PLANNING, DEVELOPMENT & ASSESSMENT: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
TOTAL PDA											
Revenues	(69,462)	(65,478)	(68,429)	0	(68,429)	(70,674)	0	(70,674)	(74,446)	0	(74,446)
Expenditures	107,875	105,358	108,745	150	108,896	111,431	0	111,432	115,671	0	115,671
Recoveries	(3,553)	(4,494)	(6,243)	0	(6,243)	(6,384)	0	(6,384)	(6,551)	0	(6,551)
Net	34,860	35,386	34,074	150	34,224	34,374	0	34,374	34,674	0	34,674
FTEs	755.2	753.2	745.2	0.0	745.2	752.2	0.0	752.2	755.2	0.0	755.2

Totals may not add due to rounding

 For Council Approval

PLANNING, DEVELOPMENT & ASSESSMENT: Capital Budget Highlights

Land Use Planning & Policy (LUPP)

A budget request of \$900 thousand for the 2012-2014 period for the Downtown Improvement Fund (DOIT Fund) helps to address Council's priority area "Investing in Great Communities and a vibrant urban fabric." in Council's Fiscal Plan for Calgary, and is realized through LUPP action 2P1.5 "Co-ordinate the activities of various interdepartmental Centre City action teams and corporate project teams.". This program was approved by Council in 1987 and funding is used to undertake selective projects in the Downtown public realm. The Centre City Plan provides the guidance for the selection and prioritization of these projects. Proposed 2012-2014 projects will include, but are not limited to, the Centre City Bridge Banner Program, Olympic Plaza Purgola Gallery, Barclay Mall Banners, Chinatown Banners, Centre City Wayfinding, and CPR Underpass beautification.

Development & Building Approvals (DBA)

In 2012-2014, DBA will continue to deliver on previously approved capital programs including:

eServices (Program 069), which is supporting the 2012-2014 Business Plan strategy 4Z2, and Council's Fiscal Plan (CFP-Z5) to examine alternative mechanisms of service delivery, including the judicious use of technology. This multi-year program is in response to Council's direction in the 2009-2011 business plan (Council Priorities 3.3 *Make applicable City services -- permitting, approvals and licensing -- available on line* and 7.2 *Implement service delivery efficiencies through the application of business process improvements and alternative service delivery mechanisms*) and will continue until 2013, moving to sustainment in 2014 and beyond. Through eServices, citizens can engage DBA through their preferred schedule, from any online location. At the program's completion, citizens will be able to access a suite of permitting, approvals, licensing and transactional services online. There is no operational impact for the duration of this capital program. The business case for eServices delivered in 2010 and approved by Council in 2011 outlined seven-year estimated benefits of approximately \$11 million, to be realised within PDA (e.g. reduced costs of enforcement) and from other business units (e.g., reduction of inbound calls to 3-1-1 due to access to service requests). Performance measure PM 4.4 is related to this program.

Work Space Initiative (Program 064):

As DBA maintains its own spaces and assets in its status as primarily self-supported, there are requirements for overall realignment, updates to, and maintenance of work spaces. In the proposed 2012-2014 plan, PDA commits to support Council's Fiscal Plan (CFP-Z6), as it proposes to "provide the operational resources, training and tools required to accomplish the work". This includes the realignment of existing Calgary Planning Applications (CPAG) space in the Municipal Building's 5th floor, the update and maintenance of the Customer Advisory Services Call Center on the Municipal Building's 3rd floor, the move toward a central depot, and the design and construction of hotelling-space work stations for flexible work options, and shared work spaces.

Land Use Bylaw Sustainment (Program 065):

This multi-year program, which supports 2012-2014 business plan strategy 2P3 is intended to keep current and relevant over time Land Use Bylaw 1P2007 (adopted 2007 July, effective 2008 July). This program allows for research, interaction with internal and external stakeholders, facilitation of ongoing training and bringing forward proposed amendments to the Bylaw for consideration in a timely manner. Priorities in the work program include continued alignment with the direction in Council's Fiscal Plan as indicated in the PDA business plan, alignment with the goals established during the development of the Land Use Bylaw and ensuring changing economic, environmental or social conditions are reflected in the continued development of the Land Use Bylaw.


PLANNING, DEVELOPMENT & ASSESSMENT: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Development & Building Approvals						
Approved Projects in Progress	6,000	3,600	0	0	0	9,600
Total Projects Requiring Approval	0	0	0	0	0	0
2012 Capital Budget	6,000	3,600	0	0	0	9,600
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Development & Building Approvals	6,000	3,600	0	0	0	9,600
Land Use Planning & Policy						
Approved Projects in Progress	0	0	0	0	0	0
Total Projects Requiring Approval: (2)						
Program 152 : Downtown Improvements	300	300	300	0	0	900
Total Projects Requiring Approval	300	300	300	0	0	900
2012 Capital Budget	300	300	300	0	0	900
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Land Use Planning & Policy	300	300	300	0	0	900
Planning, Development & Assessment						
Approved Projects in Progress	6,000	3,600	0	0	0	9,600
Projects Requiring Approval (2)	300	300	300	0	0	900
2012 Capital Budget	6,300	3,900	300	0	0	10,500
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Planning, Development & Assessment	6,300	3,900	300	0	0	10,500

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
- (2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

PLANNING, DEVELOPMENT & ASSESSMENT

Assessment	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$18.6	\$18.6	159	\$18.7	\$18.7	163	\$18.9	\$18.9	165

Overview

Assessment annually prepares, communicates and defends property and business assessment using the market value standard for property and typical net annual rental value for business. The assessed values are used as the basis for \$1.8 billion annually in property and business taxes (2011 figures, an amount that is estimated to be \$2 billion by 2014).

- Each year, using advanced, highly technical and efficient processes, the business unit prepares property and business assessments for 473 thousand accounts with \$231 billion and \$2.7 billion in property and business assessment value respectively. These assessments must meet and comply with provincial, industry and internal quality standards.
- Assessed values and relevant information is communicated to all assessed persons and/or their representatives through the annual assessment mailing, the Advance Consultation Period, the Customer Review Period, and year-round customer service and information programs. In 2010, Assessment responded to about 28 thousand customer inquiries and 755 thousand visits were made to the Assessment website.
- Where necessary, assessments are defended at tribunal hearings in order to ensure the municipality is able to rely on the revenue stream generated by the assessment and taxation process.
- To keep up to date with a growing city, construction, renovations, and other account changes, Assessment collects and updates information on all assessed properties and businesses and throughout the year, prepares supplementary assessments, and makes account changes as needed.

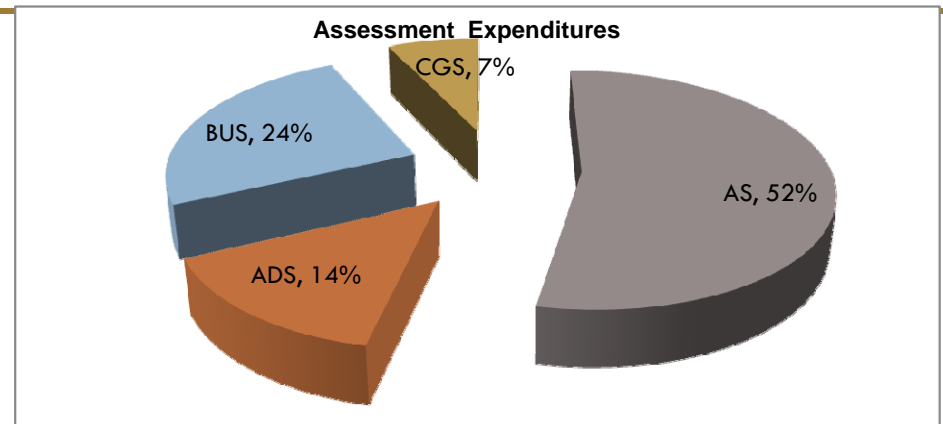
List of Services

- Assessments - AS
- Business Services - BUS
- Assessment Development Services - ADS
- Customer & Governance Services - CGS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

Assessment's ongoing focus on process effectiveness and efficiency, quality products, high customer service standards, and targeted advocacy are aligned with both Council's Fiscal Plan for Calgary and the 2020 Sustainability Direction. Assessment is responsible to lead the implementation of Council directional statement (CFP-B3):

"Develop an implementation plan for the consolidation of the



business tax with the non-residential property tax".

Addressing Other Emerging Issues

Assessment is responsible for Canada's largest municipally operated, annual cycle assessment jurisdiction and must exercise leadership in our operating practices. Calgary is a fast growing city and is expected to continue to grow throughout 2012-2014. By 2014, the business unit's portfolio will have grown to approximately a half million accounts, representing a continuous challenge to operate in such a large volume and high activity environment, while at the same time maintaining a customer and individual account focus. Assessment's growing customer base is also becoming increasingly sophisticated and has a greater focus on, and demand for, assessment information and services. Due to municipal budget requirements these rates of growth will not be matched by a corresponding rate of budget growth or increase in Full Time Equivalent staff positions over this three year cycle. Hence in 2012-2014 Assessment will focus more intently in an effort to develop and implement the effectiveness and efficiency improvements necessary to keep up with customer's expectations while providing a full range of assessment services. These improvements will be introduced as early as 2012 with the implementation of major technology projects aimed at substantially increasing the online services available to customers and improving the primary assessment related technology, particularly for the business assessment process.

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Actions for Council Approval

Strategies	Actions	Accountable Services
Public 2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)	2P1.1 Project assessment roll growth changes and associated financial forecasts through improved and refined processes.	ADS
Business 3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)	3B1.1 Develop and implement a PDA 'red tape' reduction initiative that supports the related corporate initiative.	Business Unit Wide
	3B1.2 Develop an implementation plan for the consolidation of the business tax with the non-residential property tax. (CFP-B3*)	CGS
	3B1.3 Assist business and non-residential property owners so that they can effectively participate in and obtain information through Assessment's Advance Consultation Period.	CGS
	3B1.4 Continue to make significant progress on implementation of those initiatives in Calgary's Economic Development Strategy 2008-2018 for which PDA is responsible.	ADS
Organization 4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)	4Z1.1 Support a consistent and high quality customer experience through standardizing, simplifying, delivering and monitoring of communication.	CGS
	4Z1.2 Provide helpful, equitable, accurate, and responsive customer service through the implementation of the PDA Customer Promise.	Business Unit Wide
	4Z1.3 Improve the customer experience by engaging with customers, monitoring perceptions of our services, and developing responsive action plans.	CGS
	4Z1.4 Continuously enhance Assessment's Customer Review Period and year-round customer service and information programs.	CGS
Organization 4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)	4Z2.1 Make it easier for the public to get the information they need and to participate in public hearings. (CFP-Z9*)	CGS
	4Z2.2 Support a customer-centric environment through providing the customer with the tools needed to obtain online information and expanded service availability.	BUS

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
AS-Assessments	ADS-Assessment Development Services		CGS-Customer & Governance Services		BUS-Business Services

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)	5Z1.1 Use benchmarking, performance measures and best practices information to measure and improve service effectiveness and efficiency. (CFP-Z3)	ADS
	5Z1.2 Deliver efficiency improvements through project management processes and tools.	BUS
	5Z1.3 Create efficiencies through alignment between processes and positions.	AS
	5Z1.4 Be prepared to participate in the corporate zero-based review program if so directed.	Business Unit Wide
	5Z1.5 Continue commitment to process improvement and work towards having clear and streamlined processes in place before technology investments are made.	BUS
	5Z1.6 Continue to focus, where possible, on advancing elements and activities in the annual assessment cycle, with a goal of improved product quality, customer service and efficiency.	AS
Organization 5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.	5Z2.1 Prepare assessments that meet legislated, industry, and internal product quality standards.	AS
	5Z2.2 Improve both the quality and use of data through enhanced data collection methodologies.	ADS
	5Z2.3 Capture assessment roll physical growth and changes through improved processes and monitoring.	AS
	5Z2.4 Administer effectively the equalized assessment process for The City, ensuring the correct provincial property tax allocation for Calgary taxpayers.	ADS
	5Z2.5 Continue to ensure that eligible organizations receive required tax relief through the administration of the property and business taxation exemption processes.	CGS
Organization 5Z3 Demonstrate effective management of PDA reserves and applicable Corporate reserves.	5Z3.1 Perform regular reviews of PDA-related reserves for applicability, appropriateness, and correct funding levels and balances.	ADS
	5Z3.2 Sustain fairness and equity for all taxpayers through the comprehensive review of assessment complaints and any required response to those complaints.	ADS
	5Z3.3 Protect The City from avoidable financial risk through further development of risk management processes associated with property and business assessment rolls.	ADS

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
AS-Assessments	ADS-Assessment Development Services		CGS-Customer & Governance Services		BUS-Business Services

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z1 Develop and implement plans that will lead to the right people, with the right skills, being in the right positions, within the right structure.	6Z1.1 Develop and implement an integrated and aligned 2012-2014 PDA strategic human resources plan which meets the employee and stakeholder needs.	Business Unit Wide
Organization 6Z2 Develop a high performance and supportive workplace.	6Z2.1 Provide the necessary direction and support for staff to meet corporate, department, business unit, and section goals through annual development dialogues.	Business Unit Wide
	6Z2.2 Build leadership capacity through targeted development, mentorship and succession planning.	Business Unit Wide
Organization 6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)	6Z3.1 Develop and implement an operational human resources plan in an effort to support management and staff in achieving their day-to-day goals.	Business Unit Wide
	6Z3.2 Implement training, mentorship, recruitment and retention initiatives in response to PDA's strategic human resources plan.	Business Unit Wide
	6Z3.3 Continue to leverage technology to facilitate the work and improve operational systems.	BUS
	6Z3.4 Enhance the primary assessment software through a technology project that will provide the ability to value additional property types within that software.	BUS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
AS -Assessments	ADS -Assessment Development Services		CGS -Customer & Governance Services		BUS -Business Services

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z4 Ensure a safe workplace environment.	6Z4.1 Continue the commitment to safety through participation in the departmental Safety Management System.	Business Unit Wide
Finance 7F2 Pursue property and business assessment and tax related legislative changes.	7F2.1 Continue to advocate for the optimization of the assessment legislative and policy environment applicable to the property and business tax.	CGS

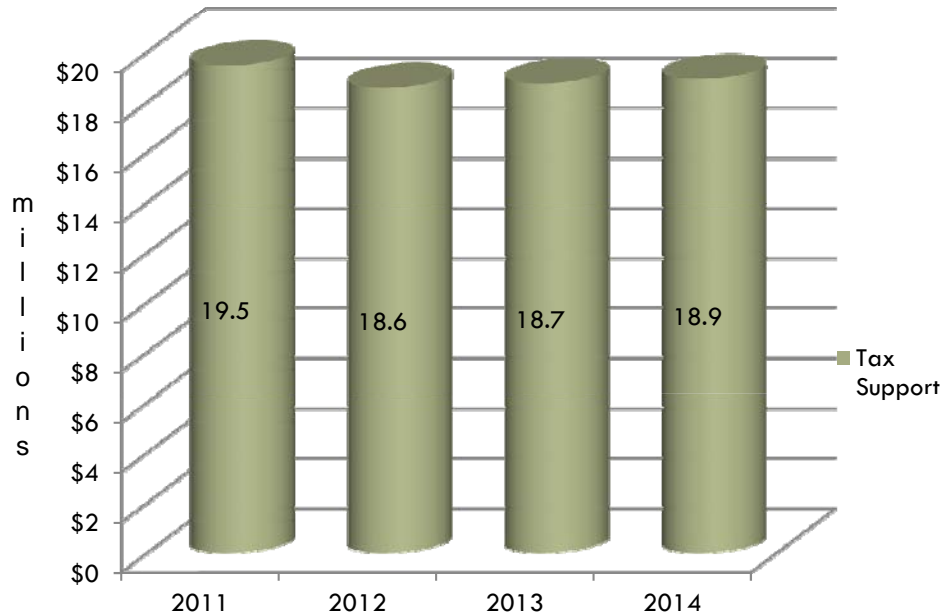
 For Council Approval

 For Council Information

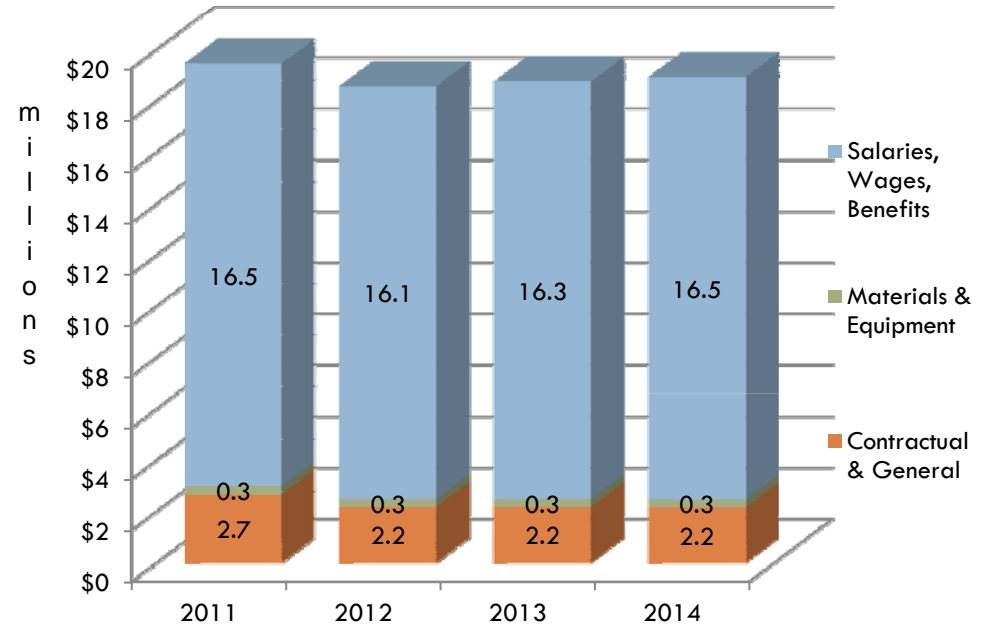


PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.5	\$0.5	3	\$0.5	\$0.5	3	\$0.5	\$0.5	3	\$0.5	\$0.5	3
<u>Services:</u>												
Assessments	9.8	9.8	104	9.6	9.6	99	9.6	9.6	101	10.0	10.0	105
Assessment Development Services	2.8	2.8	29	2.6	2.6	28	2.8	2.8	30	2.7	2.7	29
Business Services	5.2	5.2	26	4.6	4.6	23	4.6	4.6	23	4.5	4.5	22
Customer & Governance Services	1.3	1.3	7	1.3	1.3	7	1.3	1.3	7	1.3	1.3	7
TOTAL ASSESSMENT	\$19.5	\$19.5	168	\$18.6	\$18.6	159	\$18.7	\$18.7	163	\$18.9	\$18.9	165

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

In order to reduce the budget without affecting levels of service for 2012, the Assessment business unit will establish a more efficient allocation between different job types (action 5Z1.3). This resource reallocation will result in a net decrease of 6 Full-Time Equivalents (FTEs) in 2012 and will also yield a total of \$471 thousand in savings due to productivity gains over the 2012-2014 period. (The 2011 budget included a 3 FTE one-time allocation in Business Services, applicable to 2011 only.)

In 2014, improved training and mentoring initiatives within the Assessment business unit (action 6Z3.2) will have resulted in knowledge/skill gains among staff, allowing for a further reduction of 2 FTEs and \$224 thousand in productivity savings.

Service and Budget Increases

An \$870 thousand total budget increase in 2013 and 2014 will result in an increase of 8 FTEs to be used for the following specific purposes:

- Introduce new position types that are necessary to leverage the gains made by the online customer service project work initiated in the 2009-2011 budget cycle and realize significant information acquisition, quality and customer service improvements.
- Ensure the sufficiency of existing position types that are necessary to allow for the continued preparation, communication and defence of assessed values as noted in strategies 5Z2 and 4Z1. This will contribute to the continued stability of The City of Calgary's largest revenue source with total tax revenues expected to be \$2 billion by 2014. The Assessment business unit is already operating at an extremely competitive account/staff ratio, and has absorbed the implications of previous years' budget and FTE reductions.
- Enable high-priority improvement initiatives. These improvement initiatives, such as those referenced in actions 3B1.2, 4Z2.2 and 6Z3.4, amongst others, are essential to the future success of both Assessment and City-wide operations. With the further budget reductions and productivity savings required in 2012-2014, the efficiency gains brought about by these improvement initiatives are the key to allowing such high account/staff ratios while still ensuring The City of Calgary as a whole can continue to rely on its largest revenue source.

Through the business plan and budget, the Assessment business unit ensures there is revenue for tax-supported expenditures associated with Council's Fiscal Plan for Calgary, coupled with specific focus on the following:

- Making Calgary the best place in Canada for a business to start and flourish (addressed in strategy 3B1);
- Becoming a more effective and disciplined organization (addressed in strategies 4Z1, 4Z2, 5Z1, 5Z2, 5Z3, 6Z1, 6Z2, 6Z3 and 6Z4);
- Changing the rules of the game to ensure better financial capacity (addressed in strategy 7F2).

Through the revenue generated by the Assessment business unit The City of Calgary is able to pursue the following goals, reliant on tax-supported expenditures, of the 2020 Sustainability Direction:

- Community Well-being;
- Economy;
- Sustainable Environment;
- Smart Growth and Mobility;
- Financial Capacity;
- Sustainable Corporation.

Budget Reductions with Service Impacts

There are no base budget reductions with service impacts planned for the 2012-2014 period.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$175)	(\$230)	(\$290)
Service and budget increases	0	405	465
Budget reductions with service impact	0	0	0
Total base changes	<u>(175)</u>	<u>175</u>	<u>175</u>
One-Time	0	0	0
Less: Previous Years One-time	(712)	0	0
Total budget changes	<u><u>(\$887)</u></u>	<u><u>\$175</u></u>	<u><u>\$175</u></u>

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Service Highlights

Assessments	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$9,611	\$9,611	99	\$9,624	\$9,624	101	\$10,023	\$10,023	105

Description of Services

- Prepare accurate and equitable market value property assessments and net annual rental value business assessments in order to allow for the fair distribution of taxes among Calgary taxpayers and ensure sufficient revenues are available for City of Calgary services and provincially funded education services.
- Provide customers with assessment information in a transparent and timely manner in order to assist them in understanding their assessment and avoid, where possible, complaints to the Assessment Review Board.
- Defend assessments at the tribunals to protect Calgary's tax revenues.

Highlighted Strategies

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)

5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.

Highlighted Actions

5Z1.3 Create efficiencies through alignment between processes and positions.

5Z1.6 Continue to focus, where possible, on advancing elements and activities in the annual assessment cycle, with a goal of improved product quality, customer service and efficiency.

5Z2.1 Prepare assessments that meet legislated, industry, and internal product quality standards.

5Z2.3 Capture assessment roll physical growth and changes through improved processes and monitoring.

Business Plan and Budget Highlights

The Assessments service is responsible for the fulfillment of the majority of the operational and legislated requirements of the business unit. These requirements can be summarized as the preparation, communication and defence of assessed values to an acceptable industry standard, as noted in strategies 5Z2 and 4Z1, which will lead to certain and predictable tax and revenue for The City of Calgary.

For 2012 this service will move towards a more efficient allocation between different job types, as noted in action 5Z1.3, in order to reduce the budget without affecting the level of service provided. This reallocation will result in a net decrease of 6 FTEs in 2012 and will also yield a total of \$471 thousand worth of savings due to productivity gains over the 2012-2014 period. A \$708 thousand total budget increase in 2013 and 2014 will result in an increase of 6 FTEs, which are necessary to maintain the revenue certainty for The City of Calgary.

To achieve this service's desired outcomes, strong relationships are required with the Alberta Municipal Affairs and City of Calgary Law, City Clerk's, Finance, and Information Technology, amongst many others.

This service is responsible for performance measures PM5.2, 5.3 and 5.4.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Service Highlights

Assessment Development Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,632	\$2,630	28	\$2,794	\$2,792	30	\$2,660	\$2,658	29

Description of Services

- Coordinate and monitor city-wide mass appraisal and quality functions to ensure the effective preparation of property and business assessments.
- Coordinate and monitor assessment defence processes on a city-wide basis.
- Coordinate and monitor the collection of information required to prepare assessments from customers, as well as the provision of assessment information to customers.
- Coordinate and monitor assessment preparation processes associated with the physical growth and other changes in properties and businesses.
- Maintain an inventory of Calgary businesses for business assessment roll purposes.
- Lead strategic and operational planning, reporting, and equalized assessment programs for the business unit.

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)

5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.

5Z3 Demonstrate effective management of PDA reserves and applicable Corporate reserves.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

Highlighted Actions

2P1.1 Project assessment roll growth changes and associated financial forecasts through improved and refined processes.

5Z2.2 Improve both the quality and use of data through enhanced data collection methodologies.

5Z2.4 Administer effectively the equalized assessment process for The City, ensuring the correct provincial property tax allocation for Calgary taxpayers.

5Z3.2 Sustain fairness and equity for all taxpayers through the comprehensive review of assessment complaints and any required response to those complaints.

5Z3.3 Protect The City from avoidable financial risk through further development of risk management processes associated with property and business assessment rolls.

Business Plan and Budget Highlights

Some of the major initiatives that Assessment Development Services will be responsible for within the 2012-2014 period include actions:

- 2P1.1 will contribute to a renewed emphasis on contributing to comprehensive corporate decision making through improved financial forecasts;
- 5Z2.2 will make major improvements to assessment related data collected and result in improvements in both product quality and efficiency.

Initiatives to improve training and mentoring across the business unit (action 6Z3.2) will, by 2014, result in knowledge gains among an increased number of staff. This will yield a budget reduction within Assessment Development Services of 1 FTE and \$134 thousand in productivity savings in 2014. There will be no anticipated impacts to service levels as a result of these budget reductions. A \$162 thousand total budget increase within Assessment Development Services in 2013 will result in an increase of 2 FTEs. This will introduce new position types that are necessary to leverage the gains made by the online customer service project work initiated in the 2009-2011 budget cycle and allow for significant information acquisition, quality and customer service improvements.

To achieve this service's desired outcomes, strong relationships are required with the Alberta Assessor's Association and The City of Edmonton, amongst many others.

This service is responsible for performance measure PM5.5.

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Service Highlights

Business Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,593	\$4,593	23	\$4,593	\$4,593	23	\$4,503	\$4,503	22

Description of Services

- Manage projects and initiatives within Assessment.
- Document all processes, lead/support continuous process improvement teams.
- Provide technology support services, in conjunction with the Information Technology business unit, for Assessment's many systems, projects, processes and reports.
- Create and maintain the Assessment Rolls (Property, Business, and Supplementary) and notices throughout the assessment roll and taxation year.
- Develop, support and deliver training and staff development.
- Coordinate all administration, financial, safety, environmental, records storage and retention activities for Assessment.

Highlighted Strategies

4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)

6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)

Highlighted Actions

4Z2.2 Support a customer-centric environment through providing the customer with the tools needed to obtain online information and expanded service availability.

5Z1.2 Deliver efficiency improvements through project management processes and tools.

5Z1.5 Continue commitment to process improvement and work towards having clear and streamlined processes in place before technology investments are made.

6Z3.3 Continue to leverage technology to facilitate the work and improve operational systems.

6Z3.4 Enhance the primary assessment software through a technology project that will provide the ability to value additional property types within that software.

Business Plan and Budget Highlights

Some of the major initiatives that Business Services will be responsible for within the 2012-2014 period include actions:

- 4Z2.2 making further improvements made to the Online Customer Services project, with the end result being additional significant information acquisition, quality and customer service improvements;
- 5Z1.5 which will further strengthen Assessment business unit processes;
- 6Z3.4 which will generate major efficiency and effectiveness improvements in the preparation of assessed values through a project aimed at enhancing the primary assessment software.

Through leveraging technology (action 6Z3.3) and continued commitment to process improvement (action 5Z1.5) there will be, by 2014, a resulting reduction of 1 FTE within Business Services and \$90,000 in productivity savings. No impacts to service levels are anticipated as a result of this budget reduction.

To achieve this service's desired outcomes, strong relationships are required with Information Technology, the Corporate Project Management Centre, City Clerks, and Finance amongst many others.

This service will coordinate Assessment's contributions to the business unit wide action 3B1.1 related to 'red tape' reduction.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Service Highlights

Customer & Governance Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,283	\$1,283	7	\$1,283	\$1,283	7	\$1,283	\$1,283	7

Description of Services

- Legislative compliance and advocacy.
- Develop and maintain policies to comply with legislation and to optimize efficiency and effectiveness.
- Coordinate year round customer service, including the Advance Consultation Period and Customer Review Period.
- Administer assessment and tax exemptions.
- Review, and develop appropriate responses to, unique issues affecting Calgary's assessment environment.
- Support the Assessment business unit's relationships and work with external organizations and other assessment jurisdictions.

Highlighted Strategies

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)

5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.

7F2 Pursue property and business assessment and tax related legislative changes

Highlighted Actions

3B1.2 Develop an implementation plan for the consolidation of the business tax with the non-residential property tax. (CFP-B3)

3B1.3 Assist business and non-residential property owners so that they can effectively participate in and obtain information through Assessment's Advance Consultation Period.

4Z1.4 Continuously enhance Assessment's Customer Review Period and year-round customer service and information programs.

5Z2.5 Continue to ensure that eligible organizations receive required tax relief through the administration of the property and business taxation exemption processes.

7F2.1 Continue to advocate for the optimization of the assessment legislative and policy environment used for the property and business tax.

Business Plan and Budget Highlights

Some of the major initiatives that Customer & Governance Services will be responsible for within the 2012-2014 period include actions:

- 3.B1.2 which will result in the implementation of the Council Directional Statement (CFP-B3) "Develop an implementation plan for the consolidation of the business tax with the non-residential property tax";
- 3.B1.3 and 4Z1.4 which will further optimize Assessment's customer service initiatives for all types of customers;
- 7F2.1 which will continue advocacy efforts to accomplish the dual goals of optimizing both the:
 - property and business tax as a source of City of Calgary financing;
 - the legislative and policy environment that the Assessment business unit operates in.

There will be no changes to budget or FTE levels within the 2012-2014 period for Customer & Governance Services and therefore there will be no impacts to service levels.

To achieve this service's desired outcomes, strong relationships are required with Alberta Municipal Affairs, the City of Edmonton and other cities, City of Calgary Finance and Intergovernmental Affairs, amongst many others.

This service is responsible for performance measures PM3.1, 4.3 and 4.5.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT

Development & Building Approvals	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$70.3	\$1.6	472	\$73.1	\$1.6	472	\$77.1	\$1.6	472

Overview

The business of Development & Building Approvals is about turning spaces into places. From the ground up, DBA helps to transform land into vibrant communities that support active residents and thriving businesses. The core services DBA provides – from administering development approvals to providing licensing and compliance services – are delivered by a team of multi-disciplinary professionals who reinforce the importance of quality customer service, daily, and do so in a primarily cost-recovery environment. To the Mayor and Council, DBA is the administrator of Council's vision for Calgary. To developers and businesses, DBA is the facilitator of their ideas. To contractors, DBA inspects the work they do. To citizens, DBA ensures community standards are upheld. While DBA's business means different things to different people, each distinctive responsibility and function represents a range of activities and services focused on evolving Calgary's spaces into vibrant places.

List of Services

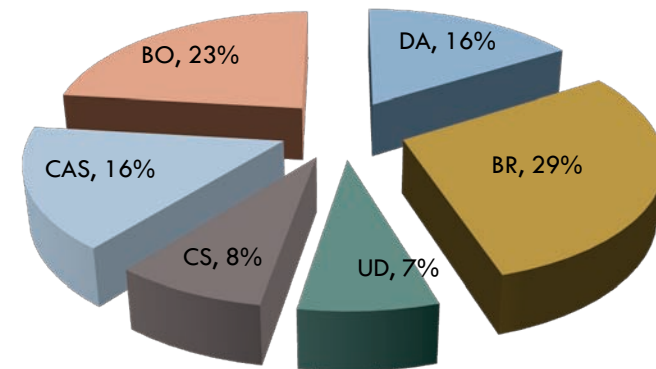
- Development Applications - DA
- Building Regulations - BR
- Urban Development - UD
- Compliance Services - CS
- Customer Advisory Services - CAS
- Business Operations - BO

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

DBA's operations includes the stewardship of municipal bylaws related to but not limited to land use, business licensing, addressing, building and plumbing permits, electrical permitting, mechanical permits, acreage assessments and the Uniform Quality Management Plan. Also, DBA responds to federal and provincial legislation, which enables and supports or directs municipal bylaws, as well as Council's direction. Specifically in 2012-2014, DBA is leading or supporting strategies related to Council's Fiscal Plan via: CFP-C5, C6*, CFP-P1*, P7, P8, P10*, P11*, CFP-B1, B2*, CFP-Z1, Z2, Z3, Z5, Z6, Z7, Z9*, Z10. In developing the 2012-2014 plan, DBA has included feedback gained from the PDA department's staff engagement to develop strategies and actions.

DBA is also supporting the 2020 Sustainability Direction in 2012-2014, aligning departmental outcomes and strategies, as well as business unit-specific actions with the 2020 Sustainability Direction Goals and Objectives,

Development & Building Approvals Expenditures



detailed in the Business Unit Service Overview. DBA also implements the Municipal Development Plan through many aspects of its functionality. DBA has completed its User Fee and Sustainability Review, identifying a number of service areas in which DBA can further streamline operations or increase fees to better achieve mandated recovery across business unit operations. These areas will be explored through 2012, under Action 5Z3.1, utilising a business unit financial sustainability model. DBA also participates in required programs such as EnviroSystem and Tangible Capital Assets.

Addressing Other Emerging Issues

Calgary Economic Development and The City's corporate financial planning forecasts indicate an increase in volumes of service delivery will be required in 2012-2014 for DBA. Office vacancy rates are trending down, and job creation is trending up. Net immigration and accessible financing mean a recovery in the market for Calgary from 2009. Overall economic forecasts indicate steady improvements to economic vitality. The volatile global economy requires DBA to monitor and manage its business via a market volatility approach.

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5, C6*)	1C1.1 Work co-operatively with the Province to improve building codes for fire safety. (CFP-C6*)	BR
	1C1.2 Support CS&PS to maintain Calgary standards for fire safety and coverage.	UD
	1C1.3 Maximize our performance to meet legislative and technical service standards.	BR
	1C1.4 Improve the processes leading to the issuance of building occupancy permits.	BR
Community 1C2 Facilitate compliance with legislation governing safe infrastructure and responsible business practices.	1C2.1 Continue to improve Calgary’s construction site safety through the management and delivery of the Construction Site Safety and Monitoring Program.	BR
	1C2.2 Co-ordinate a multi-agency approach to maintaining standards for safer work places.	CS
	1C2.3 Continue to improve and support proactive compliance with applicable legislation through initiatives, groups and teams.	CS
Places 2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)	2P1.1 Amend the Land Use Bylaw as required, in alignment with the Area Structure Plan /Area Redevelopment Plan or policy documents that implement the MDP.	DA
Places 2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7,P8,M1)	2P2.1 Implement energy codes to ensure they are harmonized with provincial legislation.	BR

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
DA-Development Applications BR-Building Regulations		UD-Urban Development CS-Compliance Services		CAS-Customer Advisory Services BO-Business Operations	

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan (MDP). (CFP-P10*)	2P3.1 Implement recommendations from the CPAG Decision Making Model Review and the review of the Land Use Bylaw and Associated Processes as appropriate.	DA
	2P3.2 Review and simplify the Land Use Bylaw and associated processes such as development of objective standards.	DA
Business 3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)	3B1.1 Develop and implement a PDA 'red tape' reduction initiative that supports the related corporate initiative.	Business Unit Wide
	3B1.2 Facilitate the business licence approval process with business owners to obtain legislative compliance.	CS
	3B1.3 Initiate regular communication and information sharing with Calgary Economic Development.	DA
	3B1.4 Manage the intake and review process to co-ordinate business applications and inquiries.	CAS
	3B1.5 Engage with Calgary's building industry to identify opportunities to streamline processes.	UD
	3B1.6 Encourage economic development through pre-approval of low-risk business license categories.	CS
	3B1.7 Continue to make significant progress on implementation of those initiatives in Calgary's Economic Development Strategy for which PDA is responsible.	Business Unit Wide
Organization 4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)	4Z1.1 Support a consistent and high quality customer experience through standardizing, simplifying, delivering and monitoring of communication.	CAS
	4Z1.2 Provide helpful, equitable, accurate, and responsive customer service through the implementation of the PDA Customer Promise.	Business Unit Wide
	4Z1.3 Improve the customer experience by engaging with customers, monitoring perceptions of our services, and developing responsive action plans.	BO
	4Z1.4 Co-ordinate and make improvements to the intake and review process for non-business owners.	CAS

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
DA-Development Applications BR-Building Regulations		UD-Urban Development CS-Compliance Services		CAS-Customer Advisory Services BO-Business Operations	

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)	4Z2.1 Make it easier for the public to get the information they need and to participate in public hearings. (CFP-Z9*)	CAS
	4Z2.2 Support a customer centric environment by providing the customer with the tools needed to obtain online information and expanded service availability.	BO
Organization 5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)	5Z1.1 Use benchmarking, performance measures and best practices information to measure and improve service effectiveness and efficiency. (CFP-Z3)	Business Unit Wide
	5Z1.2 Deliver efficiency improvements through project management processes and tools.	BO
	5Z1.3 Create efficiencies through alignment between processes and positions.	Business Unit Wide
	5Z1.4 Be prepared to participate in the corporate zero-based review program if so directed.	Business Unit Wide
	5Z1.5 Standardize change management and business process improvement through well managed projects.	BO
Organization 5Z3 Demonstrate effective management of PDA reserves and applicable corporate reserves.	5Z3.1 Perform regular reviews of PDA-related reserves for applicability, appropriateness, and correct funding levels and balances.	Business Unit Wide
Organization 6Z1 Develop and implement plans that will lead to the right people, with the right skills, being in the right positions, within the right structure.	6Z1.1 Develop and implement an integrated and aligned 2012-2014 PDA strategic human resources plan which meets the employee and stakeholder needs.	Business Unit Wide

For Council Approval
For Council Information

Community	Places	Mobility	Business	Organization	Finance
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DA-Development Applications
BR-Building Regulations

UD-Urban Development
CS-Compliance Services

CAS-Customer Advisory Services
BO-Business Operations

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z2 Develop a high performance and supportive workplace.	6Z2.1 Provide the necessary direction and support for staff to meet corporate, department, business unit, and section goals through annual development dialogues.	Business Unit Wide
	6Z2.2 Build leadership capacity through targeted development, mentorship and succession planning.	Business Unit Wide
Organization 6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)	6Z3.1 Develop and implement an operational human resources plan in an effort to support management and staff in achieving their day-to-day goals.	Business Unit Wide
	6Z3.2 Implement training, mentorship, recruitment and retention initiatives in response to PDA's strategic human resources plan.	BO
	6Z3.3 Continue to leverage technology to facilitate the work and improve operational systems.	Business Unit Wide
Organization 6Z4 Ensure a safe workplace environment.	6Z4.1 Continue the commitment to safety through participation in the departmental Safety Management System.	Business Unit Wide
Finance 7F1 Manage growth in a fiscally responsible and sustainable manner.	7F1.1 Implement the Growth Management Framework by working with stakeholders and business units to prioritize areas for intensification and new development.	UD
	7F1.2 Implement the Growth Management Framework through land use policy plan development and application reviews to align budget and planning recommendations.	UD
	7F1.3 To ensure alignment with the MDP/CTP, analyze the impact of corporate financial instruments/policies on locational choices and urban form, and develop an action plan.	UD

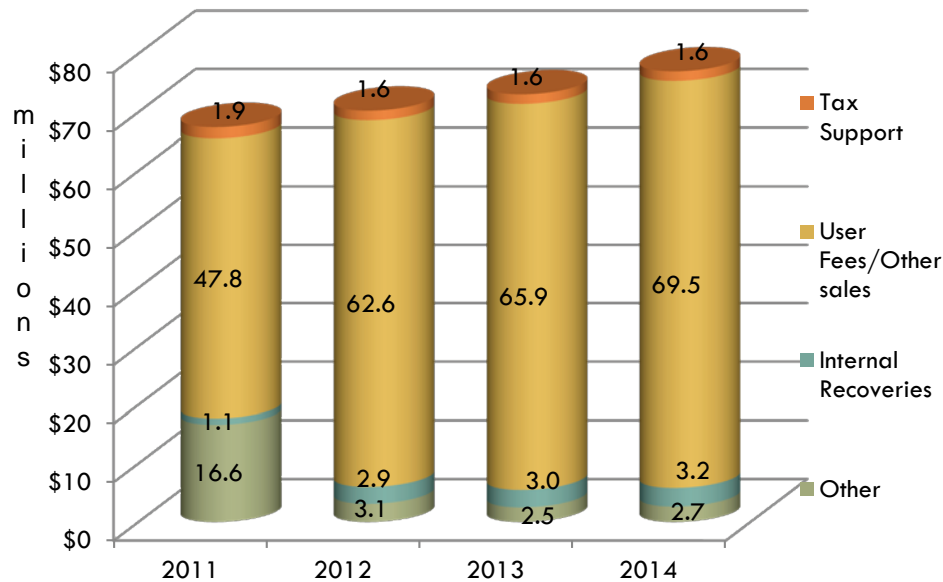
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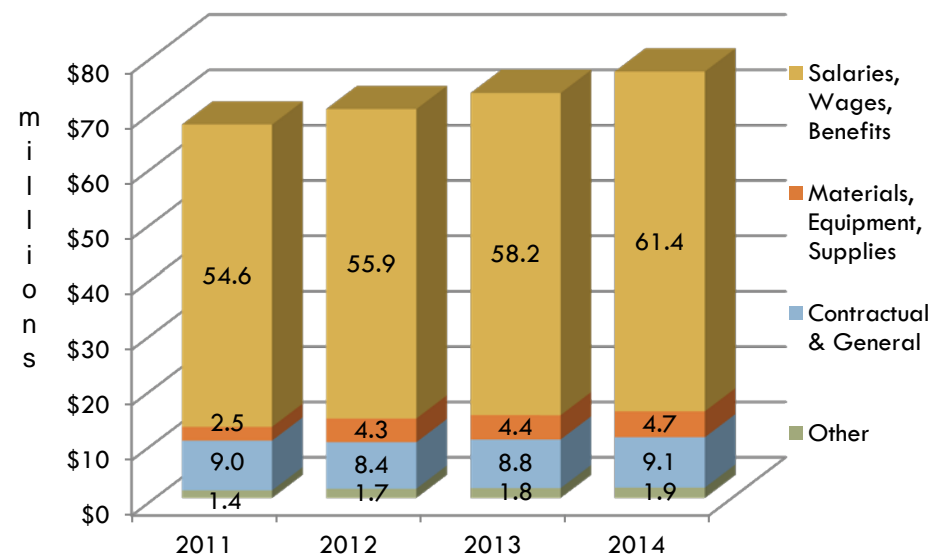
Community	Places	Mobility	Business	Organization	Finance
DA-Development Applications BR-Building Regulations		UD-Urban Development CS-Compliance Services		CAS-Customer Advisory Services BO-Business Operations	

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Changes to user fees for 2012-2014 are proposed and subject to Council approval as detailed in the Business Unit User Fee Schedules (Attachment 2).

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.0	\$0.0	4	\$0.8	\$0.8	4	\$0.9	\$0.9	4	\$0.9	\$0.9	4
Services:												
Development Applications	13.1	8.3	91	11.4	5.1	89	11.8	5.3	89	12.5	5.5	89
Building Regulations	28.2	(8.7)	162	20.3	(29.2)	162	21.1	(30.9)	162	22.2	(32.6)	162
Urban Development	4.7	1.4	33	5.1	1.4	32	5.3	1.4	32	5.6	1.4	32
Compliance Services	4.6	(0.6)	31	5.2	(2.6)	32	5.6	(2.7)	32	5.9	(2.9)	32
Customer Advisory Services	1.6	1.2	115	11.2	10.9	115	11.6	11.4	115	12.3	12.0	115
Business Operations	15.2	0.3	35	16.3	15.1	38	16.8	16.3	38	17.8	17.3	38
Total Development & Building Approvals	\$67.4	\$1.9	471	\$70.3	\$1.6	472	\$73.1	\$1.6	472	\$77.1	\$1.6	472

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

None.

Service and Budget Increases

There are no budget changes requiring additional tax funding.

User Fees

DBA has completed its User Fee and Sustainability Review, identifying several service provision areas in which DBA and LUPP are not adequately recovering costs. These areas will be explored through 2012, under Action 5Z3.1, utilising a business unit financial sustainability model. While Calgary's development and building approval service delivery is high, residential and commercial customers continue to enjoy among the lowest fees in Canada, remaining a good place to do business with minimal tax support (striving for zero tax support by 2015).

The ability to maintain high levels of service delivery, and to deliver on strategies 1C1 and 1C2, as well as 4Z2 and 5Z1, will come with opportunities for productivity savings and achieving full cost-recovery, alongside a commitment to keep fees affordable and in line with Canadian standard rates. With forecast increases in market demands, DBA will be in a position to conduct market analysis and set the strategic direction for adjustments to fee schedules in order to determine the Long Term Recovery Rates for the Business Unit. This can be done while maintaining current levels of service and ensuring fees are comparable to other Canadian cities, in alignment with the principles of Council Policy CFO010, User Fees and Subsidies Policy. Specific changes for 2012-2014 include but may not be limited to:

- With increased demands for construction site safety, an adjustment to the fee for building permits of \$0.75 per \$1,000 of construction value, to support current site safety service levels, excepting single family construction and renovation in 2012.
- An adjustment to the Single Construction Permit (SCP) fee of \$8.30 per \$1,000 of the estimated cost of new construction will move this towards cost recovery.
- An adjustment to the Trade Permit fee to be a minimum of \$95.00 will move this towards cost recovery.
- The Environmental Restoration Permit (ERP) will be raised to \$5,000. The cost increase factor (see * below) will not be applied on this fee in 2012, but it will be applied in 2013 and 2014.

•The Certificate of Compliance fee is an optional service The City provides for purchases of any property type in Calgary. An adjustment of \$35 to each type of fee (Residential, Commercial and Express) would raise the average certificate of compliance to \$136, and is required in order for The City to continue to offer this service. Fees would remain comparable to other alternatives, such as Title Insurance.

*The 2012-2014 fee schedule changes incorporate the annual cost increase factor supported by Council - the Municipal Pricing Index (MPI) plus population growth, forecast as follows: 2012 = 5.0 %, 2013=5.1%, 2014= 5.5%. This cost increase factor would be applied year over year, over fee adjustments that may arise out of the User Fee and Sustainability Review, excepting the ERP adjustment in 2012.

Budget Reductions with Service Impact (no net impact)

Unlike tax-supported business units, this change will not result in service impacts but rather align with DBA's cost-recovery model and contribute to the positive departmental reduction in tax support. As such, DBA will move 7 FTEs from tax-support to self-support. This move will better align the addressing and records group, with no impact to service and result in a reduction in DBA, and by extension PDA's tax-supported funding. The net reduction after revenues totals \$300 thousand.

For 2012, DBA is budgeting a net draw on its reserve, which is not sustainable in the longer term. In the short term (1-3 years), there will be no service impacts, however, a review of the service delivery model and ongoing review of fees (under Action 5Z3.1) is required to ensure the sustainability of current or increased service delivery levels.

Summary of net operating budget changes (\$000's)

	2012	2013	2014
Productivity Gain (Budget reduced with no service impact)	\$0	\$0	\$0
Service and budget increases	0	0	0
Budget reductions with service impact	(300)	0	0
Total base changes	(300)	0	0
One-Time	0	0	0
Less: Previous Year's One-time	0	0	0
Total budget changes	(\$300)	\$0	\$0

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
064	001	Working Space Initiative	A	U	1,647	1,000	1,000	0	0	0	2,000	3,647
065	001	Land Use Bylaw Implementation & Sustainment	A	U	3,000	1,000	600	0	0	0	1,600	4,600
069	001	eServices Portfolio	A	U	5,000	4,000	2,000	0	0	0	6,000	11,000
Total Development & Building Approvals					9,647	6,000	3,600	0	0	0	9,600	19,247

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Development Applications	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$11,394	\$5,142	89	\$11,842	\$5,272	89	\$12,464	\$5,533	89

Description of Services

- Ensures development in Calgary takes place in accordance with the Land Use Bylaw, legislation and other relevant policy documents. Through the determination of applications, this service (housing Planning Implementation and Corporate Planning Applications Group (CPAG)) manages the review and consent of a large portion of the development projects within Calgary.
- Reviews and comments on planning applications via CPAG, a cross-functional team with a corporate approach to the evaluation process.

- Enforces planning restrictions and controls throughout Calgary with the support of Compliance Services (CS) by continuously monitoring the effectiveness of the Land Use Bylaw. Amendments to address gaps or issues may result.
- Coordinates Calgary Planning Commission, meets legislative obligations for review and approvals process (i.e., Public Notice advertising)
- Assists with development matters to Subdivision Appeal Board and Council
- Conducts operational stakeholder relations, implementing customer service relationship strategies in working through the development applications process.

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)

2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan (MDP). (CFP-P10*)

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

Highlighted Actions

2P1.1 Amend the Land Use Bylaw as required, in alignment with the Area Structure Plan /Area Redevelopment Plan or policy documents that implement the MDP.

2P3.1 Implement recommendations from the CPAG Decision Making Model Review and the review of the Land Use Bylaw and Associated Processes as appropriate.

2P3.2 Review and simplify the Land Use Bylaw and associated processes such as development of objective standards.

3B1.3 Initiate regular communication and information sharing with Calgary Economic Development.

Business Plan and Budget Highlights

- Supports PDA as it leads CPF-P1, P10, P11, CFP-B2 and B3 for the department and corporation.
- Continues capital Program 065, supporting strategy 2P3.
- In collaboration with DBA's Director's Office, conduct action 3B1.3.

Strategies and actions align with:

- Sustainability Direction 2020 goal Smart Growth and Mobility, objective Build Complete Communities (CFP-P10, strategies 2P1 and 2P3) in aligning land use policy and decisions with the Municipal Development Plan and CTP.
- DBA staff engagement requests to simplify the Land Use Bylaw (LUB), in action 2P3.2.

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions, The City's Aldermanic offices, Calgary's development industry, community associations and Federation of Calgary Communities, Calgary Home Builders Association (CHBA), Building Owners and Managers Association (BOMA), Enmax, and Calgary Economic Development, amongst many others.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Building Regulations	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$20,330	(\$29,148)	162	\$21,129	(\$30,873)	162	\$22,244	(\$32,617)	162

Description of Services

- Authority having jurisdiction related to construction and alteration of buildings and building services in Calgary
- Influences development and revision of federal and provincial standards and codes which govern construction and buildings and direct municipal bylaws.
- Manages the permitting process for building and renovations through plans review, permit issuance, inspections and enforcement of applicable codes to ensure public safety and environmental stewardship in Calgary.

- Administers the Safety Codes Act and appropriate Codes with respect to all processes or activities regarding the construction of buildings in Calgary within the disciplines of building, electric, plumbing, gas and HVAC.
- Administers the Residential Rehabilitation Assistance Program.
- Responsible for municipal bylaws related but not limited to land use, business licensing, addressing, building and plumbing permits, electrical permitting, mechanical permits, acreage assessments and the Uniform Quality Management Plan.

Highlighted Strategies

1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5, C6*)

1C2 Facilitate compliance with legislation governing safe infrastructure and responsible business practices.

2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7, P8, M1)

Highlighted Actions

1C1.1 Work co-operatively with the Province to improve building codes for fire safety. (CFP-C6*)

1C1.3 Maximize our performance to meet legislative and technical service standards.

1C1.4 Improve the processes leading to the issuance of building occupancy permits.

1C2.1 Continue to improve Calgary's construction site safety through the management and delivery of the Construction Site Safety and Monitoring Program.

2P2.1 Implement energy codes to ensure they are harmonized with provincial legislation.

Business Plan and Budget Highlights

- Supports PDA as it leads CFP-C6 for the department and The Corporation.
 - 1C1.1 will heighten awareness to move issues forward (e.g., secondary suites).
 - 1C1.4 will lead to productivity savings over the long term.
 - 1C2.1 is a continuation of work begun in 2009-2011.
- Strategies and actions align with:
- 2020 Sustainability Direction goal Smart Growth and Mobility, objective Provide Safe, Reliable and Affordable Public Infrastructure (1C1.1, 1C1.3 and 1C1.4 and 1C2.1).
 - DBA staff engagement: staff emphasized the importance of providing safe public infrastructure as a public service.
- In the business unit workplan, BR will work with Development Approvals to co-ordinate a multi-divisional single permit process. This service is working with other City departments on the corporate Building Repository Project and Coordinated Safety Response Team (CSRT).

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions, Office of Land Servicing and Housing, Alberta Health Services, National Research Council, Canadian Standards Association, Alberta Law Society, Alberta Urban Municipalities Association, Calgary Construction Association, Building Owners and Managers Association (BOMA) and Urban Development Institute (UDI), amongst many others. This service is responsible for performance measures PM1.1 and PM1.2.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Urban Development	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$5,067	\$1,396	32	\$5,271	\$1,396	32	\$5,551	\$1,396	32

Description of Services

- Responsible for engineering facets of the development approvals process for applications ranging from the annexation stage to development permits in the process of land development.
- Coordinates review and approval of engineering drawings for public infrastructure construction administers associated contractual/financial obligations of the developer.
- Reviews and approves of development site servicing plans (DSSP).

- Liaises with industry and developers to negotiate, prepare and administer subdivision development agreements, including the collection and disbursement of revenues and expenditures of off-site costs associated with development.
- Leads negotiations of the Master Development Agreement (MDA) and the design guidelines and construction specifications with industry.
- Coordinates land servicing capital budgets, financial feasibility analysis and infrastructure coordination for regional context studies and area structure plans.
- Leads Directors' Infrastructure Growth Committee and Technical Subcommittee.

Highlighted Strategies

1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5, C6*)

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

7F1 Manage growth in a fiscally responsible and sustainable manner.

Highlighted Actions

1C1.2 Support CS&PS to maintain Calgary standards for fire safety and coverage.

3B1.5 Engage with Calgary's building industry to identify opportunities to streamline processes.

7F1.1 Implement the Growth Management Framework by working with stakeholders and business units to prioritize areas for intensification and new development.

7F1.2 Implement the Growth Management Framework through land use policy plan development and application reviews to align budget and planning recommendations.

7F1.3 To ensure alignment with the MDP/CTP, analyze the impact of corporate financial instruments/policies on locational choices and urban form, and develop an action plan.

Business Plan and Budget Highlights

- Supports PDA as it leads CFP-C6, B2 and B3 for for the department and The Corporation.
 - Leads, with Land Use Planning & Policy (LUPP), strategy 7F1 to help Calgary's urban growth become fiscally responsible and sustainable over the long term.
 - As per strategy 7F1 and PM7.1, develop by 2013 a cost-benefit ratio for City of Calgary investment in leading infrastructure.
 - As UD is the only line of service in DBA with tax support, a one-time budget reduction in this area of \$300,000 is achieved through moving several FTEs from tax support to self-support.
- Strategies and actions align with:
- 2020 Sustainability Direction goal Smart Growth and Mobility, objectives Provide Safe, Reliable and Affordable Public Infrastructure (action 1C1.2), Strategic Intensification (action 7F1.1) and Cost Efficiency (actions 7F1.2 and 7F1.3).
 - DBA staff engagement: suggestions for process streamline opportunities and the need to prioritize areas for intensification.

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions related to the Directors' Infrastructure Growth committee (DIGC) and Technical Subcommittee, Calgary's development industry including Urban Development Institute (UDI) and developer agencies, regional partners and civic partners, amongst many others.

This service will participate with LUPP in performance measures PM2.6 and PM7.1.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Compliance Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$5,242	(\$2,565)	32	\$5,602	(\$2,729)	32	\$5,890	(\$2,892)	32

Description of Services

•Responsible for the issuance and management of taxi and limousine services and the execution of Development Compliance Inspections. The Business Licence section administers the regulation of business activities through the issuance of municipal business licences and subsequent compliance inspections. A high standard of public safety, health, welfare, and protection of property is maintained through the regulatory compliance of all legislation related to business activities.

- The Livery Transport Services (LTS) section helps create and maintain a sustainable livery industry that considers the interests of service providers and meets the needs of the travelling public by providing regulation and inspection of the livery transport industry.
- Provides taxi and limousine driver training.
- Conducts inspections, assesses risk and enforces compliance to development legislation, including monitoring and enforcing compliance with development permits and conducting investigations into Land Use Bylaw (LUB) complaints.

Highlighted Strategies

1C2 Facilitate compliance with legislation governing safe infrastructure and responsible business practices.

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

Highlighted Actions

1C2.2 Co-ordinate a multi-agency approach to maintaining standards for safer work places.

1C2.3 Continue to improve and support proactive compliance with applicable legislation through initiatives, groups and teams.

3B1.2 Facilitate the business licence approval process with business owners to obtain legislative compliance.

3B1.6 Encourage economic development through pre-approval of low-risk business license categories.

Business Plan and Budget Highlights

- Supports PDA as it leads CFP-B2 and B3 for the department and The Corporation.
- Through action 1C2.2, develop efficiencies in legislative compliance.
- Respond to Council's direction to provide a safe community while supporting strategy 3B1, specific to business licence issuance and business licence complaint investigation.

Strategies and actions align with:

- 2020 Sustainability Direction goal Smart Growth and Mobility, objective Provide Safe, reliable and Affordable Public Infrastructure (actions 1C2.2 and 1C2.3), and goal Economy, objective A Focus on Business and Enterprise (actions 3B1.2 and 3B1.6).

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions including Calgary Police Service, Calgary Fire Department, Bylaw Services, Recreation, as well as Alberta Gaming and Liquor Commission (AGLC), and the Solicitor General, amongst many others.

This service is responsible for performance measures PM3.2 and PM3.3.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Customer Advisory Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$11,175	\$10,937	115	\$11,626	\$11,376	115	\$12,252	\$11,988	115

Description of Services

- Acts as a single point of contact for customer transactions, operating a mixture of front counter, online, call center, publication and administrative services.
- Maintains and evolves services to continuously improve customer experiences.
- Responds to customer inquiries and manages the intake of permit and business licensing applications.
- Performs bylaw checks to determine the extent to which applications are in compliance with the Land Use Bylaw.

- Provides land titles reconciliation, conducts issuance of replacement licences, business registry support and municipal address approvals.
- Ensures the integrity of information that supports core and protective services provided by the corporation; ensures the integrity and consistency of business customer data shared with other business units across the corporation.
- Monitors and evaluates process and business rules.
- Implements new processes and rules for bylaw reviews of contextual development permits.

Highlighted Strategies

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)

4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)

Highlighted Actions

3B1.4 Manage the intake and review process to co-ordinate business applications and inquiries.

4Z1.1 Support a consistent and high quality customer experience through standardizing, simplifying, delivering and monitoring of communication.

4Z1.4 Co-ordinate and make improvements to the intake and review process for non-business owners.

4Z2.1 Make it easier for the public to get the information they need and to participate in public hearings. (CFP-Z9*)

Business Plan and Budget Highlights

- Supports PDA as it leads CFP-B2, B3 and Z9 for for the department and The Corporation.
- Leads actions 3B1.4 and 4Z1.1, strengthening service delivery and opportunities for process improvement and efficiency.
- Leads action 4Z2.1 in response to council's direction CFP-Z9*.

Strategies and actions align with:

- 2020 Sustainability Direction goal Community Well Being, objective Engagement and Empowerment (actions 4Z1.1, 4Z1.4 and 4Z2.1).
- DBA staff engagement: staff identified the need to make process improvements to enhance the customer experience.

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions, in particular City Clerk's, Customer Service & Communication's 3-1-1, Information Technology, as well as the banking industry and Payment Card Industry (PCI), and Province of Alberta with BizPal, amongst many others.

This service has great influence on performance measure PM4.2.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Business Operations	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$16,264	\$15,054	38	\$16,820	\$16,341	38	\$17,773	\$17,331	38

Description of Services

- Supports DBA with Strategic Services (SS) and Operational Services (OS).
- SS provides project management services advice and consultation to support business process improvements and manages the sustainment and development of DBA's business process system (POSSE).
- OS provides day-to-day support to DBA, ensuring a co-ordinated effort across the business unit with respect to fleet, safety, space and mobility, engagement, staff

- development and issues management.
- Co-ordinates and conducts business planning, budgeting and reporting for DBA.
- Conducts annual Tangible Capital Asset reporting.
- Leads the development and implementation of PDA's Environment Health and Safety program and Customer Promise Program.
- Participates in Corporate EnviroSystem Program.

Highlighted Strategies

4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)

4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)

6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)

Highlighted Actions

4Z1.3 Improve the customer experience by engaging with customers, monitoring perceptions of our services, and developing responsive action plans.

4Z2.2 Support a customer centric environment by providing the customer with the tools needed to obtain online information and expanded service availability.

5Z1.2 Deliver efficiency improvements through project management processes and tools.

5Z1.5 Standardize change management and business process improvement through well managed projects.

6Z3.2 Implement training, mentorship, recruitment and retention initiatives in response to PDA's strategic human resources plan.

Business Plan and Budget Highlights

- Supports action 4Z1.3 in the development and implementation of initiatives such as PDA's Customer Promise program, and DBA External Relations Stakeholders Plan.
 - Supports PDA as it leads CFP-Z9 for the department and corporation.
 - Leads eServices (Capital Program 069) to make permitting, approvals and licensing services available online, supporting CFP-Z5, strategy 4Z2 and action 4Z2.2.
 - Leads Capital Program 064 Work Space Initiative supporting CFP-Z6.
 - In supporting action 3B1.1, BO will help DBA and PDA in its 'red tape' reduction initiatives, supporting the related corporate initiative.
 - In support of action 3B1.7, Business Operations will, on behalf of the DBA Director's office, lead the development of a joint review process to align with CFP-B3, and continue to support PDA to deliver on initiatives for which it is responsible in Calgary's Economic Development Strategy.
- Strategies and actions align with DBA staff engagement: staff highlighted the desire to receive more professional development opportunities and flexible work options.

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions, including Corporate Services, Office of The Mayor, Assessment, Taxation and Complaints Committee (ATC), and Calgary Economic Development, amongst many others.

This service is responsible for performance measures PMs 3.4, 4.4, and 4.6, and will assist in coordinating PMs 4.2, 6.1, 6.2, 6.3, 6.4 and 6.5.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT

Land Use Planning & Policy	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$18.5	\$13.5	105	\$18.1	\$13.5	108	\$18.2	\$13.6	109

Overview

All citizens need places to live, work and play and The City needs to use land efficiently to provide these spaces and places. Land Use Planning & Policy (LUPP):

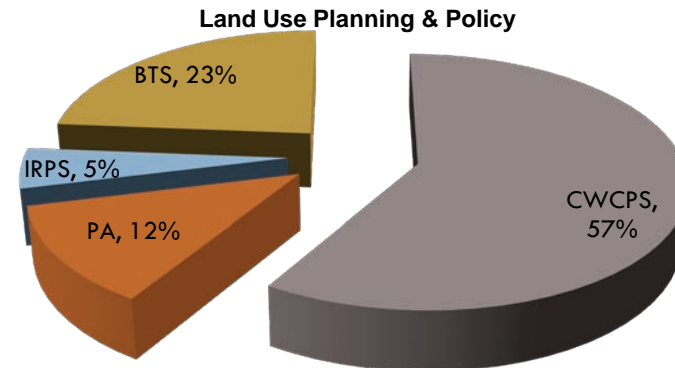
- works with communities, citizens, stakeholders and other departments to develop plans and policies to guide development in new areas and redevelopment in established communities;
- works with landowners who want to change the use of their land and helps them understand the implications of the changes being proposed;
- identifies, protects and manages places of historical significance;
- monitors changes in Calgary's population and jobs to help determine what the current and future needs will be for services; and
- coordinates The City's involvement in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation.

List of Services

- City Wide and Community Planning Services - CWPCS
- Planning Applications - PA
- Intermunicipal & Regional Planning Services - IRPS
- Business & Technical Services - BTS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

In response to Council's Fiscal Plan for Calgary (2012-2014), particularly the priority area "Investing in great communities and a vibrant urban fabric.", LUPP is responsible for implementing and keeping current the Municipal Development Plan (MDP) through special studies, land use policy development, application reviews, and liaison with the Office of Sustainability on the 2020 Sustainability Direction. LUPP also works closely with Transportation to implement the Calgary Transportation Plan, and partners with other departments in implementing the Strategic Growth Management Framework. The work undertaken in LUPP requires extensive communication and engagement with individual landowners, communities and stakeholders, as well as collaboration with all other City departments. With an increasing demand for community planning services in all areas, LUPP is committed to reviewing our service delivery models to ensure they are streamlined and our



customers' needs and expectations are understood. LUPP will leverage emerging technology to improve its processes and increase transparency.

Addressing Other Emerging Issues

Economic uncertainty and demographic changes affect the dynamics of Calgary's growth and, in turn, impact The City's ability to fund the infrastructure, services and facilities necessary to support our citizens. Understanding demographic changes and the dynamics of land supply and demand is key to better aligning land use policy plan and application approvals with the timing and sequencing of municipal investments. That alignment will contribute to the priority area "Changing the rules of the game to ensure better financial capacity." A factor influencing our ability to fund infrastructure, services and facilities, and manage Calgary's growth in a more sustainable way is the issue of market pricing of locational choices and the true cost of growth at Calgary's perimeter. Managing growth extends beyond the borders of Calgary and LUPP works collaboratively with the Calgary Regional Partnership and it's member municipalities to ensure alignment between the MDP, the Province's Land Use Framework, the South Saskatchewan Regional Plan, and the Calgary Metropolitan Plan to promote a more compact and sustainable regional settlement pattern.

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5,C6*)	1C1.1 Address the needs of emergency service providers and the timing of capital investment for emergency services in policy plans and application reviews.	CWCPS,PA
	2P1.1 Ensure an appropriate inventory of serviced and planned land for community development in accordance with the Municipal Development Plan (MDP). (CFP-P1*)	CWCPS
Public 2P1 Lead the strategic planning of a more sustainable city, guided by the Municipal Development Plan and the Strategic Growth Management Framework. (CFP-P1*,P11*)	2P1.2 Improve new community and established community development standards in pursuit of MDP goals. (CFP-P11*)	CWCPS,PA
	2P1.3 Implement the Urban Design Framework, as approved by Council.	CWCPS
	2P1.4 Continue the key actions under the headings of <i>Communication, Education and Advocacy, Plans & Processes, and Projects</i> in the MDP Implementation Program.	CWCPS
	2P1.5 Co-ordinate the activities of various interdepartmental Centre City action teams and corporate project teams.	CWCPS
	2P1.6 Identify, protect and manage places of historical significance.	CWCPS,PA
	2P1.7 Continue to analyze and communicate forecast changes in Calgary's population and jobs through the <i>Monitoring Growth & Change</i> series of reports.	CWCPS
	2P1.8 Align planning, development and building documents with the MDP and the Calgary Metropolitan Plan (CMP).	CWCPS,PA,IRPS
Public 2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7,P8,M1)	2P2.1 Work with the Calgary Regional Partnership (CRP), member municipalities and the Province to ensure the CMP is legislated and implemented.	IRPS
	2P2.2 .Work with Parks to ensure natural and environmentally sensitive areas are protected through land use policy plans and application reviews.	CWCPS,PA
	2P2.3 Work with Transportation to support the Calgary Transportation Plan (CTP) and Primary Transit Network through land use policy plans and application reviews.	CWCPS,PA

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CWCPS City Wide and Community Planning Services
BTS Business & Technical Services

IRPS Intermunicipal & Regional Planning Service: **PA**

Planning Applications

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
Public 2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan. (CFP-P10*)	2P3.1 Work with other departments to identify areas where duplication occurs in the land use policy plan process, eliminate duplication and streamline activities.	CWCPs
	2P3.2 Work with applicants to clarify expectations and strengthen applicant accountability for submitting complete, high quality and accurate applications.	CWCPs,PA
Public 2P4 Support Council and co-ordinate The City's interests in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation.	2P4.1 In conjunction with the CRP, ensure alignment between the MDP and the Province's Land Use Framework, the South Saskatchewan Regional Plan, and the CMP.	CWCPs,IRPS
	2P4.2 Contribute to corporate reviews of legislation affecting City operations and processes to ensure that Provincial legislative changes do not negatively impact the City.	IRPS
	2P4.3 Advocate the City's position in ongoing regional and Provincial initiatives.	IRPS
Business 3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)	3B1.1 Develop and implement a PDA 'red tape' reduction initiative that supports the related corporate initiative.	Business Unit wide
	3B1.2 Ensure that the city has sufficient supply of planned industrial land.	CWCPs
	3B1.3 Develop a city wide land use policy for new industrial areas and for the redevelopment of older industrial areas.	CWCPs
	3B1.4 Develop and implement an inventory and analysis of city wide commercial and major institutional land supply.	CWCPs
	3B1.5 Initiate regular communication and information sharing with Calgary Economic Development.	CWCPs,PA
	3B1.6 Continue to make significant progress on implementation of those initiatives in Calgary's Economic Development Strategy 2008-2018 for which PDA is responsible.	Business Unit wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
CWCPs City Wide and Community Planning Services		IRPS Intermunicipal & Regional Planning Service:		PA Planning Applications	
BTS Business & Technical Services					

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)	4Z1.1 Support a consistent and high quality customer experience through standardizing, simplifying, delivering and monitoring of communication.	Business Unit wide
	4Z1.2 Commit to providing helpful, equitable, accurate and responsive customer service through the implementation of the PDA Customer Promise.	Business Unit wide
	4Z1.3 Improve the customer experience by engaging with customers, monitoring perceptions of our services, and developing responsive action plans.	Business Unit wide
Organization 4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5,Z9*,Z10)	4Z2.1 Make it easier for the public to get the information they need to participate in public hearings (CFP-Z9*).	Business Unit wide
	4Z2.2 Support a customer centric environment through providing the customer with the tools needed to obtain online information and expanded service availability.	Business Unit wide
Organization 5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1,Z2,Z3)	5Z1.1 Use benchmarking, performance measures and best practices information to measure and improve service effectiveness and efficiency.	Business Unit wide
	5Z1.2 Deliver efficiency improvements through project management processes and tools.	Business Unit wide
	5Z1.3 Create efficiencies through alignment between processes and positions.	Business Unit wide
	5Z1.4 Be prepared to participate in the corporate zero-based review program if so directed.	Business Unit wide
	5Z1.5 Review different models for the delivery of community planning services, and initiate changes as appropriate.	Business Unit wide
Organization 5Z3 Demonstrate effective management of PDA reserves and applicable Corporate reserves.	5Z3.1 Perform regular reviews of PDA related reserves for applicability, appropriateness, and correct funding levels and balances	Business Unit wide

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CWCPS City Wide and Community Planning Services **IRPS** Intermunicipal & Regional Planning Service: **PA** Planning Applications
BTS Business & Technical Services

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Organization</p> <p>6Z1 Develop and implement plans that will lead to the right people, with the right skills, being in the right positions, within the right structure.</p>	<p>6Z1.1 Develop and implement an integrated and aligned 2012-2014 PDA strategic human resources plan which meets the employee and stakeholder needs.</p>	<p>Business Unit wide</p>
<p>Organization</p> <p>6Z2 Develop a high performance and supportive workplace.</p>	<p>6Z2.1 Provide the necessary direction and support for staff to meet corporate, department, business unit, and section goals through annual development dialogues.</p> <p>6Z2.2 Build leadership capacity through targeted development, mentorship and succession planning.</p>	<p>Business Unit wide</p> <p>Business Unit wide</p>
<p>Organization</p> <p>6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)</p>	<p>6Z3.1 Develop and implement an operational human resources plan in an effort to support management and staff in achieving their day-to-day goals.</p> <p>6Z3.2 Implement training, mentorship, recruitment and retention initiatives in response to PDA's strategic human resources plan.</p> <p>6Z3.3 Continue to leverage technology to facilitate the work and improve operational systems.</p>	<p>Business Unit wide</p> <p>Business Unit wide</p> <p>Business Unit wide</p>
<p>Organization</p> <p>6Z4 Ensure a safe workplace environment.</p>	<p>6Z4.1 Continue the commitment to safety through participation in the departmental Safety Management System</p>	<p>Business Unit wide</p>

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CWCPS City Wide and Community Planning Services **IRPS** Intermunicipal & Regional Planning Service: **PA** Planning Applications
BTS Business & Technical Services

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
Finance 7F1 Manage growth in a fiscally responsible and sustainable manner.	7F1.1 Implement the <i>Growth Management Framework</i> by working with stakeholders and other departments to prioritize areas for intensification and new development.	CWCPs
	7F1.2 Implement the <i>Growth Management Framework</i> through land use policy plans and application reviews to align budget and planning recommendations.	CWCPs,PA
	7F1.3 To ensure alignment with the MDP/CTP, analyze the impact of corporate financial instruments/policies on locational choices and urban form, and develop an action plan.	CWCPs,PA

 For Council Approval

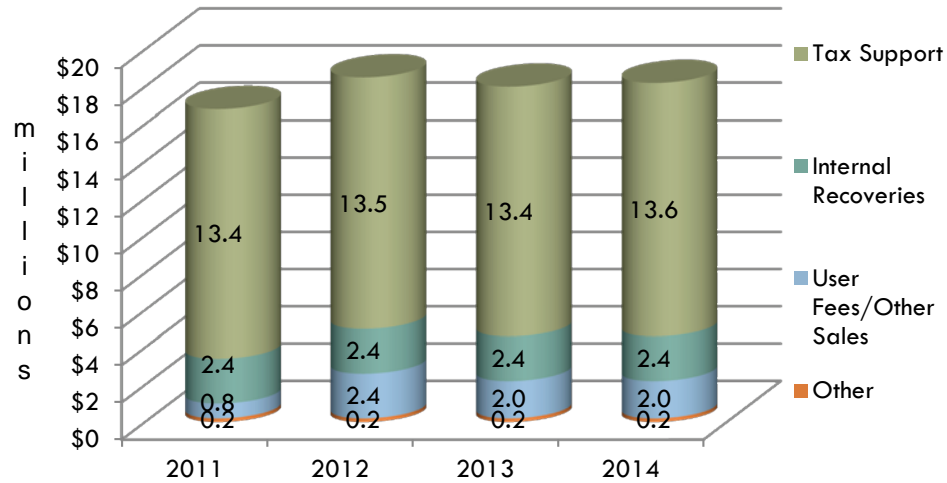
 For Council Information



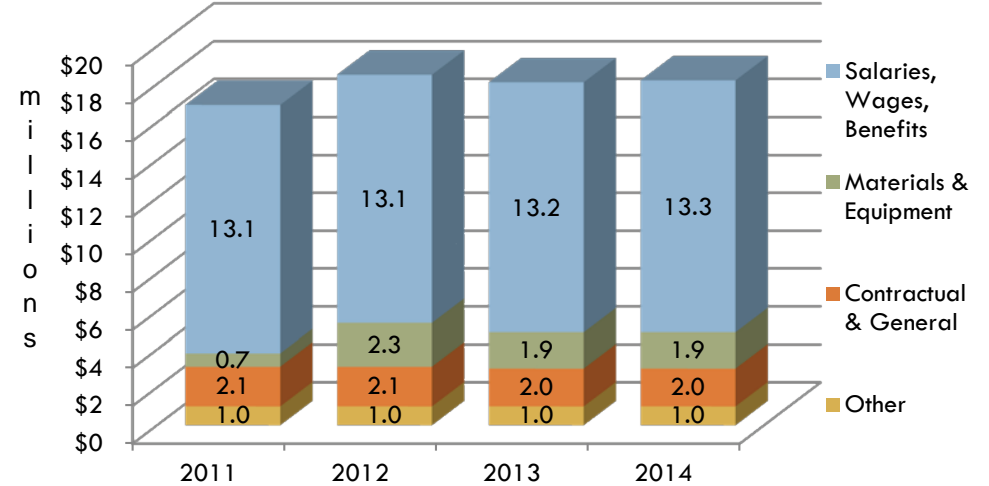
CWCPs City Wide and Community Planning Services **IRPS** Intermunicipal & Regional Planning Service: **PA** Planning Applications
BTS Business & Technical Services

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Changes to user fees for 2012-2014 are proposed and subject to Council approval as detailed in the Development & Building Approvals User Fee Schedules (Attachment 2).

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.6	\$0.6	2	\$0.5	\$0.5	2	\$0.5	\$0.5	2	\$0.5	\$0.5	2
Services:												
City Wide & Community Planning	9.1	7.7	54	10.8	7.9	54	10.3	7.9	56	10.3	7.8	56
Planning Applications	2.2	0.2	19	2.2	0.2	19	2.2	0.2	19	2.2	0.2	19
Intermunicipal & Regional Planning	0.9	0.9	4	0.9	0.9	4	0.9	0.9	4	1.0	1.0	5
Business & Technical Services	4.1	4.0	26	4.1	4.0	26	4.1	4.0	27	4.2	4.1	27
Total Land Use Planning & Policy	\$16.9	\$13.5	105	\$18.5	\$13.5	105	\$18.1	\$13.5	108	\$18.2	\$13.6	109

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

For 2012 to 2014, Land Use Planning & Policy (LUPP) will improve productivity in local area planning and public engagement processes through:

- the review and streamlining of business processes, as per actions 2P3.1 and 2P3.2;
- the use of alternative service delivery and staff deployment models that will emerge from undertaking action 5Z1.5;
- the consistent use of more effective project planning and management tools and techniques for all projects, as per action 5Z1.2; and
- the increased use of technology, such as online open houses, particularly for public engagement processes, as per action 6Z3.3.

These changes will enable reductions in discretionary salary and 1 FTE (attrition in 2014) in local area planning (City Wide and Community Planning Services).

Service and Budget Increases

LUPP service increases for 2013 and 2014 will augment Municipal Development Plan implementation and Calgary Metropolitan Plan implementation through the addition of 5 FTEs in the areas of land supply and population analysis, heritage planning, urban design, and regional corporate initiatives.

User Fees

LUPP user fees (e.g. land use amendments, local area plan amendments, subdivision, outline plan and miscellaneous development applications) are included in the Development & Building Approvals User Fee Schedules. The 2012-2014 fee schedule changes are in support of the Municipal Pricing Index (MPI) plus population growth, forecast as follows: 2012=5.0%, 2013=5.1%, 2014=5.5%. This cost increase factor would be applied year over year, over fee adjustments that may arise out of the User Fee and Sustainability Review.

Budget Reductions with Service Impact

There are no reductions with a service impact.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$125)	(\$170)	(\$210)
Service and budget increases	0	295	335
Budget reductions with service impact	0	0	0
Total base changes	<u>(125)</u>	<u>125</u>	<u>125</u>
One-Time	150	0	0
Less: Previous Year's One-time	0	(150)	0
Total budget changes	<u>\$25</u>	<u>(\$25)</u>	<u>\$125</u>

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Capital Projects Requiring Approval

(\$000s)

\$900 For Council Approval at Program-Project level as per Department Capital Plan report

Program- Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
152-000	Downtown Improvements	U	C	0	0	900	300	300	300	0	0	900
Total Program 152 : Downtown Improvements				0	0	900	300	300	300	0	0	900
				0	0	900	300	300	300	0	0	900

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Funding For Capital Projects

Revenue/Reserves	300	300	300	0	0	900
Total Funding	300	300	300	0	0	900

Explanation of Budget Requests

Program 152 : Downtown Improvements

Project 152-000: Downtown Improvements

New Budget Request of \$900 thousand. The Downtown Improvement Fund (DOIT Fund) is a Council approved program, approved by Council in 1987 to undertake selective projects to realize improvements in the Downtown public realm. The Centre City Plan provides guidance for these enhancements. This funding is to be drawn from the Downtown Improvement Reserve (not a property tax supported source). The DOIT program undertakes selective improvements in the public realm. 2012 - 2014 improvements will include the Centre City Bridge Banner Program, Olympic Plaza Purgola Gallery, Barclay Mall banners, Chinatown Banners, Centre City Wayfinding, CPR Underpass beautification contribution as well as other projects yet to be determined.

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
152	000	Downtown Improvements	C	U	0	300	300	300	0	0	900	900
Total Land Use Planning & Policy					0	300	300	300	0	0	900	900

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Service Highlights

City Wide and Community Planning	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$10,803	\$7,860	54	\$10,338	\$7,861	56	\$10,265	\$7,778	56

Description of Services

- Implement and keep current the Municipal Development Plan (MDP) through special studies and policy development.
- Research and policy development to address land use issues affecting Calgary as a whole.
- Demographic and land use analysis for the Corporation, including forecasts and assessment of key indicators affecting Corporate capital investment.
- Urban Design studies / Heritage Planning

- Implementation of Centre City Plan through preparation of area redevelopment plans, special areas studies, public realm improvement projects and Plus 15 policy development and management.
- Development of Regional Context Studies and Area Structure Plans for New Residential Communities and Industrial Areas.
- Development of Area Redevelopment Plans for Established Communities, including community and neighbourhood specific design studies.
- Planning and design of Transit Oriented Development

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the Municipal Development Plan and the Strategic Growth Management Framework. (CFP-P1*, P11*,)

2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan. (CFP-P10*)

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1,Z2,Z3)

7F1 Manage growth in a fiscally responsible and sustainable manner.

Highlighted Actions

2P1.3 Implement the Urban Design Framework, as approved by Council.

2P1.4 Continue the key actions under the headings of *Communication, Education and Advocacy, Plans & Processes, and Projects* in the MDP Implementation Program.

2P3.1 Work with other departments to identify areas where duplication occurs in the land use policy plan process, eliminate duplication and streamline activities.

5Z1.5 Review different models for the delivery of community planning services, and initiate changes as appropriate.

7F1.1 Implement the *Growth Management Framework* by working with stakeholders and other departments to prioritize areas for intensification and new development.

Business Plan and Budget Highlights

Proposed increases in City Wide and Community Planning Services (CWCPS) for 2013 and 2014 will augment the implementation of the Municipal Development Plan, the Smart Growth and Mobility goal of the 2020 Sustainability Direction and the Calgary Heritage Strategy through the addition of 4.0 FTEs in the areas of land supply and analysis, heritage planning, and urban design.

To achieve this service's desired outcomes, strong relationships are required with Transportation, Development & Building Approvals, Parks, Water Resources, Office of Sustainability, Corporate Properties and Buildings, Environmental Management and Fire.

This service is responsible for performance measures PM2.1, 2.2, 2.3, 2.4, 2.5, 2.6 and 4.1.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Service Highlights

Planning Applications	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,226	\$241	19	\$2,226	\$241	19	\$2,226	\$241	19

Description of Services

- Policy review of development and subdivision applications.
- Review and processing of: Outline Plan applications, Tentative Plans and Land Use Amendment applications for all residential, commercial and industrial development.

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the Municipal Development Plan and the Strategic Growth Management Framework. (CFP-P1*, P11*,)

2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7,P8,M1)

2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan. (CFP-P10*)

7F1 Manage growth in a fiscally responsible and sustainable manner.

Highlighted Actions

2P1.2 Improve new community and established community development standards in pursuit of MDP goals. (CFP-P11*)

2P2.3 Work with Transportation to support the Calgary Transportation Plan (CTP) and Primary Transit Network through land use policy plans and application reviews.

2P3.2 Work with applicants to clarify expectations and strengthen applicant accountability for submitting complete, high quality and accurate applications.

7F1.2 Implement the *Growth Management Framework* through land use policy plans and application reviews to align budget and planning recommendations.

Business Plan and Budget Highlights

This aspect of LUPP services is "cost-recovery" through revenues received by Development & Building Approvals (DBA).

As part of the Corporate Planning Applications Group (CPAG), Planning Applications Services will be an active participant in the implementation of the CPAG Decision Making Model Review (action 2P3.1). Planning Applications service will coordinate LUPPs contributions to the business unit wide action 3B1.1 related to 'red tape' reduction.

To achieve this service's desired outcomes, strong relationships are required with Transportation Planning, DBA, Parks and Water Resources.

This service is responsible for performance measure PM4.2.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Service Highlights

Intermunicipal & Regional Planning	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$869	\$869	4	\$869	\$869	4	\$988	\$988	5

Description of Services

• Responsible for coordinating Corporate activities related to the City's regional strategic interests, and liaises between the City, other municipalities, the Calgary Regional Partnership and the Province of Alberta.

• A partner in the preparation the metropolitan plan for the entire Calgary Region. This Service Area includes the Regional Corporate Initiatives Division.

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the Municipal Development Plan and the Strategic Growth Management Framework. (CFP-P1*, P11*)

2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7, P8, M1)

2P4 Support Council and co-ordinate The City's interest in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation.

Highlighted Actions

2P1.8 Align planning, development and building documents with the MDP and the Calgary Metropolitan Plan (CMP).

2P2.1 Work with the Calgary Regional Partnership (CRP), member municipalities and the Province to ensure the CMP is legislated and implemented.

2P4.1 In conjunction with the CRP, ensure alignment between the MDP and the Province's Land Use Framework, the South Saskatchewan Regional Plan, and the CMP

2P4.2 Contribute to corporate reviews of legislation affecting City operations and processes to ensure that Provincial legislative changes do not negatively impact the City.

2P4.3 Advocate the City's position in ongoing regional and Provincial initiatives.

Business Plan and Budget Highlights

Proposed increases to Intermunicipal & Regional Planning Services (IRPS) for 2013 and 2014 will augment Calgary Metropolitan Plan implementation through the addition of 1 FTE in the area of regional corporate initiatives. These activities are expected to grow over the business plan horizon as regional planning is approved and implementation work unfolds. Moreover, as the Corporation moves toward a more proactive, strategic model to address its growing regional interests, additional resources will be required.

To achieve this service's desired outcomes, strong relationships are required with Water Resources, Transportation Planning, Transit, Information and Infrastructure Services, Parks and Intergovernmental Affairs.

This service is responsible for performance measure PM4.1.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Service Highlights

Business & Technical Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,136	\$3,994	26	\$4,111	\$3,969	27	\$4,201	\$4,059	27

Description of Services

- GIS analysis, 3-D visualization, Graphic Design and multi-media design.
- Photography
- Document Production and Publication.
- Project tracking and reporting.
- Project Management and Business Process Improvement support.
- Document & Records Management and FOIP Administration.
- Public Events coordination.
- Corporate Business and Budget Planning coordination and reporting.
- Hardware/software testing, maintenance and life cycling.
- Research and support integration of new technology into planning processes.
- General administrative support
- Bylaw Administration

Highlighted Strategies

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1,Z2,Z3)

Highlighted Actions

5Z1.1 Use benchmarking, performance measures and best practices information to measure and improve service effectiveness and efficiency.

5Z1.2 Deliver efficiency improvements through project management processes and tools.

5Z1.3 Create efficiencies through strategic alignment between processes and positions.

5Z1.4 Be prepared to participate in the corporate zero-based review program if so directed.

5Z1.5 Review different models for the delivery of community planning services, and initiate changes as appropriate.

Business Plan and Budget Highlights

Business & Technical Services (BTS) provides support to all service areas in LUPP through specialized GIS analysis and graphic design on policy plans and special studies; business process support in the areas of project management, process analysis and mapping; administrative support for public engagement initiatives; Corporate initiatives such as 311 issues management, health and safety (action 6Z4.1); Tangible Capital Asset reporting; and day-to-day administrative support to the other service areas, including data entry into CPAG process workflows and coordination of initiatives such as the Mayor's Urban Design Awards. In addition to providing core service support, BTS will strengthen support for LUPP by:

- identifying emerging technologies and developing processes, protocols and tools to integrate new technology into planning processes and sustain business operations (action 6Z3.3) (e.g.online mapping and feedback, interactive tools, video presentation and 3D visualization and analysis) ;
- developing process improvements and project management best practices in alignment with the PDA Framework for Project Management (action 5Z1.2); and
- providing refined technology and enhanced services to streamline the public engagement process(action 5Z1.5).

This service is responsible for performance measure PM4.1.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

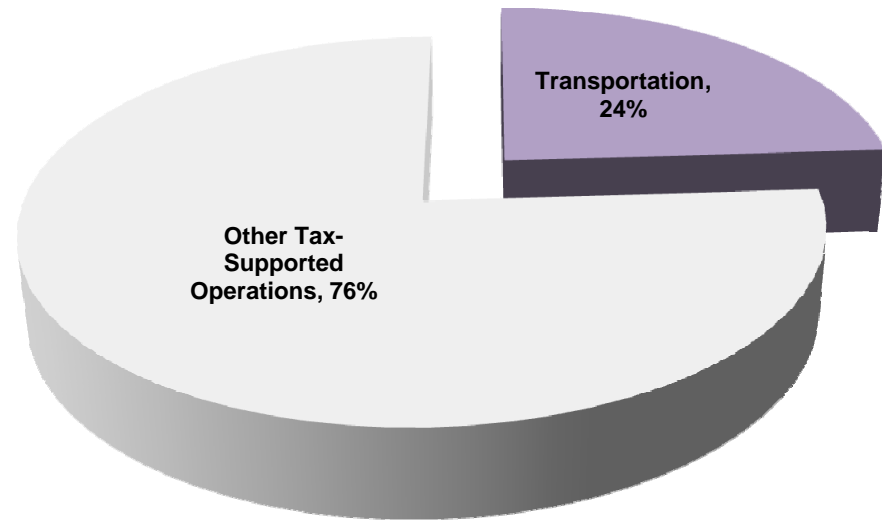
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TRANSPORTATION

Share of Tax-Supported Net Operating Budget



TRANSPORTATION: Departmental Overview

The Transportation department plans, designs, builds, operates and maintains Calgary's transportation system including pedestrian, bicycle, transit and road facilities, and associated assets. Transportation also facilitates the efficient and effective movement of goods and emergency services throughout the city. By strategically providing services and investing in infrastructure that supports current residents and maximizes opportunities for urban redevelopment, Transportation also contributes directly to Calgary's fiscal, economic, environmental and social sustainability.

Business Units

- Calgary Transit - CT
- Roads - RDS
- Transportation Infrastructure - TI
- Transportation Planning - TP

Key Trends and Issues

Calgary's population has grown by 20,000 in the last two years, and is projected to grow by another 50,000 over the 2012 to 2014 business plan and budget cycle. Mobility remains the most important issue for Calgarians. The public has responded positively to recent increases in transit service and snow clearing. Operating budget constraints will challenge Transportation's continuation of core service increases without reductions in other areas. Funding for new capital infrastructure (including lifecycle maintenance) will also decline significantly between 2012 and 2014 as many government grant programs come to a close. This will make it increasingly difficult for the Transportation department to meet the desired level of mobility for Calgarians.

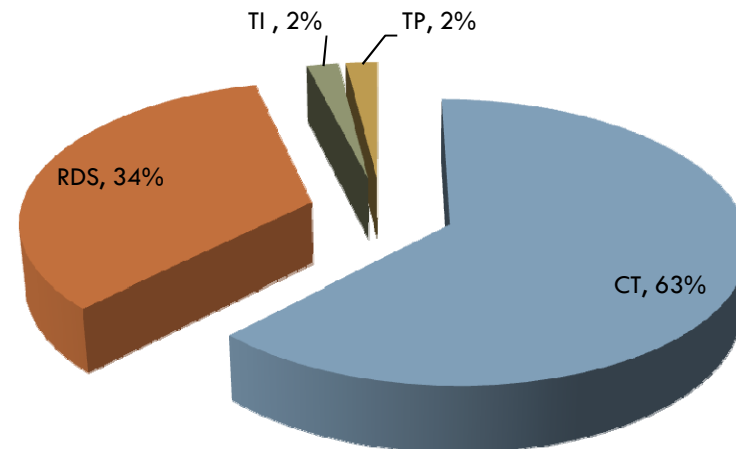
Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

Transportation is the lead department responsible for the third pillar of Council's Fiscal Plan: moving people and goods throughout the city efficiently and sustainably. Transportation also has a supporting role in other elements of Council's Fiscal Plan by providing safe transportation services, seeking sustainable and predictable sources of funding, and becoming a more effective and disciplined organization.

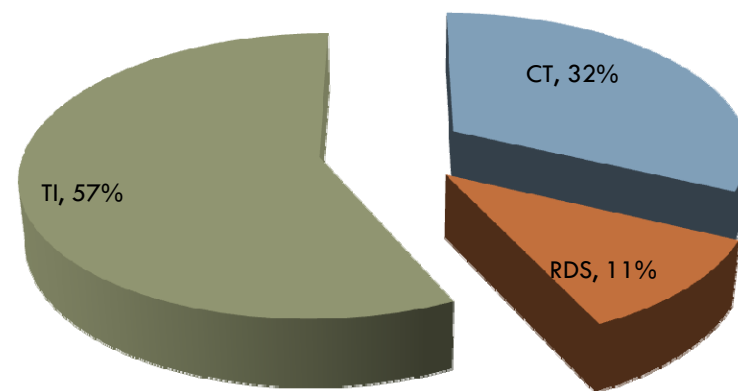
Transportation is responsible for the implementation of the Calgary Transportation Plan (CTP), which is the companion document to the Municipal Development Plan (MDP). The goals of the CTP and MDP are reflected in the 2020 Sustainability Direction, which provides shorter-term 10-year targets that measure The City's progress towards a more sustainable urban form.

The outcomes, strategies and actions throughout Transportation's business plan work to advance the goals of Council's Fiscal Plan, the CTP and the 2020 Sustainability Direction.

Department Operating Expenditures



Department Capital Plan



TRANSPORTATION: Departmental Overview

The Transportation department's 2012-2014 business plan and budget will help to achieve several elements of Council's Fiscal Plan, including:

- creating a new long-term plan for Calgary Transit that aligns with the CTP;
- continuing to enhance Calgary Transit's customer-oriented service;
- enhancing the safety, cleanliness and accessibility of the transportation system;
- maintaining increased investment in snow and ice control (SNIC);
- implementing the new parking policy framework for Calgary;
- focusing pedestrian infrastructure investments in Centre City; and
- investing in key cycling infrastructure identified in the Cycling Strategy.

Transportation will also support the goals and targets of the 2020 Sustainability Direction and CTP by:

- enabling GHG emission reductions through increased transportation choice;
- supporting complete communities and strategic redevelopment in priority areas;
- providing safe, reliable and affordable public infrastructure;
- focusing on the Primary Transit Network (frequent, reliable and convenient service);
- facilitating goods movement and emergency service response times;
- optimizing the existing transportation system; and
- working to secure sustainable and reliable sources of funding.

Strategies and actions in the Transportation 2012-2014 business plan will also allow the department to address many issues raised by citizens through the Our City. Our Budget. Our Future. public engagement. This includes the following key themes from the report:

- focusing more on sustainable modes of transportation;
- making transit and roads services more efficient;
- recognizing the need for continued public communication and engagement;
- utilizing new technologies and seeking innovative solutions; and
- coordinating transportation and development decisions.

Transportation will support long-term planning objectives by aligning infrastructure investments with strategic, city-wide growth decisions. As outlined in the MDP, The City must "ensure that growth and change occurs within its financial capacity as the cost of supplying and maintaining infrastructure and services is a considerable demand on the budget of The Corporation."

A new corporate growth management framework will be approved by Council and implemented in 2012. Transportation will coordinate with other departments to align its new planning and investment decisions to support this corporate approach to growth and change.

Transportation's operating budget will be constrained during the 2012-2014 business plan and budget cycle. These constraints are linked to inflation costs for fuel and utilities, and operating costs of new capital infrastructure (such as West LRT) that are not fully covered by available funding during the three-year period. Requests for new services, particularly in suburban areas, further strain Transportation's operating budget.

The capital infrastructure budget for transportation will decline significantly over the 2012-2014 budget cycle. This is primarily the result of several government grant programs coming to an end in 2011.

As a result of budget constraints, the Transportation department will be unable to fully achieve the following elements of Council's Fiscal Plan:

- align transportation decisions with CTP goals and objectives
 - due to slight reductions in transit service hours
- assign 5% of capital funding to active transportation
 - due to previous project commitments and a lack of new funding
- focus road investments on chokepoints in the existing road network
 - due to previous project commitments and a lack of new funding

In addition, there will be no new suburban transit service provided due to funding constraints. Overall, operating budget constraints and declining capital funding mean that the ability of Transportation to make swift progress towards the goals of the CTP, the 2020 Sustainability Direction targets and Council's Fiscal Plan are negatively impacted.

Addressing Other Emerging Issues

The potential for ongoing economic volatility requires Transportation to track changes to fuel and energy costs, urban growth, and business development (e.g. \$0.01 in fuel cost increase has an impact of \$280,000 per year on Calgary Transit's operating budget). Changes in any of these areas directly impact Transportation's capacity to provide effective and efficient services to citizens and businesses. The ability of the Chief Financial Officer, on the advice of the Fuel Management Committee, to draw up to \$5 million from the Fiscal Stability Reserve in each of 2012, 2013 and 2014 to cover increasing fuel costs should negate any potential impact to Transportation's operating budget.

TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Mobility 1M Transportation infrastructure is planned and developed in alignment with the Calgary Transportation Plan and Municipal Development Plan.	PM1.1 Percent of transportation development review staff allocated to redevelopment projects.	≥ 67%	≥ 64%	≥ 67%	≥ 67%	≥ 75%	
	PM1.2 Percent of operating costs of new capital and inflationary increases that are funded.	NA	NA	TBD	TBD	TBD	
	PM1.3 Percent of approved Transportation capital budget spent.	66%	71%	75%	77%	80%	
	PM1.4 Percent of development applications reviewed by Transportation within the corporate time frame.	91%	91%	90%	90%	90%	
	PM1.5 Percent completion of the Complete Streets Guide.	20%	60%	80%	100%	100%	
Mobility 2M Effective, efficient, customer-responsive and well-maintained transportation services are provided.	PM2.1 Transit service hours per capita.	2.34	2.43	2.38	2.30	2.26	
	PM2.2 Percent of service hours allocated to the Primary Transit Network.	0%	9%	10%	11%	12%	
	PM2.3 Snow and Ice Control (SNIC) cost per lane kilometre by priority 1 routes.	NA	\$ 4,200	\$ 4,370	\$ 4,540	\$ 4,700	
	PM2.4 Percent of construction waste from Transportation Infrastructure projects diverted from landfills.	95%	90%	90%	90%	90%	
	PM2.5 Percent of Transportation Infrastructure projects delivered on time.	47%	65%	65%	70%	75%	
	PM2.6 Percent of Transportation Infrastructure projects delivered within budget.	100%	100%	95%	95%	95%	
	PM2.7 Transportation's 3-1-1 service requests on-time completion rate.	90%	94%	80%	80%	80%	

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Mobility 3M The performance of the existing transportation system continues to be improved for users.		PM3.1 Percent of traffic signals connected to centralized system (ROC).	NA	61%	63%	65%	67%
		PM3.2 Total number of traffic signals with Opticom transit priority.	100	125	140	160	180
		PM3.3 Number of traffic signal installations incorporating crosswalks that are equipped with pedestrian countdown timers.	98	128	148	168	188
		PM3.4 Number of road corridors receiving traffic signal retiming per year.	NA	15	8	8	8
		PM3.5 Transit boarding passengers per revenue operating hour.	67	68	70	72	74
		PM3.6 LRT travel time reliability (delays greater than three minutes per 1,000 hours of service).	5.9	6.6	6.4	6.1	5.9
Organization 4Z Asset lifecycle management advances towards long-term sustainability of the transportation system.		PM4.1 Percent of roadway pavement that meets good and very good condition ratings.	78%	79%	79%	78%	77%
		PM4.2 Percent of concrete sidewalks that are in good or very good condition.	81%	82%	79%	78%	77%
		PM4.3 Mean distance between bus failures (kms).	6,275	6,000	6,300	6,400	6,500
		PM4.4 Mean distance between LRV failures (kms).	80,599	60,000	62,000	63,000	64,000
		PM4.5 Number of bridge structures with load restrictions.	6	6	6	6	6
		PM4.6 Percent of capital spent on lifecycle projects and programs.	4%	7%	7%	15%	25%

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization 5Z A positive and safe work environment is fostered that attracts, retains and develops employees in the Transportation department.		PM5.1 Percent of employees recognized through the corporate rewards and recognition program (STARS).	24%	29%	31%	33%	35%
		PM5.2 Percent of eligible employees trained in leadership and management programs.	15%	35%	59%	78%	93%
		PM5.3 Transportation score for 2013 Certificate of Recognition external safety audit (reported every 3 years).	83%	-	-	90%	-
		PM5.4 Transportation lost time claims frequency.	6.3	6.9	6.3	5.9	5.4
Community 6C A safe, clean and accessible transportation system is provided.		PM6.1 Percent of transit fleet accessible to all Calgarians.	79%	82%	83%	95%	96%
		PM6.2 Number of traffic safety reviews on the existing transportation network.	0	0	3	3	3
		PM6.3 Percent of time that Roads completes Snow and Ice Control (SNIC) on priority 1 through lanes within 24 hours.	NA	90%	92%	95%	95%
		PM6.4 Percent of time that Roads completes Snow and Ice Control (SNIC) on priority 2 through lanes, which includes the on-street marked cycling network, within 48 hours.	NA	90%	92%	95%	95%

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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TRANSPORTATION: Strategies for Council Approval

Departmental Outcomes		Strategies	Accountable Business Units
Mobility 1M Transportation infrastructure is planned and developed in alignment with the Calgary Transportation Plan and Municipal Development Plan.	1M1 Undertake long-range transportation plans and designs that increase mobility choices and align with the corporate growth management framework. (CFP-M1*,M4*,M10*,P7,P11)	Department Wide	
	1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)	Department Wide	
	1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP-Z10)	Department Wide	
	1M4 Allocate capital budget based on priorities in the Calgary Transportation Plan, Municipal Development Plan and corporate growth management framework. (CFP-M1*,M3*,Z2)	Department Wide	
Mobility 2M Effective, efficient, customer-responsive and well-maintained transportation services are provided.	2M1 Prioritize services, investigate opportunities and implement key initiatives to enhance the operational efficiencies of transportation services. (CFP-M4*,M6*,Z2,Z5)	Department Wide	
	2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines. (CFP-M8*,M11*)	Department Wide	
	2M3 Pursue new sources of revenue. (CFP-M6*,Z5,F2)	Department Wide	
	2M4 Provide transportation services that address customer needs and feedback. (CFP-M5*,M8*)	Department Wide	
	2M5 Continue to deliver effective and efficient roadway services. (CFP-M8*,M9*,Z7)	RDS	
	2M6 Continue to deliver effective and efficient public transit services. (CFP-M5*,M6*,Z7)	CT	
Mobility 3M The performance of the existing transportation system continues to be improved for users.	3M1 Use effective and efficient transportation management tools and techniques to encourage walking, cycling and transit. (CFP-M4*,M8*,M11*,Z1,Z5)	Department Wide	
	3M2 Improve transportation travel time reliability on the Primary Goods Movement Network. (CFP-M8*,Z7)	RDS, TI, TP	
	3M3 Continue to improve the reliability of public transit services. (CFP-M4*,M5*,Z7)	CT	

TRANSPORTATION: Strategies for Council Approval

Departmental Outcomes	Strategies	Accountable Business Units
Organization 4Z Asset lifecycle management advances towards long-term sustainability of the transportation system.	4Z1 Integrate planning for lifecycle and operating costs consistent with corporate policies. (CFP-M2*,M3*,Z2)	Department Wide
	4Z2 Develop and undertake asset management plans that align service priorities, risk management and investment decisions. (CFP-Z2)	CT, RDS
	4Z3 Develop asset management operating and capital budgets to account for the growth of the city and the new services. (CFP-M9*,M12*,Z2)	CT,RDS
Organization 5Z A positive and safe work environment is fostered that attracts, retains and develops employees in the Transportation Department.	5Z1 Ensure that attraction, retention and succession activities are aligned with organizational requirements, demographic trends and market conditions. (CFP-Z6)	Department Wide
	5Z2 Recognize, motivate and engage employees to support employee performance, efficiency and quality of service. (CFP-Z6)	Department Wide
	5Z3 Continue to provide a safe and healthy work environment. (CFP-Z6)	Department Wide
	5Z4 Continue to invest in employee training through skills and leadership development. (CFP-Z6)	Department Wide
	5Z5 Continue to improve and sustain collaborative labour and management relationships. (CFP-Z6)	Department Wide
Community 6C A safe, clean and accessible transportation system is provided.	6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)	Department Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
CT	Calgary Transit	RDS	Roads	TI	Transportation Infrastructure
				TP	Transportation Planning

TRANSPORTATION: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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GM Transportation (Program 905)

Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	2,372	2,058	2,058	0	2,058	2,058	0	2,058	2,058	0	2,058
Recoveries	(914)	(553)	(553)	0	(553)	(553)	0	(553)	(553)	0	(553)
Net	1,457	1,505	1,505	0	1,505	1,505	0	1,505	1,505	0	1,505
FTEs	17.0	18.0	18.0	0.0	18.0	18.0	0.0	18.0	18.0	0.0	18.0

Calgary Transit (Program 110)

Revenues	(151,403)	(153,182)	(157,536)	0	(157,536)	(160,957)	0	(160,957)	(162,229)	0	(162,229)
Expenditures	320,316	335,582	338,376	0	338,376	346,649	0	346,649	350,958	0	350,958
Recoveries	(9,941)	(8,383)	(8,383)	0	(8,383)	(8,383)	0	(8,383)	(8,383)	0	(8,383)
Net	158,972	174,017	172,457	0	172,457	177,309	0	177,309	180,346	0	180,346
FTEs	2,623.8	2,749.8	2,736.0	0.0	2,736.0	2,764.0	0.0	2,764.0	2,778.0	0.0	2,778.0

 **For Council Approval**

TRANSPORTATION: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
Roads (Program 132)											
Revenues	(19,604)	(14,949)	(15,702)	0	(15,702)	(15,702)	0	(15,702)	(15,702)	0	(15,702)
Expenditures	192,983	187,309	185,521	0	185,521	185,406	0	185,406	186,746	0	186,746
Recoveries	(45,277)	(36,498)	(37,329)	0	(37,329)	(37,329)	0	(37,329)	(37,329)	0	(37,329)
Net	128,102	135,862	132,490	0	132,490	132,375	0	132,375	133,715	0	133,715
FTEs	851.8	935.8	930.8	0.0	930.8	916.8	0.0	916.8	916.8	0.0	916.8

Transportation Infrastructure (Program 615)

Revenues	(181)	0	0	0	0	0	0	0	0	0	0
Expenditures	9,483	12,847	11,769	0	11,769	11,769	0	11,769	11,359	0	11,359
Recoveries	(9,302)	(12,847)	(11,769)	0	(11,769)	(11,769)	0	(11,769)	(11,359)	0	(11,359)
Net	0	0	0	0	0	0	0	0	0	0	0
FTEs	63.0	68.0	58.0	0.0	58.0	58.0	0.0	58.0	54.0	0.0	54.0

 **For Council Approval**

TRANSPORTATION: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
Transportation Planning (Program 617)											
Revenues	(1,718)	(4,347)	(4,273)	0	(4,273)	(4,273)	0	(4,273)	(4,273)	0	(4,273)
Expenditures	13,783	14,152	14,085	230	14,315	13,845	680	14,525	13,845	100	13,945
Recoveries	(2,750)	0	(459)	0	(459)	(459)	0	(459)	(459)	0	(459)
Net	9,315	9,805	9,353	230	9,583	9,113	680	9,793	9,113	100	9,213
FTEs	79.0	80.0	81.0	0.0	81.0	79.0	0.0	79.0	79.0	0.0	79.0

TOTAL TRANSPORTATION

Revenues	(172,906)	(172,478)	(177,510)	0	(177,511)	(180,931)	0	(180,932)	(182,203)	0	(182,204)
Expenditures	538,938	551,948	551,811	230	552,039	559,729	680	560,407	564,967	100	565,066
Recoveries	(68,185)	(58,281)	(58,494)	0	(58,493)	(58,494)	0	(58,493)	(58,084)	0	(58,083)
Net	297,846	321,189	315,805	230	316,035	320,303	680	320,983	324,679	100	324,779
FTEs	3,634.6	3,851.6	3,823.8	0.0	3,823.8	3,835.8	0.0	3,835.8	3,845.8	0.0	3,845.8

Totals may not add due to rounding

 For Council Approval

TRANSPORTATION: Capital Budget Highlights

The Transportation 2012-2016 capital plan includes \$1.7 billion worth of major capital infrastructure projects for all modes of transportation, and funding for ongoing lifecycle maintenance of the transportation system. The 2012-2014 capital budget is a combination of previous project commitments set through the 10-year Transportation Infrastructure Investment Plan (TIIP) in 2008, and several new projects or programs that Council has approved for construction over the next three years.

Although most of the project commitments in the Transportation 2012-2014 capital budget were set prior to approval of the 2009 Calgary Transportation Plan (CTP), the capital budget is relatively well aligned with the CTP, the 2020 Sustainability Direction and Council's Fiscal Plan (CFP-M2).

The breakdown of capital funding for 2012-2014 by transportation mode (including lifecycle) is as follows:

- Walk/Cycle = 3.5 percent (Council target = 5 percent)
- Transit = 62.4 percent (Council target = 60 percent)
- Goods & Auto = 34.1 percent (Council target = 35 percent)

The capital budget strongly supports more sustainable modes of transportation, with over 60 percent of funding assigned to transit. Although still a small portion of the overall capital budget, the 3.5 percent allocated to dedicated walking and cycling infrastructure still represents the largest investment in active modes ever undertaken by Transportation. It is also a reasonable allocation of resources given the projected mode of travel choices.

Major projects that will be completed or well underway in 2012-2014 include:

- West LRT;
- NW and NE LRT extensions;
- 4-car LRT platforms and the purchase of 50 new train cars;
- Airport Trail Tunnel Phase 1;
- the Bowfort Road and Highway 1 interchange; and
- new on-street dedicated cycling lanes.

Based on current capital funding projections, Transportation is able to successfully implement the 2012-2014 capital budget.

Capital funding for transportation projects will decline significantly over 2012-2014, compared to funding levels in recent years. As a result, Transportation is unable to undertake any new infrastructure projects between 2012 and 2014, unless new funds are identified or existing projects/programs are removed from the 2012-2014 capital budget.

The significant decline in capital funding is primarily caused by multiple government programs coming to an end. Funding for transportation capital projects in 2012-2014 will come from the following sources:

- Provincial grants = 71 percent
- Federal grants = 13 percent
- Developer levies = 10 percent
- Corporate Capital Funding = 4 percent
- Other City funds = 2 percent

The decline in these sources of funding demonstrates the need for Transportation, and The City of Calgary as a whole, to identify new long-term funding sources. New funding sources must be reliable over the long-term rather than short-term grants from other levels of government. The current lack of predictability in grant funding makes it difficult to accurately plan for growth and lifecycle programs. This in turn makes it difficult to provide certainty to Calgarians and the development industry that new infrastructure and services can be provided in a timely manner. Securing new revenue sources is a high priority for Transportation in line with Council's Fiscal Plan (CFP-F1,F2), and as reflected through Strategy 2M3 'Pursue new sources of revenue'.

Lifecycle programs are increasingly under-funded, with projected declines in road pavement and sidewalk quality, and no net progress on the number of bridges with load restrictions. The portion of the capital budget allocated to lifecycle will increase over 2012-2014, but only because the overall capital budget (and therefore the number of new projects initiated) will decline substantially compared to recent years.

New capital infrastructure that is completed during the 2012-2014 business plan and budget cycle also has a direct impact on Transportation's operating budget. Calgary Transit will incur significant new operating costs for capital, totalling \$9 million over the next three years. Of this, \$5.7 million will be operating costs for West LRT (including transit service hours, cleaning and maintenance).

TRANSPORTATION: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Calgary Transit						
Approved Projects in Progress	91,194	88,805	44,875	0	0	224,874
Total Projects Requiring Approval: (2)						
Program 655 : Outside Plant and Support Systems	8,150	0	0	0	0	8,150
Program 656 : Buildings and Stations	3,500	30,000	45,000	14,000	0	92,500
Program 657 : Fleet and Equipment	7,500	0	0	0	0	7,500
Program 665 : Buses/Community Shuttle Buses (<i>adjustments to existing project</i>)	0	41,901	29,895	0	0	71,796
Program 668 : Fare Collection Services	100	0	0	0	0	100
Total Projects Requiring Approval	19,250	71,901	74,895	14,000	0	180,046
2012 Capital Budget	110,444	160,706	119,770	14,000	0	404,920
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	15,050	13,150	64,921	57,790	150,911
Total Calgary Transit	110,444	175,756	132,920	78,921	57,790	555,831
Roads						
Approved Projects in Progress	0	0	0	0	0	0
Total Projects Requiring Approval: (2)						
Program 126 : Pedestrian & Cycle Mobility	5,000	0	0	0	0	5,000
Program 127 : Goods Movement & Strategic Mobility	3,838	0	0	0	0	3,838
Program 128 : Lifecycle & Asset Management	18,471	7,000	7,000	0	0	32,471
Program 129 : Development & Environmental Supportive	5,314	5,034	5,034	0	0	15,382
Program 147 : Local Improvement - Paving	2,437	0	0	0	0	2,437
Total Projects Requiring Approval	35,060	12,034	12,034	0	0	59,128
2012 Capital Budget	35,060	12,034	12,034	0	0	59,128
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	24,167	29,529	44,737	37,052	135,485
Total Roads	35,060	36,201	41,563	44,737	37,052	194,613

Notes:

(1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.

(2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

TRANSPORTATION: Department 2012 - 2016 Capital Plan (1)


(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Transportation Infrastructure						
Approved Projects in Progress	313,135	161,562	46,066	21,300	0	542,063
Total Projects Requiring Approval: (2)						
Program 142 : Top Lift Paving-Variou Locations	1,000	0	0	0	0	1,000
Program 202 : Noise Attenuation Retrofit	900	0	0	0	0	900
Program 221 : Future Land	3,000	0	0	0	0	3,000
Program 223 : Pedestrian Overpass	4,000	0	0	0	0	4,000
Program 225 : Transportation System Management	500	0	0	0	0	500
Program 543 : Connectors/Improv - Prov Ring Rd Projects	4,200	5,700	13,900	0	0	23,800
Program 832 : Pre-Engineering Studies	2,000	0	0	0	0	2,000
Program 854 : Major Road Reconstruction	7,500	7,500	7,500	0	0	22,500
Total Projects Requiring Approval	23,100	13,200	21,400	0	0	57,700
2012 Capital Budget	336,235	174,762	67,466	21,300	0	599,763
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	11,400	11,400	21,400	21,400	65,600
Total Transportation Infrastructure	336,235	186,162	78,866	42,700	21,400	665,363

Notes:

(1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.

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 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

TRANSPORTATION: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
West LRT Project Office						
Approved Projects in Progress	158,779	66,597	42,014	31,293	13,455	312,138
Total Projects Requiring Approval	0	0	0	0	0	0
2012 Capital Budget	158,779	66,597	42,014	31,293	13,455	312,138
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total West LRT Project Office	158,779	66,597	42,014	31,293	13,455	312,138
Transportation						
Approved Projects in Progress	563,108	316,964	132,955	52,593	13,455	1,079,075
Projects Requiring Approval (2)	77,410	97,135	108,329	14,000	0	296,874
2012 Capital Budget	640,518	414,099	241,284	66,593	13,455	1,375,949
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	50,617	54,079	131,058	116,242	351,996
Total Transportation	640,518	464,716	295,363	197,651	129,697	1,727,945

Notes:

(1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.

(2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

TRANSPORTATION

Calgary Transit	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$338.4	\$172.5	*2,736	\$346.6	\$177.3	*2,764	\$350.9	\$180.3	*2,778

* Calgary Transit FTEs were corrected by Council on 2012 February 6 (TT2012-01) to reflect the change to the operating budget made during the 2011 November Council review

Overview

Calgary Transit delivers safe, clean, reliable and well-maintained public transit, providing more than 2.5 million hours of service each year. In 2010, Calgary Transit's fleet of buses and trains travelled more than 58 million kilometres (about the same distance between Mercury and the sun).

Calgary Transit services are integrated to provide the best value and the most seamless and efficient service to transit customers. Services are provided by more than 2,700 employees utilizing a wide range of vehicles, including community shuttles, buses, bus rapid transit (BRT) and light rail transit (LRT). Calgary Transit owns and operates more than 1,100 buses and shuttles on over 170 bus routes and more than 190 light rail vehicles at 38 LRT stations.

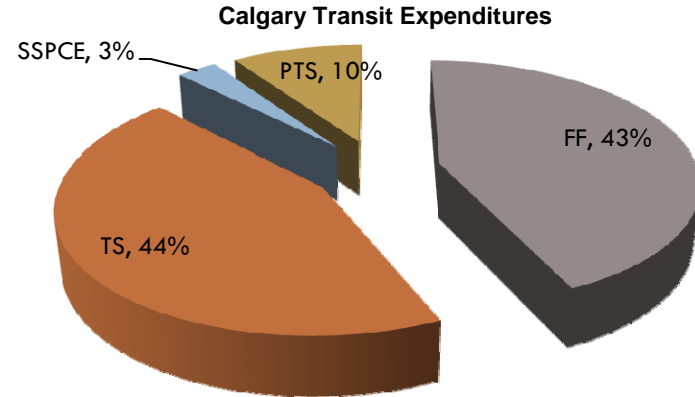
Access Calgary is also operated by Calgary Transit, and provides specialized transportation services for people with disabilities using various transportation providers to offer customers the most appropriate and effective means of travel.

List of Services

- Fleet & Facilities - FF
- Paratransit Service - PTS
- Strategy, Service Planning and Customer Engagement - SSPCE
- Transit Service - TS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

Calgary Transit will align with the goals of the CTP and the 2020 Sustainability Direction by implementing transit priority measures on the Primary Transit Network and improving the reliability of the transit fleet. However the speed of that alignment will be slowed due to budget constraints. While key projects, like West LRT, will improve service in some areas, overall service will remain relatively constant over the next three years. In support of Council's Fiscal Plan, Calgary Transit will also develop a new long-term strategic plan that aligns with the CTP, and will continue to enhance customer-oriented service.



Addressing Other Emerging Issues

Calgary Transit will continue to experience increasing budget challenges due to increasing costs caused by:

- inflation in the cost of fuel, supplies and utilities;
- maintenance costs for aging infrastructure (fleet and facilities);
- expectations for increased service in suburban developments;
- growing demands for increased service along established routes;
- incorporating new technology to better serve customers; and
- the need to expand maintenance facilities for the growing vehicle fleet.

These operating budget constraints mean that no new transit services can be introduced during the 2012 to 2014 business plan and budget cycle, except for those associated with the West LRT. Instead, there will be a slight reduction in transit service hours over the next three years, along with increases in transit fares to maintain existing services. Furthermore, there will be no financial capacity to add new suburban transit services despite population growth in Calgary.

Overall, budget constraints will cause a gap to develop between customer expectations and the ability to provide more frequent, direct and reliable transit service.

TRANSPORTATION: Calgary Transit: Actions for Council Approval

Strategies		Actions	Accountable Services
Mobility	1M1 Undertake long-range transportation planning and design that increase mobility choices and align with the Corporate Growth Management Framework.(CFP-M1*, M4*, M10*, P7, P11)	1M1.1 Develop transportation policies, strategies and plans reflecting the CTP, MDP and the corporate growth management framework.	SSPCE
		1M1.2 Identify, plan and invest transportation infrastructure and services in Activity Centres and Corridors to provide more choice in how people live, work and move.	SSPCE
		1M1.3 Coordinate with provincial and regional partners to achieve the goals of the Calgary Metropolitan Plan.	SSPCE
		1M1.4 Explore opportunities in LRT station areas to advance transit oriented land development (TOD).	SSPCE
Mobility	1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*, M3*,M7* M8*,M10*, M11*)	1M2.1 Support the Primary Transit Network, including branding, marketing and promotion.	SSPCE
		1M2.2 Commission and begin operation of West LRT, NE LRT extension and NW LRT extension.	Business Unit Wide
		1M2.3 Procure vehicles as outlined in the fleet acquisition plan to increase accessibility, replace older vehicles and expand the fleet of community shuttles, buses and LRVs.	FF
		1M2.4 Expand fleet maintenance and storage capacity to meet existing demand and plan for future growth.	FF, SSPCE
		1M2.5 Occupy the Westbrook Transit Centre and transition to a new transit operations control centre.	Business Unit Wide
Mobility	1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP- Z10)	1M3.1 Implement and provide support for a customer panel to enhance communications with transit customers.	SSPCE
		1M3.2 Utilize a variety of channels for formal and informal communications with customers and stakeholders (Twitter, Facebook, online surveys/discussion boards).	SSPCE
		1M3.3 Ensure that engagement strategies are planned, implemented and evaluated using The City's engage! Policy.	SSPCE
		1M3.4 Continue to communicate within the Transportation Department and other business units to provide more efficient service delivery.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FF Fleet & Facilities	PTS Paratransit Service		SSPCE Strategy, Service Planning and Customer Engagement		
TS Transit Service					

TRANSPORTATION: Calgary Transit: Actions for Council Approval

Strategies	Actions	Accountable Services
Mobility 1M4 Allocate capital budget based on priorities in the Calgary Transportation Plan, Municipal Development Plan and corporate growth management framework. (CFP-M1*,M3*,Z2)	1M4.1 Maintain fleet and facilities in good working order to provide reliable service with minimal unplanned disruptions.	FF
	1M4.2 Update a 10-year TIIP and align with the Calgary Transportation Plan, the Municipal Development Plan and the corporate growth management framework.	Business Unit Wide
	1M4.3 Continue LRT station lifecycle refurbishment program (for example: four-car platforms) to enhance aging LRT stations.	FF
	1M4.4 Coordinate with other departments as required to align capital infrastructure decisions.	Business Unit Wide
Mobility 2M1 Prioritize services, investigate opportunities and implement key initiatives to enhance the operational efficiencies of transportation services. (CFP-M4*, M6*, Z2, Z5)	2M1.1 Create a new long-term plan for CT, including capital priorities and a new overall network, in accordance with the CTP and based on transparent evaluation criteria. (CFP-M4*)	Business Unit Wide
	2M1.2 Manage and reallocate service hours to existing routes with high demand for service.	SSPCE, TS
	2M1.3 Implement service plan for the introduction of four-car trains.	SSPCE, FF, TS
	2M1.4 Conduct a zero-based review in accordance with the corporate program, if directed.	Business Unit Wide
Mobility 2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines. (CFP-M8*,M11*)	2M2.1 Maintain Envirosystem and ISO 14001 certification by participating in internal and external audits, conducting regular reviews and communicating with staff.	Business Unit Wide
	2M2.2 Reduce the generation of environmental pollutants, energy consumption and increase recycling initiatives for all activities.	Business Unit Wide
	2M2.3 Continue to investigate the use of alternate fuel vehicles (such as natural gas buses) to reduce emissions.	FF
Mobility 2M3 Pursue new sources of revenue. (CFP-M6*, Z5, F2)	2M3.1 Develop a long-term level of cost-recovery greater than 50 percent.	SSPCE
	2M3.2 Monitor, analyze, and review the low-income pass and the universal pass (UPass), including eligibility. Evaluate implementation of a corporate universal pass.	SSPCE
	2M3.3 Revise the Calgary Transit bylaw for Council's approval.	TS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FF Fleet & Facilities	PTS Paratransit Service		SSPCE Strategy, Service Planning and Customer Engagement		
TS Transit Service					

TRANSPORTATION: Calgary Transit: Actions for Council Approval

Strategies		Actions	Accountable Services
Mobility (Continued) 2M3 Pursue new sources of revenue. (CFP-M6*, Z5, F2)	2M3.4 Develop options and innovative solutions for new revenue sources such as user fees, joint ventures, etc.	Business Unit Wide	
	2M3.5 Continue to advocate for transportation capital and operational funding from the Government of Alberta and the Government of Canada.	Business Unit Wide	
Mobility 2M4 Provide transportation services that address customer needs and feedback. (CFP-M5*, M8*)	2M4.1 Strive to continuously improve the customer-oriented culture at Calgary Transit. (CFP-M5)	Business Unit Wide	
	2M4.2 Continue to plan and implement transportation system management and optimization projects including transit priority improvements.	SSPCE, TS	
	2M4.3 Continue to respond to customer concerns and inquiries (example: 3-1-1).	Business Unit Wide	
Mobility 2M6 Continue to deliver effective and efficient public transit services. (CFP-M5*, M6*, Z7)	2M6.1 Review and optimize the existing bus network to improve efficiency and re-invest service hours, if available, to support the goals of the CTP.	SSPCE	
	2M6.2 Improve customer amenities on mainline bus corridors and BRT routes.	FF, SSPCE	
Mobility 3M1 Use effective and efficient transportation management tools and techniques to encourage walking, cycling and transit. (CFP-M4*, M8*, M11*, Z1, Z5)	3M1.1 Deploy real-time information on buses and electronic fare collection systems to enhance the customer experience.	FF, SSPCE, TS	
	3M1.2 Invest capital funds annually to implement transit priority measures and improve transit travel times.	SSPCE	
	3M1.3 Review regulations and integration of bicycle infrastructure on the transit system.	FF, SSPCE	

 For Council Approval

 For Council Information

Community		Places		Mobility		Business		Organization		Finance	
FF	Fleet & Facilities	PTS	Paratransit Service	SSPCE	Strategy, Service Planning and Customer Engagement						
TS	Transit Service										

TRANSPORTATION: Calgary Transit: Actions for Council Approval

Strategies	Actions	Accountable Services
Mobility 3M3 Continue to improve the reliability of public transit services. (CFP-M4*, M5*, Z7)	3M3.1 Utilize staff/customer input and new technology (real-time information, electronic fare collection) to monitor service, gather data and improve reliability on the transit network.	SSPCE
	3M3.2 Co-ordinate with emergency responders to develop strategies to respond to incidents on the transit network.	Business Unit Wide
Organization 4Z1 Integrate planning for lifecycle and operating costs consistent with corporate policies. (CFP-M2*, M3*, Z2)	4Z1.1 Report Tangible Capital Assets (TCA) value on a regular basis.	FF
	4Z1.2 Contribute to the Corporate Asset Management Strategy and refine the asset condition assessment.	FF
	4Z1.3 Identify lifecycle and operating costs as part of transportation infrastructure planning, design and decision processes for new capital investments.	FF
Organization 4Z2 Develop and undertake asset management plans that align service priorities, risk management and investment decisions. (CFP-Z2)	4Z2.1 Provide quality assurance, including inspection and certification of assets.	FF
	4Z2.2 Maintain and refurbish assets according to the optimized lifecycle plans while maintaining safety standards.	FF
	4Z2.3 Conduct planned and emergency condition/performance assessments to identify future costs of maintenance, rehabilitation and replacement of assets.	FF
Organization 4Z3 Develop asset management operating and capital budgets to account for the growth of the city and the new services. (CFP-M9*, M12*, Z2)	4Z3.1 Identify and communicate costs associated with the maintenance and operation of new assets.	FF
	4Z3.2 Identify and communicate costs associated with the introduction of new services.	SSPCE

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FF Fleet & Facilities TS Transit Service	PTS Paratransit Service		SSPCE Strategy, Service Planning and Customer Engagement		

TRANSPORTATION: Calgary Transit: Actions for Council Approval

Strategies		Actions	Accountable Services
Organization	5Z1 Ensure that attraction, retention and succession activities are aligned with organizational requirements, demographic trends and market conditions. (CFP-Z6)	5Z1.1 Identify key positions, including hard-to-fill and critical positions, addressing knowledge transfer and succession planning, to ensure the sustainment of services.	Business Unit Wide
Organization	5Z2 Recognize, motivate and engage employees to support employee performance, efficiency and quality of service. (CFP-Z6)	5Z2.1 Continue to celebrate the successes, accomplishments and contribution of staff through the corporate recognition program as well as using non-monetary strategies.	Business Unit Wide
		5Z2.2 Implement a new transit operator recruitment model.	TS
Organization	5Z3 Continue to provide a safe and healthy work environment. (CFP-Z6)	5Z3.1 Ensure compliance with safety legislation and corporate policies to promote a safe workplace.	Business Unit Wide
		5Z3.2 Continue development and delivery of workplace health, safety and wellness initiatives and monitor trends in workplace injuries and accidents.	Business Unit Wide
		5Z3.3 Complete the Certificate of Recognition (COR) audit and develop the audit action plan.	Business Unit Wide
Organization	5Z4 Continue to invest in employee training through skills and leadership development. (CFP-Z6)	5Z4.1 Implement a learning and development strategy that develops staff competencies and supports organizational and employee career objectives.	Business Unit Wide
		5Z4.2 Review and define job skill set descriptions and competencies to allow for learning and career development.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FF Fleet & Facilities	PTS Paratransit Service		SSPCE Strategy, Service Planning and Customer Engagement		
TS Transit Service					

TRANSPORTATION: Calgary Transit: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z5 Continue to improve and sustain collaborative labour and management relationships. (CFP-Z6)	5Z5.1 Continue labour/management programs, committees and meetings to enhance collaborative relationships with labour partners.	Business Unit Wide
	5Z5.2 Improve understanding of labour relations principles across the department to ensure the consistent application of performance management practices.	Business Unit Wide
Community 6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)	6C1.1 Provide access to the community for people with disabilities through the continued use of conventional and specialized transportation services.	PTS
	6C1.2 Implement enhanced safety and security technologies for responding to incidents, including incident management systems.	TS
	6C1.3 Follow up on accessibility audits of planned and existing facilities in conjunction with the Advisory Committee on Accessibility (ACA).	FF, PTS

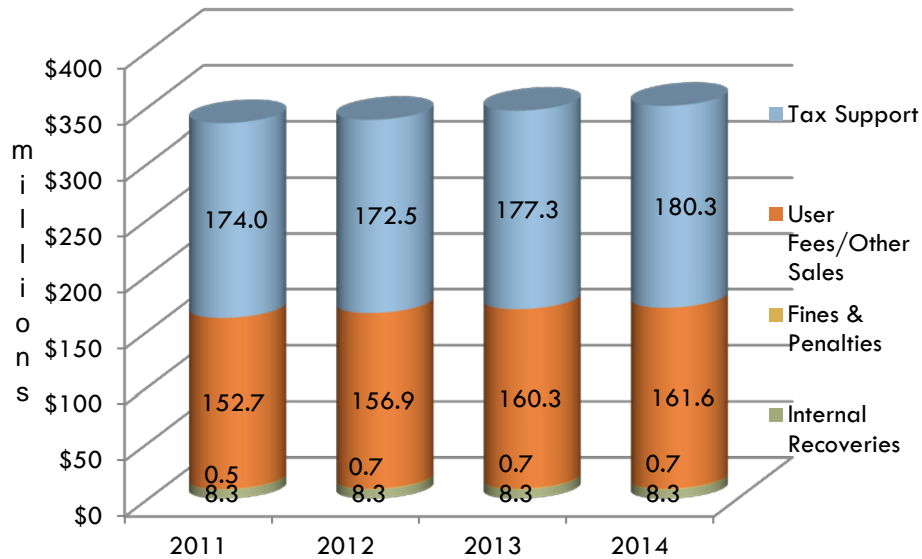
 For Council Approval

 For Council Information

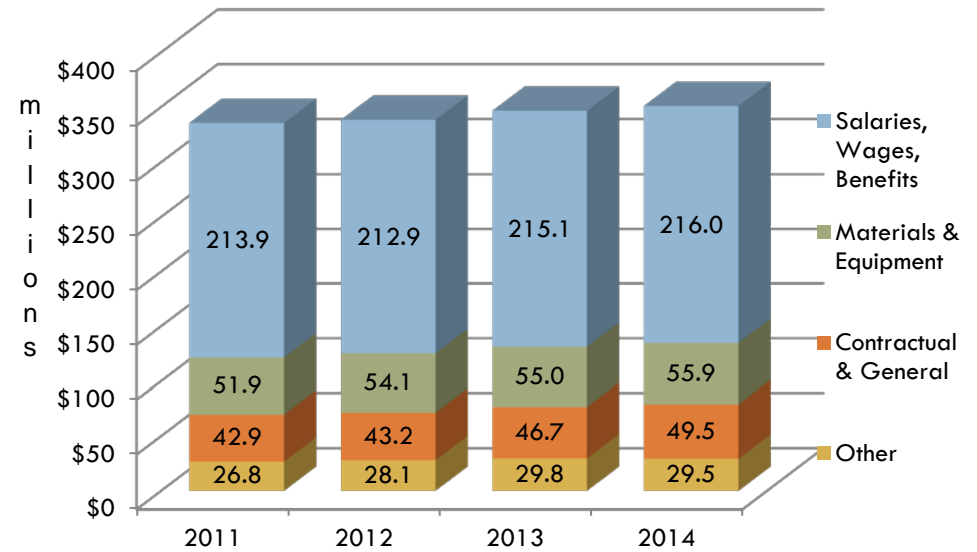
Community	Places	Mobility	Business	Organization	Finance
FF Fleet & Facilities TS Transit Service	PTS Paratransit Service		SSPCE Strategy, Service Planning and Customer Engagement		

TRANSPORTATION: Calgary Transit: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Changes to user fees for 2012-2014 are proposed and subject to Council approval as detailed in the Business Unit User Fee Schedules (Attachment 2).

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$4.5	\$4.1	6	\$4.2	\$3.9	6	\$4.2	\$3.9	6	\$4.2	\$3.9	6
Transit Revenues	0.0	(151.4)	0	0.0	(155.8)	0	0.0	(159.3)	0	0.0	(160.5)	0
Services:												
Strategy, Service Planning & Customer Engagement	9.5	9.5	78	9.9	9.9	80	10.1	10.1	78	10.4	10.4	73
Fleet & Facilities	137.6	129.9	647	141.5	133.8	654	147.4	139.7	671	150.9	143.2	679
Transit Service	152.5	152.3	1,967	150.6	150.3	1,944	151.9	151.7	1,957	152.4	152.1	1,968
Paratransit Service	31.5	29.6	52	32.2	30.4	52	33.0	31.2	52	33.0	31.2	52
Total Calgary Transit	\$335.6	\$174.0	2,750	\$338.4	\$172.5	2,736	\$346.6	\$177.3	2,764	\$350.9	\$180.3	2,778

TRANSPORTATION: Calgary Transit: Business Plan and Budget Highlights

Productivity Gain (budget reduced with no service impact)

Calgary Transit will be optimizing service by better matching frequency with demand on some routes, and using community shuttles on additional routes, to reduce operating costs. This will result in a net savings of \$2 million through a reduction of 37,000 service hours and a reduction of 36 associated staff positions. \$180,000 in savings can be achieved through streamlining of Access Calgary operations. Bus fuel efficiency will be increased by equipping buses with electric cooling fans, reducing fuel consumption by \$750,000 starting in 2013. Additional savings will be realized by increasing use of social media to reduce call centre demand, reductions in contractual services, and reductions in training and overtime that should not impact frontline services. Combined, these will save \$2.5 million over three years, while eliminating 13 staff positions.

Calgary Transit will also participate in a departmental re-alignment process that will consolidate overlapping functions that currently occur in multiple business units. The precise nature of the re-alignment will be determined in 2012, with efficiencies achieved in 2013.

Service and Budget Increases

Calgary Transit will not have the ability to deliver new transit services, except for those associated with the West LRT (CFP-M1*), as significant budget is required for:

- inflationary costs of \$11 million over three years; and
- an additional \$9 million over three years for operating costs of new capital, such as the West LRT.

15,375 service hours will be added in 2012 to support existing operations. A further 15,800 services hours will be added to existing operations in 2014. In each of 2012 and 2014, \$500,000 will be allocated to provide additional maintenance and reliability for the transit fleet.

Operating costs related to approved capital projects have a significant impact on Calgary Transit operations. Funding is required to support the operation and maintenance of West LRT and related facilities, information technology projects, such as real-time information and electronic fare cards, and the Westbrook Transit Centre.

To maintain service close to current levels, the remaining shortfall must be covered by increased transit fares, in line with Council's Fiscal Plan (CFP-M6*).

User Fees

Increases in user fees are required to help offset inflation and the operating costs of new capital. All changes to transit user fees will be consistent with the Council-approved Calgary Transit Fare Strategy. Proposed increases in user fees will be phased in over the next three years as follows:

- revenue increases in 2012 of \$6.1 million including \$300,000 from advertising;
- revenue increases in 2013 of \$3.5 million including \$400,000 from advertising; and
- revenue increases in 2014 of \$1.0 million including \$400,000 from advertising.

These will offset the majority of cost increases described above.

Budget Reductions with Service Impact

40,000 service hours will be cut in 2013 resulting in a net savings of \$1.0 million and 30 associated staff positions. This will fail to fulfill expectations expressed in the 'Our City. Our Budget. Our Future.' engagement process undertaken in early 2011 where customers demanded more frequent service, additional routes and longer hours of service.

In 2014, Access Calgary operations for pre-school service currently performed under contract by Calgary HandiBus will be revised to generate savings of \$600,000. The service level will not be reduced, however the full cost of service will be transferred to the customer.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$3,665)	(\$855)	(\$1,375)
Service and budget increases	1,105	5,707	5,012
Budget reductions with service impact	0	0	(600)
Total base changes	<u>(2,560)</u>	<u>4,852</u>	<u>3,037</u>
One-Time	0	0	0
Less: Previous Years One-time	1,000	0	0
Total budget changes	<u>(\$1,560)</u>	<u>\$4,852</u>	<u>\$3,037</u>

TRANSPORTATION: Calgary Transit: Capital Projects Requiring Approval

(\$000s)

\$180,046 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016	
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years								
655-07W	Traction Power Upgrade	U	C	0	0	1,500	500	500	500	0	0	1,500	
655-14W	LRT Infrastructure Lifecycle Rehabilitation	M	C	0	0	13,900	6,900	3,500	3,500	0	0	13,900	
655-17W	Signal & Communication Infrastructure	U	C	0	0	2,250	750	750	750	0	0	2,250	
Total Program 655 : Outside Plant and Support Systems				0	0	17,650	8,150	4,750	4,750	0	0	17,650	
656-04W	Garage Lifecycle Rehabilitation	U	C	0	0	3,000	1,000	1,000	1,000	0	0	3,000	
656-12W	Transit Maintenance Facility	G	C	0	0	90,000	1,000	30,000	45,000	14,000	0	90,000	
656-307	Buildings & Stations	M	C	0	0	4,500	1,500	1,500	1,500	0	0	4,500	
Total Program 656 : Buildings and Stations				0	0	97,500	3,500	32,500	47,500	14,000	0	97,500	
Operating costs of capital of Program 656													
2012-2014 Operating Budget				O1			0	0	0	N/A	N/A	0	
2015 and beyond Operating Plan				O2			N/A	N/A	N/A	2,000	0	2,000	
657-01W	Bus Refurbishment	M	C	0	0	11,400	3,700	3,800	3,900	0	0	11,400	
657-02W	LRV Refurbishment	M	C	0	0	6,900	2,900	3,000	1,000	0	0	6,900	
657-03W	Fleet & Equipment	M	C	0	0	2,700	900	900	900	0	0	2,700	
Total Program 657 : Fleet and Equipment				0	0	21,000	7,500	7,700	5,800	0	0	21,000	
665-02W	Big Buses/Community Shuttle Buses	G	A	67,044	39,076	71,796	39,076	41,901	29,895	0	0	110,872	
665-02W	Big Buses/Community Shuttle Buses	G	C	0	0	29,821	0	0	0	29,821	0	29,821	
Total Program 665 : Buses/Community Shuttle Buses				67,044	39,076	101,617	39,076	41,901	29,895	29,821	0	0	140,693
Operating costs of capital of Program 665													
668-01W	Fare Collection Equipment & System	U	C	0	0	300	100	100	100	0	0	300	
Total Program 668 : Fare Collection Services				0	0	300	100	100	100	0	0	300	
				67,044	39,076	238,067	58,326	86,951	88,045	43,821	0	277,143	

Note:
 Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost, O2=2015 and beyond Operating Cost

TRANSPORTATION: Calgary Transit: Capital Projects Requiring Approval

	2012	2013	2014	2015	2016	2012-2016
Funding For Capital Projects						
Federal Gas Tax Fund (GTF)	20,920	14,904	22,880	12,851	0	71,555
Fuel Tax - Revenue Sharing	29,083	67,001	59,304	29,613	0	185,001
Revenue/Reserves	148	1,052	1,056	0	0	2,256
Community & Recreation Levy	1,477	481	764	857	0	3,579
Pay-As-You-Go	3,298	2,913	4,041	500	0	10,752
Lifecycle Maintenance & Upgrade Reserve	3,400	600	0	0	0	4,000
Total Funding	58,326	86,951	88,045	43,821	0	277,143

Explanation of Budget Requests

Program 655 : Outside Plant and Support Systems

Project 655-07W: Traction Power Upgrade

New Budget Request of \$1.5 million for upgrades and improvements to the Traction Power System, with funding from fuel tax and Pay-As-You-Go.

Project 655-14W: LRT Infrastructure Lifecycle Rehabilitation

New Budget Request of \$13.9 million for upgrades and improvements to the LRT infrastructure system to maintain LRT service reliability, with funding from fuel tax and Pay-As-You-Go.

Project 655-17W: Signal & Communication Infrastructure

New Budget Request of \$2.25 million for upgrades and improvements to the communications, signals, bus zones and signage, with funding from fuel tax and Pay-As-You-Go.

Program 656 : Buildings and Stations

Project 656-04W: Garage Lifecycle Rehabilitation

New Budget Request of \$3 million for building lifecycle projects, with funding from GTF and Pay-As-You-Go.

TRANSPORTATION: Calgary Transit: Capital Projects Requiring Approval

Project 656-12W: Transit Maintenance Facility

New Budget Request of \$90 million. Calgary Transit requires upgrading and expansion of its bus and LRT maintenance and storage garages. Three current garages - Anderson, Victoria Park and Spring Gardens were constructed between 1975 and 1982. These facilities are in need of life cycle maintenance and upgrading. These garages were design to support approximately 830 buses and they are currently operating beyond their design capacity with an active fleet of over 900 buses. This over capacity situation contributes to decreasing reliability and increased operating costs due to buses being stored outside in winter months and crowded conditions within the garages. In order to support Calgary Transportation Plan goals of expanded levels of transit service, ongoing additions to the current bus fleet (both replacement and growth buses) are required. With an expanded bus fleet, additional bus maintenance and storage facility capacity is required. Calgary Transit is preparing a long range plan to identify future maintenance and storage facility requirements. In the short term, it is recommended that available capital funding in 2013 and 2014 be used to optimize and upgrade current facilities to provide maintenance and storage for the current and planned bus fleet expansion for the next 10 years. Funding from fuel tax and Pay-As-You-Go.

Project 656-307 Buildings & Stations

New Budget Request of \$4.5 million to maintain the systems and equipment to meet current safety and building codes, with funding from Pay-As-You-Go.

Program 657 : Fleet and Equipment

Project 657-01W Bus Refurbishment

New Budget Request of \$11.4 million. This project provides the ongoing capital requirements necessary for Calgary Transit to maintain and upgrade its fleet. The fleet includes: large buses (40-foot buses and articulated buses) and community shuttle buses, with funding from fuel tax and reserves.

Project 657-02W LRV Refurbishment

New Budget Request of \$6.9 million. This project provides the ongoing capital requirements necessary for Calgary Transit to maintain and upgrade its fleet. The fleet includes: light rail vehicles, with funding from fuel tax and Pay-As-You-Go.

Project 657-03W Fleet & Equipment

New Budget Request of \$2.7 million. This project provides the ongoing capital requirements necessary for Calgary Transit's auxiliary vehicles and equipment, with funding from Miscellaneous Capital reserve and Pay-As-You-Go.

Program 665 : Buses/Community Shuttle Buses

Project 665-02W Big Buses/Community Shuttle Buses

New Budget Request of \$101.617 million. This project provides the ongoing capital to replace and expand its fleet of 40-foot low floor buses, 60-foot articulated buses, and community shuttle buses, with funding from GTF, fuel tax and levy.

Program 668 : Fare Collection Services

Project 668-01W Fare Collection Equipment & System

New Budget Request of \$300 thousand for upgrades and equipment for our fare collection equipment and system, with funding from Pay-As-You-Go.

TRANSPORTATION: Calgary Transit : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
655	07W	Traction Power Upgrade	C	U	0	500	500	500	0	0	1,500	1,500
655	07W	Traction Power Upgrade	D	U	0	0	0	0	500	500	1,000	1,000
655	14W	LRT Infrastructure Lifecycle Rehabilitation	C	M	0	6,900	3,500	3,500	0	0	13,900	13,900
655	14W	LRT Infrastructure Lifecycle Rehabilitation	D	M	0	0	0	0	3,500	3,500	7,000	7,000
655	17W	Signal & Communication Infrastructure	C	U	0	750	750	750	0	0	2,250	2,250
655	17W	Signal & Communication Infrastructure	D	U	0	0	0	0	750	750	1,500	1,500
656	03W	4 Car Platforms - 7th Avenue	A	U	145,089	19,700	10,000	10,000	0	0	39,700	184,789
656	04W	Garage Lifecycle Rehabilitation	C	U	0	1,000	1,000	1,000	0	0	3,000	3,000
656	04W	Garage Lifecycle Rehabilitation	D	U	0	0	0	0	1,000	1,000	2,000	2,000
656	06W	4 Car Platforms-201 North and South Stations	A	G	22,000	30,000	22,000	6,000	0	0	58,000	80,000
656	10W	Westbrook Building	A	G	972	1,000	8,500	0	0	0	9,500	10,472
656	12W	Transit Maintenance Facility	C	G	0	1,000	30,000	45,000	14,000	0	90,000	90,000
656	307	Buildings & Stations	A	M	10,134	1,418	0	0	0	0	1,418	11,552
656	307	Buildings & Stations	C	M	0	1,500	1,500	1,500	0	0	4,500	4,500
656	307	Buildings & Stations	D	M	0	0	0	0	3,500	3,500	7,000	7,000
657	01W	Bus Refurbishment	C	M	0	3,700	3,800	3,900	0	0	11,400	11,400
657	01W	Bus Refurbishment	D	M	0	0	0	0	4,100	4,100	8,200	8,200
657	02W	LRV Refurbishment	C	M	0	2,900	3,000	1,000	0	0	6,900	6,900
657	02W	LRV Refurbishment	D	M	0	0	0	0	20,650	8,950	29,600	29,600
657	03W	Fleet & Equipment	C	M	0	900	900	900	0	0	2,700	2,700
657	03W	Fleet & Equipment	D	M	0	0	0	0	900	900	1,800	1,800
664	07W	LRV Purchases	A	G	64,559	0	48,305	28,875	0	0	77,180	141,739
665	02W	Big Buses/Community Shuttle Buses	A	G	67,044	39,076	41,901	29,895	0	0	110,872	177,916
665	02W	Big Buses/Community Shuttle Buses	C	G	0	0	0	0	29,821	0	29,821	29,821

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

TRANSPORTATION: Calgary Transit : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
665	02W	Big Buses/Community Shuttle Buses	D	G	0	0	0	0	0	34,390	34,390	34,390
668	01W	Fare Collection Equipment & System	C	U	0	100	100	100	0	0	300	300
668	01W	Fare Collection Equipment & System	D	U	0	0	0	0	200	200	400	400
Total Calgary Transit					309,798	110,444	175,756	132,920	78,921	57,790	555,831	865,629

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

TRANSPORTATION: Calgary Transit: Service Highlights

Fleet & Facilities	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$141,492	\$133,802	654	\$147,385	\$139,695	671	\$150,907	\$143,217	679

Description of Services

- Procure LRVs and buses;
- Ensure a well-maintained, reliable and clean LRV and bus fleet;
- Ensure track and way, LRT traction power and signals are in good condition and support uninterrupted service;
- Procure and maintain auxiliary vehicles and equipment;
- Construct and maintain buildings and stations;

- Provide snow removal, and pedestrian walkway and station platform safety;
- Clean and maintain more than 1,150 LRVs and buses, 38 LRT stations, five fleet storage and maintenance facilities, more than 5,800 bus stops and numerous bus terminals; and
- Inspect and maintain more than 92 kilometres of LRT track, overhead electrical wires and related communications and safety systems with minimal disruption to transit service.

Highlighted Strategies

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*, M3*, M7*,M8*,M10*,

1M4 Allocate capital budget based on priorities in the Calgary Transportation Plan, Municipal Development Plan and the Corporate Growth Management Framework. (CFP-M1*,M3*, Z2)

2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines. (CFP-M8*,M11*)

Highlighted Actions

1M2.2 Commission and begin operation of West LRT, NE LRT extension and NW LRT extension.

1M2.3 Procure vehicles as outlined in the fleet acquisition plan to increase accessibility, replace older vehicles and expand the fleet of community shuttles, buses and LRVs.

1M4.1 Maintain fleet and facilities in good working order to provide reliable service with minimal unplanned disruptions.

1M4.3 Continue LRT station lifecycle refurbishment program (for example: four-car platforms) to enhance aging LRT stations.

2M2.3 Continue to investigate the use of alternate fuel vehicles (such as natural gas buses) to reduce emissions.

Business Plan and Budget Highlights

Fleet & Facilities will manage capital investments in new vehicles and refurbished infrastructure to help balance the maintenance activities in a tight fiscal environment. Responding to rising costs is a key strategy in the 2012-2014 business plan and budget.

Opening of the West LRT is the most significant capital project starting service during the 2012-2014 business plan and budget cycle. There are increased costs for traction power, signals, plant maintenance, outside maintenance, station cleaners and track and way staff. Prior to opening, \$500,000 and seven FTEs will be required, while another \$3.6 million and 17 FTEs will be needed to support ongoing operations.

Changes in fuel cost have a significant impact on overall costs at Calgary Transit. Included in the business plan is a cooling system retrofit program for buses that will result in a fuel savings of \$750,000 over two years.

Facilities will also address growing utility costs. The budget includes \$1.3 million in 2012, \$1.2 million in 2013 and \$300,000 in 2014 to ensure facilities will continue to provide service. Finally, Calgary Transit has included funding and strategies to respond to increasing costs for parts, contractual services and insurance premiums.

Fleet & Facilities will further consolidate and realize efficiencies through staff reorganization efficiencies totaling \$700,000 (5 FTEs) in 2012. In each of 2012 and 2014, \$500,000 will be allocated to fleet maintenance to enhance vehicle reliability.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Calgary Transit: Service Highlights

Paratransit Service	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$32,196	\$30,353	52	\$33,001	\$31,158	52	\$33,012	\$31,169	52

Description of Services

- Provide transportation services for people with disabilities;
- Administer Access Calgary and Access Calgary Extra (ACE) programs;
- Monitor service providers (Calgary HandiBus, Southland Transportation and taxi companies) to ensure a high standard of customer care;
- Monitor and report ridership levels, revenue and service costs;
- Provide travel training on paratransit and conventional services to instill customer confidence;

- Provide approximately one million trips to nearly 15,000 Calgarians with disabilities (300 new customers are approved for Access Calgary services every month);
- Ensure each trip is consistent with the high standards of safety and courtesy outlined in the organization's operational policies; and
- Create a more equitable and integrated system for Access Calgary and the eligibility determination process to meet customers' needs based on a range of accessible transportation services.

Highlighted Strategies

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*, M3*, M7*, M8*, M10*,

6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)

Highlighted Actions

1M2.5 Occupy the Westbrook Transit Centre and transition to a new transit operations control centre.

6C1.1 Provide access to the community for people with disabilities through the use of conventional and specialized transportation services, such as Access Calgary.

6C1.3 Follow up on accessibility audits of planned and existing facilities in conjunction with the Advisory Committee on Accessibility (ACA).

Business Plan and Budget Highlights

Access Calgary will continue to support its 15,000 customers with over one million trips. The business plan and budget strike a balance in the number of trips supplied with the growth in operating costs. Access Calgary has contracts with five transportation companies to deliver shared-ride transportation service to customers. Legitimate additional costs that are experienced by contractors in the delivery of service are passed on to Access Calgary as per the contract. Access Calgary has included allowances for those increases in costs of \$900,000 in 2012; \$805,000 in 2013; and \$811,000 in 2014.

In response to cost increases, Access Calgary has pursued efficiencies of \$180,000 per year, starting in 2012. These efficiencies will be achieved by optimizing the distribution of trips between service providers. Examples include transferring some trips from Calgary HandiBus to taxis.

In 2014, Access Calgary operations for pre-school service currently performed under contract by Calgary HandiBus will be revised to generate savings of \$600,000. The service level will not be reduced, however the full cost of service will be transferred to the customer.

It will be challenging for Access Calgary to manage expectations of customers and demand for trips. Continued interactions will ensure customers understand the limitations of the service and not every discretionary trip will be accommodated.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Calgary Transit: Service Highlights

Strategy, Service Planning and Customer Engagement	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$9,876	\$9,876	80	\$10,126	\$10,126	78	\$10,416	\$10,416	73

Description of Services

- Deliver long range service plans, route design and LRT alignments;
- Design transit service (frequency, vehicle types, and schedules);
- Provide customer information via electronic information and direct contact;
- Develop strategy and ensure corporate alignment;
- Track and report revenues;
- Provide proactive external and internal communications and marketing services;
- Deliver disability management programs for employees;
- Optimize day-to-day service through scheduling and long term network planning;
- Ensure the best return-on-investment for the taxpayers' dollar in terms of optimizing labour and fleet resources; and
- Engage the public through open houses, the customer call centre, downtown customer service centre and various social media channels.

Highlighted Strategies

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*, M3*, M7*, M8*, M10*,

1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP- Z10)

2M1 Prioritize services, investigate opportunities and implement key initiatives to enhance the operational efficiencies of transportation services. (CFP-M4*, M6*, Z2, Z5)

2M3 Pursue new sources of revenue. (CFP-M6*, Z5, F2)

2M6 Continue to deliver effective and efficient public transit services. (CFP-M5*, M6*, Z7)

Highlighted Actions

1M2.1 Support the Primary Transit Network, including branding, marketing and promotion.

1M3.1 Implement and provide support for a customer panel to enhance communications with transit customers.

2M1.1 Create a new long-term plan for CT, including capital priorities and a new overall network, in accordance with the CTP and based on transparent evaluation criteria. (CFP-M4*)

2M3.1 Develop a long-term level of cost-recovery greater than 50 percent.

2M6.1 Review and optimize the existing bus network to improve efficiency and re-invest service hours, if available, to support the goals of the CTP.

Business Plan and Budget Highlights

Calgary Transit will plan, schedule and deliver approximately 2.6 million hours of transit service to Calgarians each year. While the supply of service will remain relatively constant over the three-year period, other initiatives will make transit easier to use. Real-time information, smart cards and enhanced online tools will make transit service more accessible to all Calgarians. Costs for the technology projects include maintenance agreements, staff and data charges totaling \$1.33 million and five FTEs over three years.

Pursuit of the CTP and the 2020 Sustainability Direction will be balanced with financial constraints. This shift in balance will include reducing or eliminating service on select low ridership routes. Overall, there will be a slight net reduction in transit service hours from 2011 to 2014.

Calgary Transit will continue to develop new innovative plans and make adjustments to the service (frequency, routing and schedule) to meet the needs of Calgarians. Investments in transit priority infrastructure (signal priority, bus lanes), passenger amenities (stops and shelters) and security infrastructure (officers, cameras) will improve the customer experience.

The customer response strategy will further focus on technology. As a result, the Calgary Transit Call Centre will see a reduction of staff levels as customers use social media to access information. The savings will be \$400,000 and six FTEs in 2014.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Calgary Transit: Service Highlights

Transit Service	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$150,570	\$150,355	1,944	\$151,895	\$151,680	1,957	\$152,381	\$152,166	1,968

Description of Services

- Operate the bus and train network to meet posted schedules;
- Supervise over 1,700 employees;
- Monitor and take action during disruptions to minimize customer impacts;
- Maintain safety and security for customers, transit employees and the general public through extensive training, safety programs, patrols and bylaw enforcement;

- Collect fares, maintain electronic ticket vending machines and fare boxes; and
- Based on 2010 statistics, continue to serve a population of 1,071,000 in an area of 850 square kilometres, providing 94.4 million trips on 160 routes with 2.5 million hours of service.

Highlighted Strategies

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*, M3*, M7*, M8*, M10*, M11*)

2M3 Pursue new sources of revenue. (CFP-M6*, Z5, F2)

6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)

Highlighted Actions

1M2.2 Commission and begin operation of West LRT, NE LRT extension and NW LRT extension.

1M2.5 Occupy the Westbrook Transit Centre and transition to a new transit operations control centre.

2M3.3 Revise and approve the new Calgary Transit bylaw.

6C1.2 Implement enhanced safety and security technologies for responding to incidents, including incident management systems.

Business Plan and Budget Highlights

Transit Service continues to be delivered through an ultra lean supervisory structure. A careful balance has been struck between service quality control and expenditure (e.g. supervisor ratio of 70 operators per supervisor). This low cost strategy maximizes the productivity of the supervisory ranks while maintaining an adequate level of transit service quality.

Transit service will be delivered using the newly delivered capital projects (West LRT, NE LRT, NW LRT), providing improved mobility to various parts of the city. The business plan and budget recognizes security needs of an expanding LRT system by adding security resources (12 peace officers and one security centre FTE for \$1.3 million in 2013).

Through continuous optimization of transit services, including strategic fleet selection (select the right size of vehicle for the level of ridership) and service reductions on inefficient routes, productivity gains will be realized. While it may slow the attainment of the goals set out in the CTP, the changes will protect the core transit service and minimize impacts on customers. Transit will be able to enhance existing operations through the addition of 15,375 service hours in 2012, and 15,800 service hours in 2014, which when combined with efficiency reductions of 37,000 hours in 2012 results in a slight reduction in total hours over this business plan period.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION

Roads	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$185.5	\$132.5	931	\$185.4	\$132.4	917	\$186.7	\$133.7	917

Overview

Roads is the second largest asset owner at The City of Calgary. This includes responsibility for improving and maintaining the condition and functionality of roadways (and road rights-of-way) which provide mobility for citizens and goods. Roads currently maintains in excess of 14,647 km of roads, 1180 traffic signals, and 80,132 streetlights. This utilizes a workforce of 930 full time employees, who rely upon a fleet of sanders/plows, street sweepers, flatbeds, and dump trucks. Roads also operates a gravel mining and crushing operation to support winter maintenance and an asphalt plant.

List of Services

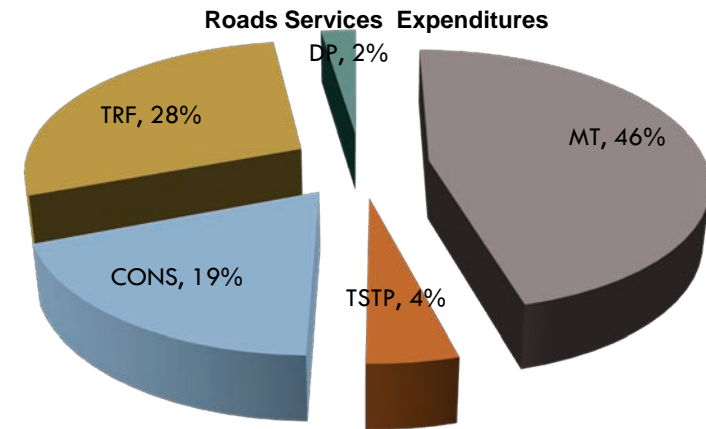
- Maintenance - MT
- Training, Support, Technical & Planning Services - TSTP
- Construction - CONS
- Traffic - TRF
- Development & Projects - DP

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

In keeping with Council's directive to become a more effective and disciplined organization, Roads will continue to survey citizens on an annual basis to ensure satisfaction with the provided services.

Roads will align decision making with the modal split identified in the CTP and increase the relative support of pedestrian and cycling infrastructure projects, including planning and engineering of new bike lanes throughout the city as part of the Cycling Strategy.

Increased funding for snow and ice control (SNIC), including a new SNIC reserve fund, will allow Roads to continue offering enhanced service to Priority 1 and 2 routes as was successfully piloted during the 2010-2011 winter season. The Roads MT service is committed to increasing response times on Priority 1 and Priority 2 lanes by clearing those routes within 24 and 48 hours respectively, greater than 90% of the time. This is anticipated to increase or maintain customer satisfaction ratings as compared to the customer survey results for the enhanced SNIC pilot program.



Addressing Other Emerging Issues:

Over the 2012-2014 business plan and budget cycle, any improvements in economic conditions would result in increased costs for labour and materials. This in turn would significantly impede Roads ability to maintain current levels of service and to respond to increased customer demands for services.

Roads has a large number of staff that are at or near retirement age. Consequently, keeping positions filled and responding to ongoing training needs is a constant challenge. This may also affect ongoing career management programs and result in reduced job satisfaction and lower retention rates, which will further compound the staffing issue.

Citizens are asking for increased online services and access to information through social media communications. Despite budget constraints, Roads must respond with a strategy and implementation plan to meet these expectations.

Roads is committed to implementing new technologies that will help increase efficiencies and reduce initial capital investments and energy costs. Examples include solar powered crosswalk signals and online Road use permits.

TRANSPORTATION: Roads: Actions for Council Approval

Strategies	Actions	Accountable Service Units
Mobility 1M1 Undertake long-range transportation planning and design that increase mobility choices and are aligned with the corporate growth management framework. (CFP-M1*,M4*,M10*,P7,P11)	1M1.1 Develop transportation policies, strategies and plans reflecting the CTP, the MDP and the corporate growth management framework.	DP,MT,TRF
	1M1.2 Identify, plan and invest transportation infrastructure and services in Activity Centres and Corridors to provide more choice in how people, live, work and move.	DP,TRF
	1M1.3 Coordinate with provincial and regional partners to achieve the goals of the Calgary Metropolitan Plan.	CONS, DP,TRF
Mobility 1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)	1M2.1 Design and construct capital projects in accordance with the Transportation Infrastructure Investment Plan, the Pedestrian Overpass Priority Study and the CTP.	CONS,TRF,DP
	1M2.2 Continue to implement the initiatives of the Cycling Strategy.	DP,MT,TRF
Mobility 1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP-Z10)	1M3.1 Coordinate with other departments as required to align capital infrastructure decisions.	Business Unit Wide
	1M3.2 Ensure that engagement strategies are planned, implemented and evaluated using The City's engage! Policy.	Business Unit Wide
Mobility 1M4 Allocate capital budget based on priorities in the Calgary Transportation Plan, Municipal Development Plan and corporate growth management framework. (CFP-M1*,M3*,Z2)	1M4.1 Update the 10-year Transportation Infrastructure Investment Plan and align with the CTP, the MDP and the corporate growth management framework.	Business Unit Wide
	1M4.2 Update the Roads workplan to reflect the appropriate allocation of capital spending.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
CONS Construction	DP Development & Projects	MT Maintenance	TSTP Training, Support, Technical & Planning Services		TRF Traffic

TRANSPORTATION: Roads: Actions for Council Approval

Strategies	Actions	Accountable Service Units
Mobility 2M1 Prioritize services, investigate opportunities and implement key initiatives to enhance the operational efficiencies of transportation services. (CFP-M4*,M6*,Z2,Z5)	2M1.1 Conduct a zero-based review in accordance with the Corporate program if directed.	TSTP
	2M1.2 Review and improve processes to reduce the cost of services provided, including judicious use of technology to improve processes.	Business Unit Wide
	2M1.3 Produce materials (gravel and asphalt) as required for City construction and maintenance activities.	CONS
	2M1.4 Encourage the use of advanced materials in construction in order to enhance the sustainability of new infrastructure.	CONS,DP,TRF
Mobility 2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines. (CFP-M8*,M11*)	2M2.1 Maintain Envirosystem and ISO 14001 certification by participating in internal and external audits, conducting regular reviews and communicating to staff.	Business Unit Wide
	2M2.2 Reduce generation of environmental pollutants, energy consumption and increase recycling initiatives for all activities.	Business Unit Wide
	2M2.3 Minimize physical and social impacts of transportation on communities through activities such as traffic studies and impact assessments.	CONS,DP,MT,TRF
	2M2.4 Continue to implement approved neighbourhood street projects including the local improvement process.	DP,MT,TRF
Mobility 2M3 Pursue new sources of revenue. (CFP-M6*,Z5,F2)	2M3.1 Develop options and innovative solutions for new revenue sources such as user fees, joint ventures, etc.	TRF,TSTP
	2M3.2 Identify sources of revenue leakage, such as special events and detours, and identify opportunities to fully recover those costs.	MT,TRF,TSTP
	2M3.3 Continue to advocate for transportation capital and operational funding from the Government of Alberta and the Government of Canada.	Business Unit Wide
Mobility 2M4 Provide transportation services that address customer needs and feedback. (CFP-M5*,M8*)	2M4.1 Continue to respond to customer concerns and inquiries (example: 3-1-1).	Business Unit Wide
	2M4.2 Optimize the Roads Operation Centre (ROC) capabilities to provide incident management, traffic operation efficiency and traveller information.	MT,TRF
	2M4.3 Continue to plan and implement transportation system management and optimization projects including transit priority improvements.	DP, CONS

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
CONS Construction	DP Development & Projects	MT Maintenance	TSTP Training, Support, Technical & Planning Services	TRF Traffic	

TRANSPORTATION: Roads: Actions for Council Approval

Strategies	Actions	Accountable Service Units
<p>Mobility (Continued) 2M4 Provide transportation services that address customer needs and feedback. (CFP-M5*,M8*)</p>	2M4.4 Ensure that engagement strategies are planned, implemented and evaluated using The City's engage! Policy.	Business Unit Wide
<p>Mobility 2M5 Continue to deliver effective and efficient roadway services. (CFP-M8*,M9*,Z7)</p>	2M5.1 Continue to operate, maintain and/or repair road infrastructure and assets including road surfaces, sidewalks, street lights, traffic controls and structures.	CONS,MT,TRF
<p>Mobility 3M1 Use effective and efficient transportation management tools and techniques to encourage walking, cycling and transit. (CFP-M4*,M8*,M11*,Z1,Z5)</p>	3M1.1 Develop and implement data collection and traffic flow monitoring systems as part of transportation projects.	DP,MT,TRF
	3M1.2 Provide project communications that identify opportunities for all modes and routes by travellers affected by construction.	CONS,MT,TRF
	3M1.3 Continue to plan and implement transportation system management and optimization projects including transit priority improvements.	DP,TRF
<p>Mobility 3M2 Improve transportation travel time reliability on the Primary Goods Movement Network. (CFP-M8*,Z7)</p>	3M2.1 Continue to plan, design and implement infrastructure improvements to facilitate goods and traffic movement.	DP,CONS,MT,TRF
	3M2.2 Plan and implement transportation system management and optimization projects including traffic corridor signal re-timing, and intersection and safety improvements.	TRF

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
CONS Construction	DP Development & Projects	MT Maintenance	TSTP Training, Support, Technical & Planning Services		TRF Traffic

TRANSPORTATION: Roads: Actions for Council Approval

Strategies		Actions	Accountable Service Units
Organization 4Z1 Integrate planning for lifecycle and operating costs consistent with corporate policies. (CFP-M2*,M3*,Z2)		4Z1.1 Identify lifecycle and operating costs as part of transportation infrastructure planning, design and decision processes for new capital investments.	Business Unit Wide
		4Z1.2 Identify maintenance costs in any review of road design standards and specifications.	Business Unit Wide
		4Z1.3 Contribute to the Corporate Asset Management Strategy and refine the asset condition assessment.	CONS,MT,TSTP
		4Z1.4 Report Tangible Capital Assets (TCA) value on a regular basis.	TSTP
Organization 4Z2 Develop and undertake asset management plans that align service priorities, risk management, and investment decisions. (CFP-Z2)		4Z2.1 Utilize innovation and technology to improve asset management processes.	Business Unit Wide
		4Z2.2 Maintain and refurbish assets according to the optimized lifecycle plans while maintaining safety standards.	DP,CONS,MT,TRF
		4Z2.3 Conduct planned and emergency condition/performance assessments including identification of future costs of maintenance, rehabilitation and replacement of assets.	CONS,MT,TRF
		4Z2.4 Provide quality assurance of assets, including inspection and certification.	CONS,DP,MT
Organization 4Z3 Develop asset management operating and capital budgets to account for the growth of the city and the new services. (CFP-M9*,M12*,Z2)		4Z3.1 Identify and communicate costs associated with the maintenance and operation of new assets.	MT,TSTP,TRF
		4Z3.2 Identify and communicate costs associated with the introduction of new services.	MT,TSTP,TRF

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
CONS Construction	DP Development & Projects	MT Maintenance	TSTP Training, Support, Technical & Planning Services		TRF Traffic

TRANSPORTATION: Roads: Actions for Council Approval

Strategies	Actions	Accountable Service Units
<p>Organization</p> <p>5Z1 Ensure that attraction, retention and succession activities are aligned with organizational requirements, demographic trends and market conditions. (CFP-Z6)</p>	<p>5Z1.1 Identify key positions, including hard to fill and critical positions, addressing knowledge transfer and succession planning, to ensure the sustainment of services.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>5Z2 Recognize, motivate and engage employees to support employee performance, efficiency and quality of service. (CFP-Z6)</p>	<p>5Z2.1 Continue to celebrate the successes, accomplishments and contribution of staff through the corporate recognition program as well as using non-monetary strategies.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>5Z3 Continue to provide a safe and healthy work environment. (CFP-Z6)</p>	<p>5Z3.1 Complete the Certificate of Recognition (COR) audit and develop the audit action plan.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>5Z4 Continue to invest in employee training and leadership development. (CFP-Z6)</p>	<p>5Z3.2 Ensure compliance with safety legislation and corporate policies and promote a safe workplace.</p>	<p>Business Unit Wide</p>
	<p>5Z3.3 Continue development and delivery of workplace health, safety and wellness initiatives and monitor trends in workplace injuries and accidents.</p>	<p>Business Unit Wide</p>
	<p>5Z4.1 Implement a learning and development strategy that develops staff competencies and supports organizational and employee career objectives.</p>	<p>Business Unit Wide</p>
	<p>5Z4.2 Review and define job skill set descriptions and competencies to allow for learning and career development.</p>	<p>Business Unit Wide</p>

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
CONS Construction	DP Development & Projects	MT Maintenance	TSTP Training, Support, Technical & Planning Services		TRF Traffic

TRANSPORTATION: Roads: Actions for Council Approval

Strategies	Actions	Accountable Service Units
Organization 5Z5 Continue to improve and sustain collaborative labour and management relationships. (CFP-Z6)	5Z5.1 Continue labour/management programs, committees and meetings to enhance relationships with labour partners.	Business Unit Wide
	5Z5.2 Improve understanding of labour relations principles across the department to ensure the consistent application of performance management practices.	Business Unit Wide
Community 6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)	6C1.1 Achieve annual Operations Plan for snow and ice control response times, including the accessibility for active modes and transit users in priority locations.	MT
	6C1.2 Develop project-specific mobility management plans for the duration of construction, including consideration of universal accessibility.	TRF,DP
	6C1.3 Implement enhanced plans to improve cleanliness of road assets (Clean to the Core, facility refurbishment program) to better align with customer expectations.	MT,TRF
	6C1.4 Expand the Traffic Safety Office (TSO) to focus on multi-modal safety using the four E's of traffic safety - engineering, enforcement, education and evaluation.	TRF
	6C1.5 Continue to develop and implement a new street design guide (Complete Streets Guide) that promotes safe, universal and sustainable design for all street types.	CONS,TRF,DP

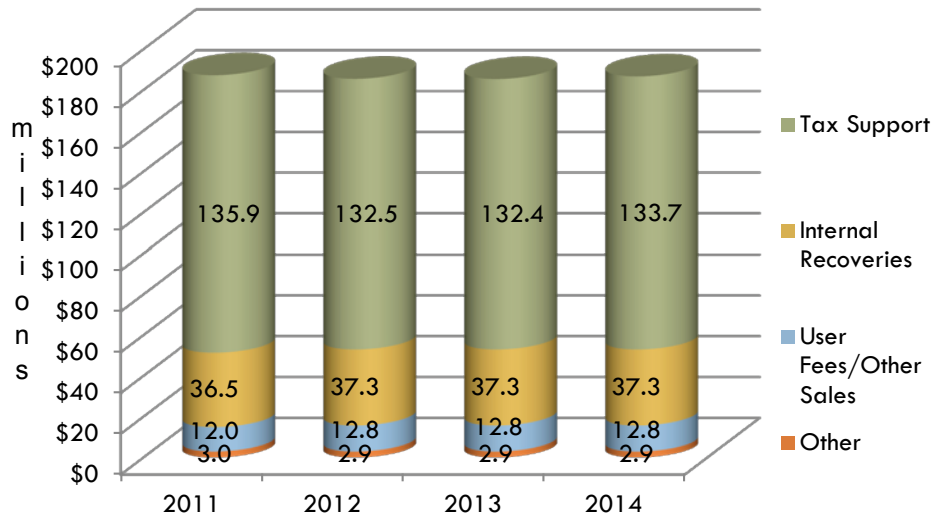
 For Council Approval

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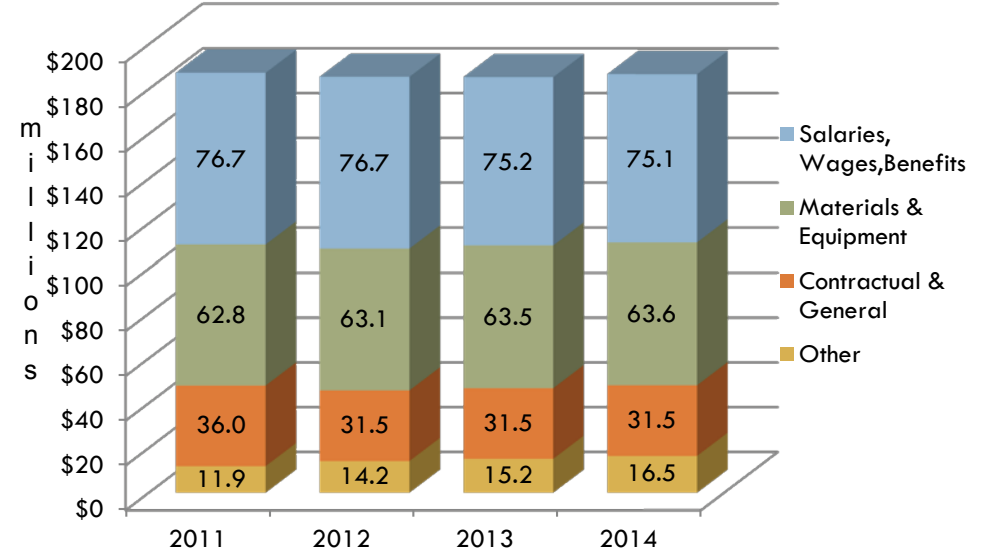
Community	Places	Mobility	Business	Organization	Finance
CONS Construction	DP Development & Projects	MT Maintenance	TSTP Training, Support, Technical & Planning Services	TRF Traffic	

TRANSPORTATION: Roads: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



No changes to 2012-2014 user fees are proposed at this time.

Breakdown of Operating Budget (\$millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.6	\$0.6	6	\$0.6	\$0.6	6	\$0.6	\$0.6	6	\$0.6	\$0.6	6
<u>Services:</u>												
Maintenance	86.8	78.9	556	84.1	76.2	550	84.8	76.9	545	85.9	78.0	545
Training, Support, Technical & Planning Services	7.3	6.4	49	8.6	6.2	49	7.9	5.6	44	7.9	5.6	44
Construction	37.3	16.4	51	35.9	14.8	51	35.1	14.1	51	34.0	12.9	51
Traffic	50.6	30.9	243	51.6	32.0	244	52.7	33.1	244	54.1	34.5	244
Development & Projects	4.8	2.7	32	4.8	2.7	32	4.3	2.2	28	4.3	2.2	28
Total Roads	\$187.3	\$135.9	936	\$185.5	\$132.5	931	\$185.4	\$132.4	917	\$186.8	\$133.7	917

TRANSPORTATION: Roads: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

By reducing the number of Road Maintenance districts from nine down to five as per the 2011 SNIC Audit recommendations, Roads will be able to reduce overhead (related to supervisory and support staff) which will result in \$1.4 million of savings over three years. The new lease and maintenance procurement strategy related to Maintenance equipment is also targeted to reduce expenditures by at least \$1.1 million over the three year budget. From an outward facing customer perspective, reductions related to TCA, enabling services and equipment such as mobile phones will have negligible impacts. Productivity gains will place an additional strain on Roads as we work to achieve corporate deadlines or equip our staff to work efficiently (i.e. teleworking), resulting in reduced employee satisfaction. Collectively these minor changes will result in efficiency gains in excess of \$1.5 million.

Roads will also participate in a departmental re-alignment process that will consolidate overlapping functions that currently occur in multiple business units. The precise nature of the re-alignment will be determined in 2012, with efficiencies achieved in 2013.

The operating budget requires that Roads leave current vacancies open and reduce current FTE levels. Any increased volume of service demands will need to be absorbed by current staff through increasing their workloads, which may result in reduced job satisfaction ratings and increased overtime costs. The district reorganization and the reduction in TCA activities will reduce FTE requirements by fifteen and another reduction of four FTEs will result from the departmental realignment.

To proactively manage employee concerns regarding these changes Roads is reorganizing its current labour pool style of staffing into permanent posting positions. This arrangement allows workers more predictability in their seasonal schedule and assignment and it creates more opportunities for mentoring and advancement.

Service and Budget Increases

Roads will make use of the increased SNIC budget of \$10 million, processed in 2011, to continue offering the enhanced snow clearing services piloted in the 2010/2011 winter season. The new SNIC reserve fund will be used as required to comply with the SNIC policy TP2004 (CFP-M9*). There is also a budget addition for inflation and utility costs reflected for 2014. This increase will allow Roads to maintain existing service levels.

Budget Reductions with Service Impact

Surface overlay will experience the most severe program cuts due to budget constraints. Budget cuts of \$2.88 million spread across the three year cycle will have an immediate impact on the surface overlay program. Current network rehabilitation requirements are not adequately funded and as a result pavement and concrete quality index ratings will drop to 2010 levels by the end of 2014. Operational funds will be used for patch and repair activities, rather than full rehabilitation projects, in order to maintain safe driving conditions. Roads will need to address the maintenance costs of an ever increasing number of lane kilometres with a significantly reduced amount of funding. This significant reduction in capital will likely impair mobility for vehicles, pedestrians and cyclists and negatively impact customer satisfaction ratings for Roads services.

The number of traffic signs will be reduced, on a per kilometre basis, and new types of signage with lower initial and maintenance costs will be utilized to reduce expenditures by approximately \$200 thousand.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$1,843)	(\$2,360)	(\$300)
Service and budget increases	2,610	2,490	2,790
Budget reductions with service impact	(1,880)	(245)	(1,150)
	<u>(1,113)</u>	<u>(115)</u>	<u>1,340</u>
One-Time	0	0	0
Less: Previous Years One-time	(2,259)	0	0
Total budget changes	<u>(\$3,372)</u>	<u>(\$115)</u>	<u>\$1,340</u>

TRANSPORTATION: Roads: Capital Projects Requiring Approval

(\$000s)

\$59,128	For Council Approval at Program-Project level as per Department Capital Plan report
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Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
126-101	Commuter Cycle Pathway	G	C	0	0	10,500	3,500	3,500	3,500	0	0	10,500
126-176	Industrial Sidewalk Retrofit	G	C	0	0	4,500	1,500	1,500	1,500	0	0	4,500
Total Program 126 : Pedestrian & Cycle Mobility				0	0	15,000	5,000	5,000	5,000	0	0	15,000
<i>Operating costs of capital of Program 126</i>												
<i>2012-2014 Operating Budget</i>					O1		21	21	21	N/A	N/A	63
127-130	New Traffic Signals and Pedestrian Corridors	G	C	0	0	6,088	1,838	2,050	2,200	0	0	6,088
127-140	Various Street Improvements	U	C	0	0	5,650	1,000	1,000	3,650	0	0	5,650
127-186	Intelligent Transportation System	G	C	0	0	3,000	1,000	1,000	1,000	0	0	3,000
Total Program 127 : Goods Movement & Strategic Mobility				0	0	14,738	3,838	4,050	6,850	0	0	14,738
<i>Operating costs of capital of Program 127</i>												
<i>2012-2014 Operating Budget</i>					O1		37	37	37	N/A	N/A	111
128-100	Streetlight - Upgrade & Maintenance	M	C	0	0	3,204	1,068	1,068	1,068	0	0	3,204
128-130	Traffic Signals/Ped Corridors Lifecycle	M	C	0	0	8,100	2,500	2,800	2,800	0	0	8,100
128-132	Pavement Rehabilitation	M	C	0	0	15,000	5,000	5,000	5,000	0	0	15,000
128-134	Various Concrete Construction	U	C	0	0	5,900	2,000	1,400	2,500	0	0	5,900
128-135	Roads Equipments & Systems	G	C	0	0	1,590	515	530	545	0	0	1,590
128-136	Plants Capital	U	C	0	0	1,164	388	388	388	0	0	1,164
128-885	Bridge Rehabilitation and Protection	M	C	0	0	21,000	7,000	7,000	7,000	0	0	21,000
Total Program 128 : Lifecycle & Asset Management				0	0	55,958	18,471	18,186	19,301	0	0	55,958
<i>Operating costs of capital of Program 128</i>												
<i>2012-2014 Operating Budget</i>					O1		21	21	21	N/A	N/A	63
129-143	Subdivision Construction	G	C	0	0	1,642	1,214	214	214	0	0	1,642
129-145	Hillslides	M	C	0	0	1,500	500	500	500	0	0	1,500
129-204	Development of Access Roads	G	C	0	0	12,240	3,600	4,320	4,320	0	0	12,240
Total Program 129 : Development & Environmental Supportive				0	0	15,382	5,314	5,034	5,034	0	0	15,382
147-148	Local Improvement - Paving, Sidewalk C&G	U	C	0	0	7,246	2,437	2,431	2,378	0	0	7,246
Total Program 147 : Local Improvement - Paving				0	0	7,246	2,437	2,431	2,378	0	0	7,246
Note:				0	0	108,324	35,060	34,701	38,563	0	0	108,324

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

TRANSPORTATION: Roads: Capital Projects Requiring Approval

	2012	2013	2014	2015	2016	2012-2016
Funding For Capital Projects						
Federal Gas Tax Fund (GTF)	2,488	2,488	2,488	0	0	7,464
Fuel Tax - Revenue Sharing	11,858	11,890	11,990	0	0	35,738
Private Contributions	3,678	1,801	5,989	0	0	11,468
Revenue/Reserves	388	388	388	0	0	1,164
Local Improvement Debts	1,745	1,745	1,745	0	0	5,235
Community & Recreation Levy	26	27	29	0	0	82
Contribution from Calgary Parking Authority	500	500	500	0	0	1,500
Transportation Acreage Assessment	4,160	4,960	4,960	0	0	14,080
Pay-As-You-Go	10,217	10,902	10,474	0	0	31,593
Total Funding	35,060	34,701	38,563	0	0	108,324
Total Operating costs of capital						
2012-2014 Operating Budget	01					
	79	79	79	N/A	N/A	237

Explanation of Budget Requests

Program 126 : Pedestrian & Cycle Mobility

Project 126-101 Commuter Cycle Pathway

New Budget Request of \$10.5 million to provide for the development of pedestrian and bicycle infrastructures to support land use change and transit use, and lessen environmental impacts. Project will be funded by Federal Gas Tax (GTF), fuel tax and Pay-As-You-Go.

Operating Costs of Capital: This project requires \$63 thousand operating costs for 2012 to 2014

Project 126-176 Industrial Sidewalk Retrofit

New Budget Request of \$4.5 million to provide for safety enhancement, accessibility and connectivity for pedestrians through the construction of sidewalks to give a high quality facility accessible to pedestrians with various types of mobility and improve access to public transit stops. Project will be funded by fuel tax and Pay-As-You-Go.

TRANSPORTATION: Roads: Capital Projects Requiring Approval

Program 127 : Goods Movement & Strategic Mobility

Project 127-130 New Traffic Signals and Pedestrian Corridors

New Budget Request of \$6.088 million to provide for construction of new Traffic Signals and Pedestrian Corridors. The benefits of signalization is to improve efficiency and safety for motorists, pedestrians, cyclists, and Calgary Transit. All locations requested for signalization are evaluated using the Transportation Association of Canada (TAC) warrant matrix. Locations that meet the warrant based on current traffic volumes and physical characteristics are recommended for signalization. Pedestrian Corridors are evaluated using an approved City of Calgary Warrant and address safety concerns. On an annual basis the program is intended to install new traffic signals or pedestrian corridors in a timely manner upon reaching the warrant. Project will be funded by fuel tax and Pay-As-You-Go.

Operating Costs of Capital: This project requires \$93 thousand operating costs for 2012 to 2014

Project 127-140 Various Street Improvements

New Budget Request of \$5.65 million to provide for construction of a wide variety of roadway and road related improvements including road closures, gates, fencing, guardrail, sidewalks, minor intersection upgrading. It also allows for extra work to be completed related to bridge work, or projects by others. These improvements are initiated by other city business units, communities, commercial businesses, citizens and elected officials. The improvements address traffic and pedestrian safety concerns, improvements to traffic flow and capacity, strategic system network improvements on a community or city-wide basis. Also this project provides for improvements on The 13th Avenue Heritage Greenway area. This project ties together multiple historic sites (parks and school sites) and Heritage buildings across the four Beltline communities and Sunalta Neighbourhood. The goal of this project is to create a pedestrian and bicycle friendly green avenue with enhanced landscaping, sidewalks and dedicated bike lanes in recognition of rapid densification, limited or non-existent opportunities to build new public parks and increased need for liveable public realm in the Beltline and East Victoria Park. Pedestrian realm enhancements will include advanced Calgary Urban Braille - system of tactile and audio navigation for legally blind or fully visually impaired users. Project will be funded by private contributions, Community & Recreation Levy and Pay-As-You-Go.

Operating Costs of Capital: This project requires \$18 thousand operating costs for 2012 to 2014

Project 127-186 Intelligent Transportation system

New Budget Request of \$3 million to provide for the implementation of Intelligent Transportation System (ITS) Strategic Plan. This project provides funding for foundational projects which serve all business units and related agencies responsible for ITS implementation, and allow for pilot projects of new and innovative technologies. Project will be funded by fuel Tax, Municipal Sustainability Initiative (MSI), contribution from Calgary Parking Authority (CPA) and Pay-As-You-Go.

Program 128 : Lifecycle & Asset Management

Project 128-100 Streetlight - Upgrade & Maintenance

New Budget Request of \$3.204 million to provide for capital maintenance, repair and replacement of the existing streetlight infrastructure that is deteriorating and at the end of its lifecycle, to keep the streetlight system operational at current level of service. Work under this capital project is different than maintenance and repair of streetlights under operating budget, which is mainly to repair lights out. This project also provides for the Development of the streetlight infrastructure in new developed areas. Project will be funded by private contributions and Pay-As-You-Go.

TRANSPORTATION: Roads: Capital Projects Requiring Approval

Project 128-130 Traffic Signals/Ped Corridors Lifecycle

New Budget Request of \$8.1 million to provide for Replacement of aging infrastructure to ensure that the traffic signals and pedestrian corridors will continue to remain in service for many years. Upgrades to existing signals increase safety to motorists and pedestrians, as well as reduce delays to motorists and pedestrians which in turn will increase citizen satisfaction and quality of life. Providing an efficient signal operation will further reduce motorist delays and similarly a reduction in GHG. This project also provides for installation of traffic signals at key intersections that will experience increased traffic volumes due to the nature of the development. Funds are received from Developers prior to any construction being completed. Project will be funded by private contributions and Pay-As-You-Go.

Operating Costs of Capital: This project requires \$63 thousand operating costs for 2012 to 2014

Project 128-132 Pavement Rehabilitation

New Budget Request of \$15 million to provide for lifecycle maintenance of road infrastructure. Project will be funded by private contributions and Pay-As-You-Go.

Project 128-134 Various Concrete Construction

New Budget Request of \$5.9 millions to provide for wheelchair ramps, bus aprons and sidewalk connectors. The wheel chair ramps are done based on requests from the public and various affected parties. Project will be funded by Pay-As-You-Go.

Project 128-135 Roads Equipments & Systems

New Budget Request of \$1.59 million to provide for the replacement of tools/equipment required to ensure an efficient and safe working environment. Most of this equipment is at the end of its service life. Tools and equipment are needed by our employees to perform their job. Without the proper tools and equipment will lead to operational inefficiencies, unsafe working conditions, and decrease employee morale. Project will be funded by Pay-As-You-Go.

Project 128-136 Plants Capital

New Budget Request of \$1.164 million to provide for new equipment, required to remain in industry standard and meet service level for the Plant operation. The Plant supplies aggregates and asphalt for all City departments usage including Roads, Water Services, Parks and other. Without proper maintenance and upgrade of the plant equipment this services are not achievable. Project will be funded by Revenue Reserve.

Project 128-885 Bridge Rehabilitation and Protection

New Budget Request of \$21 million to provide for the rehabilitation of bridges addressing the ongoing deterioration of traffic, LRT and pedestrian bridges. The presence of moisture and chlorides (for de-icing) on bridges results in damage to concrete and steel elements, reducing the ride quality, structural capacity and useful service life. The program funds the construction of remedial work to restore and upgrade the deteriorated bridge elements and preserve the City's investment in its bridge infrastructure. Project will be funded by fuel tax, MSI, contribution from CPA, Transportation Acreage Assessment and Pay-As-You-Go.

Program 129 : Development & Environmental Supportive

Project 129-143 Subdivision Construction

New Budget Request of \$1.642 million to provide for roadway related infrastructure as outlined in standard development agreements and development policies. Project will be funded by Pay-As-You-Go.

TRANSPORTATION: Roads: Capital Projects Requiring Approval

Project 129-145 Hillslides

New Budget Request of \$1.5 to provide for the necessary work to complete the required slope instability projects to eliminate hazardous conditions and untidy road right-of-way conditions. Some of these projects will be partly funded from provincial Disaster Recovery Program. Since the Province will be funding only part of the project the additional budget is needed to be able to complete all critical projects. As a matter of fact, the slope instabilities have been reported on a regular basis in recent years and the inventory has been growing steadily. Some of the failures are not directly flood related. There are many historically unstable slopes around the city. The slope failures damage public infrastructures and make them lose the intended functions. The landslides also endanger the public safety and private properties. So once the slope failed, in many cases, the slope has to be repaired; in other cases, the slope has to be closely monitored and contingency plan has to be prepared. Project will be funded by Pay-As-You-Go.

Project 129-204 Development of Access Roads

New Budget Request \$12.24 million to provide for the construction of new roadways to access new subdivision development or to complete discontinuous roads adjacent to existing subdivisions. A significant amount of development in new areas is being done with intervening land ownerships. This program allows the City to help fill in the missing pieces of the road network that are required to access newly developing subdivisions. Consequently, new residents are provided with safe, lighted, well drained road access. The new developments are also causing excessive wear and tear on existing undeveloped roads which this project helps to address. The project facilitates the construction of these roadways in the following two ways:

1. The City is completely responsible for the entire project work from concept through to detailed design and construction to final acceptance and turnover to city maintenance.
2. The City partners with developers to provide for a portion of road that is adjacent to private land where there is no obligation to construct but where it connects to a segment of road where the developer is required to construct for the new subdivision. The City funding and resulting road construction of the missing links provides continuity of the road network and ensures adequate access for new home owners.

Project will be funded by Transportation Acreage Assessment.

Program 147 : Local Improvement - Paving

Project 147-148 Local Improvement Paving & Sidewalk

New Budget Request \$7.246 million to provide for paving of existing gravel lanes, new and replacement construction of concrete sidewalks, curb and gutter and laneways under the local improvement process. Various gravelled roads and lanes throughout the city are in poor condition and in need of upgrade. Property owners can initiate the request by petitioning The City. Project will be funded by Local Improvement debentures and Pay-As-You-Go.

TRANSPORTATION: Roads : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
126	101	Commuter Cycle Pathway	C	G	0	3,500	3,500	3,500	0	0	10,500	10,500
126	101	Commuter Cycle Pathway	D	G	0	0	1,500	3,000	11,200	3,500	19,200	19,200
126	176	Industrial Sidewalk Retrofit	C	G	0	1,500	1,500	1,500	0	0	4,500	4,500
126	176	Industrial Sidewalk Retrofit	D	G	0	0	0	0	1,500	1,500	3,000	3,000
127	130	New Traffic Signals and Pedestrian Corridors	C	G	0	1,838	2,050	2,200	0	0	6,088	6,088
127	130	New Traffic Signals and Pedestrian Corridors	D	G	0	0	0	0	3,000	3,000	6,000	6,000
127	140	Various Street Improvements	C	U	0	1,000	1,000	3,650	0	0	5,650	5,650
127	140	Various Street Improvements	D	U	0	0	0	0	3,750	3,750	7,500	7,500
127	186	Intelligent Transportation System	C	G	0	1,000	1,000	1,000	0	0	3,000	3,000
127	186	Intelligent Transportation System	D	G	0	0	0	0	1,000	1,000	2,000	2,000
128	100	Streetlight - Upgrade & Maintenance	C	M	0	1,068	1,068	1,068	0	0	3,204	3,204
128	100	Streetlight - Upgrade & Maintenance	D	M	0	0	0	0	1,068	1,068	2,136	2,136
128	130	Traffic Signals/Ped Corridors Lifecycle	C	M	0	2,500	2,800	2,800	0	0	8,100	8,100
128	130	Traffic Signals/Ped Corridors Lifecycle	D	M	0	0	0	0	2,800	2,800	5,600	5,600
128	132	Pavement Rehabilitation	C	M	0	5,000	5,000	5,000	0	0	15,000	15,000
128	132	Pavement Rehabilitation	D	M	0	0	0	0	1,000	1,000	2,000	2,000
128	134	Various Concrete Construction	C	U	0	2,000	1,400	2,500	0	0	5,900	5,900
128	134	Various Concrete Construction	D	U	0	0	0	0	3,000	3,000	6,000	6,000
128	135	Roads Equipments & Systems	C	G	0	515	530	545	0	0	1,590	1,590
128	135	Roads Equipments & Systems	D	G	0	0	0	0	560	575	1,135	1,135
128	136	Plants Capital	C	U	0	388	388	388	0	0	1,164	1,164
128	136	Plants Capital	D	U	0	0	0	0	388	388	776	776
128	885	Bridge Rehabilitation and Protection	C	M	0	7,000	7,000	7,000	0	0	21,000	21,000
128	885	Bridge Rehabilitation and Protection	D	M	0	0	0	0	7,000	7,000	14,000	14,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

TRANSPORTATION: Roads : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
129	143	Subdivision Construction	C	G	0	1,214	214	214	0	0	1,642	1,642
129	143	Subdivision Construction	D	G	0	0	0	0	1,214	1,214	2,428	2,428
129	145	Hillslides	C	M	0	500	500	500	0	0	1,500	1,500
129	145	Hillslides	D	M	0	0	0	0	500	500	1,000	1,000
129	204	Development of Access Roads	C	G	0	3,600	4,320	4,320	0	0	12,240	12,240
129	204	Development of Access Roads	D	G	0	0	0	0	4,320	4,320	8,640	8,640
147	148	Local Improvement - Paving, Sidewalk C&G	C	U	0	2,437	2,431	2,378	0	0	7,246	7,246
147	148	Local Improvement - Paving, Sidewalk C&G	D	U	0	0	0	0	2,437	2,437	4,874	4,874
Total Roads					0	35,060	36,201	41,563	44,737	37,052	194,613	194,613

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

TRANSPORTATION: Roads: Service Highlights

Maintenance	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$84,093	\$76,191	550	\$84,781	\$76,879	545	\$85,869	\$77,967	545

Description of Services

- Snow and Ice Control - grading, sanding, salting;
- Street sweeping;
- Excavations for City of Calgary digs and for utilities (e.g. Enmax);

- Pavement and lane repairs - potholes and gravel lanes;
- Concrete maintenance of bridges, medians, boulevards, sidewalks, curbs, and gutters;
- Road infrastructure conditions surveys; and
- Bridge maintenance and rehabilitation.

Highlighted Strategies

2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines (CFP-M8*,M11*)

2M5 Deliver effective and efficient roadway services. (CFP-M8*,M9*,Z7)

4Z2 Develop and undertake asset management plans that align service priorities, risk management, and investment decisions. (CFP-Z2)

6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)

Highlighted Actions

2M2.2 Reduce generation of environmental pollutants, energy consumption and increase recycling initiatives for all activities.

2M5.1 Continue to operate, maintain and/or repair road infrastructure and assets including road surfaces, sidewalks, street lights, traffic controls and structures.

4Z2.3 Conduct planned and emergency condition/performance assessments including identification of future costs of maintenance, rehabilitation and replacement of major assets.

6C1.1 Achieve annual Operations Plan for snow and ice control response times, including the accessibility for active modes and transit users in priority locations.

6C1.3 Implement enhanced plans to improve cleanliness of road assets (Clean to the Core, facility refurbishment program) to better align with customer expectations.

Business Plan and Budget Highlights

Roads will achieve efficiencies by reducing the number of districts. The elimination of an entire layer of supervision will reduce salary and benefits costs by \$1.4M. Fleet reductions, including sweepers, contracting of SNIC on steps and some walks, and elimination of other vehicles and equipment in early 2012, will reduce future equipment costs by \$1.1M over 3 years.

The snow and ice control (SNIC) plan presented to and approved by Council in 2011 June requires \$37.5M to implement. Actual budget allocations will enable Roads to enhance snow clearing response times on Priority 1 and Priority 2 routes across the city. Use of the new SNIC reserve fund will allow operations to adjust SNIC spending based on operational needs due to snow events.

Though ongoing repairs to roads and lanes are occurring, current funding is inadequate for these programs. Potholes cannot be addressed until spring clean-up has been completed (end of June) and the gravel lane program is not completed until the end of September. Further delayed start times of these programs generates significant public dissatisfaction.

Current funding for concrete only allows the full rehabilitation of 75 percent of high severity defects while the remainder are temporarily patched (e.g. asphalt sidewalk repairs rather than concrete replacement). Work is prioritized by severity to reduce safety hazards; however continued long term funding deficiencies will result in reductions of overall concrete quality and compounding repair costs for all assets.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Roads: Service Highlights

Training, Support, Technical & Planning Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$8,624	\$6,231	48.5	\$7,944	\$5,551	43.5	\$7,944	\$5,551	43.5

Description of Services

- Roads technology implementation and support;
- Business strategy and planning;
- Asset management program;
- Asset information management;
- Employee learning and development including vehicle & equipment training;
- Health and safety program management;
- Technical documentation;
- Environmental management including ISO 14001 system stewardship; and
- Vehicle and equipment coordination and maintenance shops operation.

Highlighted Strategies

2M1 Prioritize services, investigate opportunities and implement key initiatives to enhance the operational efficiencies of transportation services. (CFP-M4*,M6*,Z2,Z5)

2M2 Enhance the contribution of transportation services to communities while giving consideration to environmental impacts. (CFP-M8*,M11*)

4Z1 Integrate planning for lifecycle and operating costs consistent with corporate policies. (CFP-M2*,M3*,Z2)

5Z3 Continue to provide a safe and healthy work environment. (CFP-Z6)

5Z4 Continue to invest in employee training and leadership development. (CFP-Z6)

Highlighted Actions

2M1.2 Review and improve processes to reduce the cost of services provided, including judicious use of technology to improve processes.

2M2.1 Maintain EnviroSystem and ISO 14001 certification by participating in internal and external audits, conducting regular reviews and communicating with staff.

4Z1.4 Report Tangible Capital Assets (TCA) value on an ongoing basis.

5Z3.1 Complete the Certificate of Recognition (COR) audit and develop the audit action plan.

5Z4.1 Implement a learning and development strategy that develops staff competencies and supports organizational and employee career objectives.

Business Plan and Budget Highlights

Safety and compliance are priorities although budget impacts will strain the resources used to maintain these programs. Ongoing changes to legislation and corporate policy/directives (such as Green Fleet, Carbon Finance, Recycling) continually increase the complexity for program management.

Reductions to operating budgets will also impact Roads' ability to maintain worker competence (OH&S, COR, ISO) and ensure operator training requirements are met. With a changing workforce and associated loss of experience, an increasing demand for training to ensure worker competence is expected. The Learning Management System, a technology to assist with ongoing learning, knowledge management and career needs will be implemented at the beginning of 2012. This solution, along with the reorganization of labour pool staff into permanent FTE roles, may help minimize turnover and improve opportunities for staff.

Roads recently launched a pilot project for online road use permits. However, Roads' ability to respond to increased customer demand for all types of online services is likely to be impeded by budget constraints, creating impacts on development and IT work.

The recommended asset management program is not achievable with current funding and therefore overall condition ratings of Roads assets will decline. This service is committed to creating work plans to address lifecycle maintenance requirements and assisting the other services in prioritizing those activities.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Roads: Service Highlights

Construction	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$35,850	\$14,823	51	\$35,105	\$14,078	51	\$33,955	\$12,928	51

Description of Services

- Pavement condition assessment;
- Asphalt production and recycling and transport to locations;
- Spyhill gravel plant - mining and crushing of gravels, sanding chips processing, recycling of concrete, and transport to locations;
- Paving by City crews and contractors;
- Concrete repairs by City crews and contractors;
- Materials and research for sustainable products, such as improved asphalt to reduce maintenance requirements, pavement management and design, road profiling and traffic vibration investigation, quality control and quality assurance of pavement materials;
- Geotechnical services for slope stabilization and site assessments;
- Contracting out of pavement and concrete rehabilitation to external vendors; and
- Road standard specifications.

Highlighted Strategies

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)

2M1 Prioritize services, investigate opportunities and implement key initiatives to enhance the operational efficiencies of transportation services. (CFP-M4*,M6*,Z2,Z5)

4Z2 Develop and undertake asset management plans that align service priorities, risk management and investment decisions. (CFP-Z2)

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

Highlighted Actions

1M2.1 Design and construct capital projects in accordance with the Transportation Infrastructure Investment Plan, the Pedestrian Overpass Priority Study and the CTP.

2M1.3 Produce materials (gravel and asphalt) as required for City construction and maintenance activities.

2M1.4 Encourage the use of advanced materials in construction in order to enhance the sustainability of new infrastructure.

4Z2.2 Maintain and refurbish assets according to the optimized lifecycle plans, while maintaining safety standards.

4Z2.3 Conduct planned and emergency condition/performance assessments including identification of future costs of maintenance, rehabilitation and replacement of assets.

Business Plan and Budget Highlights

Construction services will be negatively impacted by operating budget constraints during the 2012-2014 business plan and budget cycle.

Each year construction will create an inventory of 100,000 tonnes of sanding chips, before the end of November, to ensure an adequate supply of material for the snow and ice control season. Upgrades to the asphalt and crushing operations to improve safety and identify potential efficiencies in plant operations are currently underway. A cost/benefit analysis of the financial sustainability of those operations and their annual contribution to Roads revenues is also in progress.

Implementing strategies for the use of recycled materials for roads construction and integrating environmental considerations into all decisions related to the Roads infrastructure preservation and rehabilitation planning are key initiatives planned by construction services. Creation of warm-mix asphalt capabilities and introduction of recycled asphalt products are examples planned for 2012-2014.

With budget reductions of \$2.88M over three years, pavement quality is expected to decrease. Establishing and coordinating a plan to maintain network Pavement Quality Index matching the targets set in the budget over the next three years, while considering safety requirements, is a priority. Developing and implementing a streamlined process to address slope stability issues in a cost-effective, timely manner, consistent with policies, and mandates is also a goal for this service group over the next three years.

TRANSPORTATION: Roads: Service Highlights

Traffic	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$51,574	\$31,965	243.8	\$52,676	\$33,067	243.8	\$54,078	\$34,469	243.8

Description of Services

- New detail design for streetlights, traffic signals, signs and markings;
- Traffic Safety – engineering, evaluation, education, enforcement;
- Traffic asset maintenance, repair and installation of street lights, traffic signals, signs, markings, LRT signals repair, and sign manufacturing;
- Operation of intersection traffic control performance, traffic technology integration, and Traffic Bylaw administration;

- Roads Operations Centre (ROC) – 24x7 control centre for dynamic traffic signal operation, monitoring, incident management, and dispatch;
- Temporary Traffic Control for detours, lane closures, street use permits, special event planning, and over dimensional permits; and
- Operational assessment and technical planning for existing traffic controls and parking restrictions.
- Design and implementation of the Cycling Strategy

Highlighted Strategies

6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)

2M4 Provide transportation services that address customer needs and feedback. (CFP-M5*,M8*)

2M5 Deliver effective and efficient roadway services. (CFP-M8*,M9*,Z7)

3M2 Improve transportation travel time reliability. (CFP-M8*,Z7)

Highlighted Actions

6C1.4 Expand the Traffic Safety Office (TSO) to focus on multi-modal safety using the four E's of traffic safety – engineering, enforcement, education and evaluation.

2M4.2 Optimize the Roads Operation Centre (ROC) capabilities to provide incident management, traffic operation efficiency and traveller information.

2M5.1 Continue to operate, maintain and/or repair road infrastructure and assets including road surfaces, sidewalks, street lights, traffic controls, and structures.

3M2.1 Continue to plan, design and implement infrastructure improvements to facilitate goods and traffic movement.

3M2.2 Plan and implement transportation system management and optimization projects including traffic corridor signal re-timing, intersection and safety improvements.

Business Plan and Budget Highlights

Traffic services will continue to meet the needs of travellers in Calgary, but will experience several challenges in 2012-2014.

A \$200,000 efficiency will be realized from a reduction in non-regulatory signage in 2012. However, the energy efficient LED Streetlight Pilot program will not be continued due to constrained budgets.

The Roads Operation Centre (ROC) provides incident management, traffic operations and traveller information services utilizing advanced technologies, including the Roaming Tow Truck Service, Traffic Advisory Radio, situation reports, real time signal operation improvement, traffic incident management and the Traveller Information Website. Despite continued growth in the city's transportation network, reductions in capital funding will significantly reduce the ROC's capability to implement new traffic technologies for improving safety, efficiency, and cost savings. Previous projects such as the Traffic Responsive System, Automated Lane Reversal System, and the Pan-Tilt-Zoom (PTZ) camera system are examples of excellent projects that have greatly increased safety and efficiency, with decreases to operational costs.

With the increase in vehicular traffic and growth of traffic assets in Calgary, demands are quickly growing without comparable operating fund growth to effectively maintain these assets. Therefore, field operation response times will increase. Funding levels currently provide for less than 25% of the recommended streetlight bulb, pole, wire and cabinet replacements.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Roads: Service Highlights

Development & Projects	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,763	\$2,663	32	\$4,283	\$2,183	28	\$4,283	\$2,183	28

Description of Services

- Development and local improvement project design and management;
- Design review;
- Construction of special projects;
- Subdivision design review and inspections;
- Create and administer indemnification agreements;
- Administer and construct local improvements; and
- Manage design and construction of smaller road improvement projects such as traffic calming and cycle paths.

Highlighted Strategies

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)

1M4 Allocate capital budget based on priorities in the Calgary Transportation Plan, Municipal Development Plan and corporate growth management framework. (CFP-M1*,M3*,Z2)

2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines. (CFP-M8*,M11*)

4Z2 Develop and undertake asset management plans that align service priorities, risk management and investment decisions. (CFP-Z2)

Highlighted Actions

1M2.1 Design and construct capital projects in accordance with the Transportation Infrastructure Investment Plan, the Pedestrian Overpass Priority Study and the CTP.

1M2.2 Continue to implement the initiatives of the Cycling Strategy.

1M4.2 Update the Roads workplan to reflect the appropriate allocation of capital spending.

2M2.4 Implement approved neighbourhood street improvement projects including the local improvement process.

4Z2.4 Provide quality assurance of assets, including inspection and certification.

Business Plan and Budget Highlights

Implementation of Complete Streets Guidelines will represent a significant step towards achieving the goals of the Calgary Transportation Plan and the 2020 Sustainability Direction by providing safe, universal and sustainable street designs for all modes of transportation.

However, funding constraints will reduce the number of projects that can be undertaken. For example, there will be a shortage of funding for The City's share of new development roadways. This will reduce Roads' ability to construct missing roadway links in newly developing areas that are done in partnership with developers. This results in gaps in the roadway system and potentially higher costs if the City has to build them later. The reduced funding will also affect Roads ability to meet cost sharing obligations per the Standard Development Agreement.

The funding of Local Improvements will also be reduced over this period so Development & Projects will create a work plan to address the most critical repairs as a priority. However, there will be an effect on the amount of replacement concrete work that can be done and cause the backlog of substandard concrete to increase.

The Various Street Improvements (VSI) Program funds fencing, capital reconstruction and other works, while also responding to streetscaping projects. This program is one way that Roads continues to respond to the expectations and needs of communities and citizens and supports active modes of travel. Development & Projects will complete as many of these projects as possible, however budget constraints will require careful allocation of these funds.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION

Transportation Infrastructure

(\$ millions)								
2012			2013			2014		
Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
\$11.8	\$0.0	58	\$11.8	\$0.0	58	\$11.4	\$0.0	54

Overview

Transportation Infrastructure (TI) is responsible for the detailed design and construction of Calgary's road and LRT systems. Its projects span every quadrant of Calgary, including new infrastructure such as LRT stations and extensions, road widenings, interchanges and pedestrian bridges.

TI works collectively with Transportation Planning, Roads and Calgary Transit, as well as with all levels of government and stakeholder groups to develop and manage innovative transportation solutions. The business unit's core services include project management, safety and environmental risk management, community consultation and design.

TI aspires to be a Canadian benchmark for transportation "Project Management Excellence", delivering leading edge infrastructure to support the growth of Calgary. TI's mission is to design and build safe, efficient and effective infrastructure solutions in a timely manner that enable mobility choice, "smart growth" and sustainable community development.

List of Services

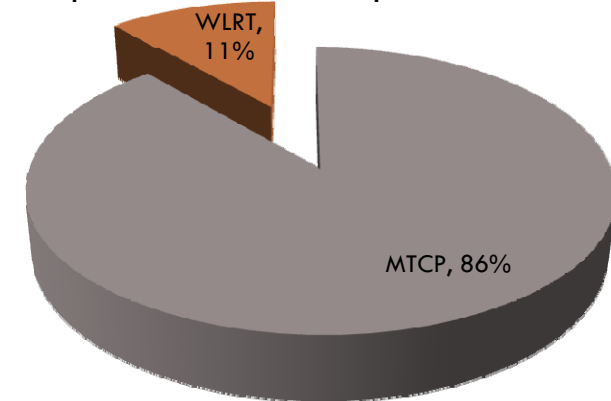
- The West LRT Extension Project - WLRT
- Major Transportation Capital Projects - MTCP

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

TI supports Council's Fiscal Plan for Calgary, the Calgary Transportation Plan and the 2020 Sustainability Direction through the following key actions:

- design and construction of priority transportation infrastructure projects;
- design and construction of network upgrades that improve travel time reliability;
- identification of life-cycle costs and alternatives for new infrastructure; and
- reduction of the environmental impacts of construction activities.

Transportation Infrastructure Expenditures



Addressing Other Emerging Issues

TI will benefit from several opportunities during the 2012-2014 business plan and budget cycle. In particular, TI will:

- adapt its project management knowledge base and skill set toward delivery of a broader range of City infrastructure;
- further develop a "lean and green" infrastructure delivery model; and
- transfer in-house knowledge to corporate project management best practices.

However, TI will also experience several challenges during the 2012-2014 business plan and budget cycle, including:

- reductions in capital budgets and resources; and
- limited resources to meet the need for more robust public engagement programs.

Staff in Transportation Infrastructure have a goal, passion and commitment to move towards excellence in project management delivery. For TI, excellence in project management is about achieving high standards, all the time, in the areas of relationships, project processes, measurement, leadership, and action items.

TRANSPORTATION: Transportation Infrastructure: Actions for Council Approval

Strategies	Actions	Accountable Services
Mobility 1M1 Undertake long-range transportation planning and design that increase mobility choices and align with the corporate growth management framework. (CFP-M1*,M4*,M10*,P7,P11)	1M1.1 Identify, plan and invest transportation infrastructure and services in Activity Centres and Corridors to provide more choice in how people, live, work and move.	Business Unit Wide
	1M1.2 Explore opportunities in LRT station areas to advance transit oriented land development (TOD).	Business Unit Wide
	1M1.3 Conduct construction feasibility and network connectivity reviews for Transportation Infrastructure projects.	MTCP
Mobility 1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)	1M2.1 Design and construct capital projects in accordance with the Transportation Infrastructure Investment Plan, the Pedestrian Overpass Priority Study and the CTP.	Business Unit Wide
	1M2.2 Support Transportation Planning and Roads with the identification and implementation of projects to retrofit existing roads with ITS systems.	MTCP
Mobility 1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP-Z10)	1M3.1 Ensure that engagement strategies are planned, implemented and evaluated using The City's engage! Policy.	Business Unit Wide
	1M3.2 Continue to communicate within the Transportation department and other business units to provide more efficient service delivery.	Business Unit Wide
	1M3.3 Communicate to the public the key services Transportation provides, including the cost and timeline for transportation infrastructure.	Business Unit Wide
Mobility 1M4 Allocate capital budget based on priorities in the Calgary Transportation Plan, Municipal Development Plan and corporate growth management framework. (CFP-M1*,M3*,Z2)	1M4.1 Update the 10-year Transportation Infrastructure Investment Plan and align with the CTP, the MDP and the corporate growth management framework.	MTCP
	1M4.2 Continue LRT station lifecycle refurbishment program (for example: four-car platforms) to enhance aging LRT stations.	MTCP
	1M4.3 Coordinate with other departments as required to align capital infrastructure decisions.	MTCP

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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WLRT West LRT Extension Project

MTCP Major Transportation Capital Projects

TRANSPORTATION: Transportation Infrastructure: Actions for Council Approval

Strategies	Actions	Accountable Services
Mobility 2M1 Prioritize services, investigate opportunities and implement key initiatives to enhance the operational efficiencies of transportation services. (CFP-M4*,M6*,Z2,Z5)	2M1.1 Review and improve processes to reduce the cost of services provided, including judicious use of technology to improve processes.	MTCP
	2M1.2 Increase the use of the Civil3D computer-aided design software tool for application to Transportation Infrastructure design projects.	MTCP
Mobility 2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines. (CFP-M8*,M11*)	2M2.1 Maintain EnviroSystem and ISO 14001 certification by participating in internal and external audits, conducting regular reviews and communicating with staff.	Business Unit Wide
	2M2.2 Reduce generation of environmental pollutants, energy consumption and increase recycling initiatives for all activities.	Business Unit Wide
	2M2.3 Minimize physical and social impacts of transportation on communities through activities such as traffic studies and impact assessments.	Business Unit Wide
	2M2.4 Evaluate the effectiveness of alternative contract payment terms relative to contractor erosion and sediment control performance.	MTCP
Mobility 2M3 Pursue new sources of revenue. (CFP-M6*,Z5,F2)	2M3.1 Develop options and innovative solutions for new revenue sources such as user fees, joint ventures, etc.	MTCP
	2M3.2 Continue to advocate for transportation capital and operational funding from the Government of Alberta and the Government of Canada.	Business Unit Wide
Mobility 2M4 Provide transportation services that address customer needs and feedback. (CFP-M5*,M8*)	2M4.1 Continue to respond to customer concerns and inquiries (example: 3-1-1).	Business Unit Wide
	2M4.2 Develop project-specific mobility management plans for the duration of construction, including consideration of universal accessibility.	MTCP

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
WLRT West LRT Extension Project		MTCP Major Transportation Capital Projects			

TRANSPORTATION: Transportation Infrastructure: Actions for Council Approval

Strategies		Actions	Accountable Services
Mobility	3M1 Use effective and efficient transportation management tools and techniques to encourage walking, cycling and transit. (CFP-M4*,M8*,M11*,Z1,Z5)	3M1.1 Provide project communications that identify opportunities for all modes and routes by travellers affected by construction.	Business Unit Wide
		3M1.2 Develop and implement data collection and traffic flow monitoring systems as part of transportation projects.	MTCP
Mobility	3M2 Improve transportation travel time reliability on the Primary Goods Movement Network. (CFP-M8*,Z7)	3M2.1 Plan and implement transportation system management and optimization projects including traffic corridor signal re-timing, intersection and safety improvements.	MTCP
		3M2.2 Continue to plan, design and implement infrastructure improvements to facilitate goods and traffic movement.	MTCP
Organization	4Z1 Integrate planning for lifecycle and operating costs consistent with corporate policies. (CFP-M2*,M3*,Z2)	4Z1.1 Report Tangible Capital Assets (TCA) value on a regular basis.	Business Unit Wide
		4Z1.2 Contribute to the Corporate Asset Management Strategy and refine the asset condition assessment.	Business Unit Wide
		4Z1.3 Identify lifecycle and operating costs as part of transportation infrastructure planning, design and decision processes for new capital investments.	Business Unit Wide
Organization	4Z2 Develop and undertake asset management plans that align service priorities, risk management and investment decisions. (CFP-Z2)	4Z2.1 Provide quality assurance of assets, including inspection and certification.	Business Unit Wide

 For Council Approval

 For Council Information



TRANSPORTATION: Transportation Infrastructure: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z1 Ensure that attraction, retention and succession activities are aligned with organizational requirements, demographic trends and market conditions. (CFP-Z6)	5Z1.1 Identify key positions, including hard to fill and critical positions, addressing knowledge transfer and succession planning, to ensure the sustainment of services.	Business Unit Wide
	5Z1.2 Promote Transportation Infrastructure as a Centre of Project Management Excellence.	Business Unit Wide
Organization 5Z2 Recognize, motivate and engage employees to support employee performance, efficiency and quality of service. (CFP-Z6)	5Z2.1 Continue to celebrate the successes, accomplishments and contribution of staff through the corporate recognition program as well as using non-monetary strategies.	Business Unit Wide
	5Z2.2 Foster project management excellence through "grass roots" employee initiatives and "best practice" development.	Business Unit Wide
Organization 5Z3 Continue to provide a safe and healthy work environment. (CFP-Z6)	5Z3.1 Complete the Certificate of Recognition (COR) safety audit and develop the audit action plan.	Business Unit Wide
	5Z3.2 Ensure compliance with safety legislation and corporate policies and promote a safe workplace.	Business Unit Wide
	5Z3.3 Continue development and delivery of workplace health, safety and wellness initiatives and monitor trends in workplace injuries and accidents.	Business Unit Wide
Organization 5Z4 Continue to invest in employee training through skills and leadership development. (CFP-Z6)	5Z4.1 Implement a learning and development strategy that develops staff competencies and supports organizational and employee career objectives.	Business Unit Wide
	5Z4.2 Review and define job skill set descriptions and competencies to allow for learning and career development.	Business Unit Wide

 For Council Approval

 For Council Information



WLRT West LRT Extension Project

MTCP Major Transportation Capital Projects

TRANSPORTATION: Transportation Infrastructure: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z5 Continue to improve and sustain collaborative labour and management relationships. (CFP-Z6)	5Z5.1 Continue labour/management programs, committees and meetings to enhance relationships with labour partners.	MTCP
	5Z5.2 Improve understanding of labour relations principles across the department to ensure the consistent application of performance management practices.	MTCP
Community 6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)	6C1.1 Continue to develop and implement a new street design guide (Complete Streets Guide) that promotes safe, universal and sustainable design for all street types.	MTCP

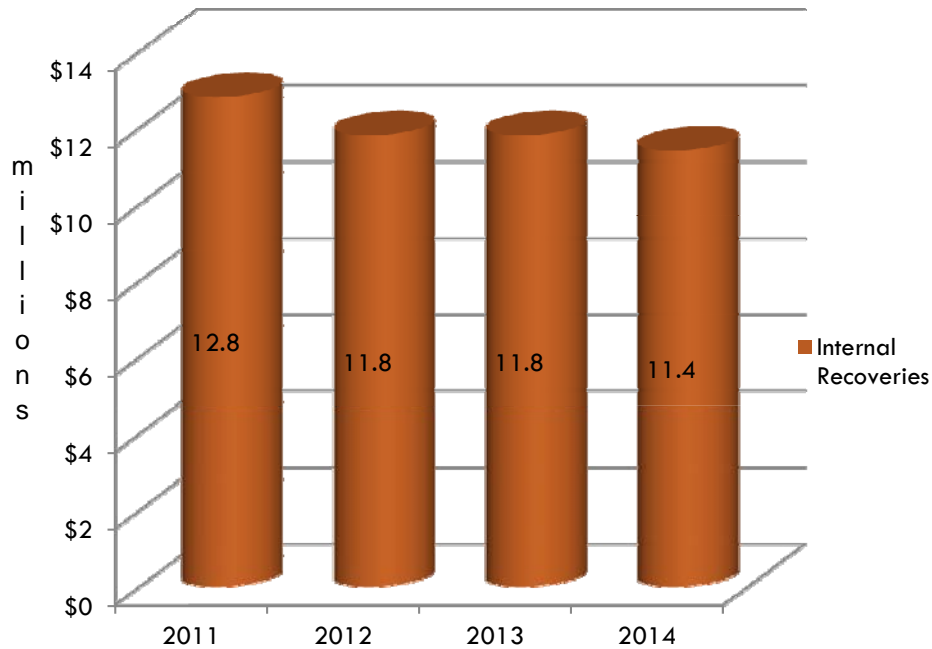
 For Council Approval

 For Council Information

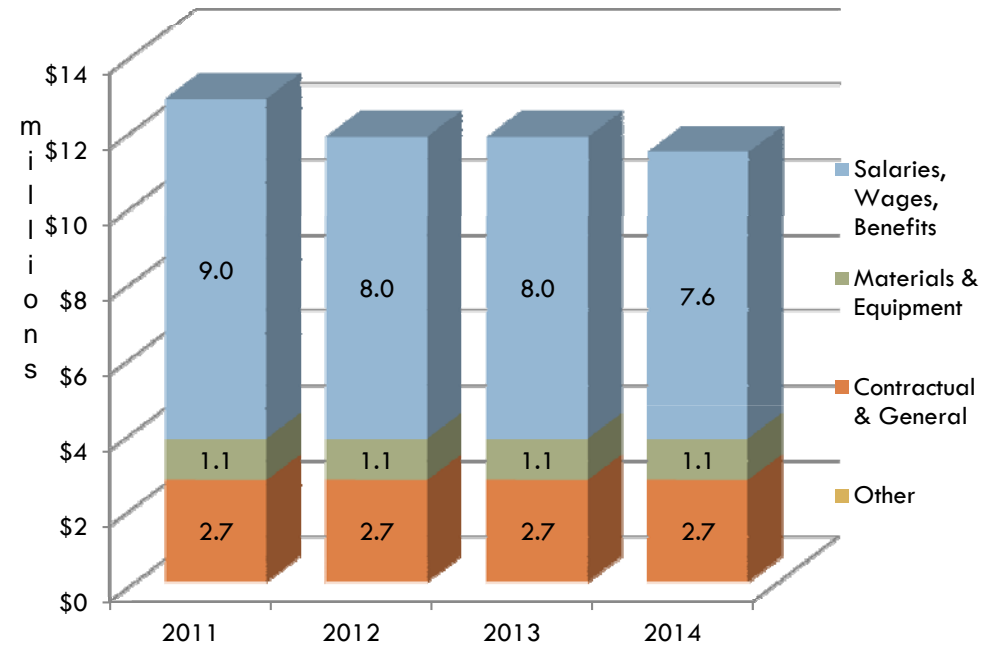
Community	Places	Mobility	Business	Organization	Finance
WLRT West LRT Extension Project		MTCP Major Transportation Capital Projects			

TRANSPORTATION: Transportation Infrastructure: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$0.4	\$0.0	2	\$0.4	\$0.0	2	\$0.4	\$0.0	2	\$0.4	\$0.0	2
<u>Services:</u>												
Major Transportation Capital	10.0	0.0	51	9.5	0.0	46	9.5	0.0	46	11.0	0.0	52
West LRT Design/Build	2.4	0.0	15	1.9	0.0	10	1.9	0.0	10	0.0	0.0	0
Total Transportation Infrastructure	\$12.8	\$0.0	68	\$11.8	\$0.0	58	\$11.8	\$0.0	58	\$11.4	\$0.0	54

TRANSPORTATION: Transportation Infrastructure: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

A reduction in capital project workload and associated funding will result in a reduction in the number of staff positions required in Transportation Infrastructure. The elimination of ten "full time equivalents" in 2012 (related to current staff vacancies) will result in a reduction in expenditures and recoveries of \$1.03 million. An additional reduction of 4 full time equivalents will occur in 2014, in association with the completion of the West LRT Extension Project. Since all costs are funded through capital projects, there will be no net impact on tax levy funding.

Service and Budget Increases

Transportation Infrastructure will support the Calgary Transportation Plan, Council's Fiscal Plan for Calgary, and the 2020 Sustainability Direction by delivering quality infrastructure assets while minimizing the impacts of construction and the expenditure of City resources (i.e. "getting things done" for the most "bang for the buck"). TI will be successful if it:

- Consistently applies stakeholder engagement strategies that are planned, implemented and evaluated using The City's engage! Policy; and
- Demonstrates continual improvement in the application of "green" design and construction practices.

Improvements in the delivery of project management services to client business units are planned over the 2012-2014 business plan and budget cycle, without increasing business unit expenditures and recoveries. These improvements will support the following policy objectives:

- The Calgary Transportation Plan's Goal # 7 "Ensure transportation infrastructure is well managed" through the explicit identification and implementation of life-cycle analysis and project management "best practices" throughout the business unit;
- Council's Fiscal Plan for Calgary objective to "Make it easier for the public to get the information they need and to participate in public hearings" through the use of a broader range of communication tools to engage stakeholders, including a greater use of electronic and social media;
- Council's Fiscal Plan for Calgary objective to "Increase transparency and accountability throughout the organization" through a process of review and continual improvement of TI's internal standards for project status reporting and record-keeping.

Budget Reductions with Service Impact

There are no budget reductions with service impacts in Transportation Infrastructure.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	\$0	\$0	\$0
Service and budget increases	0	0	0
Budget reductions with service impact	0	0	0
Total base changes	<u>0</u>	<u>0</u>	<u>0</u>
One-Time			
Less: Previous years One-time	0	0	0
Total budget changes	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

TRANSPORTATION: Transportation Infrastructure: Capital Projects Requiring Approval

(\$000s)

57,700	For Council Approval at Program-Project level as per Department Capital Plan report
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Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request						(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years		2012	2013	2014	2015	2016	
142-000	Top Lift Paving-Variou Locations	G	C	0	0	3,000	1,000	1,000	1,000	0	0	3,000
Total Program 142 : Top Lift Paving-Variou Locations				0	0	3,000	1,000	1,000	1,000	0	0	3,000
202-000	Noise Attenuation Retrofit	U	C	0	0	2,700	900	900	900	0	0	2,700
Total Program 202 : Noise Attenuation Retrofit				0	0	2,700	900	900	900	0	0	2,700
221-000	Future Land	G	C	0	0	9,000	3,000	3,000	3,000	0	0	9,000
Total Program 221 : Future Land				0	0	9,000	3,000	3,000	3,000	0	0	9,000
223-000	Pedestrian Overpass (TIIP)	G	C	0	0	12,000	4,000	4,000	4,000	0	0	12,000
Total Program 223 : Pedestrian Overpass				0	0	12,000	4,000	4,000	4,000	0	0	12,000
225-000	Transportation System Management	S	C	0	0	1,500	500	500	500	0	0	1,500
Total Program 225 : Transportation System Management				0	0	1,500	500	500	500	0	0	1,500
543-001	Connectors/Improve - Prov Ring Rd Projects	G	C	0	0	23,800	4,200	5,700	13,900	0	0	23,800
Total Program 543 : Connectors/Improve - Prov Ring Rd Projects				0	0	23,800	4,200	5,700	13,900	0	0	23,800
832-001	Pre-Engineering Studies	S	C	0	0	6,000	2,000	2,000	2,000	0	0	6,000
Total Program 832 : Pre-Engineering Studies				0	0	6,000	2,000	2,000	2,000	0	0	6,000
854-000	Major Road Reconstruction	M	C	0	0	22,500	7,500	7,500	7,500	0	0	22,500
Total Program 854 : Major Road Reconstruction				0	0	22,500	7,500	7,500	7,500	0	0	22,500
				0	0	80,500	23,100	24,600	32,800	0	0	80,500

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project

TRANSPORTATION: Transportation Infrastructure: Capital Projects Requiring Approval

	2012	2013	2014	2015	2016	2012-2016
Funding For Capital Projects						
Fuel Tax - Revenue Sharing	14,698	14,676	14,652	0	0	44,026
Municipal Sustainability Initiative (MSI)	1,750	1,750	1,750	0	0	5,250
Community & Recreation Levy	367	389	413	0	0	1,169
Contribution from Calgary Parking Authority	500	500	500	0	0	1,500
Transportation Acreage Assessment	4,500	6,000	14,200	0	0	24,700
Pay-As-You-Go	1,285	1,285	1,285	0	0	3,855
Total Funding	23,100	24,600	32,800	0	0	80,500

Explanation of Budget Requests

Program 142 : Top Lift Paving-Various Locations

Project 142-000 Top Lift Paving-Various Locations

New Budget Request of \$3 million. Placement of the final lift of asphalt on previously constructed roadway projects. Program will be funded by Fuel Tax and Transportation Acreage Assessment.

Program 202 : Noise Attenuation Retrofit

Project 202-000 Noise Attenuation Retrofit

New Budget Request of \$2.7 million. Program provides for the construction of roadway noise barriers at various locations throughout the city as identified on the Noise Barrier Retrofit List. Program will be funded by Upgrade Reserve.

Program 221 : Future Land

Project 221-000 Future Land

New Budget Request of \$9 million. Purchase of land on an opportunity basis to allow for future roadways. Program will be funded by Fuel Tax.

Program 223 : Pedestrian Overpass

Project 223-000 Pedestrian Overpass (TIIP)

New Budget Request of \$12 million. Construction of new pedestrian overpasses as identified on the Council-approved Pedestrian Overpass Priority Study (POPS) list. Program will be funded by Fuel Tax, and City Centre Levy.

Program 225 : Transportation System Management

Project 225-000 Transportation System Management

New Budget Request of \$1.5 million. Construction of new operational improvement initiatives in all areas of the city. Program will be funded by contribution from CPA.

TRANSPORTATION: Transportation Infrastructure: Capital Projects Requiring Approval

Program 543 : Connectors/Improve - Prov Ring Rd Projects

Project 543-001 Connectors/Improve - Prov Ring Rd Projects

New Budget Request of \$23.8 million. Improvement of city roadways that tie to the newly constructed provincial ring roads. Program will be funded by Transportation Acreage Assessment.

Program 832 : Pre-Engineering Studies

Project 832-001 Pre-Engineering Studies

New Budget Request of \$6 million. Preliminary design and pre-engineering studies at various locations as identified on the Council-approved priority list (including downtown LRT tunnels). Program will be funded by Fuel Tax, MSI and Pay-As-You-Go.

Program 854 : Major Road Reconstruction

Project 854-000 Major Road Reconstruction

New Budget Request of \$22.5 million. Rebuilding subgrade and paving of major roads. Program will be funded by Fuel Tax and Pay-As-You-Go.

TRANSPORTATION: Transportation Infrastructure : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
142	000	Top Lift Paving-Variou Locations	C	G	0	1,000	1,000	1,000	0	0	3,000	3,000
142	000	Top Lift Paving-Variou Locations	D	G	0	0	0	0	1,000	1,000	2,000	2,000
202	000	Noise Attenuation Retrofit	C	U	0	900	900	900	0	0	2,700	2,700
202	000	Noise Attenuation Retrofit	D	U	0	0	0	0	900	900	1,800	1,800
221	000	Future Land	C	G	0	3,000	3,000	3,000	0	0	9,000	9,000
221	000	Future Land	D	G	0	0	0	0	3,000	3,000	6,000	6,000
223	000	Pedestrian Overpass (TIIP)	A	G	36,132	2,500	0	0	0	0	2,500	38,632
223	000	Pedestrian Overpass (TIIP)	C	G	0	4,000	4,000	4,000	0	0	12,000	12,000
223	000	Pedestrian Overpass (TIIP)	D	G	0	0	0	0	4,000	4,000	8,000	8,000
225	000	Transportation System Management	C	S	0	500	500	500	0	0	1,500	1,500
225	000	Transportation System Management	D	S	0	0	0	0	500	500	1,000	1,000
234	003	Operational Improvement Projects	A	U	10,487	2,000	462	0	0	0	2,462	12,949
234	003	Operational Improvement Projects	D	U	0	0	0	0	2,000	2,000	4,000	4,000
236	002	52 St. E: Glenmore Tr - 130 Ave S	A	G	90,219	20,000	0	0	0	0	20,000	110,219
543	001	Connectors/Improv - Prov Ring Rd Projects	A	G	17,999	25,000	800	0	0	0	25,800	43,799
543	001	Connectors/Improv - Prov Ring Rd Projects	C	G	0	4,200	5,700	13,900	0	0	23,800	23,800
558	001	Metis Trail: 64 - 80 Av NE	A	G	35,761	17,000	0	1,000	0	0	18,000	53,761
686	C01	96th Avenue N: Deerfoot Tr. To Harvest Hills Lk.	A	G	29,366	23,000	0	0	0	0	23,000	52,366
723	001	Macleod Tr / Lake Fraser Gate	A	G	0	4,822	0	0	0	0	4,822	4,822
724	001	TCH / Bowfort Road Interchange	A	G	4,103	30,000	41,500	0	0	0	71,500	75,603
829	001	NW LRT Extension to Rocky Ridge	A	G	33,759	24,900	29,400	26,341	0	0	80,641	114,400
830	001	NE LRT Extension to Saddleridge	A	G	86,050	38,288	0	0	0	0	38,288	124,338
830	002	Metis Tr / 64 Ave NE Interchange	A	G	16,593	0	775	0	0	0	775	17,368
832	001	Pre-Engineering Studies	C	S	0	2,000	2,000	2,000	0	0	6,000	6,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

TRANSPORTATION: Transportation Infrastructure : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
832	001	Pre-Engineering Studies	D	S	0	0	0	0	2,000	2,000	4,000	4,000
854	000	Major Road Reconstruction	C	M	0	7,500	7,500	7,500	0	0	22,500	22,500
854	000	Major Road Reconstruction	D	M	0	0	0	0	8,000	8,000	16,000	16,000
855	001	Airport Trail Underpass (Financing Costs)	A	G	900	3,100	4,900	5,800	21,300	0	35,100	36,000
855	002	Airport Trail Underpass (Construction Costs)	A	G	39,625	122,525	83,725	12,925	0	0	219,175	258,800
Total Transportation Infrastructure					400,994	336,235	186,162	78,866	42,700	21,400	665,363	1,066,357

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

TRANSPORTATION: West LRT Project Office : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
738	001	Financing costs	A	G	50,678	46,285	47,004	42,014	31,293	13,455	180,051	230,729
738	002	Westbrook Operation Centre	A	G	19,574	10,084	0	0	0	0	10,084	29,658
738	C01	West LRT: Downtown - 69 St W	A	G	728,632	91,863	13,909	0	0	0	105,772	834,404
865	001	West LRT Land	A	G	155,162	10,547	5,684	0	0	0	16,231	171,393
Total West LRT Project Office					954,046	158,779	66,597	42,014	31,293	13,455	312,138	1,266,184

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

TRANSPORTATION: Transportation Infrastructure: Service Highlights

West LRT Extension Project	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,923	\$0	10	\$1,923	\$0	10	\$0	\$0	0

Description of Services

- Design and construction management of the West LRT Extension Project; and
- Project stakeholder program and communications delivery.

Highlighted Strategies

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)

1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP-Z10)

2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines. (CFP-M8*,M11*)

3M1 Use effective and efficient transportation management tools and techniques to encourage walking, cycling and transit. (CFP-M4*,M8*,M11*,Z1,Z5)

5Z3 Continue to provide a safe and healthy work environment. (CFP-Z6)

Highlighted Actions

1M2.1 Design and construct capital projects in accordance with the Transportation Infrastructure Investment Plan, the Pedestrian Overpass Priority Study and the CTP.

1M3.1 Ensure that engagement strategies are planned, implemented and evaluated using The City's engage! Policy.

2M2.2 Reduce generation of environmental pollutants, energy consumption and increase recycling initiatives for all activities.

3M1.1 Provide project communications that identify opportunities for all modes and routes by travellers affected by construction.

5Z3.2 Ensure compliance with safety legislation and corporate policies and promote a safe workplace.

Business Plan and Budget Highlights

During the 2012-2014 business plan and budget cycle, TI will undertake the following initiatives as part of the West LRT Extension Project:

- Elimination of 5 vacant positions in 2012, for an expenditure and recovery decrease of \$514,000; this reflects the elimination of previously projected growth positions, and will not affect project delivery;
- Upon completion of the West LRT Extension Project, consolidation of the West LRT service functions into the Major Transportation Capital Project service.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Transportation Infrastructure: Service Highlights

Major Transportation Capital Projects	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$9,459	\$0	46	\$9,459	\$0	46	\$10,972	\$0	52

Description of Services

• Design and construction management of: LRT infrastructure and associated roadworks, new roadways and major reconstruction projects on existing roadways, pedestrian bridges;

- Provision of bridge and structural engineering expertise to transportation infrastructure projects and the Corporate Process Applications Group;
- Design and drafting support, including contract drawing preparation; and
- Project stakeholder program and communications delivery.

Highlighted Strategies

1M1 Undertake long-range transportation planning and design that increase mobility choices and align with the corporate growth management framework. (CFP-

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)

1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP-Z10)

1M4 Allocate capital budget based on priorities identified in the CTP, MDP and corporate growth management framework. (CFP-M1*,M3*,Z2)

3M2 Improve transportation travel time reliability on the Primary Goods Movement Network. (CFP-M8*,Z7)

Highlighted Actions

1M1.3 Conduct construction feasibility and network connectivity reviews for Transportation Infrastructure projects.

1M2.1 Design and construct capital projects in accordance with the Transportation Infrastructure Investment Plan, the Pedestrian Overpass Priority Study and the CTP.

1M3.1 Ensure that engagement strategies are planned, implemented and evaluated using The City's engage! Policy.

1M4.2 Continue LRT station lifecycle refurbishment program (for example: four-car platforms) to enhance aging LRT stations.

3M2.1 Plan and implement transportation system management and optimization projects including traffic corridor signal re-timing, intersection and safety improvements.

Business Plan and Budget Highlights

During the 2012-2014 business plan and budget cycle, TI will undertake the following initiatives as part of the West LRT Extension Project:

- Elimination of 5 vacant positions in 2012, for an expenditure and recovery decrease of \$514,000; this reflects the elimination of previously projected growth positions, and will not affect project delivery;
- Upon completion of the West LRT Extension Project, consolidation the West LRT Extension Project service functions into the Major Transportation Capital Project service including a reduction of 4 full time equivalents.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION

Transportation Planning

(\$ millions)								
2012			2013			2014		
Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
\$14.3	\$9.6	81	\$14.5	\$9.8	79	\$13.9	\$9.2	79

Overview

Transportation Planning (TP) provides information, develops plans and policies, and recommends actions to best serve the city's current and future transportation needs. These plans and processes are guided by the 2009 Calgary Transportation Plan (CTP), which focuses on more sustainable modes of transportation and promotes more compact, fiscally-responsible urban growth.

Achieving the goals of the CTP involves a wide range of projects, including:

- establishing priorities for walking, cycling, transit, goods movement and roads;
- planning and functional design for all types of transportation infrastructure;
- developing plans and reviewing applications to create a more sustainable urban form;
- improving the operation of existing transportation facilities;
- collecting, analyzing and reporting on travel information for all modes;
- forecasting future traffic volumes throughout the City and region;
- developing parking strategies that help manage travel and congestion; and
- working with organizations to promote more sustainable transportation choices.

List of Services

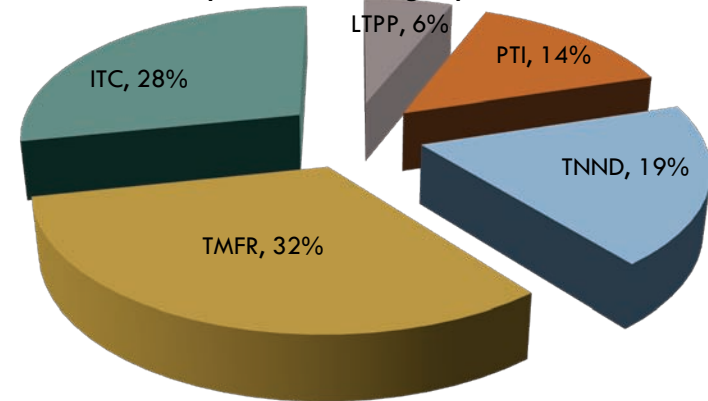
- Long Term Transportation Planning Policy - LTPP
- Plans for Transportation Infrastructure 10, 20, 30 and 60 Years From Now - PTI
- Transportation Needs for New Development - TNND
- Transportation Monitoring, Forecasting & Reporting - TMFR
- Improve Transportation Choices - ITC

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

TP will help to achieve several elements of Council's Fiscal Plan, including implementation of the new parking policy framework for Calgary, implementation of the Cycling Strategy, prioritizing pedestrian infrastructure investments in Centre City, guiding investing in new cycling infrastructure and addressing chokepoints on the goods movement network.

TP will also have a leading role in implementing the new growth management framework. This will be a key factor in achieving the fiscal, economic and environmental benefits outlined in the Municipal Development Plan (MDP) and CTP.

Transportation Planning Expenditures



TP will continue to manage the departmental transition to align with the CTP and MDP. Strategy, planning, design and monitoring functions are already being adjusted to align with the CTP, and will continue to be adjusted over the 2012-2014 business plan and budget cycle. Examples include participating in the reorganization of the Corporate Planning Applications Group (CPAG) to better facilitate strategically beneficial development in Calgary, and development of the new Complete Streets design guide.

However, due to declining capital funding and pre-existing commitments, it will be difficult to fully align new capital plans with the goals of the CTP. Even with increased funds allocated to Centre City pedestrian infrastructure and the Cycling Strategy, Council's five percent funding target for dedicated active transportation infrastructure will not be achieved in the 2012-2014 business plan and budget cycle.

Addressing Other Emerging Issues

Budget constraints mean that TP will be challenged to undertake current work while actively re-aligning to the CTP and MDP, and implementing the corporate growth management framework. Expectations for more robust public communication and engagement will further strain TP's operating capacity. Staff resources will be transferred into different roles that better align with the CTP, including increased support for redevelopment applications.

TRANSPORTATION: Transportation Planning: Actions for Council Approval

Strategies	Actions	Accountable Services
Mobility 1M1 Undertake long-range transportation planning and design that increase mobility choices and align with the corporate growth management framework. (CFP-M1*,M4*,M10*,P7,P11)	1M1.1 Develop transportation policies, strategies and plans reflecting the CTP, MDP and the corporate growth management framework.	Business Unit Wide
	1M1.2 Implement multi-modal Transportation Impact Assessments as part of the review and assessment of proposed development projects.	TNND, TMFR
	1M1.3 Identify, plan and invest transportation infrastructure and services in Activity Centres and Corridors to provide more choice in how people, live, work and move.	Business Unit Wide
	1M1.4 Update the Regional Transportation Model (RTM) using new travel behaviour data to provide a Calgary specific decision support tool.	TMFR
	1M1.5 Coordinate with provincial and regional partners to achieve the goals of the Calgary Metropolitan Plan.	PTI, TNND, TMFR
Mobility 1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)	1M2.1 Continue to implement the initiatives of the Cycling Strategy.	LTPP, PTI, TNND, ITC
	1M2.2 Coordinate the implementation of the Centre City Mobility Plan to improve access and mobility for all travel modes.	LTPP, ITC
	1M2.3 Implement the Council-approved Parking Policy Framework for Calgary.	LTPP, TNND
	1M2.4 Plan and prioritize projects that address choke points on the Primary Goods Movement Network	ITC, LTPP, PTI
Mobility 1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP-Z10)	1M3.1 Ensure that engagement strategies are planned, implemented and evaluated using The City's engage! Policy.	Business Unit Wide
	1M3.2 Continue to communicate within the Transportation department and other business units to provide more efficient service delivery.	Business Unit Wide
	1M3.3 Communicate to the public the key services Transportation provides, including the cost and timeline for transportation infrastructure.	Business Unit Wide
	1M3.4 Create a strategy to partner with developers in strategic redevelopment areas to enhance approval timelines and increase intensification adjacent to Primary Transit.	LTPP, TNND

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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LTPP Long Term Transportation Planning Policy

TNND Transportation needs for New Development

PTI Plans for Transportation Infrastructure 10, 20, 30, and 60 Years From Now

TMFR Transportation Monitoring, Forecasting & Reporting

ITC Improve Transportation Choices

TRANSPORTATION: Transportation Planning: Actions for Council Approval

Strategies	Actions	Accountable Services
Mobility 1M4 Allocate capital budget based on priorities in the Calgary Transportation Plan, Municipal Development Plan and corporate growth management framework. (CFP-M1*,M3*,Z2)	1M4.1 Update the 10-year Transportation Infrastructure Investment Plan and align with the CTP, the MDP and the corporate growth management framework.	Business Unit Wide
	1M4.2 Coordinate with other departments as required to align capital infrastructure decisions.	Business Unit Wide
Mobility 2M1 Prioritize services, investigate opportunities and implement key initiatives to enhance the operational efficiencies of transportation services. (CFP-M4*,M6*,Z2,Z5)	2M1.1 Review and improve processes to reduce the cost of services provided, including judicious use of technology to improve processes.	Business Unit Wide
	2M2.1 Reduce generation of environmental pollutants, energy consumption and increase recycling initiatives for all activities.	Business Unit Wide
Mobility 2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines. (CFP-M8*,M11*)	2M2.2 Minimize physical and social impacts of transportation on communities through activities such as traffic studies and impact assessments.	Business Unit Wide
	2M2.3 Promote, develop and implement auto trip reduction programs and strategies to reduce environmental pollution and energy consumption.	ITC, TMFR
	2M2.4 Support the corporate growth management framework to achieve environmental, social and economic outcomes and the goals of the Calgary Transportation Plan.	Business Unit Wide
Mobility 2M3 Pursue new sources of revenue. (CFP-M6*,Z5,F2)	2M3.1 Develop options and innovative solutions for new revenue sources such as user fees, joint ventures, etc.	LTPP,PTI,TNND
	2M3.2 Continue to advocate for transportation capital and operational funding from the Government of Alberta and the Government of Canada.	LTPP,PTI

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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LTPP Long Term Transportation Planning Policy
TNND Transportation needs for New Development

PTI Plans for Transportation Infrastructure 10, 20, 30, and 60 Years From Now
TMFR Transportation Monitoring, Forecasting & Reporting

ITC Improve Transportation Choices

TRANSPORTATION: Transportation Planning: Actions for Council Approval

Strategies	Actions	Accountable Services
Mobility 2M4 Provide transportation services that address customer needs and feedback. (CFP-M5*,M8*)	2M4.1 Continue to plan and implement transportation system management and optimization projects including transit priority improvements.	ITC, TMFR
	2M4.2 Continue to respond to customer concerns and inquiries (example: 3-1-1).	Business Unit Wide
	2M4.3 Provide timely and useful information about transportation infrastructure and services to citizens.	Business Unit Wide
Mobility 3M1 Use effective and efficient transportation management tools and techniques to encourage walking, cycling and transit. (CFP-M4*,M8*,M11*,Z1,Z5)	3M1.1 Review regulations and integration of bicycle infrastructure on the transit system.	ITC
	3M1.2 Develop and implement data collection and traffic flow monitoring systems as part of transportation projects.	TMFR, PTI
	3M1.3 Continue to plan and implement transportation system management and optimization projects including transit priority improvements.	ITC, TMFR
Mobility 3M2 Improve transportation travel time reliability on the Primary Goods Movement Network. (CFP-M8*,Z7)	3M2.1 Plan and implement transportation system management and optimization projects including traffic corridor signal re-timing, intersection and safety improvements.	ITC, TMFR
	3M2.2 Continue to plan, design and implement infrastructure improvements to facilitate goods and traffic movement.	PTI, TMFR, ITC
Organization 4Z1 Integrate planning for lifecycle and operating costs consistent with corporate policies. (CFP-M2*,M3*,Z2)	4Z1.1 Report Tangible Capital Assets (TCA) value on a regular basis.	TMFR
	4Z1.2 Contribute to the Corporate Asset Management Strategy and refine asset condition assessment.	TMFR
	4Z1.3 Identify lifecycle and operating costs as part of transportation infrastructure planning, design and decision processes for new capital investments.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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LTPP Long Term Transportation Planning Policy
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TMFR Transportation Monitoring, Forecasting & Reporting

ITC Improve Transportation Choices

TRANSPORTATION: Transportation Planning: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z1 Ensure that attraction, retention and succession activities are aligned with organizational requirements, demographic trends and market conditions. (CFP-Z6)	5Z1.1 Identify key positions, including hard-to-fill and critical positions, addressing knowledge transfer and succession planning, to ensure the sustainment of services.	Business Unit Wide
Organization 5Z2 Recognize, motivate and engage employees to support employee performance, efficiency and quality of service. (CFP-Z6)	5Z2.1 Continue to celebrate the successes, accomplishments and contribution of staff through the corporate recognition program as well as using non-monetary strategies.	Business Unit Wide
Organization 5Z3 Continue to provide a safe and healthy work environment. (CFP-Z6)	5Z3.1 Complete the Certificate of Recognition (COR) safety audit and develop the audit action plan.	Business Unit Wide
	5Z3.2 Ensure compliance with safety legislation and corporate policies to promote a safe workplace.	Business Unit Wide
	5Z3.3 Continue development and delivery of workplace health, safety and wellness initiatives and monitor trends in workplace injuries and accidents.	Business Unit Wide
Organization 5Z4 Continue to invest in employee training through skills and leadership development. (CFP-Z6)	5Z4.1 Implement a learning and development strategy that develops staff competencies and supports organizational and employee career objectives.	Business Unit Wide
	5Z4.2 Review and define job skill set descriptions and competencies to allow for learning and career development.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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LTPP Long Term Transportation Planning Policy
TNND Transportation needs for New Development

PTI Plans for Transportation Infrastructure 10, 20, 30, and 60 Years From Now
TMFR Transportation Monitoring, Forecasting & Reporting

ITC Improve Transportation Choices

TRANSPORTATION: Transportation Planning: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z5 Continue to improve and sustain collaborative labour and management relationships. (CFP-Z6)	5Z5.1 Continue labour/management programs, committees and meetings to enhance relationships with labour partners.	Business Unit Wide
	5Z5.2 Improve understanding of labour relations principles across the department to ensure the consistent application of performance management practices.	Business Unit Wide
Community 6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)	6C1.1 Continue to develop and implement a new street design guide (Complete Streets Guide) that promotes safe, universal and sustainable design for all street types.	LTPP
	6C1.2 Expand the Traffic Safety Office (TSO) to focus on multi-modal safety using the four E's of traffic safety – engineering, enforcement, education and evaluation.	ITC, TMFR

 For Council Approval

 For Council Information



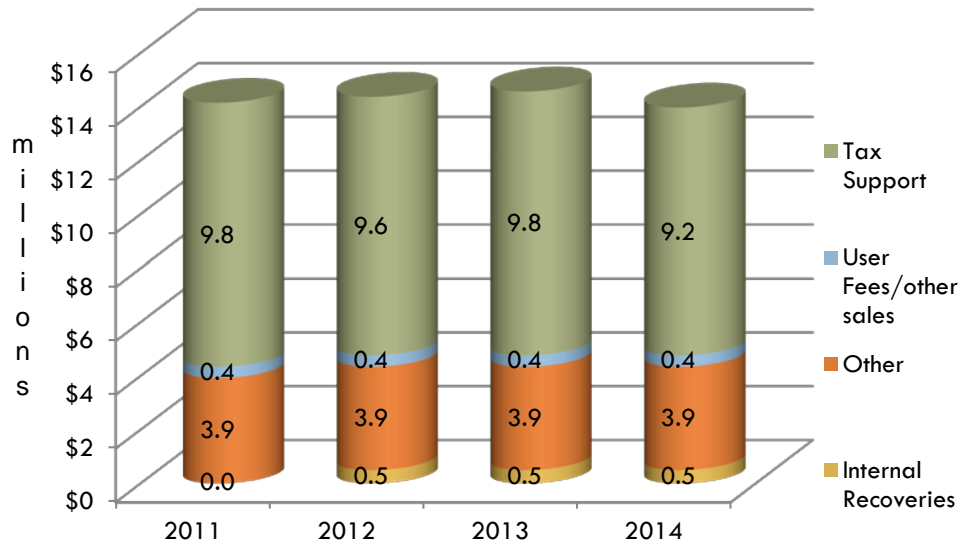
LTPP Long Term Transportation Planning Policy
TNND Transportation needs for New Development

PTI Plans for Transportation Infrastructure 10, 20, 30, and 60 Years From Now
TMFR Transportation Monitoring, Forecasting & Reporting

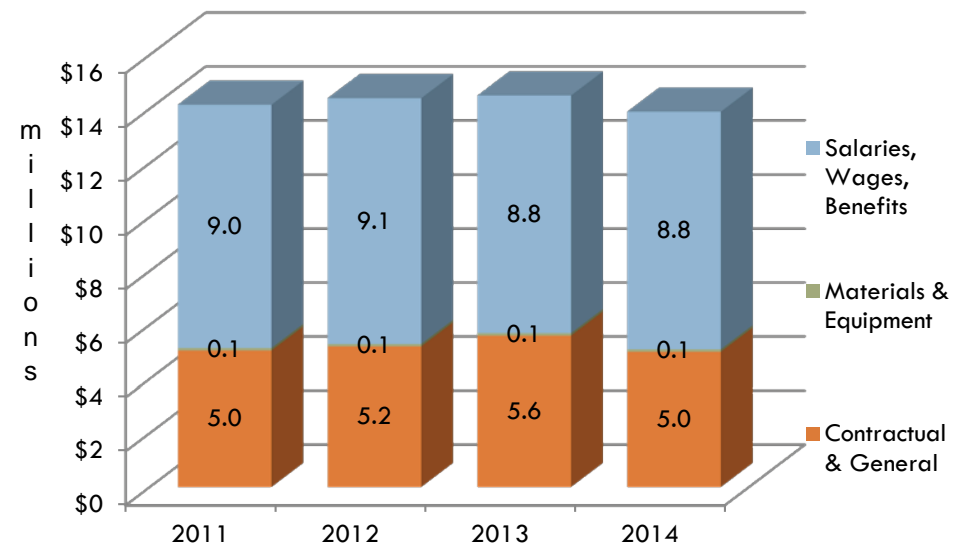
ITC Improve Transportation Choices

TRANSPORTATION: Transportation Planning: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's office	\$4.8	\$1.0	6	\$4.8	\$1.0	6	\$4.8	\$1.0	6	\$4.8	\$1.0	6
<u>Services:</u>												
Long Term Transportation	0.6	0.6	4	0.6	0.5	5	0.6	0.5	5	0.6	0.5	5
Plans for Transportation Infrastructure	1.4	1.4	11.5	1.4	1.4	13.5	1.4	1.4	13.5	1.4	1.4	13.5
Transportation for New Dev.	1.8	1.5	15	1.8	1.0	15	1.8	1.0	15	1.8	1.0	15
Trans Mon., Forecasting & Reporting	3.3	3.2	29.5	3.2	3.2	29.5	3.0	2.9	27.5	3.0	2.9	27.5
Improve Transportation Choice	2.2	2.2	14	2.5	2.5	12	3.0	3.0	12	2.4	2.4	12
Total Transportation Planning	\$14.1	\$9.8	80.0	\$14.3	\$9.6	81.0	\$14.5	\$9.8	79.0	\$13.9	\$9.2	79.0

TRANSPORTATION: Transportation Planning: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

A portion of TP's productivity gains will be achieved by reducing expenses for mobile phones, home access to the City network, and printing costs. This will produce a combined savings of \$9,000 per year without impacting staff productivity. Training budgets will also be reduced, saving \$40,000 per year while continuing to meet basic training needs in the business unit.

As a new initiative, TP will institute a voluntary leave-of-absence / reduced work week program that will reduce salary expenses (estimated to equal half of one salaried position, or \$60,000 per year) while providing opportunities for staff to pursue personal and/or professional development objectives. This approach retains staff expertise across the business unit, unlike elimination of a permanent staff position. TP is confident that annual workplans can be achieved with this minor reduction in staff resources, although it will increase the strain on staff during peak work periods.

TP will also participate in a departmental re-alignment process that will consolidate overlapping functions that currently occur in multiple business units. The precise nature of the re-alignment will be determined in 2012, with anticipated efficiencies equivalent to 3 FTEs (or \$360,000 per year) achieved in 2013.

Service and Budget Increases

An increase of \$1.8 million to the operating budget, and the reallocation of \$4.5 million in capital will enable accelerated implementation of the Cycling Strategy. Two new FTEs will undertake detailed planning, education and promotion for the Cycling Strategy.

Note that the Council Fiscal Plan direction (CFP-M7) to review the long-term parking strategy and the role of the Calgary Parking Authority was already completed and approved by Council in 2011. Consequently, no new funds are required to fulfill this direction, although resources are allocated through the business plan (action 1M2.4) to implement the parking policy recommendations in 2012-2014.

TP proposes a fee increase (worth \$3,000 per year) for externally contracted data collection services, to compensate for inflationary costs to provide this service that have been incurred since the current rate was set approximately 10 years ago.

Internal cost recoveries will also improve TP's operating budget. Starting in 2012, TP will receive an additional \$400,000 per year in previously-approved cost recoveries for Transportation CPAG staff from the Planning, Development and Assessment department. Also, the re-allocation of \$60,000 per year from administration fees already collected for City of Calgary employee parking will fund the ongoing work of the Parking Strategist.

Budget Reductions with Service Impact

There are no budget reductions with service impacts.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$109)	(\$360)	\$0
Service and budget increases	(343)	120	0
Budget reductions with service impact	0	0	0
Total base changes	<u>(452)</u>	<u>(240)</u>	<u>0</u>
One-Time	230	680	100
Less: Previous Years One-time	0	(230)	(680)
Total budget changes	<u>(\$222)</u>	<u>\$210</u>	<u>(\$580)</u>

TRANSPORTATION: Transportation Planning: Service Highlights

Long Term Transportation Planning Policy	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$561	\$501	5	\$561	\$501	5	\$561	\$501	5

Description of Services

- Vision, goals and plans for all types of transportation in the future;
- Policies and guidelines that support the Calgary Transportation Plan;
- Funding strategies to pay for transportation infrastructure and services;
- Prioritization of major transportation projects;
- Parking policies to determine location, quantity and type of parking;
- Strategic progress reports; and
- Guidelines and implementation process for new street types (Complete Streets).

Highlighted Strategies

1M1 Undertake long-range transportation planning and design that increase mobility choices and align with the corporate growth management framework. (CFP-M1*,M4*,M10*,P7,P11)

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)

1M4 Allocate capital budget based on priorities in the Calgary Transportation Plan, Municipal Development Plan and corporate growth management framework. (CFP-M1*,M3*,Z2)

2M3 Pursue new sources of revenue. (CFP-M6*,Z5,F2)

6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)

Highlighted Actions

1M1.1 Develop transportation policies, strategies and plans reflecting the CTP, MDP and the corporate growth management framework.

1M2.3 Implement the Council-approved Parking Policy Framework for Calgary.

1M4.1 Update the 10-year Transportation Infrastructure Investment Plan and align with the CTP, the MDP and the corporate growth management framework.

2M3.2 Continue to advocate for transportation capital and operational funding from the Government of Alberta and the Government of Canada.

6C1.1 Continue to develop and implement a new street design guide (Complete Streets Guide) that promotes safe, universal and sustainable design for all street types.

Business Plan and Budget Highlights

During the 2012-2014 business plan and budget cycle, a number of long term transportation planning policy projects will be undertaken that support Council's Fiscal Plan, the goals of the CTP and the 2020 Sustainability Direction. These include:

- development of a new 10-year capital infrastructure plan;
- participating in exploration of new financing options for The City;
- implementation of the Parking Policy Framework for Calgary;
- ongoing strategy development to support CTP implementation;
- completion of the Complete Street design guidelines; and
- supporting implementation of the new growth management framework.

The Transportation department is able to fulfill pre-existing project commitments and Council direction for the 2012-2014 business plan and budget cycle. However, declining capital funding and constrained operating budgets will limit Transportation's ability to fully meet the goals of the CTP and the 2020 Sustainability Direction targets. For example, the ability to expand the Primary Transit Network (frequent, reliable and convenient transit services that support redevelopment), or to provide well maintained roadway infrastructure will be limited over the next three years.

Consequently, TP will make recommendations and advocate for new and reliable sources of funding from the provincial and federal governments. Transportation will also coordinate efforts to seek new funding with work that is currently underway in The Corporation to explore potential long-term funding options for The City.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Transportation Planning: Service Highlights

Plans for Transportation Infrastructure 10, 20, 30 & 60	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,359	\$1,359	13.5	\$1,359	\$1,359	13.5	\$1,359	\$1,359	13.5

Description of Services

- Planning and designing pedestrian, bicycle and transit priority projects;
- Planning and functional design of streets and interchanges;
- Developing improvements to facilitate goods movement and emergency services;
- Planning and design of carpool lanes;
- Truck route planning and policy development;
- Policy development (slope stability, noise); and
- Coordinating plans with the Province and region (Deerfoot Trail, ring road).

Highlighted Strategies

1M1 Undertake long-range transportation planning and design that increase mobility choices and align with the corporate growth management framework. (CFP-M1*,M4*,M10*,P7,P11)

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)

1M4 Allocate capital budget based on priorities in the Calgary Transportation Plan, Municipal Development Plan and corporate growth management framework. (CFP-M1*,M3*,Z2)

3M2 Improve transportation travel time reliability on the Primary Goods Movement Network. (CFP-M8*,Z7)

Highlighted Actions

1M1.1 Develop transportation policies, strategies and plans reflecting the CTP, MDP and the corporate growth management framework.

1M1.3 Identify, plan and invest transportation infrastructure and services in Activity Centres and Corridors to provide more choice in how people, live, work and move.

1M2.4 Plan and prioritize projects that address chokepoints on the Primary Goods Movement Network.

1M4.1 Update the 10-year Transportation Infrastructure Investment Plan and align with the CTP, the MDP and the corporate growth management framework.

3M2.2 Continue to plan, design and implement infrastructure improvements to facilitate goods and traffic movement.

Business Plan and Budget Highlights

Planning and design for transportation infrastructure must occur well in advance of construction and operation. During the 2012-2014 business plan and budget cycle, TP will undertake the following key initiatives to facilitate planning and design of infrastructure that aligns with the goals of the CTP:

- study corridors with high redevelopment potential, and identify ways to accommodate more transportation options;
- identify opportunities for carpool lanes and on-street bike routes;
- continue to plan and design Calgary's goods movement network;
- examine multi-modal corridor design in other cities; and
- work with the Province to better meet the needs of The City, including providing input on the southwest ring road.

Although Transportation can fulfill current capital infrastructure commitments in the 2012-2014 business plan and budget cycle, declining capital funding means that no new infrastructure projects can be undertaken. This means that the following high-priority projects will be included on an unfunded list should new funding from the Provincial or Federal governments become available:

- Airport Trail Tunnel Phase 2;
- 16 Avenue - 19 Street NE interchange;
- Macleod Trail - 162 Avenue S interchange;
- 17 Avenue SE corridor and transit upgrade;
- Crowchild Trail - Flanders Avenue interchange upgrade; and
- various lifecycle projects, including pavement rehabilitation and streetlight replacement.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Transportation Planning: Service Highlights

Transportation Needs for New Development	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,804	\$1,026	15	\$1,804	\$1,026	15	\$1,804	\$1,026	15

Description of Services

- Identification of infrastructure needed to support urban and suburban residential, commercial or industrial development;
- Determining who pays for infrastructure;

- Development of new transportation policies and plans that support the CTP;
- Review of development applications from a transportation perspective; and
- Coordination with other internal stakeholders in the Corporate Planning and Application Group (CPAG)

Highlighted Strategies

1M1 Undertake long-range transportation planning and design that increase mobility choices and align with the corporate growth management framework. (CFP-M1*,M4*,M10*,P7,P11)

1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP-Z10)

2M2 Continue to enhance transportation services to communities while aligning with environmental guidelines. (CFP-M8*,M11*)

Highlighted Actions

1M1.1 Develop transportation policies, strategies and plans reflecting the CTP, MDP and the corporate growth management framework.

1M1.2 Implement multi-modal Transportation Impact Assessments as part of the review and assessment of proposed development projects.

1M1.5 Coordinate with provincial and regional partners to achieve the goals of the Calgary Metropolitan Plan.

1M3.4 Create a strategy to partner with developers in strategic redevelopment areas to enhance approval timelines and increase intensification adjacent to Primary Transit.

2M2.4 Support the corporate growth management framework to achieve environmental, social and economic outcomes and the goals of the Calgary Transportation Plan.

Business Plan and Budget Highlights

TP will undertake a wide range of initiatives that support the goals of the CTP and the 2020 Sustainability Direction to establish the infrastructure and service needs of new urban and suburban developments, including:

- implementation of new Transportation Impact Assessment guidelines that consider all modes of transportation;
- participating in the development of residential, commercial, industrial and transit-oriented development plans;
- coordinating development application reviews with CPAG partners;
- seeking opportunities to partner with developers to facilitate strategically desirable development; and
- supporting implementation of new growth management framework.

As part of an initiative to achieve full cost recovery for the CPAG application review process, Transportation will begin to receive an additional \$400,000 per year in operational funding for CPAG staff in 2012. This will help to partially offset operational budget constraints in other Transportation Planning services and other Transportation business units.

The ability of TP to respond in a timely manner to new development applications will continue to be influenced by the health of Calgary's economy and the resulting number of new development applications and proposals. Transportation will therefore need to prioritize limited resources to support strategic redevelopment opportunities.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Transportation Planning: Service Highlights

Transportation Monitoring, Forecasting & Reporting	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$3,230	\$3,187	29.5	\$2,990	\$2,947	27.5	\$2,990	\$2,947	27.5

Description of Services

- Undertaking transportation studies (volumes, speeds, shortcutting, mode choice, parking);
- Studying trips generated for different types of development;
- Measuring and reporting on shifts in transportation over time;
- Analyzing collision data and maps to produce safety recommendations;
- Undertaking travel behaviour surveys and projecting future travel behaviour;
- Producing traffic volume forecasts for 10, 20, 30 and 60 years from now; and
- Producing multi-modal (walking, cycling, auto, transit, carpool) travel forecasts.

Highlighted Strategies

1M1 Undertake long-range transportation planning and design that increase mobility choices and align with the corporate growth management framework. (CFP-M1*,M4*,M10*,P7,P11)

3M1 Use effective and efficient transportation management tools and techniques to encourage walking, cycling and transit. (CFP-M4*,M8*,M11*,Z1,Z5)

6C1 Enhance the transportation system to improve safety, cleanliness and accessibility in line with The City's Customer Service Charter. (CFP-C4*)

Highlighted Actions

1M1.1 Develop transportation policies, strategies and plans reflecting the CTP, MDP and the corporate growth management framework.

1M1.4 Update the Regional Transportation Model (RTM) using new travel behaviour data to provide a Calgary specific decision support tool.

1M1.5 Coordinate with provincial and regional partners to achieve the goals of the Calgary Metropolitan Plan.

3M1.2 Develop and implement data collection and traffic flow monitoring systems as part of transportation projects.

6C1.2 Expand the Traffic Safety Office (TSO) to focus on multi-modal safety using the four E's of traffic safety – engineering, enforcement, education and evaluation.

Business Plan and Budget Highlights

The Transportation Monitoring, Forecasting and Reporting service provides decision-making support to all of the other Transportation Planning services. Significant actions over the 2012-2014 business plan and budget cycle include:

- developing methodologies to monitor and report on progress towards CTP goals and the 2020 Sustainability Direction targets;
- initiating a continuous Household Activity Survey;
- redesign count program to track changes in strategic locations;
- updating the Regional Transportation Model (RTM);
- proactively analysing collisions to guide safety improvements; and
- continuing to provide excellent customer service with accurate and reliable transportation system information.

Budget constraints will make it difficult to implement new processes and software that would allow citizens to easily access and understand the wide range of information collected by the Transportation department.

However, the implementation of a continuous Household Activity Survey has the potential to create long term savings in behavioural data collection while providing opportunities to effectively monitor progress towards the CTP goals and 2020 Sustainability Direction. Recent advancements in data collection technology and data analysis will also enable reporting at lower cost than in the past.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

TRANSPORTATION: Transportation Planning: Service Highlights

Improve Transportation Choices	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,550	\$2,550	12	\$3,000	\$3,000	12	\$2,420	\$2,420	12

Description of Services

- Facilitating implementation of the Centre City Mobility Plan;
- Creating an implementation plan for the Cycling Strategy;
- Developing methods to optimize travel for all personal transportation choices;

- Developing operational improvements to facilitate goods movement and emergency services;
- Engaging communities to develop solutions to community traffic issues; and
- Supporting work from home, car and bike share programs, and carpooling for Calgarians.

Highlighted Strategies

1M2 Implement priority transportation projects, including those listed in the Transportation 2012-2014 Capital Infrastructure Plan. (CFP-M2*,M3*,M7*,M8*,M10*,M11*)

1M3 Enhance decision-making through transparency, stakeholder engagement and partnership. (CFP-Z10)

3M1 Use effective and efficient transportation management tools and techniques to encourage walking, cycling and transit. (CFP-M4*,M8*,M11*,Z1,Z5)

3M2 Improve transportation travel time reliability on the Primary Goods Movement Network. (CFP-M8*,Z7)

Highlighted Actions

1M2.1 Continue to implement the initiatives of the Cycling Strategy.

1M2.2 Coordinate the implementation of the Centre City Mobility Plan to improve access and mobility for all travel modes.

1M3.2 Continue to communicate within the Transportation department and other business units to provide more efficient service delivery.

3M1.3 Continue to plan and implement transportation system management and optimization projects including transit priority improvements.

3M2.1 Plan and implement transportation system management and optimization projects including traffic corridor signal re-timing, intersection and safety improvements.

Business Plan and Budget Highlights

A variety of new and ongoing initiatives to improve transportation choices will be undertaken during the 2012-2014 business plan and budget cycle. These include:

- implementing active mode projects in the Centre City Mobility Plan;
- detailed planning and implementation of the Cycling Strategy;
- supporting trip reduction, car share and bike share programs;
- implementing the WORKshift (telework) program;
- examining new technologies to improve the transportation system;
- implementing roadway safety improvements; and
- designing and implementing high benefit, low cost optimization projects that support all modes of transportation.

Increased operating and capital funding, including two new FTEs for the Cycling Strategy will allow TP to accelerate implementation of cycling infrastructure in key areas across Calgary. Reallocation of capital funding from pedestrian overpasses and industrial sidewalk programs will also enable increased investment in pedestrian infrastructure, as outlined in the Centre City Mobility Plan.

TP will continue to provide excellent service to the citizens of Calgary by proactively developing, planning, designing and implementing high benefit, low cost transportation system management and optimization projects to benefit the whole transportation network (pedestrians, bicyclists, transit, goods and auto). Opportunities to stretch available capital budgets and ensure implementation of these low cost, high benefit projects will also be explored by partnering with other business units.

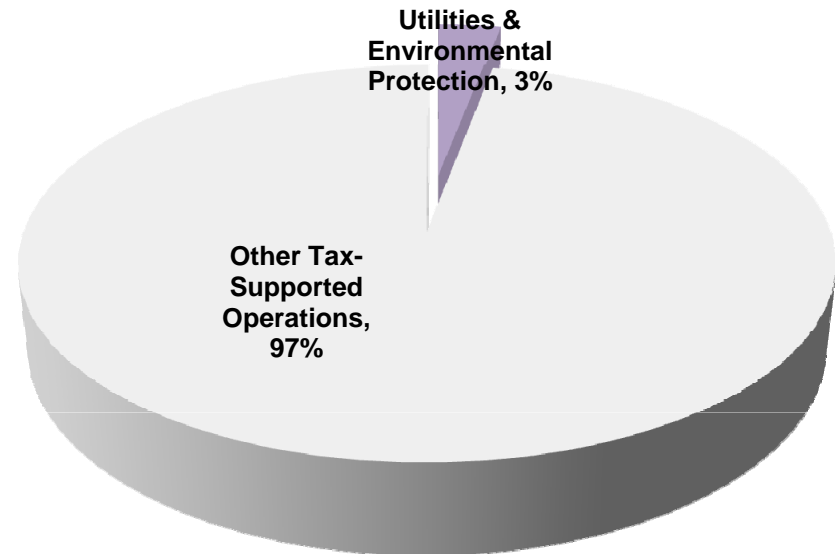
Please review the business unit action approval page to see a complete list of actions that are applicable to this service

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UTILITIES & ENVIRONMENTAL PROTECTION Share of Tax-Supported Net Operating Budget



UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Overview

UEP works with the community and Corporation to protect land, air and water. UEP employees provide quality public service through the delivery of integrated programs and services that support responsible environmental stewardship and protect public health. Services include: collection of residential waste; recycling services; landfill management; contaminated site management; air quality management; greenhouse gas reduction; provision of safe, clean drinking water to Calgarians and the region; treatment and disposal of wastewater, and protection of the river and watershed.

UEP is also the Corporate leader for workplace safety and environmental performance. Through monitoring and reporting and Corporate program and policy development, UEP supports all City departments to continually improve safety performance and manage environmental risk.

Business Units

- Environmental & Safety Management - ESM
- Waste & Recycling Services - WRS
- Utilities (Water Resources and Water Services) – UTILITIES

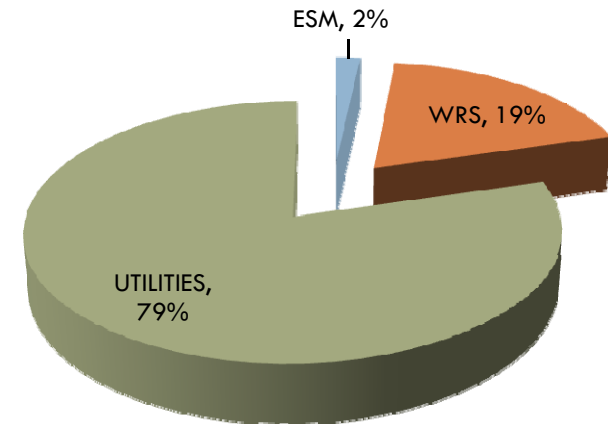
Key Trends and Issues

A trends review showed growth, financial pressures, regulatory changes, infrastructure management, communication and workforce to be major business drivers over the next three to five years. A discussion of the trends and areas of highest risk identified five priorities that helped guide planning for the 2012-2014 business plan and budget. The priorities were used to develop the outcomes, strategies and actions outlined in UEP's business plan and budget.

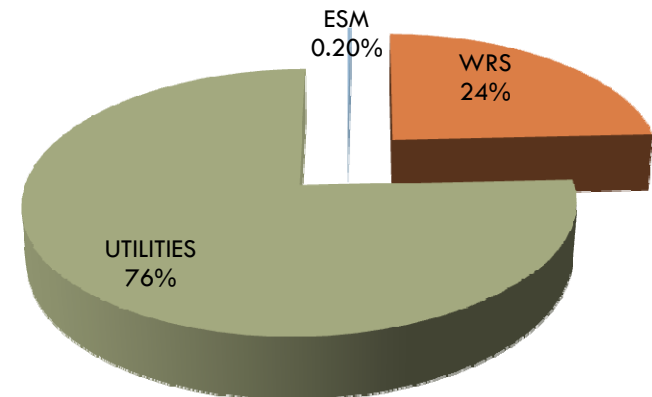
1. Customer service and stakeholder relations

Calgarians value the services UEP provides. UEP recognizes that to continue to build trust and improve decision-making UEP must engage citizens, customers, City departments and stakeholders to understand expectations and demonstrate value. It will be important to continue to use multiple channels, including new technologies, to support two-way dialogue with citizens and stakeholders. Ongoing research and engagement will continue to help inform program development and delivery, and ensure UEP consistently invests in initiatives, strategic partnerships and programs that produce measurable results.

Department Operating Expenditures



Department Capital Plan



UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Overview

2. Natural resource management

UEP will continue its strong service delivery and leadership roles in contaminated sites redevelopment and waste, air quality and water resource management. The increasing complexity and severity of pressures on the environment – especially from growth and climate change – require more focus on encouraging behaviour change to protect the environment and public health. The focus on protecting the environment will support the long-term security of natural resources and maintain quality of life for current and future generations.

3. Asset management

Effective asset management will require continued long-range infrastructure planning. UEP will take a full lifecycle approach to: provide capacity for growth; manage potential impacts from climate change; meet regulatory requirements; and manage risk. Through critical infrastructure assessment, prioritization and reinvestment, UEP will ensure reliable services, operational efficiencies, and resiliency. Leveraging new technologies will be critical in supporting effective and efficient operations and achievement of business goals.

4. Financial management

UEP focuses on providing the best value for money in the delivery of service to other City departments, citizens, customers and stakeholders. UEP recognizes that sound financial management means UEP must consider current and future needs. This approach provides stability and predictability of tax and utility rates, and fees for citizens and customers.

5. Workforce management

Changes in the composition of the workforce due to retirements, turnover and diversity combined with the potential difficulties in attracting and retaining people with the needed competencies will challenge UEP to establish a resilient workforce that is best positioned to meet current and future demands. UEP recognizes that continuing to foster a safe and collaborative work environment is critical to ensuring UEP employees are engaged, ready to respond to the changing environment and equipped to deliver quality customer service.

Workplace safety regulations will become increasingly more stringent. As the Corporate champion for safety, UEP will support all City departments to develop targeted safety strategies, policies and programs.

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

The outcomes, strategies and actions identified in this business plan demonstrate UEP's commitment to helping achieve Council's Fiscal Plan and longer-term goals defined in the 2020 Sustainability Direction, the Municipal Development Plan and imagineCALGARY.

UEP's outcomes demonstrate commitment to continuous improvement and being an even more effective organization. UEP is taking action to address Council's direction to implement a plan to ensure the financial sustainability of the water utilities and develop and implement comprehensive waste diversion strategies and capital plan. Overall, this plan supports Council's priorities to invest in and continue to build a vibrant and healthy community to support the success of all Calgarians.

The 2012-2014 strategies and actions continue UEP's efforts to support longer-term goals and the future envisioned in imagineCALGARY. UEP will work with The Corporation and community to achieve objectives including: the 80/20 by 2020 waste diversion strategy; brownfield strategy; greenhouse gas reduction; water efficiency plan; and stormwater management strategy. UEP will also support all departments in achieving The City's 2020 target to be best in class for Canadian municipalities for recordable injury rates.

Addressing Other Emerging Issues

In addition to trends and risk reviews, UEP considered public and staff input received through the Our City. Our Budget. Our Future. process and research conducted by UEP business units to support program development. Results show Calgarians value the services UEP provides, are interested in expanding some programs such as organics collection and recycling, and want the department to be efficient, transparent and cost conscious in the delivery of services. The strategies and actions in this plan respond to this feedback and focus UEP on continually improving business practices to achieve desired outcomes.

In developing its 2012-2014 business plan and budget, UEP focused on strengths and opportunities and will use performance measures to track and monitor progress and adjust course if needed. This plan demonstrates UEP employees' commitment to quality public service in support of building a great city and achieving Calgarians' vision of a sustainable future.

UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Community 1C UEP engages customers and stakeholders in timely dialogue to improve decision-making, demonstrate value, and foster understanding of services to align with citizen and customer expectations.		PM1.1 Calgarians' satisfaction with residential garbage collection.	95%	93%	90%	90%	90%
		PM1.2 Calgarians' satisfaction with residential Blue Cart collection.	83%	84%	80%	80%	80%
		PM1.3 Calgarians' satisfaction with drinking water quality.	92%	91%	90%	90%	90%
		PM1.4 Customer service satisfaction index for Water frontline services.	91	85	85	85	85
		PM1.5 Emergency water or wastewater system response completed on time.	100%	97%	95%	95%	95%
		PM1.6 Emergency water or wastewater system repair completed on time.	100%	100%	90%	90%	90%
		PM1.7 Customers that experienced zero water service interruptions longer than 24 hours.	NA	NA	TBD	TBD	TBD
		PM1.8 Customers that experienced zero wastewater service back-ups in the past year.	99%	98%	98%	98%	98%
		PM1.9 UEP 3-1-1 service requests completed on time.	88%	90%	88%	88%	88%
Community 2C UEP's financial management is focused on investing in facilities and services that deliver the best value for money to meet current and future needs, and support stable and predictable rates and service levels.		PM2.1 Tonnes of carbon registered per year on a public offset registry.	0	825,000	200,000	200,000	200,000
		PM2.2 Annual operations and maintenance cost of waste collection per household.	\$90	\$91	\$83	\$82	\$81
		PM2.3 Annual operations and maintenance cost of waste disposed at landfills per tonne.	\$34	\$42	\$46	\$52	\$59
		PM2.4 Annual water treatment and distribution operations and maintenance costs per capita.	\$61	\$61	\$64	\$65	\$66
		PM2.5 Annual wastewater collection and treatment operations and maintenance costs per capita.	\$48	\$48	\$51	\$52	\$53

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Community (Continued) 2C UEP's financial management is focused on investing in facilities and services that deliver the best value for money to meet current and future needs, and support stable and predictable rates and service levels.		PM2.6 Water utilities total debt. (billion)	\$1.4B	\$1.5B	<\$2B	<\$2B	<\$2B
		PM2.7 Water utilities capital maintenance financed with cash.	21%	0%	5%	40%	50%
		PM2.8 Water utilities debt to equity ratio.	70/30	71/29	75/25	75/25	75/25
Places 3P UEP works with the community, the region and The Corporation to achieve land, air, and water goals to help conserve, protect and enhance the environment.		PM3.1 City-owned properties screened through the Environmental Liability Assessment Program.	63%	69%	76%	84%	92%
		PM3.2 Cumulative number of current vacant former gas station sites actively pursued for the purpose of returning to productive community use.	0	0	2	4	6
		PM3.3 Cumulative area of investigated, remediated or risk-managed City-owned land. (hectares)	27	52	78	104	130
		PM3.4 Reduction in Corporate greenhouse gas emissions.	28%	28%	35%	36%	37%
		PM3.5 Materials recycled per household for Blue Cart. (kilograms)	203	204	205	205	205
		PM3.6 Waste collected per household. (kilograms)	655	640	635	630	625
		PM3.7 Waste landfilled per capita. (kilograms)	608	600	580	560	540
		PM3.8 Bow River downstream water quality index.	NA	83	≥80	≥80	≥80

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Places (Continued) 3P UEP works with the community, the region and The Corporation to achieve land, air, and water goals to help conserve, protect and enhance the environment.		PM3.9 Provincial regulations met for treated drinking water.	100%	100%	100%	100%	100%
		PM3.10 Provincial regulations met for treated wastewater.	100%	100%	100%	100%	100%
		PM3.11 Single family average daily water consumption per person. (litres per capita per day)	241	260	255	250	245
		PM3.12 Annual river water withdrawals. (megalitres)	177,000	179,000	≤215,000	≤215,000	≤215,000
Places 4P UEP employs a full life cycle approach to the systematic acquisition, operations, maintenance, replacement and disposal of land and assets to maximize economic, environmental and social benefits, manage risk and achieve business goals.		PM4.1 Serviced land supply (water, wastewater and drainage) aligned with Corporate growth management plan. (years)	5	6.5	3 to 5	3 to 5	3 to 5
		PM4.2 Water, wastewater and drainage systems assessed to be in good or fair condition.	95%	95%	95%	95%	95%
		PM4.3 Projected remaining years of water treatment capacity.	0	7	≥5	≥5	≥5
		PM4.4 Projected remaining years of wastewater treatment capacity.	6	5	≥5	≥5	≥5

 For Council Approval

 For Council Information

UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization 5Z UEP employees flourish in a safe, supportive and challenging work environment where they see how their contributions link to building a great city.		PM5.1 UEP lost time claims frequency.	6.7	6.1	6.0	5.4	4.9
		PM5.2 UEP employees who agree or strongly agree that they know and understand the objectives of their business.	70%	NA	71%	72%	73%
		PM5.3 UEP leader participation in leadership development opportunities.	100%	100%	100%	100%	100%
Organization 6Z UEP leads The Corporation to foster a safe workplace for all City employees.		PM6.1 Corporate score for 2013 Certificate of Recognition external safety audit.	83%	-	-	90%	-
		PM6.2 Corporate lost time claims frequency.	4.6	4.5	4.2	3.9	3.5

For Council Approval
 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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UTILITIES & ENVIRONMENTAL PROTECTION: Strategies for Council Approval

Departmental Outcomes	Strategies	Accountable Business Units
Community 1C UEP engages customers and stakeholders in timely dialogue to improve decision-making, demonstrate value, and foster understanding of services to align with citizen and customer expectations.	1C1 Deliver and demonstrate value to citizens and customers. (CFP- Z7)	Department Wide
	1C2 Provide excellent customer service. (CFP-B1, Z7)	Department Wide
	1C3 Make it easy to do business with us. (CFP-Z5, Z7, Z9)	Department Wide
	1C4 Build productive working relationships with stakeholders to achieve common goals. (CFP-Z3, Z5)	Department Wide
Community 2C UEP's financial management is focused on investing in facilities and services that deliver the best value for money to meet current and future needs, and support stable and predictable rates and service levels.	2C1 Focus on our financial health. (CFP-Z2, Z10)	ESM, WRS
	2C2 Increase efficiencies and transparency. (CFP-Z2, Z3, Z10)	Department Wide
	2C3 Benchmark our performance. (CFP-Z2, Z3)	Department Wide
	2C4 Implement a financial plan to ensure the financial sustainability of City of Calgary Water Services. (CFP-C7*)	Utilities
Places 3P UEP works with the community, the region and The Corporation to achieve land, air, and water goals to help conserve, protect and enhance the environment.	3P1 Meet regulatory requirements to protect public health.	Department Wide
	3P2 Lead by example.	Department Wide
	3P3 Develop and implement programs to make it easier for the community to take action. (CFP-B4)	Department Wide
	3P4 Ensure integrated resource management planning. (CFP-P8)	Department Wide
	3P5 Think and act regionally. (CFP-P1, P10)	Department Wide
	3P6 Develop and implement comprehensive waste diversion strategies, which continues progress towards 80/20 by 2020. (CFP-P9*)	WRS

UTILITIES & ENVIRONMENTAL PROTECTION: Strategies for Council Approval

Departmental Outcomes	Strategies	Accountable Business Units
Places 4P UEP employs a full life cycle approach to the systematic acquisition, operations, maintenance, replacement, and disposal of land and assets to maximize economic, environmental and social benefits, manage risk and achieve business goals.	4P1 Continually improve on asset management. (CFP-Z1, Z5)	Department Wide
	4P2 Manage risks to our infrastructure.	Department Wide
	4P3 Manage the challenges of continued growth of the city. (CFP-B5, P1, P10, P11)	Utilities
	4P4 Develop and implement a capital plan, which continues progress towards 80/20 by 2020. (CFP-P9*)	WRS
Organization 5Z UEP employees flourish in a safe, supportive and challenging work environment where they see how their contributions link to building a great city.	5Z1 Invest in the learning and development of our employees. (CFP-Z1, Z6)	Department Wide
	5Z2 Invest in the growth of our leaders. (CFP-Z1, Z6)	Department Wide
	5Z3 Increase employee participation to support meaningful connection to the workplace. (CFP-Z1, Z6)	Department Wide
	5Z4 Improve health and safety for UEP employees. (CFP-Z6)	Department Wide
Organization 6Z UEP leads The Corporation to foster a safe workplace for all City employees.	6Z1 Improve health and safety for all City employees. (CFP-Z6)	ESM

 For Council Approval

 For Council Information



ESM Environmental & Safety Management

UTILITIES

Water Resources/ Water Services

WRS

Waste & Recycling Services

UTILITIES & ENVIRONMENTAL PROTECTION: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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GM UEP (Program 906)

Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	610	735	735	0	735	735	0	735	735	0	735
Recoveries	(156)	(253)	(253)	0	(253)	(253)	0	(253)	(253)	0	(253)
Net	454	482	482	0	482	482	0	482	482	0	482
FTEs	3.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0

Environmental & Safety Management (Program 817)

Revenues	(901)	(185)	(689)	0	(689)	(809)	0	(809)	(445)	0	(445)
Expenditures	11,407	11,448	11,422	150	11,572	11,613	150	11,763	11,320	150	11,470
Recoveries	(2,830)	(3,143)	(2,920)	0	(2,920)	(2,920)	0	(2,920)	(2,920)	0	(2,920)
Net	7,677	8,120	7,813	150	7,963	7,884	150	8,034	7,955	150	8,105
FTEs	68.0	66.6	62.6	0.0	62.6	62.6	0.0	62.6	61.6	0.0	61.6

 **For Council Approval**

UTILITIES & ENVIRONMENTAL PROTECTION: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Waste & Recycling Services (Program 252)

Revenues	(108,073)	(91,222)	(87,107)	0	(87,107)	(90,230)	0	(90,230)	(93,942)	0	(93,942)
Expenditures	166,772	129,626	125,423	0	125,423	129,736	0	129,736	134,257	0	134,257
Recoveries	(17,633)	(2,691)	(3,424)	0	(3,424)	(4,289)	0	(4,289)	(4,773)	0	(4,773)
Net	41,066	35,713	34,892	0	34,892	35,217	0	35,217	35,542	0	35,542
FTEs	563.0	572.5	548.5	0.0	548.5	560.5	0.0	560.5	572.5	0.0	572.5

Utilities (Water Resources and Water Services) (Program 270)

Revenues	(387,427)	(442,305)	(478,230)	0	(478,230)	(511,154)	0	(511,154)	(564,095)	0	(564,095)
Expenditures	415,015	468,460	505,168	0	505,168	538,874	0	538,874	592,562	0	592,562
Recoveries	(27,588)	(26,155)	(26,938)	0	(26,938)	(27,720)	0	(27,720)	(28,467)	0	(28,467)
Net	(0)	0	0	0	0	0	0	0	0	0	0
FTEs	1,173.0	1,194.0	1,205.5	0.0	1,205.5	1,211.0	0.0	1,211.0	1,216.0	0.0	1,216.0

 **For Council Approval**

UTILITIES & ENVIRONMENTAL PROTECTION: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
TOTAL UEP											
Revenues	(496,401)	(533,712)	(566,027)	0	(566,027)	(602,194)	0	(602,194)	(658,482)	0	(658,482)
Expenditures	593,805	610,269	642,747	150	642,897	680,957	150	681,107	738,873	150	739,023
Recoveries	(48,207)	(32,242)	(33,534)	0	(33,534)	(35,181)	0	(35,181)	(36,412)	0	(36,412)
Net	49,197	44,315	43,187	150	43,337	43,583	150	43,733	43,979	150	44,129
FTEs	1,807.0	1,836.1	1,819.6	0.0	1,819.6	1,837.1	0.0	1,837.1	1,853.1	0.0	1,853.1

Totals may not add due to rounding

 **For Council Approval**

UTILITIES & ENVIRONMENTAL PROTECTION: Capital Budget Highlights

UEP's capital budget supports achieving Council Fiscal Plan directional statements to ensure the financial sustainability of the Water business and develop and implement comprehensive waste diversion strategies and supporting capital plan. It also supports the environmental and financial capacity goals outlined in the 2020 Sustainability Direction. WRS and the Utilities capital budgets reflect preliminary estimates and as detailed designs progress funding requirements may change to more closely align with construction costs and timing.

Environmental & Safety Management (ESM)

- ESM's capital budget supports continuous improvement in environmental and safety performance, including technology funding for tools to ensure timely and accurate data reporting for energy and emission management and injury incidents and funding to support initiatives such as the Corporate Green Fleet (e.g. alternative fuel vehicles and supporting infrastructure and fuel consumption technology pilots) and Corporate Green Office programs.

Waste & Recycling Services (WRS)

- WRS has a 10-year capital plan necessary to continue to meet the needs of a growing city, specifically:
 - Making progress to achieve the 80/20 by 2020 waste diversion goal;
 - Meeting environmental and regulatory requirements for active and inactive landfills to comply with approvals to operate. All three active landfills will require new approvals in 2012-2014; and,
 - Meeting facility requirements to support ongoing operational needs and customer service delivery including waste collection, landfill operations and waste diversion initiatives.
- The total capital program for 2012-2014 will be just over \$130 million. Highlights include: leachate capture and treatment; stormwater management; and facility upgrades and replacement (e.g. truck storage, entranceways, throw 'n go's, and scale house redevelopment.)
- The capital program is primarily self-supporting from revenue collected from the waste management charge, blue cart recycling fee and commercial landfill tipping fee. Cash financing will be used for capital maintenance expenditures. Large capital projects will be appropriately debt financed. Debt financing spreads the cost of large capital projects over an appreciable portion of the useful life of the asset.

- WRS also receives about \$16 million per year of Federal Gas Tax Funding (GTF), which is an integral and critical component of the 10-year capital plan.
- A Sustainment Reserve will further manage cash flow to meet the needs of a fluctuating operating and capital spending program.

Utilities (Water Resources and Water Services)

- Existing water, wastewater and drainage infrastructure represents more than half of The City's asset base.
- The Utility 10-year capital plan supports maintaining existing infrastructure and meeting increasing quality standards for a growing city. As a key component of the Utility financial plan, the capital budget includes targets for total debt and cash financing, which will be achieved over six years in order to maintain manageable utility rates.
- The capital plan of \$250 million each year for the next three years is significantly lower than previous capital budgets. Water, wastewater and drainage projects will be delayed or reduced based on an evaluation and prioritization process.
- The capital budget:
 - Allows the Utilities to continue to support urban growth by maintaining a 3 to 5 year serviced land inventory aligned with the Municipal Development Plan (MDP) and sufficient water and wastewater treatment capacity. The proportion of the capital program allocated for growth is significantly lower than in 2009-2011 due to current population projections. This funding is now allocated for capital maintenance upgrades and lowers debt financing requirements;
 - Ensures high quality water and wastewater service that protects public health and the environment by reinvesting in infrastructure to ensure resiliency and improve operational and energy efficiency;
 - Protects river water quality and ensures that the Utilities continue to meet provincial regulations for drinking water and wastewater treatment; and
 - Ensures The City continues to make progress towards achieving the goals of the Water Efficiency Plan and the Stormwater Management Strategy.
- The investment plan supports departmental performance measures related to citizen satisfaction with drinking water quality, interruptions to service, system condition, river water quality, meeting provincial regulations for water and wastewater treatment, treatment plant capacity and serviced land supply.

UTILITIES & ENVIRONMENTAL PROTECTION: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Environmental & Safety Management						
Approved Projects in Progress	0	0	0	0	0	0
Total Projects Requiring Approval: (2)						
Program 815 : Environmental Liabilities & Remediation	1,350	380	95	0	0	1,825
Total Projects Requiring Approval	1,350	380	95	0	0	1,825
2012 Capital Budget	1,350	380	95	0	0	1,825
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	745	470	0	0	1,215
Total Environmental & Safety Management	1,350	1,125	565	0	0	3,040
Waste & Recycling Services						
Approved Projects in Progress	27,638	44,212	13,328	5,666	0	90,844
Total Projects Requiring Approval: (2)						
Program 256 : Landfill/Treatment Infrastructure	13,759	15,971	23,355	4,114	4,675	61,874
Program 257 : Diversion Infrastructure	6,000	5,500	0	0	0	11,500
Program 258 : Facilities & Equipment	13,362	24,865	19,482	0	0	57,709
Total Projects Requiring Approval	33,121	46,336	42,837	4,114	4,675	131,083
2012 Capital Budget	60,759	90,548	56,165	9,780	4,675	221,927
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	57,980	65,495	123,475
Total Waste & Recycling Services	60,759	90,548	56,165	67,760	70,170	345,402
Environmental Protection						
Approved Projects in Progress	27,638	44,212	13,328	5,666	0	90,844
Projects Requiring Approval (2)	34,471	46,716	42,932	4,114	4,675	132,908
2012 Capital Budget	62,109	90,928	56,260	9,780	4,675	223,752
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	745	470	57,980	65,495	124,690
Total Environmental Protection	62,109	91,673	56,730	67,760	70,170	348,442

Notes:

(1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.

(2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.


UTILITIES & ENVIRONMENTAL PROTECTION: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Utilities						
Approved Projects in Progress	176,029	79,159	20,958	0	0	276,146
Total Projects Requiring Approval: (2)						
Program 891 : Water Treatment Plants	13,980	25,087	34,437	29,900	0	103,404
Program 892 : Water Distribution Systems	25,006	8,498	41,060	0	0	74,564
Program 893 : Water Equipment & Others	295	0	0	0	0	295
Program 894 : Wastewater Treatment	39,515	39,973	51,177	0	0	130,665
Program 895 : Wastewater Collection System	(38,441)	23,434	16,378	0	0	1,371
Program 896 : Wastewater Equipment_Others	1,082	0	0	0	0	1,082
Program 897 : Drainage Systems & Management Facilities	10,444	16,584	10,966	0	0	37,994
Program 898 : Drainage Equipment & Other	445	0	0	0	0	445
Program 899 : Common Assets	14,088	16,050	14,047	0	0	44,185
Total Projects Requiring Approval	66,414	129,626	168,065	29,900	0	394,005
2012 Capital Budget	242,443	208,785	189,023	29,900	0	670,151
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	41,556	47,613	250,343	282,887	622,399
Total Utilities	242,443	250,341	236,636	280,243	282,887	1,292,550
Utilities & Environmental Protection						
Approved Projects in Progress	203,667	123,371	34,286	5,666	0	366,990
Projects Requiring Approval (2)	100,885	176,342	210,997	34,014	4,675	526,913
2012 Capital Budget	304,552	299,713	245,283	39,680	4,675	893,903
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	42,301	48,083	308,323	348,382	747,089
Total Utilities & Environmental Protection	304,552	342,014	293,366	348,003	353,057	1,640,992

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
- (2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

UTILITIES & ENVIRONMENTAL PROTECTION

(\$ millions)

Environmental & Safety Management	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$11.6	\$8.0	63	\$11.8	\$8.0	63	\$11.5	\$8.1	62

Overview

Environmental & Safety Management (ESM) provides Corporate leadership to ensure continuous improvement in The City's occupational health and safety performance and environmental stewardship.

ESM assures The City is a safe and healthy place to work. ESM supports all departments in delivering occupational health and safety regulatory programs and continually improving safety performance by focusing on industry-wide benchmarking, trending and root cause analysis of incidents, near miss reporting, work accommodation and investments in training and safety policies and programs.

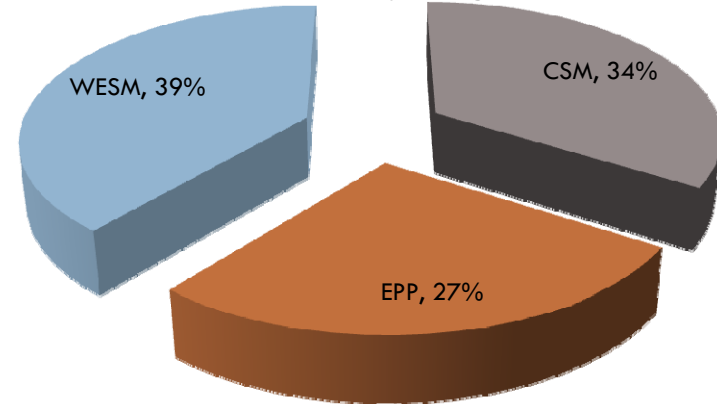
ESM champions policies, programs and initiatives to reduce The City's environmental impact. For instance, ESM supports initiatives to conserve energy, reduce emissions and reduce waste. ESM also supports the community to adopt more sustainable behaviours and take action to mitigate the impacts of climate change. A key focus is working with the community to develop and implement a community greenhouse gas reduction plan. ESM also works with the community and regional partners to support air quality monitoring and reporting.

ESM oversees Corporate environmental liabilities. ESM assesses, manages and develops City-owned contaminated sites to protect public health and demonstrate leadership in brownfield redevelopment. Brownfields are vacant or underused sites that are often contaminated due to former industrial or commercial use. Redevelopment of these sites supports communities by putting unused land into productive use. It also encourages intensification, utilizes existing infrastructure and rejuvenates neighbourhoods. Brownfield redevelopment also improves air, water and soil quality and can protect valuable or environmentally sensitive areas.

List of Services

- Contaminated Sites Management - CSM
- Environmental Policy & Programs - EPP
- Workplace Environmental & Safety Management - WESM

Environmental & Safety Management Expenditures



Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

As Corporate leaders in environmental and safety management, ESM plays a pivotal role in both leading the way with respect to City operations and helping the community move toward more sustainable environmental behaviours. ESM's programs and services help The City and community protect natural resources and support the achievement of environmental objectives outlined in the 2020 Sustainability Direction and imagineCALGARY.

The actions outlined in the 2012-2014 business plan and budget include initiatives to proactively identify and manage safety and environmental risks and emerging issues. ESM's work supports The City in being a safe, healthy and environmentally responsible place to work to support achieving Council's priority to build a vibrant and healthy community. Four areas of focus include:

- Integration of environment, health and safety management systems to provide a systematic framework for managing risks and leveraging opportunities;
- Development of a Corporate carbon emission and offset system;
- Development and implementation of a community greenhouse gas reduction plan to save energy, mitigate climate change impacts and protect air quality; and,
- Development of contaminated site risk management plans and redevelopment of existing brownfield sites.

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Actions for Council Approval

Strategies		Actions	Accountable Services
Community	1C1 Deliver and demonstrate value to citizens and customers. (CFP-Z7)	1C1.1 Engage in dialogue with citizens and customers to understand their expectations and help them stay engaged and informed about programs and services.	Business Unit Wide
		1C1.2 Build public trust by effectively and efficiently providing valuable services.	Business Unit Wide
		1C1.3 Measure, benchmark and report our performance on a regular basis.	Business Unit Wide
Community	1C2 Provide excellent customer service.(CFP-B1,Z7)	1C2.1 Develop a customer centric organization where in our everyday operations, customer service is respectful, reliable, responsive and responsible.	Business Unit Wide
Community	1C3 Make it easy to do business with us. (CFP-Z5,Z7, Z9)	1C3.1 Provide transparent and timely information and access to services through multiple channels for both customers and the community.	Business Unit Wide
Community	1C4 Build productive working relationships with stakeholders to achieve common goals.(CFP-Z3,Z5)	1C4.1 Leverage relationships with partners, stakeholders and The Corporation to deliver programs and services.	Business Unit Wide
Community	2C1 Focus on our financial health. (CFP-Z2, Z10)	2C1.1 Provide effective management and collaborate with departments to reduce the risks to The City's Workers' Compensation Board claim rates, premiums and rebates.	WESM
		2C1.2 Lead the development and implementation of a system to strategically manage Corporate carbon emissions and offsets.	EPP
		2C1.3 Develop management and leadership financial competencies to support evaluation and decision-making.	Business Unit Wide
		2C1.4 Review environmental liabilities and ensure they are recorded on The City's financial statement to manage future financial risk.	CSM

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CSM Contaminated Sites Management **EPP** Environmental Policy & Programs **WESM** Workplace Environmental & Safety Management

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 2C2 Increase efficiencies and transparency. (CFP-Z2,Z3,Z10)	2C2.1 Implement a program evaluation framework to assess the impact, cost and value of services and prioritize opportunities for improvement.	Business Unit Wide
Community 2C3 Benchmark our performance. (CFP-Z2,Z3)	2C3.1 Develop and implement benchmarking program for safety indicators that have a financial impact.	WESM
Places 3P1 Meet regulatory requirements to protect public health.	3P1.1 Assess and report Corporate risk for existing and emerging legislation regarding greenhouse gases and air contaminants.	EPP
	3P1.2 Investigate contamination on City property and develop risk management plans.	CSM
Places 3P2 Lead by example.	3P2.1 Lead The Corporation to embed the Triple Bottom Line Policy into decision-making.	EPP
	3P2.2 Mitigate the impact of our business on the air, land and water to align with environmental goals.	CSM, EPP
	3P2.3 Provide Corporate leadership to improve environmental performance and achieve efficiencies through the use of environmental management systems.	WESM
Places 3P3 Develop and implement programs to make it easier for the community to take action. (CFP-B4)	3P3.1 Foster behaviour change through program innovation, removing barriers and ongoing education.	EPP

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CSM Contaminated Sites Management **EPP** Environmental Policy & Programs **WESM** Workplace Environmental & Safety Management

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 3P4 Ensure integrated resource management planning. (CFP-P8)	3P4.1 Deliver brownfield redevelopment, Corporate waste management, greenhouse gas and air quality programs that align to environmental goals.	Business Unit Wide
	3P4.2 Lead the Corporation to work with the oil and gas sector to manage the impact of resource development within and surrounding Calgary city limits.	CSM
Places 3P5 Think and act regionally. (CFP-P1,P10)	3P5.1 Align with The Corporation and the region to manage risks to air quality and achieve common goals.	EPP
Places 4P1 Continually improve on asset management. (CFP-Z1,Z5)	4P1.1 Leverage tools and technology to support operations and realize efficiencies.	Business Unit Wide
Places 4P2 Manage risks to our infrastructure.	4P2.1 Identify risks and prioritize actions for infrastructure protection through the development of a climate change adaptation strategy.	EPP
Organization 5Z1 Invest in the learning and development of our employees. (CFP-Z1,Z6)	5Z1.1 Develop and prioritize learning and development plans and resources in UEP and align with emerging organizational needs.	Business Unit Wide
	5Z1.2 Plan for employee transitions (e.g. knowledge management, competencies, job design, mentoring) and increase organizational performance capacity.	Business Unit Wide
	5Z1.3 Promote and celebrate employee learning and development.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CSM Contaminated Sites Management **EPP** Environmental Policy & Programs **WESM** Workplace Environmental & Safety Management

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Actions for Council Approval

Strategies		Actions	Accountable Services
Organization	5Z2 Invest in the growth of our leaders. (CFP-Z1,Z6)	5Z2.1 Create opportunities for leaders to increase their self awareness, explore their leadership strengths and skills, and enhance their working relationships.	Business Unit Wide
		5Z2.2 Foster and support leadership communications that inspire employees' trust.	Business Unit Wide
		5Z2.3 Improve managerial competency in applying policies and processes in day-to-day work increasing understanding of and access to tools and systems.	Business Unit Wide
Organization	5Z3 Increase employee participation to support meaningful connection to the workplace. (CFP-Z12, Z6)	5Z3.1 Support and encourage all employees to fulfill their organizational accountabilities and exemplify organizational values.	Business Unit Wide
		5Z3.2 Showcase and celebrate the accomplishments of teams and employees.	Business Unit Wide
		5Z3.3 Undertake initiatives that remove barriers and support inclusiveness of our workplace to achieve resiliency.	Business Unit Wide
Organization	5Z4 Improve health and safety for UEP employees.(CFP-Z6)	5Z4.1 Support resiliency and improve ability to meet job requirements by increasing employee understanding of wellness and occupational health and safety programs.	Business Unit Wide
		5Z4.2 Support productivity by addressing occupational health, safety and wellness priorities.	Business Unit Wide
		5Z4.3 Increase management and employee understanding of occupational health and safety legislation and Corporate program requirements.	Business Unit Wide
Organization	6Z1 Improve health and safety for all City employees. (CFP-Z6)	6Z1.1 Foster a culture of health and safety performance by providing Corporate focus and leadership and demonstrating measureable improvement.	WESM
		6Z1.2 Strengthen Corporate occupational health and safety goal setting, prioritization and performance measurement.	WESM
		6Z1.3 Develop consistent Corporate safety programs that can be adjusted to reflect the unique safety needs of business units.	WESM
		6Z1.4 Continue to ensure the use of the occupational health and safety management system and implement an internal audit protocol to continually improve performance.	WESM

 For Council Approval

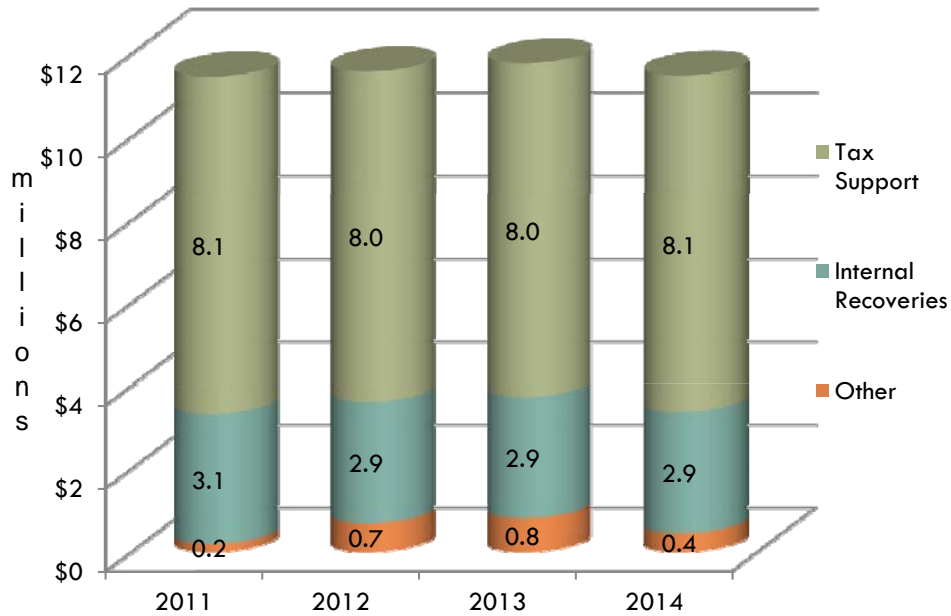
 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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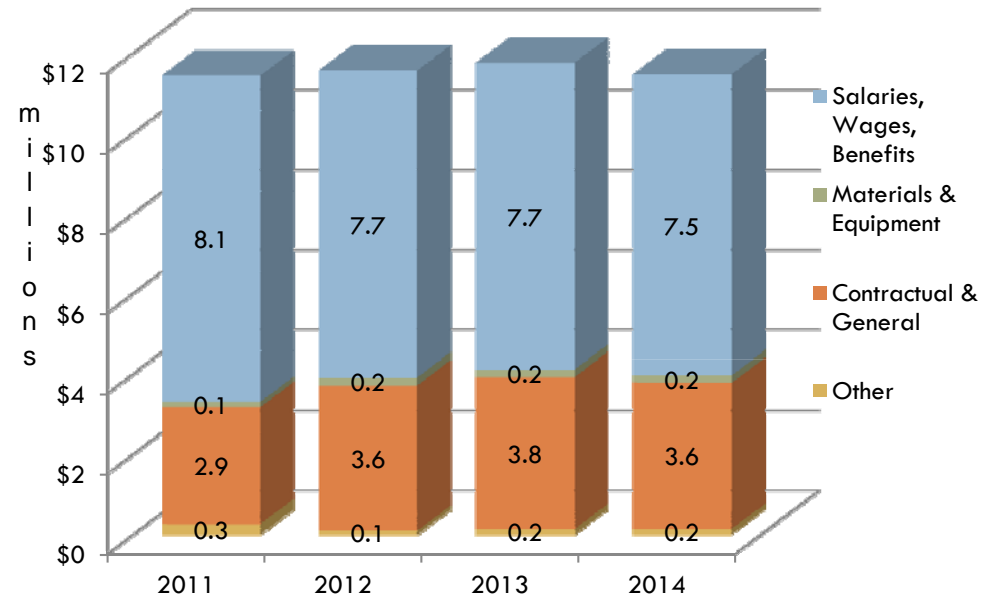
CSM Contaminated Sites Management **EPP** Environmental Policy & Programs **WESM** Workplace Environmental & Safety Management

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Business Plan & Budget Highlights

Funding Summary



Expenditure Summary



No changes to 2012-2014 user fees are proposed at this time.

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Director's Office	\$1.4	\$1.1	3	\$1.2	\$0.9	2	\$1.2	\$0.9	2	\$1.2	\$0.9	2
<u>Services:</u>												
Contaminated Sites Management	3.8	2.5	17	3.6	2.4	17	3.6	2.4	17	3.5	2.4	17
Environmental Policy & Programs	2.6	2.1	19	2.8	2.3	17	2.9	2.4	17	2.8	2.3	16
Workplace Environmental & Safety Mgmt	3.6	2.4	28	4.0	2.4	27	4.1	2.4	27	3.9	2.6	27
Total Environmental & Safety Management	\$11.4	\$8.1	67	\$11.6	\$8.0	63	\$11.8	\$8.0	63	\$11.5	\$8.1	62

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Business Plan & Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Realignment of responsibilities, changes to team organization and processes across the business unit, and improved cost control of business expenses and materials will result in the reduction of \$570 thousand/5 FTEs (\$465 thousand/4 FTEs in 2012 and \$105 thousand/1 FTE in 2014).

Service and Budget Increases

The following provides budget details that will enable Environmental & Safety Management to take action to improve environmental and safety performance to help achieve Council's Fiscal Plan priority to build a vibrant and healthy community and continue progress toward the environmental objectives of the 2020 Sustainability Direction:

- Increase spending in 2012 by \$70 thousand for occupational health & safety programs, including maintenance of safety incident tracking technology, ergonomic assessments and audiometric testing to improve access and consistency for all City employees.
- Move 2009-2011 one-time funding for the Calgary Region Airshed Zone (CRAZ) to base budget (\$105 thousand in 2012) and increase funding by \$45 thousand in 2013 for a new emissions-based fee for air quality monitoring by CRAZ. These funds will allow ESM to participate as a member of CRAZ to support achievement of Corporate air quality and climate change action goals. CRAZ is a non-profit organization that monitors, analyzes and provides information on air quality and develops regional strategies to manage air quality issues.
- In 2012, there is a net increase of \$220 thousand as a result of reconciliation of salary costs, loss of recoveries from other business units and a move of Calgary River Forum funding to Water Resources. In 2014, there is an additional loss of staff recoveries of \$206 thousand.

- New costs for online reporting of environmental information and maintenance of environmental data management systems add \$35 thousand and \$61 thousand in 2012 and 2013 respectively. In 2013, the increase is partially offset (\$35 thousand) by continued improvements in business expenses cost control.
- One-time funding of \$150 thousand annually in 2012-2014 to cover costs for external verification and registration of a Corporate carbon finance model. Participation in a public emissions offset registry: reduces risks from increased costs related future carbon tax; contributes to achieving Corporate and regulated mission targets; ensures regulatory compliance; and funds further carbon mitigation technologies and practices.

Budget Reductions with Service Impact

Reduction of \$101 thousand in 2012 and \$30 thousand in 2014 within Contaminated Sites Management's contractual services will result in fewer new contaminated site investigations. The impact will be minimized using a risk-based prioritization process for contaminated sites investigations.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$465)	\$0	(\$105)
Service and budget increases	430	71	206
Budget reductions with service impact	(101)	0	(30)
Total base changes	<u>(136)</u>	<u>71</u>	<u>71</u>
One-Time	150	150	150
Less: Prior Year's One-time	(171)	(150)	(150)
Total budget changes	<u>(\$157)</u>	<u>\$71</u>	<u>\$71</u>

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Capital Projects Requiring Approval

(\$000s)

\$1,825	For Council Approval at Program-Project level as per Department Capital Plan report
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Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
815-12F	Technology	U	C	0	0	1,175	700	380	95	0	0	1,175
815-13F	Corporate Environmental Programs	S	C	0	0	1,865	650	745	470	0	0	1,865
Total Program 815 : Environmental Liabilities & Remediation				0	0	3,040	1,350	1,125	565	0	0	3,040
<i>Operating costs of capital of Program 815</i>												
<i>2012-2014 Operating Budget</i>				O1			0	61	0	N/A	N/A	61
						3,040	1,350	1,125	565	0	0	3,040

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

Funding For Capital Projects

Pay-As-You-Go	1,350	1,125	565	0	0	3,040
Total Funding	1,350	1,125	565	0	0	3,040

Explanation of Budget Requests

Program 815 : Environmental Liabilities & Remediation

Project 815-12F : Technology

New budget request for \$1.175 million in 2012-2014 budget cycle for the purchase/implementation of data management systems: (1) to provide detailed, auditable data and reports on energy consumption and Green-house Gases (GHG) emissions, and (2) to enhance safety tracking and monitoring, and replacement of occupational hygiene and safety equipment. Program will be funded by Pay-As-You-Go.

Operating costs of capital: This program requires an annual operating maintenance cost of \$61 thousand, which has been requested in ESM's operating base beginning in 2013.

Project 815-13F : Corporate Environmental Programs

New budget request for \$1.865 million in 2012-2014 budget cycle for the development/support/expansion of the Green office, Green Fleet and Corporate Climate Change Programs, aimed at reducing the environmental impact and regulatory risk of internal City's operations as well as delivery of community programs and initiatives to facilitate the reduction of green house gas emissions in support of community reduction targets. Program will be funded by Pay-As-You-Go.

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Service Highlights

Contaminated Sites Management	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$3,563	\$2,385	17	\$3,563	\$2,385	17	\$3,533	\$2,355	17

Description of Services

Assessment, management and development of contaminated sites

- Manage Corporate environmental liability
 - Assess the environmental condition of City-owned property
 - Develop plans to remediate or risk manage City-owned property
 - Ensure The City's contaminated sites meet environmental legislation
 - Estimate The City's environmental liability
 - Oversee Environmental Construction Operations Plans (ECO Plans) to ensure

contractors mitigate environmental impacts on major City construction projects

- Provide support to business units on contamination issues
- Manage City's position on oil and gas issues within city boundaries
- Remove barriers to redevelopment of contaminated sites
 - Review development applications for environmental concerns with a focus on residential development
 - Advocate The City's position to support the redevelopment of contaminated sites
 - Identify incentives that The City can provide to develop contaminated sites

Highlighted Strategies

1C4 Build productive working relationships with stakeholders to achieve common goals.(CFP-Z3,Z5)

2C1 Focus on our financial health.(CFP-Z2,Z10)

3P1 Meet regulatory requirement to protect public health.

3P4 Ensure integrated resource management planning. (CFP-P8)

Highlighted Actions

1C4.1 Leverage relationships with partners, stakeholders and The Corporation to deliver programs and services.

2C1.4 Review environmental liabilities and ensure they are recorded on The City's financial statement to manage future financial risk.

3P1.2 Investigate contamination on City property and develop risk management plans.

3P4.1 Deliver brownfield redevelopment, Corporate waste management, greenhouse gas and air quality programs that align to environmental goals.

3P4.2 Lead The Corporation to work with the oil and gas sector to manage the impact of resource development within and surrounding Calgary city limits.

Business Plan and Budget Highlights

Contaminated Sites Management (CSM) supports environmental risk management and brownfield redevelopment.

To mitigate a budget reduction for contracted services, new contamination investigations will be commissioned using risk-based prioritization. Investigation of City-owned residential sites will be given priority status, while commercial and industrial sites will be investigated on an as needed basis. Environmental liabilities are recorded on The City's financial register and the funds are used to ensure that these sites remain in legislative compliance. Third party contamination of City property, from gas stations for example, will continue to be addressed on an as needed basis.

CSM works with the Corporate Planning Applications Group providing environmental risk management expertise to ensure that a site is suitable for the proposed development. CSM also oversees the Environmental Construction Operation Plan (ECOPlan) program to reduce environmental impacts from City construction projects and provides contamination expertise on individual projects.

CSM will continue to facilitate the development of Corporate incentives for brownfield sites. CSM will work with the Government of Alberta to advocate for legislative changes and investigate opportunities to access alternative sources of funding for brownfield redevelopment projects.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Service Highlights

Environmental Policy & Programs	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,800	\$2,289	17	\$2,906	\$2,395	17	\$2,801	\$2,290	16

Description of Services

Community and internal climate change planning and programs and environmental sustainability

- Develop policy, plans, targets and strategies and report performance to manage environmental issues
- Develop community and Corporate greenhouse gas reduction plans, including the assessment of air quality and greenhouse gas emissions risks

- Assess and develop strategies to manage air quality issues working with the Calgary Region Airshed Zone
- Develop and deliver community environmental programs and education
- Ensure continual improvement of the Triple Bottom Line (TBL) assessment tools and training to support Corporate sustainability
- Provide environmental management expertise to business units across The City

Highlighted Strategies

1C4 Build productive working relationships with stakeholders to achieve common goals.(CFP-Z3,Z5)

2C1 Focus on our financial health.(CFP-Z2,Z10)

3P2 Lead by example.

3P3 Develop and implement programs to make it easier for the community to take action.(CFP-B4)

3P5 Think and act regionally.(CFP-P1,P10)

Highlighted Actions

1C4.1 Leverage relationships with partners, stakeholders and The Corporation to deliver programs and services.

2C1.2 Lead the development and implementation of a system to strategically manage Corporate carbon emissions and offsets.

3P2.1 Lead The Corporation to embed the Triple Bottom Line Policy into decision-making.

3P3.1 Foster behaviour change through program innovation, barrier removal and ongoing education.

3P5.1 Align with The Corporation and the region to manage risks to air quality and achieve common goals.

Business Plan and Budget Highlights

Environmental Policy & Programs (EPP) provides leadership to support achievement of long-term environmental goals. EPP works with the community and The Corporation to develop and implement initiatives for greenhouse gas (GHG) reduction and air quality management. This includes community and Corporate GHG planning and participation in the Calgary Region Airshed Zone. By working collaboratively, EPP leverages shared goals, initiates action, removes barriers in City processes and builds funding mechanisms for sustained action toward long-term targets.

Emerging regulatory changes that will reduce thresholds for GHG emissions require quantification and performance measurement of Corporate GHG emissions. A new carbon finance program will leverage carbon offsets from City investments in energy efficiency and GHG reduction projects and more effectively manage the financial costs of carbon. The Corporation will have options to meet Corporate targets, mitigate compliance costs or generate revenue streams for new projects.

Corporate environmental stewardship requires policy development, reporting and continuous performance improvement. The Green Fleet, Green Office and Corporate Waste Reduction programs are led by EPP demonstrating our support for The City's environmental goals. EPP also implements the Triple Bottom Line Policy putting into practice The City's goals for environmental sustainability. Environmental policy development and programs for community and Corporate education focus on changing behaviours to build the sustainable community envisioned in imagineCALGARY.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management: Service Highlights

Workplace Environmental & Safety Management	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$3,976	\$2,403	27	\$4,071	\$2,378	27	\$3,913	\$2,584	27

Description of Services

Environmental and safety management systems and programs

- Assess and manage Corporate occupational health and safety risks
- Develop Corporate standards, best practices and tools for environmental and safety compliance
- Provide occupational health programs for all City departments
- Provide safety expertise to front-line operations
- Set Corporate targets and report performance on workplace environment and safety goals
- Audit environmental, occupational health and safety management systems
- Develop and deliver safety education and awareness programs

Highlighted Strategies

3P2 Lead by example.

4P1 Continually improve on asset management. (CFP-Z1,Z5)

6Z1 Improve health and safety for all City employees. (CFP-Z6)

Highlighted Actions

3P2.3 Provide Corporate leadership to improve environmental performance and achieve efficiencies through the use of environmental management systems.

4P1.1 Leverage tools and technology to support operations and realize efficiencies.

6Z1.1 Foster a culture of health and safety performance by providing Corporate focus and leadership and demonstrating measureable improvement.

6Z1.2 Strengthen Corporate occupational health and safety goal setting, prioritization and performance measurement.

6Z1.4 Continue to ensure the use of the occupational health and safety management system and implement an internal audit protocol to continually improve performance.

Business Plan and Budget Highlights

Workplace Environmental & Safety Management (WESM) provides Corporate leadership in environmental and occupational health and safety management. WESM supports City departments in ensuring all employees have consistent and appropriate support and access to programs and tools through the development of Corporate programs. These actions will support improved Corporate performance and regulatory compliance.

WESM focuses on efficient and effective service delivery and recognizes the need to leverage limited resources across The Corporation. Actions for 2012-2014 will focus on: improving administration of Workers' Compensation Board claims to manage financial risks; enhancing auditing of safety and environmental compliance; supporting departments to prepare for the Certificate of Recognition (COR) audit; reviewing and enhancing existing environmental and occupational health and safety management systems; addressing increasing internal demand for corporate safety communications and occupational hygiene programs; and sharing and implementing best practices at all levels of the organization.

To ensure progress towards goals, WESM will report on Corporate environmental and safety performance measures and targets to support environmental stewardship and foster a strong safety culture.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION

(\$ millions)

Waste & Recycling Services	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$125.4	\$34.9	549	\$129.7	\$35.2	561	\$134.3	\$35.5	573

Overview

Waste & Recycling Services' (WRS) operating and capital costs are funded through a combination of self-supporting fees and property taxes. Effective waste diversion and management is essential to protecting public health and the environment. WRS's focus is to reduce the amount of material going to landfill by maximizing waste diversion across all customer sectors.

WRS provides collection service for residential garbage, some commercial garbage, residential blue cart recycling and community recycling depots. WRS operates and manages The City's active and former landfills to ensure compliance with regulatory requirements and approvals to operate. WRS develops and delivers education programs to support citizens to reduce, reuse and recycle. WRS also operates community-based waste diversion programs including leaf and pumpkin composting, Christmas tree collection and mulching, household chemical, electronics and paint recycling.

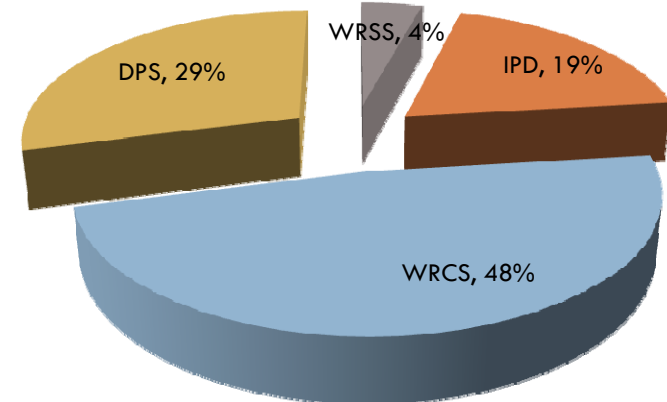
List of Services

- Collection Services - WRCS
- Disposal & Processing Services - DPS
- Infrastructure & Program Development - IPD
- Strategic Services - WRSS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

In 2012-2014, WRS will continue to make progress toward 80/20 by 2020 and support a sustainable future for current and future generations. A key focus is Council's direction to develop and implement comprehensive waste diversion strategies, including the required capital plan. WRS will plan, test and evaluate a residential food and yard waste diversion program and make a recommendation to Council for a future city-wide program. Based on Council's approval, WRS will design and begin construction of a food and yard waste processing facility and will research, review, and evaluate new technology and processes. WRS will also continue to investigate new waste diversion programs, including construction and demolition waste diversion, multi-family recycling and industrial, commercial and institutional waste diversion.

Waste & Recycling Services Expenditures



WRS will continue to ensure citizens are satisfied by continuing to deliver efficient and timely collection services and engage them to understand expectations and stay informed about the services we deliver.

WRS will continue to focus on innovation, collection efficiency and benchmarking to provide cost effective service delivery. The introduction of automated black cart collection allowed WRS to maintain high levels of customer satisfaction while creating operational efficiencies and reinvesting savings to keep pace with residential growth and support diversion programs. Cart collection also dramatically reduced work place injuries experienced through hand collection. WRS will continue to focus on operating facilities and systems to comply with regulations and approvals to operate. Mitigating the impact of WRS business on the environment will support the achievement of the goals outlined in the 2020 Sustainability Direction.

WRS will strengthen its financial and business capacity and will prioritize infrastructure planning to ensure investments are directed toward highest business value. WRS will manage infrastructure through its full lifecycle to mitigate risk and conduct a landfill lifecycle evaluation including closure and post closure care and liability management.

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 1C1 Deliver and demonstrate value to citizens and customers. (CFP-Z7)	1C1.1 Engage in dialogue with citizens and customers to understand their expectations and help them stay engaged and informed about programs and services.	WRSS
	1C1.2 Build public trust by effectively and efficiently providing valuable services.	DPS, WRCS
	1C1.3 Measure, benchmark and report our performance on a regular basis.	WRSS
Community 1C2 Provide excellent customer service. (CFP-B1, Z7)	1C2.1 Develop a customer centric organization where in our everyday operations, customer service is respectful, reliable, responsive and responsible.	DPS, WRCS
Community 1C3 Make it easy to do business with us. (CFP-Z5, Z7, Z9)	1C3.1 Provide transparent and timely information and access to services through multiple channels for both customers and the community.	WRSS
Community 1C4 Build productive working relationships with stakeholders to achieve common goals.(CFP-Z3, Z5)	1C4.1 Leverage relationships with partners, stakeholders and The Corporation to deliver programs and services.	WRSS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
WRCS Collection Services	DPS Disposal & Processing Services	IPD Infrastructure & Program Development		WRSS Strategic Services	

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 2C1 Focus on our financial health. (CFP-Z2, Z10)	2C1.1 Continue to evolve WRS' financial plan to align future funding requirements with the 80/20 by 2020 goal.	IPD, WRSS
	2C1.2 Develop management and leadership financial competencies to support evaluation and decision making.	WRSS
	2C1.3 Conduct a landfill lifecycle evaluation including closure and post closure care and liability management.	DPS
Community 2C2 Increase efficiencies and transparency. (CFP-Z2, Z3, Z10)	2C2.1 Understand customers' perception of value and demonstrate the value they receive through the fees they pay.	WRSS
	2C2.2 Develop a culture of program evaluation, understand our cost of doing business and look for opportunities to improve efficiency and effectiveness.	Business Unit Wide
	2C2.3 Prepare for the Corporate zero-based review program, including review of services and programs for customers' value, efficiency and delivery method, if so directed.	Business Unit Wide
Community 2C3 Benchmark our performance. (CFP-Z2, Z3)	2C3.1 Develop and enhance WRS' performance management system and continue to participate in benchmarking initiatives.	WRSS
Places 3P1 Meet regulatory requirements to protect public health.	3P1.1 Operate facilities and systems to ensure compliance with regulatory requirements and licences and approvals to operate.	DPS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
WRCS Collection Services	DPS Disposal & Processing Services	IPD Infrastructure & Program Development		WRSS Strategic Services	

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 3P2 Lead by example.	3P2.1 Model sustainable approaches that have a positive impact on environmental, social and economic outcomes.	WRSS
	3P2.2 Mitigate the impact of our business on the air, land and water to align with environmental goals.	Business Unit Wide
Places 3P3 Develop and implement programs to make it easier for the community to take action. (CFP-B4)	3P3.1 Foster behaviour change through program innovation, removing barriers and ongoing education.	WRSS
	3P3.2 Manage and improve existing diversion strategies for customer groups to achieve 80/20 by 2020.	IPD, WRSS
Places 3P4 Ensure integrated resource management planning. (CFP-P8)	3P4.1 Deliver on the targets and actions embedded in the 80/20 by 2020 waste diversion strategy.	Business Unit Wide
Places 3P5 Think and act regionally. (CFP-P1, P10)	3P5.1 Collaborate with regional partners to achieve diversion outcomes.	WRSS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
WRCS Collection Services	DPS Disposal & Processing Services	IPD Infrastructure & Program Development		WRSS Strategic Services	

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Places 3P6 Develop and implement comprehensive waste diversion strategies, which continues progress towards 80/20 by 2020. (CFP-P9*)</p>	3P6.1 Plan, test and evaluate a residential food and yard waste diversion program.	WRCS, IPD, WRSS
<p>Places 4P1 Continually improve on asset management. (CFP-Z1, Z5)</p>	4P1.1 Develop and implement asset management plans in accordance with Corporate framework.	IPD
	4P1.2 Leverage tools and technology to support operations and realize efficiencies.	DPS, IPD, WRCS
	4P1.3 Continuous improvement in making day-to-day operations more efficient and effective.	DPS, WRCS
	4P1.4 Build capacity and understanding of asset management across the business to align and improve decision-making and program delivery.	IPD
<p>Places 4P2 Manage risks to our infrastructure.</p>	4P2.1 Conduct condition and risk assessments for prioritized asset classes to ensure reinvestment are directed to higher risk assets.	IPD
	4P2.2 Prioritize infrastructure investment planning to ensure investments are directed toward highest business value in the long-term.	IPD, WRCS
	4P2.3 Manage infrastructure through its full lifecycle and optimize lifecycle cost and mitigate risk.	DPS, IPD, WRCS
<p>Places 4P4 Develop and implement a capital plan, which continues progress towards 80/20 by 2020. (CFP-P9*)</p>	4P4.1 Design and begin construction of a residential food and yard waste processing facility.	DPS, IPD

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
WRCS Collection Services	DPS Disposal & Processing Services	IPD Infrastructure & Program Development	WRSS Strategic Services		

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Actions for Council Approval

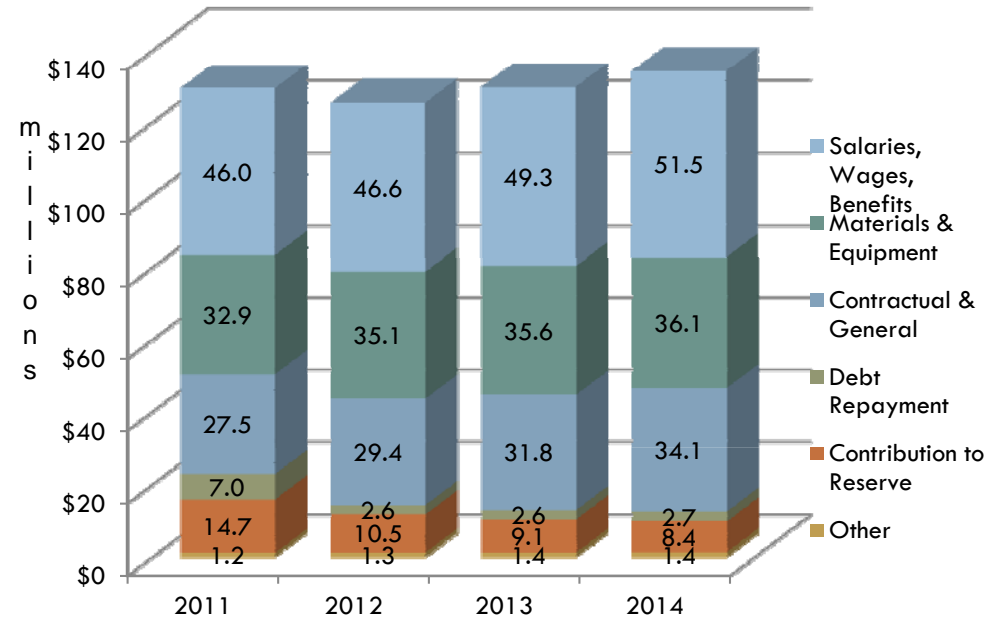
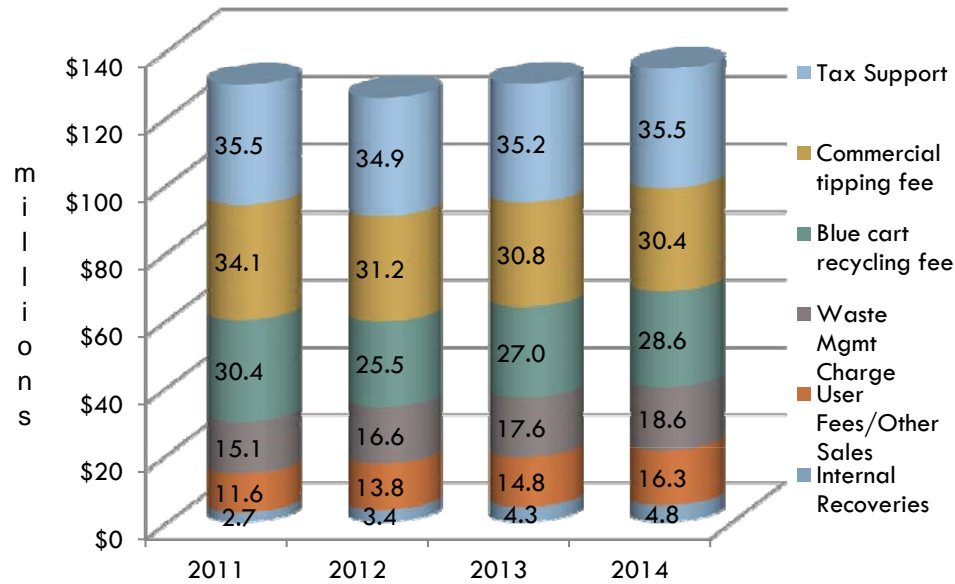
Strategies	Actions	Accountable Services
Organization 5Z1 Invest in the learning and development of our employees. (CFP-Z1, Z6)	5Z1.1 Develop and prioritize learning and development plans and resources in UEP and align with emerging organizational needs.	Business Unit Wide
	5Z1.2 Plan for employee transitions (e.g. knowledge management, competencies, job design, mentoring) and increase organizational performance capacity.	Business Unit Wide
	5Z1.3 Promote and celebrate employee learning and development.	Business Unit Wide
Organization 5Z2 Invest in the growth of our leaders. (CFP-Z1, Z6)	5Z2.1 Create opportunities for leaders to increase their self awareness, explore their leadership strengths and skills, and enhance their working relationships.	Business Unit Wide
	5Z2.2 Foster and support leadership communications that inspire employees' trust.	Business Unit Wide
	5Z2.3 Improve managerial competency in applying policies and processes in day-to-day work increasing understanding of and access to tools and systems.	Business Unit Wide
Organization 5Z3 Increase employee participation to support a meaningful connection to the workplace. (CFP-Z1, Z6)	5Z3.1 Support and encourage all employees to fulfill their organizational accountabilities and exemplify organizational values.	Business Unit Wide
	5Z3.2 Showcase and celebrate the accomplishments of teams and employees.	Business Unit Wide
	5Z3.3 Undertake initiatives that remove barriers and support inclusiveness of our workplace to achieve resiliency.	Business Unit Wide
Organization 5Z4 Improve health and safety for UEP employees. (CFP-Z6)	5Z4.1 Support resiliency and improve ability to meet job requirements by increasing employee understanding of wellness and occupational health and safety programs.	Business Unit Wide
	5Z4.2 Support productivity by addressing occupational health, safety and wellness priorities.	Business Unit Wide
	5Z4.3 Increase management and employee understanding of occupational health and safety legislation and corporate program requirements.	Business Unit Wide

For Council Approval

For Council Information

Community WRCS Collection Services	Places DPS Disposal & Processing Services	Mobility IPD Infrastructure & Program Development	Business WRSS Strategic Services	Organization Finance
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UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Business Plan & Budget Highlights



Changes to rates for 2012-2014 are proposed and subject to Council approval as detailed in the Business Unit User Fee Schedules (Attachment 2).

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend	Net	FTE	Expend	Net	FTE	Expend	Net	FTE	Expend	Net	FTE
Director's Office	\$3.6	\$3.6	3	\$3.7	\$3.7	3	\$3.9	\$3.9	3	\$4.0	\$4.0	3
Major Revenues	0.0	(79.6)	0	0.0	(73.3)	0	0.0	(75.4)	0	0.0	(77.6)	0
Capital Costs	7.0	6.2	0	2.6	0.7	0	2.6	1.1	0	2.7	1.1	0
Contribution to Reserve	14.7	14.7	0	10.5	10.5	0	9.1	9.1	0	8.4	8.4	0
Services:												
Collection Services	52.6	47.3	390	53.2	47.7	355	54.7	49.0	357	56.3	50.2	360
Disposal & Processing Services	29.0	25.8	140	30.9	27.2	145	33.2	29.0	152	35.4	30.2	160
Infrastructure & Program Development	19.2	14.2	20	20.2	14.1	22	21.4	13.8	23	22.2	14.0	23
Strategic Services	3.5	3.5	19	4.3	4.3	24	4.8	4.8	26	5.2	5.2	27
TOTAL WASTE & RECYCLING SERVICES	\$129.6	\$35.7	573	\$125.4	\$34.9	549	\$129.7	\$35.2	561	\$134.3	\$35.5	573

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Business Plan & Budget Highlights

Productivity Gain (budget reduced with no service impact)

Full implementation of automated residential garbage collection has resulted in a reduction of 66 FTEs in collection staff over 2 years. There will be a reduction of 48 FTEs in 2012; 18 FTEs were also given up in 2011. A portion of the savings realized will allow WRS to deliver the residential food and yard waste diversion pilot.

Rates

Through program efficiency, the 2012 blue cart recycling fee has been reduced by 19% from 2011, which represents a \$5.7 million savings to blue cart customers. The fee is projected to increase by 3.9% in each of 2013 and 2014 to address higher operating and capital costs, remaining below the current 2011 rate.

Service and Budget Increases

The following provides budget details to enable Waste & Recycling Services to achieve the priorities outlined in Council's Fiscal Plan, specifically development and implementation of comprehensive waste diversion strategies, and make progress on the environmental objectives in the 2020 Sustainability Direction.

The tax rate and fee structure will enable WRS to:

- Ensure environmental and regulatory compliance (\$300 thousand/2 FTEs in 2012, \$150 thousand/1 FTE in 2013 and \$300 thousand/2FTEs in 2014).
- Accommodate residential growth in new communities (\$200 thousand/4 FTEs in 2012, \$200 thousand/2 FTEs in 2013 and \$200 thousand/3 FTEs in 2014).
- Increase waste diversion opportunities (\$800 thousand/11 FTEs in 2012, \$700 thousand/6 FTEs in 2013, and \$500 thousand/6 FTEs in 2014).
- Support education and awareness to encourage citizens to take action and make progress on waste diversion goals (\$400 thousand/4 FTEs in 2012, with a further increase of \$100 thousand/1FTE in 2013).

- Strengthen financial management, business performance and benchmarking (\$100 thousand/1 FTE in each of 2012, 2013 and 2014).
- Deliver on WRS's capital program (\$300 thousand/2 FTEs in 2012, with a further increase of \$150 thousand/1 FTE in 2013).
- Provide for inflationary increases (approximately \$2.2 million annually).

Rates

- The waste management charge will increase by 3.9% annually for 2012-2014.
- The commercial landfill tipping fee will increase by 3.9% annually for 2012-2014.
- The increases address higher operating and capital costs.

Budget Reductions with Service Impact

There are no budget reductions with service impacts. The budget changes will enable WRS to leverage productivity gains to continue to meet regulatory requirements, protect public health and deliver quality service to customers.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$2,250)	\$0	\$0
Service and budget increases	1,629	325	325
Budget reductions with service impact	0	0	0
Total base changes	<u>(621)</u>	<u>325</u>	<u>325</u>
One-Time	0	0	0
Less: Prior Year's One-time	(200)	0	0
Total budget changes	<u><u>(\$821)</u></u>	<u><u>\$325</u></u>	<u><u>\$325</u></u>

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Capital Projects Requiring Approval

(\$000s)

\$131,083	For Council Approval at Program-Project level as per Department Capital Plan report
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Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
256-000	Landfill/Treatment Infrastructure	M	A	23,639	40,350	7,727	16,802	14,300	9,300	7,200	475	48,077
256-000	Landfill/Treatment Infrastructure	M	C	0	0	54,147	10,377	14,930	22,340	2,300	4,200	54,147
Total Program 256 : Landfill/Treatment Infrastructure				23,639	40,350	61,874	27,179	29,230	31,640	9,500	4,675	102,224
<hr/>												
257-000	Diversion Infrastructure	S	C	0	0	11,500	6,000	5,500	0	0	0	11,500
Total Program 257 : Diversion Infrastructure				0	0	11,500	6,000	5,500	0	0	0	11,500
<hr/>												
258-000	Facilities & Equipment	U	C	0	0	57,709	13,362	24,865	19,482	0	0	57,709
Total Program 258 : Facilities & Equipment				0	0	57,709	13,362	24,865	19,482	0	0	57,709
Operating costs of capital of Program 258											0	
<i>2012-2014 Operating Budget</i>					O1		150	150	150	N/A	N/A	450
				23,639	40,350	131,083	46,541	59,595	51,122	9,500	4,675	171,433

Note:
 Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost
 Budgets and/or operating costs of capital beyond 2016 are included in 2016 and are detailed in the Explanation section

Funding For Capital Projects

Federal Gas Tax Fund (GTF)	16,280	16,405	14,670	9,500	4,675	61,530
Revenue/Reserves	30,261	43,190	20,419	0	0	93,870
Self-supported Debts	0	0	16,033	0	0	16,033
Total Funding	46,541	59,595	51,122	9,500	4,675	171,433

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
256	000	Landfill/Treatment Infrastructure	A	M	23,639	16,802	14,300	9,300	7,200	475	48,077	71,716
256	000	Landfill/Treatment Infrastructure	C	M	0	10,377	14,930	22,340	2,300	4,200	54,147	54,147
256	000	Landfill/Treatment Infrastructure	D	M	0	0	0	0	6,830	19,855	26,685	26,685
257	000	Diversion Infrastructure	A	S	453	250	17,348	250	280	0	18,128	18,581
257	000	Diversion Infrastructure	C	S	0	6,000	5,500	0	0	0	11,500	11,500
257	000	Diversion Infrastructure	D	S	0	0	0	0	34,810	30,880	65,690	65,690
258	000	Facilities & Equipment	A	U	27,597	13,968	13,605	4,793	0	0	32,366	59,963
258	000	Facilities & Equipment	C	U	0	13,362	24,865	19,482	0	0	57,709	57,709
258	000	Facilities & Equipment	D	U	0	0	0	0	16,340	14,760	31,100	31,100
Total Waste & Recycling Services					51,689	60,759	90,548	56,165	67,760	70,170	345,402	397,091

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 256 : Landfill/Treatment Infrastructure

Project 256-000: Landfill/Treatment Infrastructure

Previously Approved Budget up to 2011 of \$23.639 million which represents spending to end of 2011 for replacement and maintenance of landfill, leachate collection system, landfill cells, and remediated areas, with funding from Federal Gas Tax Fund (GTF) grant of \$6.899 million, Waste & Recycling Services Reserve of \$13.240 million and Pay-As-You-Go of \$3.5 million. This project will be at 50% completion at end of 2011.

Previously Approved Budget for Future Years of \$40.35 million for completion of landfill remediation work, leachate collection system, and landfill cell construction, with funding from GTF grant of \$9.632 million, Waste & Recycling Services Reserve of \$11.184 million and self-supported debt of \$19.534 million.

New Budget Request of \$7.727 million for additional work on storm ponds, landfill cell construction, and remediation due to scope change, with funding from GTF grant of \$3.919 million and Waste & Recycling Services Reserve of \$3.808 million.

Project 256-000: Landfill/Treatment Infrastructure

New Budget Request of \$54.147 million for design and construction of landfill bioreactor cells, repair and paving of landfill roads leading to leachate collection sumps, as well as continuous replacement and maintenance work on leachate collection systems, cell lining and remediation project, with funding from GTF grant of \$12.6 million, Waste & Recycling Services Reserve of \$37.547 million and self-supported debt of \$4 million.

Program 257 : Diversion Infrastructure

Project 257-000: Diversion Infrastructure

New Budget Request of \$11.500 million for recycling campus site development, with funding from Waste & Recycling Sustainability Reserve. This consists of site remediation, design and construction of roadways, underground infrastructure and site grading.

Operating costs of capital: This program requires \$300 thousand in operating costs and 2.0 FTE for the 2012-2014 budget cycle.

Program 258 : Facilities & Equipment

Project 258-000: Facilities & Equipment

New Budget Request of \$57.709 million for building scalehouse, operations depot and truck shelter at the 3 landfills, drainage ditches construction and wetland treatment for stormwater collection, landfill gas collection system extension, IT asset upgrade and replacement, landfill building maintenance and life cycle replacement of collection carts and bins, with funding from GTF grant of \$24.475 million, Waste & Recycling Services Reserve of \$25.701 million and self-supported debt of \$7.533 million.

Operating costs of capital: This program requires \$450 thousand in operating costs and 4.0 FTE for the 2012-2014 budget cycle.

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Service Highlights

Collection Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$53,170	\$47,711	355	\$54,734	\$48,967	357	\$56,278	\$50,237	360

Description of Services

Residential and non-residential waste and recycling collection

- Provide residential black cart waste collection
- Provide contracted non-residential waste collection
- Provide contracted residential blue cart recycling collection
- Operate community recycling depots
- Manage Waste & Recycling Services fleet
- Implement new technology to improve collection efficiency

Highlighted Strategies

1C1 Deliver and demonstrate value to citizens and customers.(CFP-Z7)

1C2 Provide excellent customer service.(CFP-B1,Z7)

4P1 Continually improve on asset managment.(CFP-Z1,Z5)

4P2 Manage risks to our infrastructure.

Highlighted Actions

1C1.2 Build public trust by effectively and efficiently providing valuable services.

1C2.1 Develop a customer centric organization where in our everyday operations, customer service is respectful, reliable, responsive and responsible.

4P1.2 Leverage tools and technology to support operations and realize efficiencies.

4P1.3 Continous improvement in making day-to-day operations more effective and efficient.

4P2.2 Prioritize infrastructure investment planning to ensure investments are directed toward highest business value in the long-term.

Business Plan and Budget Highlights

Collection Services provides residential and some non-residential waste and recycling collection services to Calgarians.

In 2012-2014, Collection Services' key focus will be to maintain our strong customer service satisfaction levels. This will be achieved by continuing to deliver efficient and timely collection while engaging stakeholders in dialogue to understand their expectations and help them stay informed about services. This customer-centric approach will continue to build public trust in the services provided.

Collection Services will work closely with Fleet Services to pursue operational efficiencies related to vehicles. Collection Services will also leverage tools and technology to improve service delivery and efficiency. Safety will continue to be a priority for Collection Services as improvements are made in day-to-day operations. The introduction of automated cart collection for blue cart recycling and black cart garbage has allowed WRS to maintain high levels of customer satisfaction while reducing work place injuries related to hand collection.

Automated collection is more cost efficient and the savings achieved have been reinvested to keep pace with residential growth and inflation and support more waste diversion. Beginning in 2012 January, blue cart customers will benefit from the efficiencies gained and see a reduction in the monthly blue cart recycling fee. All residential waste collection activities are fully tax funded. In 2012-2014, WRS will continue to focus on innovation and collection efficiency to provide further cost effective delivery of service.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Service Highlights

Disposal & Processing Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$30,893	\$27,189	145	\$33,221	\$29,016	152	\$35,383	\$30,197	160

Description of Services

Manage active and inactive City-owned landfills to protect public health and the environment

- Manage and dispose of municipal and non-hazardous industrial waste, including:
 - Leachate collection and pre-treatment/treatment
 - Environmental monitoring
 - Post-closure management of former landfill sites

- Onsite stormwater management
- Landfill gas collection and utilization
- Provide onsite customer service at Shepard, East Calgary and Spyhill landfills
- Ensure compliance with all operating approvals federal and provincial laws
- Manage materials from diversion programs, such as leaf and pumpkin, Christmas tree program, construction & demolition waste, appliance recycling
- Provide provincially mandated diversion for oil, tires, electronics and paint
- Collect, transport, recycle and dispose household hazardous waste

Highlighted Strategies

1C2 Provide excellent customer service.(CFP-B1,Z7)

2C2 Increase efficiencies and transparency.
(CFP-Z2,Z3,Z10)

3P1 Meet regulatory requirements to protect public health.

3P2 Lead by example.

4P1 Continually improve on asset managment.
(CFP-Z1,Z5)

Highlighted Actions

1C2.1 Develop a customer centric organization where in our everyday operations, customer service is respectful, reliable, responsive and responsible.

2C2.2 Develop a culture of program evaluation, understand our cost of doing business and look for opportunities to improve efficiency and effectiveness.

3P1.1 Operate facilities and systems to ensure compliance with regulatory requirements and licences and approvals to operate.

3P2.2 Mitigate the impact of our business on the air, land and water to align with environmental goals.

4P1.3 Continous improvement in making day-to-day operations more effective and efficient.

Business Plan and Budget Highlights

In 2012-2014, Disposal & Processing Services will continue to focus on the effective, safe and environmentally responsible operation of City-owned landfills and long-term care of the City's former landfill sites.

Disposal & Processing Services ensures ongoing compliance with regulatory requirements and approvals to operate landfills. With increasingly stringent regulations, additional operational staff are required. Regulatory compliance activities include soil conservation, leachate, stormwater, and landfill gas management systems. Closure and post-closure landfill care and liability management are core functions performed to minimize environmental and regulatory risk.

Operational staff are also required to improve customer service and the safety of commercial customers and the public through the upgrading of landfill scale houses and throw 'n go facilities. Other priorities include the continuous improvement of on-site waste diversion opportunities including the extension of the construction & demolition recycling program, household hazardous waste collection, electronics recycling and organics composting. These programs will continue to advance progress towards the 80/20 by 2020 goal. To deliver on these priorities, Disposal & Processing Services requires additional resources that will be accommodated within the fees.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Service Highlights

Infrastructure & Program Development	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$20,215	\$14,070	22	\$21,387	\$13,782	23	\$22,244	\$13,965	23

Description of Services

Infrastructure planning and project management, and program development for waste management

- Plan and manage assets to meet long-term waste management goals
- Design, develop and construct infrastructure to support waste management disposal and treatment, collection and diversion
- Advocate waste management services perspectives in the planning and development process

- Incorporate technology and data management to support efficient and effective waste and recyclables collection
- Research waste diversion initiatives and technologies to support operational efficiencies and effective customer service
- Design and implement waste diversion programs and facilitate existing programs (e.g. blue cart collection, leaf and pumpkin, Christmas tree programs)
- Engage stakeholder groups in support of waste diversion strategies for multi-family residential and construction & demolition waste recycling

Highlighted Strategies

3P4 Ensure integrated resource management planning.(CFP-P8)

4P1 Continually improve on asset managment.(CFP-Z1,Z5)

4P2 Manage risks to our infrastructure.

4P4 Develop and implement a capital plan which continues progress towards 80/20 by 2020. (CFP-P9*)

Highlighted Actions

3P4.1 Deliver on the targets and actions embedded in the 80/20 by 2020 waste diversion strategy.

4P1.2 Leverage tools and technology to support operations and realize efficiencies.

4P1.4 Build capacity and understanding of asset management across the business to align and improve decision-making and program delivery.

4P2.3 Manage infrastructure through its full lifecycle and optimize lifecycle cost and mitigate risk.

4P4.1 Design and begin construction of a residential food and yard waste processing facility.

Business Plan and Budget Highlights

IPD will continue to plan and build the necessary infrastructure and support efficient and effective delivery of programs to achieve waste diversion targets. IPD will focus on the design and development of food and yard waste diversion programs. IPD will also research, review, and evaluate new technology and processes that will continue to advance progress towards the 80/20 by 2020 goal.

IPD will conduct development reviews to advance the Municipal Development Plan goals for waste reduction through waste conscious design practices and advocacy for the use of recycled materials and material reuse during construction and demolition. IPD supports WRS to enhance collection efficiency and effectiveness. For example, ongoing advancements in GIS-based technology will be used to continue to refine collection route designs. Infrastructure priorities include completing a 10-year capital program. Key areas of construction are supporting facilities, diversion, and environmental and regulatory infrastructure including: new entrance ways; scale houses and material sorting areas; a residential food and yard waste processing facility; and landfill gas management systems.

Additional resources will be required to support capital projects and will be funded through the capital budget. In alignment with the Corporate framework, IPD will manage capital infrastructure and asset management for WRS, increasing transparency and accountability. In 2012-2014, IPD will engage stakeholders in the development of diversion strategies for multi-family recycling and construction and demolition waste.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services: Service Highlights

Strategic Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,335	\$4,335	24	\$4,828	\$4,828	26	\$5,177	\$5,177	27

Description of Services

Strategic planning to achieve integrated waste resource management and business planning and performance.

- Provide strategic leadership in creating long-term vision for waste diversion to meet the demands of a growing city
- Support the achievement of goals through business planning, performance management and continuous improvement

- Support customer service excellence and manage stakeholder relations
- Deliver a suite of community outreach and public education programs that support waste management goals
- Research and review of technology and programs to achieve long-term waste management goals
- Develop employees so they have the knowledge, skills and abilities required to excel in their roles

Highlighted Strategies

1C1 Deliver and demonstrate value to citizens and customers.(CFP-Z7)

2C2 Increase efficiencies and transparency. (CFP-Z2,Z3,Z10)

3P2 Lead by example.

3P3 Develop and implement programs to make it easier for the community to take action.(CFP-B4)

3P4 Ensure integrated resource management planning. (CFP-P8)

Highlighted Actions

1C1.1 Engage in dialogue with citizens and customers to understand their expectations and help them stay engaged and informed about programs and services.

2C2.2 Develop a culture of program evaluation, understand our cost of doing business and look for opportunities to improve efficiency and effectiveness.

3P2.2 Mitigate the impact of our business on the air, land and water to align with environmental goals.

3P3.1 Foster behaviour change through program innovation, barrier removal and ongoing education.

3P4.1 Deliver on the targets and actions embedded in the 80/20 by 2020 waste diversion strategy.

Business Plan and Budget Highlights

Strategic Services provides strategic planning for the business unit to ensure continued progress towards achieving the 80/20 by 2020 waste diversion goal.

Strategic Services advances waste reduction, reuse and recycling by engaging citizens and industry through targeted education, policies and programs aimed at changing behaviour.

In 2012-2014, Strategic Services will focus on comprehensive waste diversion programs critical to achieving the 80/20 by 2020 goal including strategies for food and yard waste, industrial, commercial and institutional waste, and construction & demolition waste strategies. These strategies reduce the amount of material going to landfills and mitigate the impact on land, air and water.

Strategic Services supports employee development and effectiveness for Waste & Recycling Services through competency management, training, mentoring and strengthening leadership skills.

Other priorities include financial management, performance management and benchmarking to improve business efficiency across the business unit. Growth is required to advance these outcomes. A continued focus on increasing transparency and accountability will support WRS' ongoing efforts to become a more effective and disciplined organization.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION

(\$ millions)

Utilities (Water Resources and Water Services)	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$505.2	\$0	1,206	\$538.9	\$0	1,211	\$592.6	\$0	1,216

Overview

The Utilities consists of Water Resources and Water Services business units. Water, wastewater and drainage services are self-supported businesses from utility billing and receive no support from property taxes. The Utilities plan, design, build, operate, and maintain water, wastewater and drainage systems to supply quality drinking water, collect and treat wastewater and manage urban runoff. The Utilities operate and maintain plants and collection and distribution systems to meet regulatory requirements and safeguard public health, property and the environment. The Utilities have a responsibility to manage natural resources and work with watershed partners to protect river water quality and quantity.

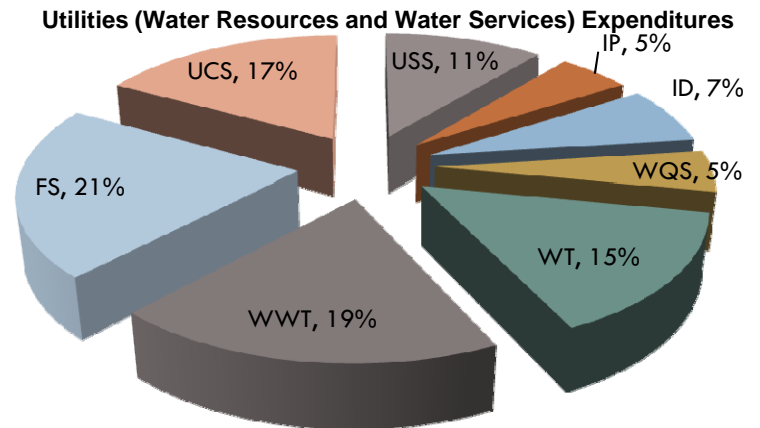
List of Services

- Construction Services - UCS
- Field Services - FS
- Infrastructure Delivery - ID
- Infrastructure Planning - IP
- Strategic Services - USS
- Wastewater Treatment - WWT
- Water Quality Services - WQS
- Water Treatment - WT

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

The Utilities is responsible for \$34 billion (replacement value) of City-owned assets, representing over half of total Corporate assets. An asset management framework is used to ensure the right money is spent at the right time to deliver the right services to a growing city. The Utilities maximize the productive life of assets by careful integration of operations, maintenance and capital investments to deliver the required service in the most cost effective manner. This results in system resiliency, service reliability and financial efficiency.

The Utilities have planned a multi-pronged approach to achieving long-term financial sustainability. Financial policies and targets are being implemented to improve and communicate the Utilities' financial standing. Also, the reinstatement of acreage assessment levies, a review of operating and capital expenditures and increasing utility rates will all contribute to a sustainable future. The Utilities continue to build on a culture of operational excellence where problem-solving, teamwork and leadership results in continuous improvement and effective service delivery. The Utilities will systematically review service and program offerings for customer value and delivery method. This will be done using a zero- based philosophy, benchmarking



and performance measurement.

The Utilities are making real progress in reducing the community's impact on the environment through long-term goals for water efficiency, stormwater management and continuing advances in wastewater treatment and reuse. These goals are reflected in the 2020 Sustainability Direction. Actions for the next three years include completing the universal metering program and expanding strategies for low impact development to better manage stormwater.

Addressing Other Emerging Issues

Areas of focus for 2012-2014 include clarifying service value and citizen expectations and meeting workforce challenges due to retirements and competitive job markets. The Utilities will continue to dialogue with Calgarians to understand their expectations and help them stay informed about our services. This will provide valuable input into setting levels of service and communicating the value of services we provide. The Utilities will renew the billing and customer care service delivery model to meet the strategic needs of the business and deliver excellent customer service.

The Utilities are committed to attracting, retaining and developing employees. Along with on-going training and development, the Utilities will focus on enhancing skills in leadership, decision-making and building staff capacity in priority areas.

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Actions for Council Approval

Strategies	Actions	Accountable Services
Community 1C1 Deliver and demonstrate value to citizens and customers. (CFP- Z7)	1C1.1 Engage in dialogue with citizens and customers to understand their expectations and help them stay engaged and informed about programs and services.	Business Unit Wide
	1C1.2 Build public trust by effectively and efficiently providing valuable services.	Business Unit Wide
	1C1.3 Measure, benchmark and report our performance on a regular basis.	USS
Community 1C2 Provide excellent customer service. (CFP-B1, Z7)	1C2.1 Develop a customer centric organization where in our everyday operations, customer service is respectful, reliable, responsive and responsible.	Business Unit Wide
Community 1C3 Make it easy to do business with us. (CFP-Z5, Z7, Z9)	1C3.1 Provide transparent and timely information and access to services through multiple channels for both customers and the community.	Business Unit Wide
	1C3.2 Confirm a billing and customer care service delivery model that is aligned with the customer service vision and meets the strategic needs of the business.	FS, USS
Community 1C4 Build productive working relationships with stakeholders to achieve common goals. (CFP-Z3, Z5)	1C4.1 Leverage relationships with partners, stakeholders and The Corporation to deliver programs and services.	Business Unit Wide

 **For Council Approval**

 **For Council Information**

Community		Places		Mobility		Business		Organization		Finance					
UCS	Construction Services	ID	Infrastructure Delivery	USS	Strategic Services	WQS	Water Quality Services	FS	Field Services	IP	Infrastructure Planning	WWT	Wastewater Treatment	WT	Water Treatment

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Actions for Council Approval

Strategies	Actions	Accountable Services
Community 2C2 Increase efficiencies and transparency. (CFP-Z2, Z3, Z10)	2C2.1 Understand customers' perception of value and demonstrate to customers the value they receive through the fees they pay.	USS
	2C2.2 Develop a culture of program evaluation, understand our cost of doing business and look for opportunities to improve efficiency and effectiveness.	Business Unit Wide
	2C2.3 Prepare for the Corporate zero-based review program, to including review of services and programs for customers' value, efficiency and delivery method, if so directed.	Business Unit Wide
Community 2C3 Benchmark our performance. (CFP-Z2, Z3)	2C3.1 Enhance the Water utility performance management system and continue to participate in benchmarking initiatives.	Business Unit Wide
Community 2C4 Implement a financial plan to ensure the financial sustainability of City of Calgary Water Services. (CFP-C7*)	2C4.1 Align financial and business planning with capital and operating requirements to manage risk.	IP, USS
	2C4.2 Implement financial policies and targets including minimizing borrowing and debt service costs to support growth and infrastructure serviceability.	USS
	2C4.3 Increase financial management capacity and leadership competencies to support evaluation and decision making.	Business Unit Wide
Places 3P1 Meet regulatory requirements to protect public health.	3P1.1 Operate facilities and systems to ensure compliance with regulatory requirements and licences and approvals to operate.	FS, USS, WQS, WWT, WT
	3P1.2 Develop and implement research programs that monitor and assess environment trends to improve decision making and meet future regulations.	USS, WQS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
UCS Construction Services	ID Infrastructure Delivery	USS Strategic Services	WWT Wastewater Treatment	WQS Water Quality Services	WT Water Treatment
FS Field Services	IP Infrastructure Planning				

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Actions for Council Approval

Strategies	Actions	Accountable Services
Places 3P2 Lead by example.	3P2.1 Model sustainable approaches that have a positive impact on environmental, social and economic outcomes.	Business Unit Wide
	3P2.2 Mitigate the impact of our business on the air, land and water to align with environmental goals.	Business Unit Wide
Places 3P3 Develop and implement programs to make it easier for the community to take action. (CFP-B4)	3P3.1 Foster behaviour change through program innovation, removing barriers and ongoing education.	USS
Places 3P4 Ensure integrated resource management planning. (CFP-P8)	3P4.1 Develop integrated water resource management programs that align with environmental goals.	ID, IP, USS, WQS, WWT, WT
	3P4.2 Ensure resource and infrastructure resiliency by addressing the risks associated with uncertain impacts of climate change.	FS, ID, USS, WWT, WT
	3P4.3 Enhance and restore riparian areas to improve flood protection and erosion control.	IP, USS
Places 3P5 Think and act regionally. (CFP-P1, P10)	3P5.1 Align with The Corporation and the region to manage risks to our water resources and achieve common goals.	USS

 **For Council Approval**

 **For Council Information**

Community		Places		Mobility		Business		Organization		Finance					
UCS	Construction Services	ID	Infrastructure Delivery	USS	Strategic Services	WQS	Water Quality Services	FS	Field Services	IP	Infrastructure Planning	WWT	Wastewater Treatment	WT	Water Treatment

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Actions for Council Approval

Strategies		Actions	Accountable Services
Places	4P1 Continually improve on asset management. (CFP-Z1, Z5)	4P1.1 Continue with the development and implementation of asset management plans in accordance with the Corporate framework.	IP
		4P1.2 Leverage tools and technology to support operations and realize efficiencies.	Business Unit Wide
		4P1.3 Continuous improvement in making day-to-day operations more efficient and effective.	Business Unit Wide
		4P1.4 Build capacity and understanding of asset management across the business to align and improve decision-making and program delivery.	IP, USS
Places	4P2 Manage risks to our infrastructure.	4P2.1 Conduct condition and risk assessments for prioritized asset classes to ensure reinvestment are directed to higher risk assets.	FS, ID, IP, USS, WWT, WT
		4P2.2 Prioritize infrastructure and investment planning to ensure investments are directed toward highest business value in the long-term.	FS, ID, IP, WWT, WT
		4P2.3 Build and operate infrastructure through its full lifecycle and optimize lifecycle cost and mitigate risk.	Business Unit Wide
Places	4P3 Manage the challenges of continued growth of the city. (CFP-B5, P1, P10, P11)	4P3.1 Integrate growth management policies and frameworks into decision-making to support long term planning across The Corporation.	IP
		4P3.2 Ensure long range infrastructure plans and budgets align with and support City development.	IP
Organization	5Z1 Invest in the learning and development of our employees. (CFP-Z1, Z6)	5Z1.1 Develop and prioritize learning and development plans and resources in UEP and align with emerging organizational needs.	Business Unit Wide
		5Z1.2 Plan for employee transitions (e.g. knowledge management, competencies, job design, mentoring) and increase organizational performance capacity.	Business Unit Wide
		5Z1.3 Promote and celebrate employee learning and development.	Business Unit Wide

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
UCS Construction Services	ID Infrastructure Delivery	USS Strategic Services	WQS Water Quality Services		
FS Field Services	IP Infrastructure Planning	WWT Wastewater Treatment	WT Water Treatment		

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z2 Invest in the growth of our leaders. (CFP-Z1, Z6)	5Z2.1 Create opportunities for leaders to increase their self awareness, explore their leadership strengths and skills, and enhance their working relationships.	Business Unit Wide
	5Z2.2 Foster and support leadership communications that inspire employees' trust.	Business Unit Wide
	5Z2.3 Improve managerial competency in applying policies and processes in day-to-day work increasing understanding of and access to tools and systems.	Business Unit Wide
Organization 5Z3 Increase employee participation to support a meaningful connection to the workplace. (CFP-Z1, Z6)	5Z3.1 Support and encourage all employees to fulfill their organizational accountabilities and exemplify organizational values.	Business Unit Wide
	5Z3.2 Showcase and celebrate the accomplishments of teams and employees.	Business Unit Wide
	5Z3.3 Undertake initiatives that remove barriers and support inclusiveness of our workplace to achieve resiliency.	Business Unit Wide
Organization 5Z4 Improve health and safety for UEP employees. (CFP-Z6)	5Z4.1 Support resiliency and improve ability to meet job requirements by increasing employee understanding of wellness and occupational health and safety programs.	Business Unit Wide
	5Z4.2 Support productivity by addressing occupational health, safety and wellness priorities.	Business Unit Wide
	5Z4.3 Increase management and employee understanding of occupational health and safety legislation and corporate program requirements.	Business Unit Wide

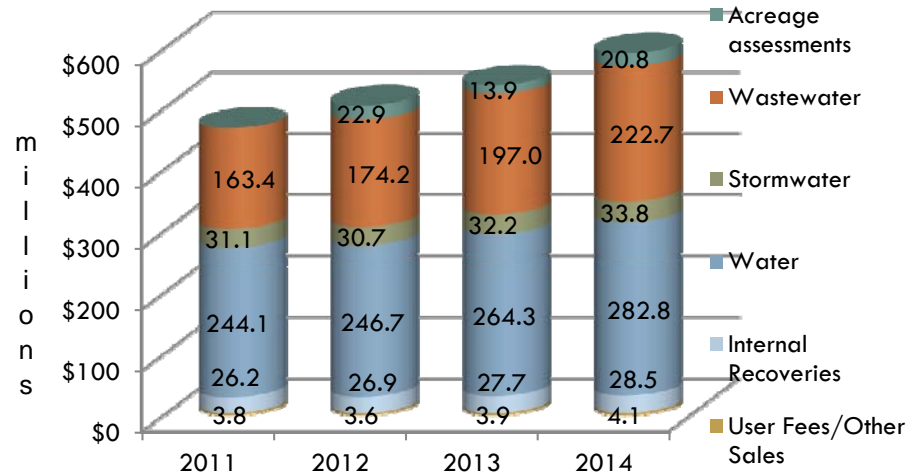
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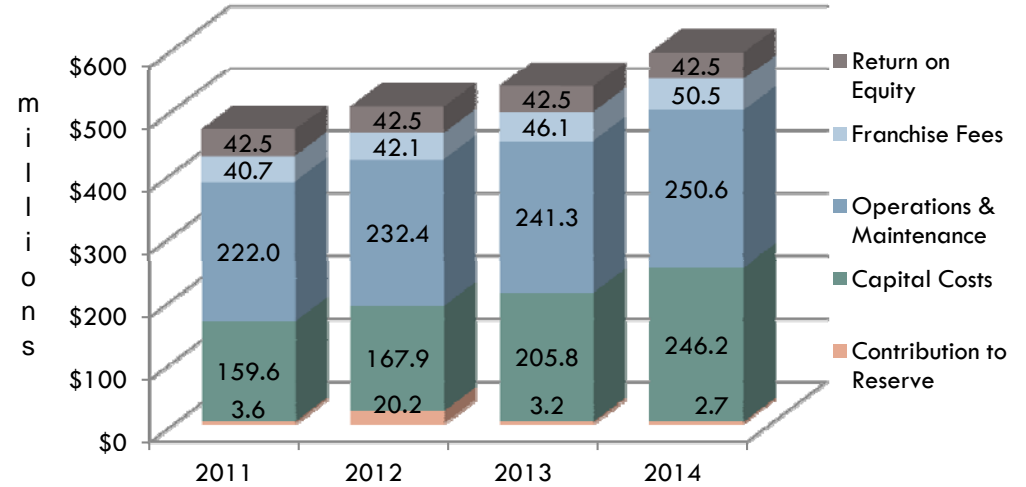
Community	Places	Mobility	Business	Organization	Finance
UCS Construction Services	ID Infrastructure Delivery	USS Strategic Services	WWT Wastewater Treatment	WQS Water Quality Services	WT Water Treatment
FS Field Services	IP Infrastructure Planning				

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Business Plan & Budget Highlights

Funding Summary



Expenditure Summary



Changes to rates for 2012-2014 are proposed and subject to Council approval as detailed in the Business Unit User Fee Schedules (Attachment 2).

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend	Net	FTE	Expend	Net	FTE	Expend	Net	FTE	Expend	Net	FTE
Directors' Offices	\$ 115.4	\$ 111.2	27	\$ 117.2	\$ 113.3	31	\$ 124.1	\$ 120.1	32	\$ 130.4	\$ 126.2	33
Major Revenues	0.0	(438.2)		0.0	(474.6)		0.0	(507.3)		0.0	(560.1)	
Capital Costs	159.6	159.6		167.9	167.9		205.9	205.9		246.2	246.2	
Contributions to Reserves	3.6	3.6		20.2	20.2		3.2	3.2		2.7	2.7	
Services:												
Construction Services	33.0	25.1	233	34.9	26.7	233	35.9	27.5	233	37.1	28.5	233
Field Services	39.3	36.8	331	41.3	38.7	331	42.7	40.1	331	44.4	41.7	331
Infrastructure Delivery	13.1	5.0	92	13.5	5.2	92	14.1	5.4	93	14.6	5.6	93
Infrastructure Planning	9.0	4.0	49	8.9	3.8	51	9.4	4.1	51	9.7	4.3	51
Strategic Services	20.4	19.9	102	21.7	21.2	108	22.5	22.1	108	23.5	23.0	109
Wastewater Treatment	36.0	35.5	167	38.7	38.1	167	39.3	38.7	171	40.7	40.1	174
Water Quality Services	10.0	9.5	77	10.5	9.9	77	10.9	10.3	77	11.2	10.6	77
Water Treatment	29.1	28.1	117	30.4	29.5	117	30.9	29.9	117	32.2	31.2	117
Total Utilities	\$ 468.5	\$ 0.0	1,194	\$ 505.2	\$ 0.0	1,206	\$ 538.9	\$ 0.0	1,211	\$ 592.6	\$ 0.0	1,216

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Business Plan & Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Investment in capital infrastructure at the water and wastewater treatment plants has resulted in reduced electrical and natural gas expenditures by \$1.37 million.

Reduced reliance on consulting services within Infrastructure Planning and doing more in-house will generate an annual savings of \$425 thousand.

Glenmore plant capital upgrades will be able to reduce sedimentation basin cleaning beginning in 2013 for an annual savings of \$350 thousand.

Service and Budget Increases

The following provides budget details to enable the Utilities to achieve the priorities outlined in Council's Fiscal Plan, specifically implementing a plan to ensure the financial sustainability of water services, and make progress on the environmental objectives in the 2020 Sustainability Direction.

Rates

- The rate increases allow the Utilities to work toward achievement of long-term financial health, with the largest impact being in the funding requirements for cash financing of capital investments and contribution to reserves.
- The composite water and wastewater rate increase is 9.8% for each year 2012-2014. Specifically:
 - Water rate increase - 7.6% in 2012, 7.5% in 2013, 7.4% in 2014
 - Wastewater rate increase - 13.5% annually for 2012-2014
- The stormwater drainage charge increase is 4.9% annually for 2012-2014.
- Inflationary increases for operations and maintenance, which include provision for salary, wage and benefit increases, have been accommodated.
- To manage the increased volume of biosolids, funding has been increased to meet current operational challenges, while long term solutions are being investigated to ensure appropriate handling and storage that protects the environment.
- Some provision has been made for expected increases in contract fees related to a new long-term Billing and Customer Care Agreement currently being negotiated.

- Lease costs for two new operational centres have been added to provide for decentralized operations and increased logistical efficiencies.
- To service a growing city, 7.0 FTEs have been added to meet new water and wastewater regulations, support the financial plan and plan infrastructure for the future.
- By finding new and innovative ways to deliver ongoing quality services, 11.5 FTEs have been added without a need to request additional dollars. The funds for the FTEs have been found within existing base budgets. For example, the business will move to a contracted services model for facility operations, reallocate resources to fund implementation of UEP's technology strategy and build in-house expertise related to employee development to reduce use of contracted services.
- To maintain and operate new capital infrastructure servicing new communities, \$550 thousand/3.5 FTEs has been added in 2013-2014.

Budget Reductions with Service Impact

Water, wastewater and drainage capital programs have been delayed or reduced to align with the prioritized capital budget, thereby reducing cash requirements in the operating budget.

Recognizing the need to focus on front line service, no requests for additional resources to several internal support services in the administrative, information management delivery and information technology areas were included. This will result in some deterioration in response time to information requests.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$1,795)	(\$350)	\$0
Service and budget increases	1,795	350	0
Budget reductions with service impact	0	0	0
Total base changes	0	0	0
One-Time	0	0	0
Less: Previous year one-time	0	0	0
Total budget changes	\$0	\$0	\$0

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities: Capital Projects Requiring Approval

(\$000s)

394,005 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	(C)=(A)+(B)					
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years		2012	2013	2014	2015	2016	2012-2016
891-302	Water Treatment Plants	M	A	37,722	35,192	24,508	19,760	1,080	8,960	29,900	0	59,700
891-302	Water Treatment Plants	M	C	0	0	78,896	17,836	35,583	25,477	0	0	78,896
Total Program 891 : Water Treatment Plants				37,722	35,192	103,404	37,596	36,663	34,437	29,900	0	138,596
892-290	Water Distribution Systems	M	C	0	0	60,580	19,446	20,193	20,941	0	0	60,580
892-291	Greenfield Utility Cost Recovery (Roads)	G	C	0	0	1,412	453	471	488	0	0	1,412
892-295	Water Efficiency and Metering	G	A	78,825	2,000	30,400	10,400	10,800	11,200	0	0	32,400
892-305	Feeder mains, Pumpstations & Reservoirs	G	A	254,015	51,716	(19,580)	8,237	13,365	10,534	0	0	32,136
892-305	Feeder mains, Pumpstations & Reservoirs	G	C	0	0	41,846	4,293	18,715	18,838	0	0	41,846
892-SER	Service Connections	M	C	0	0	3,240	1,040	1,080	1,120	0	0	3,240
Total Program 892 : Water Distribution Systems				332,840	53,716	117,898	43,869	64,624	63,121	0	0	171,614
893-292	Equipment	U	C	0	0	918	295	306	317	0	0	918
Total Program 893 : Water Equipment & Others				0	0	918	295	306	317	0	0	918
894-348	Wastewater Treatment Plants	U	C	0	0	130,665	39,515	39,973	51,177	0	0	130,665
Total Program 894 : Wastewater Treatment				0	0	130,665	39,515	39,973	51,177	0	0	130,665
895-321	Replacements and Extensions	M	C	0	0	36,089	11,761	11,943	12,385	0	0	36,089
895-322	Greenfield Utility Cost Recovery (Roads)	G	C	0	0	551	177	184	190	0	0	551
895-329	Wastewater Trunks Lift Station	G	A	189,130	56,139	(33,369)	3,089	7,484	12,197	0	0	22,770
895-329	Wastewater Trunks Lift Station	G	C	0	0	31,294	6,537	20,766	3,991	0	0	31,294
895-604	Bonnybrook Trunk	U	A	25,290	9,500	(9,500)	0	0	0	0	0	0
895-SER	Service Connections	M	C	0	0	1,976	634	659	683	0	0	1,976
Total Program 895 : Wastewater Collection System				214,420	65,639	27,041	22,198	41,036	29,446	0	0	92,680
896-320	Equipment	U	C	0	0	3,370	1,082	1,123	1,165	0	0	3,370
Total Program 896 : Wastewater Equipment_Others				0	0	3,370	1,082	1,123	1,165	0	0	3,370

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities: Capital Projects Requiring Approval

Program- Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
897-352	Infrastructure Upgrade	U	C	0	0	9,130	1,286	1,336	6,508	0	0	9,130
897-353	Greenfield Utility Cost Recovery (Roads)	G	C	0	0	1,571	504	524	543	0	0	1,571
897-356	Stormwater Infrastructure for New Development	G	C	0	0	1,424	324	878	222	0	0	1,424
897-359	Storm Sewer Redevelopment	U	C	0	0	728	728	0	0	0	0	728
897-362	Flood Control	U	C	0	0	7,164	2,275	2,400	2,489	0	0	7,164
897-363	Storm Relief Projects	U	A	107,285	7,500	301	5,663	2,138	0	0	0	7,801
897-363	Storm Relief Projects	U	C	0	0	540	0	540	0	0	0	540
897-364	Shepard Wetland Projects	G	C	0	0	3,609	3,609	0	0	0	0	3,609
897-372	Stormwater Quality Improvements	M	C	0	0	26,540	3,295	13,044	10,201	0	0	26,540
897-SER	Service Connections	M	C	0	0	810	260	270	280	0	0	810
Total Program 897 : Drainage Systems & Management Facilities				107,285	7,500	51,817	17,944	21,130	20,243	0	0	59,317
898-436	Stormwater Monitoring	M	C	0	0	1,464	445	522	497	0	0	1,464
Total Program 898 : Drainage Equipment & Other				0	0	1,464	445	522	497	0	0	1,464
899-001	Equipment-Other	U	A	9,299	8,189	3,412	4,132	4,238	3,231	0	0	11,601
899-001	Equipment-Other	M	C	0	0	3,552	1,140	1,184	1,228	0	0	3,552
899-002	Systems	M	C	0	0	35,973	14,485	10,512	10,976	0	0	35,973
899-003	Facility Upgrades	G	C	0	0	3,660	520	2,300	840	0	0	3,660
Total Program 899 : Common Assets				9,299	8,189	46,597	20,277	18,234	16,275	0	0	54,786
				701,566	170,236	483,174	183,221	223,611	216,678	29,900	0	653,410

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project

Funding For Capital Projects

Private Contributions	5,120	4,066	3,526	0	0	12,712
Revenue/Reserves	16,760	12,912	13,465	0	0	43,137
Self-supported Debts	161,341	206,633	206,387	29,900	0	604,261
Repayment to Developer with Self-supported Debts	0	0	(6,700)	0	0	(6,700)
Total Funding	183,221	223,611	216,678	29,900	0	653,410

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 891 : Water Treatment Plants

Project 891-302: Water Treatment Plants

Previously approved Budget up to 2011 of \$37.722 million which represents estimated spending to end of 2011 on ongoing rehabilitation and replacement of equipment at Water Treatment Plants, with funding from revenue/reserve and self-supported debt.

Previously approved Budget for Future Years of \$35.192 million for Glenmore Filter Plant Improvements, Bearspaw High Lift Pump Station and Bearspaw UV Disinfection project, with funding from self-supported debt.

New Budget Request of \$24.508 million increase to the pre-approved budget for Bearspaw UV Disinfection. Additional funds are required in 2015 (\$24.508 million) to complete implementation of the Bearspaw UV Disinfection project with funding from self-supported debt.

New Budget Request of \$78.896 million from 2012 to 2014 with funding from self-supported debt to cover rehabilitation, replacement and installation of mechanical and pumping equipment, electrical instrumentation, control equipment, dam structure and building repair and rehabilitation at both Bearspaw and Glenmore plant locations.

Program 892 : Water Distribution Systems

Project 892-290: Water Distribution Systems

New Budget Request of \$60.58 million from 2012 to 2014 with funding from self-supported debt to cover ongoing monitoring, rehabilitation, replacement and corrosion protection of distribution mains, hydrants, services and valves.

Project 892-291: Greenfield Utility Cost Recovery (Roads)

New Budget Request of \$1.412 million from 2012 to 2014 with funding from private contributions to cover the capital request for reimbursement to Roads for water infrastructure installed by developers in new areas where infrastructure has to be installed in advance of when the developer would normally install it.

Project 892-295: Water Efficiency and Metering

Previously approved Budget up to 2011 of \$78.825 million which represents the estimated spending to end of 2011 with funding from revenue/reserve, debenture MPR and self-supported debt to cover water meter exchanges, flat-rate to meter conversion and metering of new commercial, residential, irrigation, and industrial customers.

Previously approved Budget for Future Years of \$2 million with funding from self-supported debt to cover water meter exchanges, flat-rate to meter conversion and metering of new commercial, residential, irrigation, and industrial customers.

New Budget Request of \$30.4 million increase to the pre-approved budget with funding from self-supported debt to cover water meter exchanges, flat-rate to meter conversion and metering of new commercial, residential, irrigation, and industrial customers.

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities: Capital Projects Requiring Approval

Project 892-305: Feeder mains, Pumpstations & Reservoirs

Previously approved Budget up to 2011 of \$254.015 million which represents estimated spending to end of 2011 on ongoing construction of new infrastructure and upgrades to existing transmission system infrastructure, with funding from private contribution, revenue/reserve debenture MPR and self-supported debt.

Previously approved Budget for Future Years of \$51.716 million for Currie Pump Station Upgrade, East Mckenzie and South Glenmore Res Basin 2, with funding from self-supported debt.

A relinquishment of \$19.58 million of the pre-approved budget as the funds for South Glenmore Res Basin 2 have been deferred outside the 2012-2014 budget cycle to align with anticipated timing of projects and a portion of the funds for East McKenzie have been relinquished to align with anticipated project costs.

New Budget Request of \$41.846 million from 2012 to 2014 with funding from self-supported debt to cover construction of new and upgrades to existing transmission system infrastructure.

Project 892-SER: Service Connections

New Budget Request of \$3.24 million from 2012 to 2014 with funding from private contributions to cover the installation of service connections as required throughout the city.

Program 893 : Water Equipment & Others

Project 893-292: Equipment

New Budget Request of \$918 thousand from 2012 to 2014 with funding from self-supported debt to cover the upgrade of bulk water stations.

Program 894 : Wastewater Treatment

Project 894-348: Wastewater Treatment Plants

New Budget Request of \$130.665 million from 2012 to 2014 with funding from self-supported debt for rehabilitation, replacement and installation of mechanical and pumping equipment, electrical instrumentation, control equipment, building repair and rehabilitation at the Bonnybrook, Fish Creek, Pine Creek plant locations and an interim biosolids management facility. Budget also includes preliminary design and engineering for a plant expansion and a biosolids management facility. As these projects progress, additional funds will be required for detailed design and construction in 2015 to 2017.

Program 895 : Wastewater Collection System

Project 895-321: Replacements and Extensions

New Budget Request of \$36.089 million from 2012 to 2014 with funding from self-supported debt to cover the ongoing replacement and rehabilitation of sanitary mains and service connections.

Project 895-322: Greenfield Utility Cost Recovery (Roads)

New Budget Request of \$551 thousand from 2012 to 2014 with funding from private contributions to cover capital request for reimbursement to Roads for wastewater collection infrastructure installed in advance of when the developer would normally install it.

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities: Capital Projects Requiring Approval

Project 895-329: Wastewater Trunks Lift Station

Previously approved Budget up to 2011 of \$189.13 million which represents estimated spending to end of 2011 on ongoing construction of new and upgrades of existing collection system infrastructure, with funding from private contributions, revenue/reserve, self-supported debt and Developer's loan.

Previously approved Budget for Future Years of \$56.139 million for Nose Creek Trunk Upgrade, Fish Creek West and Anderson Sanitary Upgrades and Valley Ridge Syphon & Upgrade, with funding from private contributions and self-supported debt. An additional funding of \$6.7 million with self-supported debt for Trinity East Hill was approved to pay back developer in 2014 per construction financing agreement.

A relinquishment of \$33.369 million of the pre-approved budget for Fish Creek West and Anderson Sanitary Upgrades and Valley Ridge Syphon & Upgrade to align with timing of projects offset by a slight increase in project costs for Nose Creek Trunk Upgrade.

New Budget Request of \$31.294 million from 2012 to 2014 with funding from private contributions and self-supported debt to cover the construction of new and upgrades of existing collection system infrastructure.

Project 895-604: Bonnybrook Trunk

Previously approved Budget up to 2011 of \$25.29 million which represents estimated spending to end of 2011 on upgrade of the Bonnybrook Trunk, with funding from revenue/reserve and self-supported debt.

Previously approved Budget for Future Years of \$9.5 million for Bonnybrook trunk upgrade.

A relinquishment of \$9.5 million of the pre-approved budget to align with timing of future phases of the project.

Project 895-SER: Service Connections

New Budget Request of \$1.976 million from 2012 to 2014 with funding from private contributions to cover the installation of service connections as required throughout the city.

Program 896 : Wastewater Equipment_Others

Project 896-320: Equipment

New Budget Request of \$3.37 million from 2012 to 2014 with funding from self-supported debt to cover the purchase of flow monitoring equipment and lift station upgrades.

Program 897 : Drainage Systems & Management Facilities

Project 897-352: Infrastructure Upgrade

New Budget Request of \$9.13 million from 2012 to 2014 with funding from self-supported debt to cover minor extensions required to accommodate street construction and lane paving as well as modification and improvement to existing stormsewer system and outfalls.

Project 897-353: Greenfield Utility Cost Recovery (Roads)

New Budget Request of \$1.571 million from 2012 to 2014 with funding from private contributions to cover capital request for reimbursement to Roads for drainage infrastructure installed by developers in new areas where infrastructure has to be installed in advance of when the developer would normally install it.

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities: Capital Projects Requiring Approval

Project 897-356 Stormwater Infrastructure for New Development

New Budget Request of \$1.424 million from 2012 to 2014 with funding from private contributions to cover storm trunks as part of the development of new industrial and residential areas.

Project 897-359: Storm Sewer Redevelopment

New Budget Request of \$728 thousand in 2012 with funding from private contributions to cover the extension, upgrading and enlargement of stormsewer system to areas being redeveloped.

Project 897-362: Flood Control

New Budget Request of \$7.164 million from 2012 to 2014 with funding from revenue/reserve and self-supported debt to cover stabilization of riverbanks that are eroding or susceptible to erosion and for work to prevent flooding.

Project 897-363: Storm Relief Projects

Previously approved Budget up to 2011 of \$107.285 million which represents estimated spending to end of 2011 on ongoing retrofit projects to provide flood relief in established communities, with funding from ICAP(Infrastructure Canada Alberta Program), revenue/reserve, Reserve for Future Capital, private contributions, other grants, self-supported debt.

Previously approved Budget for Future Years of \$7.5 million for Lakeview Storm Upgrades, with funding from self-supported debt.

New Budget Request of \$301 thousand increase to the pre-approved budget for Lakeview Storm Upgrades is requested to align with updated project costs from 2012 to 2013 with funding from self-supported debt.

New Budget Request of \$540 thousand in 2013 with funding from self-supported debt to cover retrofit projects and to upgrade existing stormwater systems.

Project 897-364: Shepard Wetland Projects

New Budget Request of \$3.609 million in 2012 with funding from self-supported debt to allow completion of the Shepard Wetland Projects.

These projects divert stormwater from the Western Headworks Canal to treatment wetland facilities before being conveyed to the Bow River.

They also allow for stormwater from new development to be conveyed to the Bow River.

Project 897-372: Stormwater Quality Improvements

New Budget Request of \$26.54 million from 2012 to 2014 with funding from revenue/reserve and self-supported debt for Stormwater Quality Improvement. Projects limit the pollutant load entering the Bow River through construction of wet ponds, wetlands and other bioretention areas within developed communities that currently have minimal treatment of rainwater discharge.

Project 897-SER: Service Connections

New Budget Request of \$810 thousand from 2012 to 2014 with funding from private contributions to cover the installation of service connections as required throughout the city.

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities: Capital Projects Requiring Approval

Program 898 : Drainage Equipment & Other

Project 898-436: Stormwater Monitoring

New Budget Request of \$1.464 million from 2012 to 2014 with funding from self-supported debt to provide funds to purchase and maintain a variety of stormwater equipment to provide adequate and timely information on stormwater discharges and to manage the effectiveness of new and existing facilities.

Program 899 : Common Assets

Project 899-001: Equipment-Other

Previously approved budget up to 2011 of \$9.299 million which represents estimated spending to end of 2011 with funding from self-supported debt to cover the purchases of tools and equipment, furniture, lab equipment and public art.

Previous approved budget for Future Years of \$8.189 million with funding from self-supported debt to cover the purchases of tools and equipment, furniture, lab equipment and public art.

New Budget Request of \$3.412 million increase to the pre-approved budget with funding from self-supported debt to cover the purchases of public art.

New Budget Request of \$3.552 million from 2012 to 2014 with funding from self-supported debt to cover the purchases of tools and equipment, furniture, lab equipment.

Project 899-002: Systems

New Budget Request of \$35.973 million from 2012 to 2014 with funding from revenue/reserve to provide funds for a Geographic Information System (GIS), the implementation of Supervisory Control and Data Acquisition (SCADA) & Distributed Control Systems (DCS) and other technology, equipment and business applications.

Project 899-003: Facility Upgrades

New Budget Request of \$3.66 million from 2012 to 2014 with funding from self-supported debt to cover facility planning and upgrades as well as equipment replacement.

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
890	000	Reclaimed Water System	A	S	7,000	37,600	0	0	0	0	37,600	44,600
891	302	Water Treatment Plants	A	M	37,722	19,760	1,080	8,960	29,900	0	59,700	97,422
891	302	Water Treatment Plants	C	M	0	17,836	35,583	25,477	0	0	78,896	78,896
891	302	Water Treatment Plants	D	M	0	0	0	0	28,727	41,276	70,003	70,003
892	290	Water Distribution Systems	C	M	0	19,446	20,193	20,941	0	0	60,580	60,580
892	290	Water Distribution Systems	D	M	0	0	0	0	21,084	21,635	42,719	42,719
892	291	Greenfield Utility Cost Recovery (Roads)	C	G	0	453	471	488	0	0	1,412	1,412
892	295	Water Efficiency and Metering	A	G	78,825	10,400	10,800	11,200	0	0	32,400	111,225
892	295	Water Efficiency and Metering	D	G	0	0	0	0	4,514	4,632	9,146	9,146
892	305	Feeder mains, Pumpstations & Reservoirs	A	G	254,015	8,237	13,365	10,534	0	0	32,136	286,151
892	305	Feeder mains, Pumpstations & Reservoirs	C	G	0	4,293	18,715	18,838	0	0	41,846	41,846
892	305	Feeder mains, Pumpstations & Reservoirs	D	G	0	0	0	0	9,160	27,842	37,002	37,002
892	SER	Service Connections	C	M	0	1,040	1,080	1,120	0	0	3,240	3,240
892	SER	Service Connections	D	M	0	0	0	0	1,150	1,180	2,330	2,330
893	292	Equipment	C	U	0	295	306	317	0	0	918	918
893	292	Equipment	D	U	0	0	0	0	326	334	660	660
894	348	Wastewater Treatment Plants	A	U	113,496	21,622	26,730	19,958	0	0	68,310	181,806
894	348	Wastewater Treatment Plants	C	U	0	39,515	39,973	51,177	0	0	130,665	130,665
894	348	Wastewater Treatment Plants	D	U	0	0	0	0	120,283	116,271	236,554	236,554
895	321	Replacements and Extensions	C	M	0	11,761	11,943	12,385	0	0	36,089	36,089
895	321	Replacements and Extensions	D	M	0	0	0	0	14,557	13,049	27,606	27,606
895	322	Greenfield Utility Cost Recovery (Roads)	C	G	0	177	184	190	0	0	551	551
895	329	Wastewater Trunks Lift Station	A	G	189,130	3,089	7,484	12,197	0	0	22,770	211,900
895	329	Wastewater Trunks Lift Station	C	G	0	6,537	20,766	3,991	0	0	31,294	31,294

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
895	329	Wastewater Trunks Lift Station	D	G	0	0	0	0	7,894	13,852	21,746	21,746
895	SER	Service Connections	C	M	0	634	659	683	0	0	1,976	1,976
895	SER	Service Connections	D	M	0	0	0	0	702	720	1,422	1,422
896	320	Equipment	C	U	0	1,082	1,123	1,165	0	0	3,370	3,370
896	320	Equipment	D	U	0	0	0	0	1,192	1,223	2,415	2,415
897	352	Infrastructure Upgrade	C	U	0	1,286	1,336	6,508	0	0	9,130	9,130
897	352	Infrastructure Upgrade	D	U	0	0	0	0	1,423	1,460	2,883	2,883
897	353	Greenfield Utility Cost Recovery (Roads)	C	G	0	504	524	543	0	0	1,571	1,571
897	353	Greenfield Utility Cost Recovery (Roads)	D	G	0	0	0	0	558	572	1,130	1,130
897	356	Stormwater Infrastructure for New Development	C	G	0	324	878	222	0	0	1,424	1,424
897	356	Stormwater Infrastructure for New Development	D	G	0	0	0	0	2,312	8,469	10,781	10,781
897	359	Storm Sewer Redevelopment	C	U	0	728	0	0	0	0	728	728
897	362	Flood Control	C	U	0	2,275	2,400	2,489	0	0	7,164	7,164
897	362	Flood Control	D	U	0	0	0	0	2,393	2,020	4,413	4,413
897	363	Storm Relief Projects	A	U	107,285	5,663	2,138	0	0	0	7,801	115,086
897	363	Storm Relief Projects	C	U	0	0	540	0	0	0	540	540
897	363	Storm Relief Projects	D	U	0	0	0	0	9,677	3,505	13,182	13,182
897	364	Shepard Wetland Projects	C	G	0	3,609	0	0	0	0	3,609	3,609
897	372	Stormwater Quality Improvements	C	M	0	3,295	13,044	10,201	0	0	26,540	26,540
897	372	Stormwater Quality Improvements	D	M	0	0	0	0	5,400	5,541	10,941	10,941
897	SER	Service Connections	C	M	0	260	270	280	0	0	810	810
897	SER	Service Connections	D	M	0	0	0	0	288	295	583	583
898	436	Stormwater Monitoring	C	M	0	445	522	497	0	0	1,464	1,464
898	436	Stormwater Monitoring	D	M	0	0	0	0	1,265	413	1,678	1,678

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A)	(\$000s)					(B)	(C)=
					Prev. Approved Budget up to 2011	2012	2013	2014	2015	2016	Total 2012-2016	(A)+(B) Total Project Costs
899	001	Equipment-Other	A	U	9,299	4,132	4,238	3,231	0	0	11,601	20,900
899	001	Equipment-Other	C	M	0	1,140	1,184	1,228	0	0	3,552	3,552
899	001	Equipment-Other	D	U	0	0	0	0	2,747	2,934	5,681	5,681
899	002	Systems	C	M	0	14,485	10,512	10,976	0	0	35,973	35,973
899	002	Systems	D	U	0	0	0	0	13,733	14,091	27,824	27,824
899	003	Facility Upgrades	C	G	0	520	2,300	840	0	0	3,660	3,660
899	003	Facility Upgrades	D	G	0	0	0	0	958	1,573	2,531	2,531
Total Utilities					796,772	242,443	250,341	236,636	280,243	282,887	1,292,550	2,089,322

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Service Highlights

Construction Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$34,861	\$26,716	233	\$35,892	\$27,530	233	\$37,095	\$28,526	233

Description of Services

Construction, repair and replacement of water distribution, wastewater collection and storm drainage systems

- Install new water, wastewater and stormwater services to residential industrial commercial and institutional customers
- Repair watermain breaks, sanitary sewer and storm sewer collapses to restore system functionality and protect private property

- Deliver emergency potable water and provide temporary water connections to customers
- Replace water, wastewater and stormwater systems at the end of their lifecycle
- Deliver water, wastewater and drainage capital projects to replace aged infrastructure and upgrade existing infrastructure and service redevelopment.

Highlighted Strategies

1C2 Provide excellent customer service.(CFP-B1,Z7)

2C2 Increase efficiencies and transparency.(CFP-Z2,Z3,Z10)

3P1 Meet regulatory requirements to protect public health.

3P2 Lead by example.

4P1 Continually improve on asset management. (CFP-Z1,Z5)

Highlighted Actions

1C2.1 Develop a customer centric organization where in our everyday operations, customer service is respectful, reliable, responsive and responsible.

2C2.2 Develop a culture of program evaluation, understand our cost of doing business and look for opportunities to improve efficiency and effectiveness.

3P1.1 Operate facilities and systems to ensure compliance with regulatory requirements and licences and approvals to operate.

3P2.2 Mitigate the impact of our business on the air, land and water to align with environmental goals.

4P1.3 Continuous improvement in making day-to-day operations more efficient and effective.

Business Plan and Budget Highlights

Construction Services builds, maintains and repairs water and wastewater and drainage infrastructure in a timely and prioritized way that balances the cost of service with customers' expectations.

As part of a continuous improvement approach, Construction Services will evaluate and benchmark services and processes to discover opportunities for efficiency. One area of focus will be on fleet management. As a major fleet operator, Construction Services will investigate innovative ways to right-size the fleet, evaluate maintenance and lease costs and consider how equipment is deployed in the field.

Construction Services will continue to collaborate with colleagues in Field Services and Roads to prioritize and plan work in order to deliver seamless service and get water services back in working condition as soon as possible. This will contribute to reduced costs and repairing services in a timely manner.

To serve a great city, Construction Services will engage with customers to determine service levels. As services are delivered, Construction Services will measure and monitor customer satisfaction and look for opportunities for improvement.

Construction Services will continue to balance the cost of service delivery with customer expectations by prioritizing emergency response, repairs and restoration to take in account cost and customer needs.

Communicating these priorities to customers and the community will keep them informed of timelines and progress.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Service Highlights

Field Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$41,272	\$38,706	331	\$42,744	\$40,118	331	\$44,369	\$41,685	331

Description of Services

Water distribution, wastewater collection, stormwater management

- Distribute water to and collect wastewater from residential, industrial commercial and institutional, and regional customers
- Protect property and roadways from stormwater flooding

- Provide customer care support for water, wastewater and drainage infrastructure concerns
- Provide emergency response and business continuity planning to ensure dependable service
- Maintain water, wastewater and stormwater pipes to ensure the longevity and reliability of infrastructure

Highlighted Strategies

1C2 Provide excellent customer service.(CFP-B1,Z7)

2C2 Increase efficiencies and transparency.(CFP-Z2,Z3,Z10)

3P1 Meet regulatory requirements to protect public health.

4P1 Continually improve on asset management.(CFP-Z1,Z5)

4P2 Manage risks to our infrastructure.

Highlighted Actions

1C2.1 Develop a customer centric organization where in our everyday operations, customer service is respectful, reliable, responsive and responsible.

2C2.2 Develop a culture of program evaluation, understand our cost of doing business and look for opportunities to improve efficiency and effectiveness.

3P1.1 Operate facilities and systems to ensure compliance with regulatory requirements and licences and approvals to operate.

4P1.3 Continuous improvement in making day-to-day operations more efficient and effective.

4P2.3 Build and operate infrastructure through its full lifecycle and optimize lifecycle cost and mitigate risk.

Business Plan and Budget Highlights

Field Services provides customer service to Calgarians through the operation and maintenance of the water, wastewater and stormwater collection and distribution systems.

Field Services will continue to deliver quality customer service in an efficient way while focusing on balancing service delivery and costs with customer expectations. Services will be reviewed to ensure they are delivered in a cost effective manner and within the proposed rate structure. Customer response will continue to be prioritized in a timely manner to protect property and restore water and wastewater services.

Field Services will build a culture of continuous improvement in the Utilities by evaluating programs to find opportunities for efficiency gains while maintaining a high level of customer service. This will include the use of benchmarking, performance measures and best practices information to optimize service effectiveness and efficiency.

Field Services will continue to operate the collection and distribution systems to meet all requirements for approvals to operate and provide residential, industrial, commercial, institutional and regional services. The active management of this system ensures the protection of public health and the availability of reliable services to customers.

Field Services is maximizing investment in the linear systems through effective maintenance management practices. A proactive approach to maintenance planning ensures investments are directed to appropriate assets to optimize the asset lifecycle.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Service Highlights

Infrastructure Delivery	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$13,533	\$5,203	92	\$14,141	\$5,432	93	\$14,581	\$5,644	93

Description of Services

Project management, engineering and inspection services for water, wastewater and drainage infrastructure projects

- Project management for building, maintaining and upgrading water, wastewater and drainage infrastructure
- Provide internal engineering services to continually improve operational and maintenance efficiencies

- Investigate and recommend opportunities for energy efficiency and cost savings at Utility facilities
- Inspection services for water, wastewater and drainage projects to ensure the quality of infrastructure meets City specifications for long-term infrastructure viability
- Maintain and update approved product lists and standards and specifications to ensure infrastructure is built to meet service requirements
- Manage the external contractor indemnification process for construction of utilities on City rights of way to safeguard The City's interests

Highlighted Strategies

1C1 Deliver and demonstrate value to citizens and customers. (CFP-Z7)

2C2 Increase efficiencies and transparency. (CFP-Z2,Z3,Z10)

2C4 Implement a financial plan to ensure the financial sustainability of City of Calgary Water Services. (CFP-C7*)

3P2 Lead by example.

4P2 Manage risks to our infrastructure.

Highlighted Actions

1C1.2 Build public trust by effectively and efficiently providing valuable services.

2C2.2 Develop a culture of program evaluation, understand our cost of doing business and look for opportunities to improve efficiency and effectiveness.

2C4.3 Increase financial management capacity and leadership competencies to support evaluation and decision-making.

3P2.2 Mitigate the impact of our business on the air, land and water to align with environmental goals.

4P2.3 Build and operate infrastructure through its full lifecycle and optimize lifecycle cost and mitigate risk.

Business Plan and Budget Highlights

Infrastructure Delivery (ID) manages and provides inspection services for infrastructure projects for water, wastewater and drainage facilities to ensure sustainable, long term value. ID must meet the needs of the operating divisions and the citizens of Calgary by delivering the infrastructure for a growing city.

Over the next three years, planned capital improvements to The City's water, wastewater and drainage systems will total almost three quarters of a billion dollars to provide for growth and to replace aging infrastructure.

A continued emphasis in the next three years will be on effective and efficient program delivery. The mandate and the culture of ID are to provide lowest total cost of ownership for the asset lifecycle while achieving operational, environmental and social objectives. Over the next three years, ID will focus on value analysis, option development and alternative project delivery methods to maximize the benefits of investments.

A major cost in operating a water utility is the cost of energy. ID will examine all areas of Utilities operations to find ways of reducing energy consumption and to provide new infrastructure that minimizes energy use. This will enable the Utilities to reduce financial risks and demonstrate a commitment to environmental stewardship.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Service Highlights

Infrastructure Planning	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$8,943	\$3,800	51	\$9,398	\$4,103	51	\$9,707	\$4,268	51

Description of Services

Infrastructure planning and evaluation for water, wastewater and drainage infrastructure.

- Develop infrastructure long range plans to support the growth and development objectives of The City
- Asset and investment management to ensure investment in the right infrastructure at the right time to deliver the right level of service
- Represent water policies and servicing requirements in the Corporate land

use planning process

- Review and advisory services for new development and redevelopment to ensure plans achieve both design requirements and lowest lifecycle costs
- Evaluate infrastructure to ensure it provides a base level of service during normal operating conditions, adverse events and for planned interruptions for maintenance and repair
- Provide river engineering and hydrological modelling to ensure riverbank stabilization, infrastructure protection, habitat enhancement and flood prevention

Highlighted Strategies

2C4 Implement a financial plan to ensure the financial sustainability of City of Calgary Water Services. (CFP-C7*)

4P1 Continually improve on asset management. (CFP-Z1,Z5)

4P2 Manage risks to our infrastructure.

4P3 Manage the challenges of continued growth of the city. (CFP-B5,P1,P10,P11)

Highlighted Actions

2C4.1 Align financial and business planning with capital and operating requirements to manage risk.

4P1.1 Continue the development and implementation of asset management plans in accordance with the Corporate framework.

4P1.4 Build capacity and understanding of asset management across the business to align and improve decision-making and program delivery.

4P2.2 Prioritize infrastructure and investment planning to ensure investments are directed toward highest business value in the long-term.

4P3.1 Integrate growth management policies and frameworks into decision making to support long term planning across The Corporation.

Business Plan and Budget Highlights

Infrastructure Planning (IP) applies an asset management framework that ensures the Utilities spend the right money at the right time to deliver services to a growing city. This framework includes planning and approval of new infrastructure and sustainment of existing water infrastructure. Asset management strategies and standards, infrastructure evaluations, and long-range asset and investment planning support the business strategy focusing on managing the assets.

IP is embedding a standardized approach to prioritize investment decisions for infrastructure maintenance, upgrades and growth. These decisions balance customer service, asset risk and costs through full infrastructure lifecycle to ensure an ongoing, base level of service. In 2012-2014, a level of service study will be conducted to inventory and determine the cost of delivering these services.

Assessments are routinely conducted for both built infrastructure and natural riparian areas to understand risks and priorities for assets managed by the business. To fully implement the framework, IP will focus on and increase the understanding of asset management across the business. This will improve decision-making, program alignment and delivery within the Utilities and Corporately.

IP will lead the Utilities to ensure infrastructure and investment plans are aligned with and support city development. A prioritized infrastructure investment plan will ensure investments maximize long-term business value. This is an iterative process to manage budgets and shifting priorities.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Service Highlights

Strategic Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$21,670	\$21,242	108	\$22,492	\$22,051	108	\$23,454	\$23,001	109

Description of Services

Strategic planning to address risks related to water resource management and business planning and performance.

- Ensure sufficient water resources to meet city and regional demands
- Support the achievement of goals with business planning and performance management
- Manage customer service and manage stakeholder relations
- Plan for climate change risks to address impacts on water infrastructure

- Implement plans and policies to reduce impact of urban development on regional water resources
- Monitor compliance with all operating approvals
- Research technology and deliver community programs to achieve water management goals
- Develop employees to build knowledge, skills and abilities required to excel
- Support the water business with effectively managed facilities, vehicles, information and administrative services

Highlighted Strategies

1C1 Deliver and demonstrate value to citizens and customers.(CFP-Z7)

2C4 Implement a financial plan to ensure the financial sustainability of City of Calgary Water Services. (CFP-C7*)

3P2 Lead by example.

3P4 Ensure integrated resource management planning. (CFP-P8)

3P5 Think and act regionally. (CFP-P1,P10)

Highlighted Actions

1C1.1 Engage in dialogue with citizens and customers to both understand their expectations and help them stay engaged and informed about the services we deliver.

2C4.2 Implement financial policies and targets including minimizing borrowing and debt service costs to support growth and infrastructure serviceability.

3P2.1 Model sustainable approaches that have a positive impact on environmental, social and economic outcomes.

3P4.1 Develop integrated water resource management programs that align with environmental goals.

3P5.1 Align with The Corporation and the region to manage risks to our water resources and achieve common goals.

Business Plan and Budget Highlights

Strategic Services (USS) will continue to focus on the long-term sustainability of Calgary's water quality and quantity. USS develops integrated water management approaches ensuring natural resources are available for citizens now and in the future. USS engages customers and partners within the community and region to achieve common watershed goals and to demonstrate the value of water in our lives.

Strategic Services develops plans that coordinate the efforts of the Utilities to reach long-term goals such as the Water Efficiency Plan and the Stormwater Management Strategy. USS manages the impact of the Utilities business on land, air, and water to meet increasingly stringent regulatory standards. USS is focused on the Utilities' financial policies, performance and health. In addition, USS optimizes business efficiencies and supports across Water Resources and Water Services.

USS supports employee development and effectiveness for the Utilities (Water Resources and Water Services) and fosters employees' ability to grow a career with The City. This is done through continued development of competency management, training, mentoring and strengthening leadership skills.

USS continues to embed a customer centric culture that is respectful, responsible, reliable and responsive. USS engages citizens to understand their expectations and help them stay informed about the services delivered.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Service Highlights

Wastewater Treatment	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$38,662	\$38,137	167	\$39,272	\$38,737	171	\$40,736	\$40,092	174

Description of Services

Wastewater treatment and solid waste management

- Treat wastewater to meet regulatory requirements, protect public health and the environment
- Recycle the nutrient-rich by-product of wastewater treatment and apply as a fertilizer for agricultural customers

- Receive and treat wastewater from industry and regional customers
- Maintain wastewater treatment facilities to ensure the longevity and efficiency of infrastructure

Highlighted Strategies

3P1 Meet regulatory requirements to protect public health.

3P2 Lead by example.

4P1 Continually improve on asset management.
(CFP-Z1,Z5)

4P2 Manage risks to our infrastructure.

Highlighted Actions

3P1.1 Operate facilities and systems to ensure compliance with regulatory requirements and licences and approvals to operate.

3P2.2 Mitigate the impact of our business on the air, land and water to align with environmental goals.

4P1.2 Leverage tools and technology to support operations and realize efficiencies.

4P1.3 Continuous improvement in making day-to-day operations more efficient and effective.

4P2.3 Build and operate infrastructure through its full lifecycle and optimize lifecycle cost and mitigate risk.

Business Plan and Budget Highlights

The City has one of the leading wastewater treatment processes in Canada. Wastewater from the city, the region and local industry is treated to a high standard to meet operating approvals and protect public health and the environment. Wastewater Treatment (WWT) will continue to realize the benefits of capital improvements in this business plan cycle. In the next three years, the primary focus of wastewater treatment will include efficient plant operations, biosolids management and infrastructure maintenance.

Efficient plant operations will be supported through operator training, leveraging technology for plant automation and applying industry best practices to address risks. To support operator development, standard operating procedures, training programs and knowledge management tools are being developed. These will also contribute to operator knowledge transfer as the workforce transitions. Additional plant automation will allow operators to run the plant more efficiently and reduce operational risk.

Biosolids management is a growing area driven by both industrial and population growth. Biosolids are the by-product of wastewater treatment and require effective management to protect the watershed. To address the increased volume of biosolids, WWT will examine innovative approaches in collaboration with Waste & Recycling Services.

To make timely investment decisions, address risk and ensure infrastructure resiliency, WWT will apply critical infrastructure assessment and maintenance management best practices to identify and prioritize plant infrastructure maintenance.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Service Highlights

Water Quality Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$10,457	\$9,886	77	\$10,878	\$10,292	77	\$11,166	\$10,566	77

Description of Services

Monitoring, analyzing, inspecting and reporting on water, wastewater and stormwater to protect the environment, public health and City infrastructure.

- Ensure the continuous quality of water, wastewater and stormwater to protect public safety and meet environmental and health related legislation
- Report on water, wastewater and stormwater compliance to the regulator from our nationally accredited laboratories

- Monitor surface waters, stormwater, industry, and erosion control activities to ensure compliance with bylaws and other legislative controls
- Facilitate applied research and development to assess and manage risk
- Provide scientific support services to various capital related programs, including the upgrades of the water and wastewater treatment facilities

Highlighted Strategies

1C2 Provide excellent customer service.(CFP-B1,Z7)

2C2 Increase efficiencies and transparency. (CFP-Z2,Z3,Z10)

3P1 Meet regulatory requirements to protect public health.

3P4 Ensure integrated resource management planning. (CFP-P8)

Highlighted Actions

1C2.1 Develop a customer centric organization where in our everyday operations, customer service is respectful, reliable, responsive and responsible.

2C2.2 Develop a culture of program evaluation, understand our cost of doing business and look for opportunities to improve efficiency and effectiveness.

3P1.1 Operate facilities and systems to ensure compliance with regulatory requirements and licences and approvals to operate.

3P1.2 Develop and implement research programs that monitor and assess environment trends to improve decision making and meet future regulations.

3P4.1 Develop integrated water resource management programs that align with environmental goals.

Business Plan and Budget Highlights

Water Quality Services (WQS) provides quality analytical testing, monitoring, inspection, reporting and technical expertise to the Utilities, internal City of Calgary customers, the general public and external entities. To protect public health, City infrastructure and the environment, WQS supports regulatory compliance, integrated resource management, treatment plant operations and pollution control.

Regulations for drinking water, treated effluent and stormwater discharges are evolving in response to increasing scientific knowledge. WQS involvement provides experience with advanced scientific methods to improve internal decision-making and give input to regulators.

WQS plays an active role in protecting the river through monitoring point and non-point source pollution and river water quality. WQS monitors research related to emerging contaminants and their sources. WQS participates in program development to take the right actions in the watershed to provide the most benefit. To further support continued work to reduce the impact of wastewater on the watershed and infrastructure, WQS is developing a pollution prevention program.

An applied research and development strategy is being implemented to prioritize research programs for the Utilities, align business needs and reduce inherent risks in high priority areas.

A continuous improvement program is also being implemented in WQS to deliver more cost efficient services and reduce the operating budget through realized savings.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

UTILITIES & ENVIRONMENTAL PROTECTION: Utilities (Water Resources and Water Services): Service Highlights

Water Treatment	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$30,407	\$29,464	117	\$30,864	\$29,911	117	\$32,165	\$31,202	117

Description of Services

Water treatment and supply

- Operate water treatment plants, transmission pumping, and reservoir storage facilities to ensure a clean, safe and reliable water supply to Calgarians and regional customers

- Maintain water treatment plants, transmission pumping, and reservoir storage facilities to ensure the reliability and efficiency of infrastructure
- Operate and maintain Glenmore Dam to manage a reliable raw water supply in the reservoir

Highlighted Strategies

1C1 Deliver and demonstrate value to citizens and customers. (CFP-Z7)

3P1 Meet regulatory requirements to protect public health.

4P1 Continually improve on asset management. (CFP-Z1,Z5)

4P2 Manage risks to our infrastructure.

Highlighted Actions

1C1.2 Build public trust by effectively and efficiently providing valuable services.

3P1.1 Operate facilities and systems to ensure compliance with regulatory requirements and licences and approvals to operate.

4P1.2 Leverage tools and technology to support operations and realize efficiencies.

4P1.3 Continuous improvement in making day-to-day operations more efficient and effective.

4P2.3 Build and operate infrastructure through its full lifecycle and optimize lifecycle cost and mitigate risk.

Business Plan and Budget Highlights

Calgary's water treatment plants use industry-leading processes and technologies to deliver safe and reliable drinking water to over one million Calgarians. Water Treatment operates water treatment plants and a reservoir system to deliver water to the city and the region that meets all regulatory requirements.

Water Treatment will continue to integrate recent and upcoming capital improvements at the plants while monitoring and managing chemical and electricity usage throughout the treatment process to ensure an efficient use of resources.

Water Treatment continues to advance its approach to maximizing the lifecycle of the treatment plant assets through effective maintenance management practices. To make timely investment decisions, address risk and ensure infrastructure resiliency, Water Treatment will apply critical infrastructure assessment and maintenance management best practices to identify and prioritize plant infrastructure maintenance.

Water Treatment will realize the benefits of capital improvements in this business plan cycle, which increases the effectiveness and reliability of the treatment process and reduces the impact on the Elbow and Bow rivers. Recent capital improvements at Glenmore plant will provide the ability to treat larger volumes of water more quickly and effectively, producing stable and consistent water quality despite fluctuating raw river quality. Water quality in the river downstream of the plant is protected as residuals from the treatment process are no longer returned to the river.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service



Calgary Police Service 2012-2014 Business Plan & Budget

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CALGARY POLICE SERVICE 2012-2014 BUSINESS PLAN AND BUDGET

Overview

With a mission to “maximize public safety in Calgary,” the Calgary Police Service is committed to working with the community to maintain this city as a safe place to live, work and visit.

As we continue to embrace community policing, in which collaboration and cooperation with partners is essential to public safety, we remain focused on our vision of “working together for a safe community.” We are committed to doing this by remaining true to our core values of respect, honesty, integrity, fairness, compassion and courage.

We work to provide the best quality of service paired with cost effectiveness. We also strive to ensure that the type of policing, and the services we provide, reflect what the community needs. Because those needs can shift as the community evolves, we consistently review and evolve our policing methods. Ongoing review of workload and deployment is required to meet the changing face of our city, in order to ensure modern, effective and efficient policing.

List of Services

The Calgary Police Service:

- Provides 24/7 response to 911 and non-emergency calls in all areas of the city
- Addresses organized crime activities including fraud, identity theft, online crime, drugs, auto theft, commercial crime and gang activity
- Investigates major crimes such as homicide, robbery, child abuse, sex crimes and home invasions
- Provides an integrated Service-wide approach to domestic violence education and intervention with City and external agencies
- Works with external partners to develop programs and response strategies to the issues of homelessness, drug addiction and mental illness
- Provides educational programs focused on crime prevention and early intervention for youth and at-risk individuals
- Enhances traffic safety by enforcing laws and educating the public through a number of prevention and safety initiatives

- Provides operational and investigative support to frontline officers through a number of specialty areas
- Processes and administers arrests
- Co-ordinates with other agencies for joint-force operations including the RCMP, Alberta Sheriffs, CBSA and other law enforcement organizations
- Conducts crime scene investigation and provides forensic services
- Operates the Real Time Operations Centre (RTOC) that provides real-time command, analytical and investigative support to frontline officers. The RTOC can co-ordinate and re-allocate police resources as necessary
- Manages response to emergencies and major events
- Provides strategic planning and policy development
- Provides financial support for the entire Service
- Provides counselling support for all members of the Service
- Investigates complaints against sworn and civilian members
- Analyzes crime trends and provides other statistical and research services
- Handles Freedom of Information and Protection of Privacy requests
- Conducts internal audits
- Provides internal and external communication support services, including media and public relations
- Manages human resources, training and career development, including health and wellness services for Service employees
- Provides information and technology support to all areas of the Service
- Maintains police records, report-taking functions and other administrative duties
- Manages and maintains the police fleet and all Service buildings

Key Trends and Emerging Issues

- Population growth remains a challenge. As Calgary's geographic footprint continues to expand, the CPS requires more resources to ensure consistent levels of service throughout the city. We expect calls for service to increase as the population in Calgary grows. The CPS is experiencing critical staffing shortages 32% of the time in at least one District in the city.
- A city with more than one million citizens has complex crime challenges and policing needs. Growth in population also leads to increases in the numbers of vulnerable victims and motivated offenders. As well, the CPS must continue to develop ways to reach out to all communities in an increasingly diverse population.

CALGARY POLICE SERVICE 2012-2014 BUSINESS PLAN AND BUDGET

Key Trends and Emerging Issues (cont'd)

- According to the 2011 Calgary Police Commission Citizen Survey, the top three concerns are house break and enters, illegal gang activity, and drug law enforcement. Analysis of emerging crime trends indicate an increase in domestic violence calls, home invasion robberies, and crimes involving the elderly.
- Investigative units do not have sufficient capacity to address increasing workload, complexity and disclosure demands, given current staffing. For example, the Homicide Unit has 70 outstanding files, more than half of which occurred in the last five years. Many of these cases are solvable but require adequate resources to do so. Fraud cases have increased by 45% since 2009. In the Child Abuse Unit, increases in complexity and magnitude of cases are slowing completion times for investigations. Sixty-three child abuse files from 2010 are still under investigation. Case loads for the Sex Crimes Unit have increased more than 29% since 2008, with no increase in staffing.
- The use of technology to commit crime has increased the complexity of investigations. In turn, specialized investigative techniques and expensive technology are required (interception, forensics, ballistic and fingerprint identification).
- Failure to meet staffing and workload demands for disclosure and records management will result in courts dismissing cases and inability to prosecute offenders.
- The CPS regularly reviews workload and deployment. Analysis of the current frontline deployment model shows that, in order to sustain current service level targets, a substantial increase in officers is needed. Changes to deployment are required to address issues of current and anticipated workload, supervision, accountability, and training.
- Community policing is reliant upon effective communication and response to citizens' safety concerns and needs. Technological advances in communication and social media are changing the way society communicates, congregates and co-operates. We need to understand how social media will impact our employees and our interactions with citizens.

- The Service is engaged in a number of pilot projects focused on youth, elder abuse and people with mental health and addictions, which are currently funded through external sources and scheduled to end within the next business cycle. Permanent, city-wide expansion of these initiatives will require sustainable funding.
- API3 is the new province-wide records management system which will replace the current, outdated system. This will have a major impact on police operations, from frontline officers to civilian analysts. Extensive training will be required for most CPS employees, depending on the nature of their interaction with the Computer Assisted Dispatch or Records Management System software.
- More than one-third of CPS officers have less than five years on the job. Training demands are high. It is a legal requirement that police officers are continuously and adequately trained to meet changes in criminal procedures. In a city of boom and bust, creating a stable pool of qualified recruits remains challenging.
- The increasing use of technology, such as in-car video, will have additional impacts such as training, maintenance and data management requirements.

The Calgary Police Service Crime Prevention and Reduction Continuum

The Calgary Police Service believes crime reduction can only be achieved by working with community partners to develop comprehensive strategies including education, early intervention, treatment and enforcement.

The overall goal of the continuum is to keep individuals out of the formal justice system by addressing the underlying causes of their criminal behavior. We do this by providing appropriate intervention at the right time. Prevention is preferable to enforcement as a long-term, anti-crime strategy.

To achieve this, the CPS has spearheaded initiatives that range from providing safety and resilience-building education to all children, working to intervene with at-risk children and youth, providing comprehensive response to child and elder abuse and ensuring individuals with mental health and addictions get the help they need. Future benefits of this approach will be an increase in quality of life and social return on investment and, ultimately, a reduction in future crime.

CALGARY POLICE SERVICE 2012-2014 BUSINESS PLAN AND BUDGET

Listening and Responding to Citizens' Concerns

An essential component of community policing is understanding the needs of the community. This is achieved mainly through the district and city-wide Crime Management Strategy whereby community leaders, Community Liaison Officers, front-line officers and citizens work together to address community crime and safety concerns.

In addition, the CPS and the Calgary Police Commission have conducted regular citizen surveys since the start of the 1990s. For the last two business plan and budget cycles, specific citizen engagement activities were undertaken to obtain feedback on citizens' concerns regarding safety and the CPS.

As part the 2012-2014 Business Plan and Budget preparation process, City Council engaged all Calgarians for their opinions about city services and asked that this feedback be addressed in city departmental business plans.

This six-month process was concluded with the final report released June 28, 2011.

While there were a range of opinions and concerns, four main themes were identified in the report. Citizens who participated wanted the police to:

1. Build relationships
2. Increase presence in the community
3. Improve tolerance and cultural awareness of officers and
4. Improve accountability and document performance.

The CPS has taken these themes into consideration when creating the next business plan. This is reflected in the strategic goals, objectives and action plans contained in this document.

Achieving Council's Fiscal Plan and Addressing Sustainability and Long-Term Plans

The Calgary Police Service supports Calgarians' vision of living in peace, and being safe in their homes and throughout the city, as stated in the 100 year imagineCALGARY Plan. We recognize that police play a primary role in the achievement of safety and security goals in a number of long-term plans, such as the Calgary Plan and the Sustainability Direction. We also understand and support Council's decision to affect efficiencies and effectiveness without compromising quality of service.

The CPS 2012-2014 Business Plan has been developed with consideration of the above documents and it aligns with Council's Fiscal Plan (CFP) in particular with the following:

Ensuring every Calgarian lives in a safe community and has the opportunity to succeed

CFP- C1. Maintain current investment for the Calgary Police Service, while encouraging cost-efficiencies and recognizing Federal and Provincial funding obligations.

CFP-C2. Focus on community-based policing and crime prevention, in partnership with related community and city agencies, particularly around crime prevention and harm reduction strategies.

CFP-C3. Partner with CPS and related community agencies on the root causes of crime, through enhancement of social inclusion and crime prevention through environmental design (CPTED).

CFP-C4. Ensure people feel safe in public spaces and on public transit.

Becoming a more effective and disciplined organization

CFP-Z3. Increase the use of benchmarking, performance measures and best practices information to improve service effectiveness and efficiency.

CFP-Z5. Examine alternative mechanisms of service delivery, including the judicious use of technology.

CFP-Z6. Maintain The City of Calgary as an employer of choice, focusing on employee career development and wellness throughout the organization.

CFP-Z7. Continue to ensure that citizens are satisfied with the quality of the services they receive.

CALGARY POLICE SERVICE: Strategic Goals and Objectives

Strategic Goal	Objective	Accountable Area			
COMMUNITY STRATEGIC GOAL #1 STRENGTHEN COMMUNITY POLICING	1.1 Confront crime and enhance citizen safety.	Bureau of Community Policing, Bureau of Specialized Investigations			
	1.2 Enhance communication with citizens to link community needs to police response.	Bureau of Community Policing, Office of the Chief			
	1.3 Continue to work with related community and city agencies to address crime and public safety needs.	Bureau of Community Policing			
	1.4 Respect diversity by building lasting relationships in our community.	Bureau of Community Policing			
	1.5 Continue to refine the Service-wide Crime Management Strategy.	Service-wide			
ORGANIZATION STRATEGIC GOAL #2 FOSTER A STRONG WORKPLACE COMMUNITY	2.1 Provide a healthy, safe and respectful work environment for all our employees.	Bureau of Organizational Support			
	2.2 Recruit and retain people to support service delivery.	Bureau of Organizational Support			
	2.3 Provide training and education that develop and support our employees.	Bureau of Organizational Support			
	2.4 Continue to build an environment that strengthens and develops leadership abilities in all our employees.	Bureau of Organizational Support			
ORGANIZATION STRATEGIC GOAL #3 OPTIMIZE EFFICIENCIES WHILE FOCUSING ON INFORMATION, TECHNOLOGY AND INFRASTRUCTURE	3.1 Comprehensively review frontline and investigative workload and deployment models.	Service-wide			
	3.2 Ensure the effective implementation of the provincial records management system (API3).	Bureau of Organizational Support			
	3.3 Improve the radio system to meet CPS' needs and integrate with the provincial radio system.	Bureau of Organizational Support			
	3.4 Effectively implement technologies to enhance police operations.	Bureau of Organizational Support			
	3.5 Develop and manage the CPS web and social media strategies.	Office of the Chief, Bureau of Organizational Support			
	3.6 Continue lifecycle management of fleet & facilities.	Bureau of Organizational Support			
Community	Places	Mobility	Business	Organization	Finance

CALGARY POLICE SERVICE: Action Plans

Objective	Action Plan	Lead
COMMUNITY 1.1 Confront crime and enhance citizen safety.	(1.1-01) Continue to develop CPS organized crime strategies for gang, gun, drug and vice offences.	Organized Crime Inspector
	(1.1-02) Collaborate with Public Safety Communications to monitor the effectiveness of response protocols.	Bureau of Community Policing Deputy Chief
	(1.1-03) Strengthen CPS intelligence coordination in conjunction with Provincial partners.	Criminal Operations Support Inspector
	(1.1-04) Implement the enhanced CPS Missing Persons response protocol.	Major Crimes Inspector
	(1.1-05) Communicate timely, accurate police information to front-line officers through the Real Time Operations Centre.	RTOC Superintendent
	(1.1-06) Further develop methods to identify and investigate hate crimes.	Community & Youth Inspector
	(1.1-07) Refine and implement the city-wide graffiti strategy.	Community & Youth Inspector
	(1.1-08) Continue to develop CPS business processes and protocols for in-house criminal ballistic and firearm examinations.	Investigative Support Inspector
COMMUNITY 1.2 Enhance communication with citizens to link community needs to police response.	(1.2-01) Ensure citizen input received by Community Liaison, School Resources and Diversity Resources officers is incorporated into the Crime Management Strategy priorities.	Bureau of Community Policing Deputy Chief
	(1.2-02) Enhance the Police & Community Awareness Program (PCAP) through telephone, emails and text messaging.	Community & Youth Inspector
	(1.2-03) Increase citizen use and awareness of the CPS online reporting option.	Administration Inspector
	(1.2-04) Actively explore issues and concerns raised by citizens in the annual Calgary Police Commission Citizen Survey.	Strategic Services Division Manager
COMMUNITY 1.3 Continue to work with related community and city agencies to address crime and public safety needs.	(1.3-01) Work with social agencies, justice and community partners to provide an integrated approach to policing and crime issues related to mental illness, homelessness and addictions.	Community & Youth Inspector
	(1.3-02) Coordinate strategies with the Crown, Alberta Justice and Corrections Canada to target repeat offenders.	Specialized Investigations Inspector
	(1.3-03) Work together with community partners on a comprehensive youth strategy focused on prevention, education and early intervention.	Community & Youth Inspector
	(1.3-04) Work with partners to enhance community response to elder abuse.	Major Crimes Inspector

Community

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CALGARY POLICE SERVICE: Action Plans

Objective	Action Plan	Lead
COMMUNITY 1.3 Continue to work with related community and city agencies to address crime and public safety needs.	(1.3-05) Implement the Traffic Safety Plan in collaboration with our partnering agencies.	Traffic Inspector
	(1.3-06) Collaborate in the development of a child advocacy centre that will offer victims and their families comprehensive and coordinated services in a safe environment.	Office of the Chief
	(1.3-07) Continue working with provincial and federal prosecutors to develop timely and effective disclosure processes.	Specialized Investigations Division Superintendent
	(1.3-08) Secure permanent funding for short-term and pilot community-based programs.	Field Support Division Superintendent
	(1.3-09) Implement working protocols with Provincial Sheriffs to collect Court mandated offender DNA samples at the Courthouse.	Specialized Investigations Division Superintendent
COMMUNITY 1.4 Respect diversity by building lasting relationships in our community.	(1.4-01) Identify and address gaps within our diversity initiatives, focusing on front-line response, recruiting, and community engagement.	Community & Youth Inspector
	(1.4-02) Build trust by encouraging personal contact and dialogue with people from diverse communities.	Community & Youth Inspector
	(1.4-03) Work together with diverse communities on youth crime education, intervention and prevention strategies.	Community & Youth Inspector
COMMUNITY 1.5 Continue to refine the Service-wide Crime Management Strategy.	(1.5-01) Integrate Service-wide crime management strategies to address community concerns and priorities.	Office of the Chief
	(1.5-02) Complete the CPS Analytical Function Review and implement recommendations in conjunction with the Service-wide Crime Management Strategy.	Strategic Services Division Manager
	(1.5-03) Implement the Offender Crime Prioritization Committee and continue development of the Offender Management Strategy.	Specialized Investigations Inspector

Community

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CALGARY POLICE SERVICE: Action Plans

Objective	Action Plan	Lead
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ORGANIZATION</p> <p>2.1 Provide a healthy, safe and respectful work environment for all our employees.</p>	(2.1-01) Develop and implement an employee health, wellness and safety strategy.	Human Resources Operations Inspector
	(2.1-02) Create an onsite health and wellness centre that will offer employees and their families a full range of services including immediate medical treatment and proactive care.	Employee Services Division Superintendent
	(2.1-03) Continue to provide mental health services that complement the employee health, wellness and safety strategy.	Psychological Services Division Manager
	(2.1-04) Meet or exceed Occupational Health & Safety regulations, industry standards, and environmental requirements.	Infrastructure Services Division Manager
	(2.1-05) Develop and implement strategies to assist supervisors and employees in promoting a respectful workplace.	Human Resources Operations Inspector
	(2.1-06) Further develop and implement CPS environmental initiatives.	Infrastructure Services Division Manager

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ORGANIZATION</p> <p>2.2 Recruit and retain people to support service delivery.</p>	(2.2-01) Review and better align CPS recruitment and retention strategies to address upcoming workforce trends.	Human Resources Operations Inspector
	(2.2-02) Develop strategies to attract recruits from diverse communities.	Human Resources Operations Inspector
	(2.2-03) Build partnerships with organizations supporting diversity in the workplace to strengthen civilian diversity in the Service.	Human Resources Business Advisory Manager

Community	Places	Mobility	Business	Organization	Finance
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CALGARY POLICE SERVICE: Action Plans

Objective	Action Plan	Lead
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ORGANIZATION

2.3 Provide training and education that develop and support our employees.

(2.3-01) Develop and offer courses on community-based policing to front line officers.	Chief Crowfoot Learning Center Inspector
(2.3-02) Enhance investigative capacity by increasing training opportunities across the Service.	Career Development Inspector
(2.3-03) Update behavioral competencies through a review of the Police Sector Council competencies.	Career Development Inspector

ORGANIZATION

2.4 Continue to build an environment that strengthens and develops leadership abilities in all our employees.

(2.4-01) Develop a leadership program for all employees.	Career Development Inspector
(2.4-02) Develop training for frontline supervisors to enhance their leadership and managerial skills.	Chief Crowfoot Learning Center Inspector
(2.4-03) Improve performance management processes and systems.	Career Development Inspector
(2.4-04) Enhance the capacity to provide Incident Command training to the Service.	Chief Crowfoot Learning Center Inspector
(2.4-05) Construct an employee development and retention program for civilian members.	Human Resources Business Advisory Manager
(2.4-06) Deliver an Executive Development Leadership Program for senior officers and civilian managers.	Career Development Inspector

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CALGARY POLICE SERVICE: Action Plans

Objective	Action Plan	Lead
ORGANIZATION 3.1 Comprehensively review frontline and investigative workload and deployment models.	(3.1-01) Modify the front-line deployment model to account for increasing workload demands, supervisory requirements, city growth, and financial sustainability.	Bureau of Community Policing Deputy Chief
	(3.1-02) Develop and implement a staffing plan to reflect a modified service delivery model.	Human Resources Operations Inspector
	(3.1-03) Identify performance measures and workload indicators for investigative units.	Bureau of Specialized Investigations Deputy Chief
ORGANIZATION 3.2 Ensure the effective implementation of the provincial records management system (API3).	(3.2-01) Deliver Service-wide API3 training to ensure employees are prepared for the new system.	API3 Training Project Team
	(3.2-02) Provide technical implementation and rollout of API3 applications.	ICTS Inspector
	(3.2-03) Implement business continuity plans so that business functions are minimally disrupted.	API3 Training Project Team
ORGANIZATION 3.3 Improve the radio system to meet CPS' needs and integrate with the provincial radio system.	(3.3-01) Migrate to the new provincial radio system infrastructure.	ICTS Inspector, ICTS Telecomms Manager

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CALGARY POLICE SERVICE: Action Plans

Objective	Action Plan	Lead
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ORGANIZATION</p> <p>3.4 Effectively implement technologies to enhance police operations.</p>	(3.4-01) Enhance IT business development to meet the goals of the Service.	ICTS Inspector
	(3.4-02) Continue to develop our IT infrastructure to address CPS needs.	ICTS Inspector
	(3.4-03) Improve mobility solutions to enhance communication for the Service.	ICTS Inspector
	(3.4-04) Establish digital asset management and storage to meet CPS needs and the 2013 Solicitor General's policing standards.	ICTS Inspector
	(3.4-05) Facilitate data exchange with Alberta Justice through API3 and CCM2 technology.	ICTS Inspector
	(3.4-06) Implement electronic disclosure across all areas of the Service.	ICTS Inspector
	(3.4-07) Implement a new time, attendance and payroll system that is integrated with Alberta Justice and API3.	ICTS Inspector
	(3.4-08) Construct technical platforms to support the internal and external web and social media strategies.	ICTS Inspector
	(3.4-09) Implement Livelink records management Service-wide.	ICTS Inspector
	(3.4-10) Utilize and evaluate electronic monitoring technology for high-risk offenders.	Specialized Investigations Inspector
	(3.4-11) Partner with National Policing Services and RCMP to implement real-time identification technology.	Investigative Support Inspector
	(3.4-12) Work towards a more efficient decentralized process for fingerprint and mug shot collection.	Investigative Support Inspector

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CALGARY POLICE SERVICE: Action Plans

Objective	Action Plan	Lead
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ORGANIZATION</p> <p>3.5 Develop and manage the CPS web and social media strategies.</p>	(3.5-01) Enhance the Service's digital presence (web, social media, extranet) to improve the quality of communication and interaction with the public and CPS employees.	Strategic Communications Manager
	(3.5-02) Implement Section intranet sites on SharePoint to support internal information sharing and the external website.	ICTS Manager, Strategic Communications Manager

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ORGANIZATION</p> <p>3.6 Continue lifecycle management of fleet & facilities.</p>	(3.6-01) Continue developing the North Service Centre Development project to provide stables and indoor and outdoor shooting facilities.	Infrastructure Services Division Manager
	(3.6-02) Explore options and relocate the Court Services Centre.	Infrastructure Services Division Manager
	(3.6-03) Pursue land acquisition and development for a new driving training track.	Infrastructure Services Division Manager
	(3.6-04) Relocate the Interpretive Centre to the Westwinds campus.	Infrastructure Services Division Manager

Community	Places	Mobility	Business	Organization	Finance
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CALGARY POLICE SERVICE: Performance Measures

Strategic Goal		Performance Measure	2010 Actual	2011 Est. Actual	2012	2013	2014
COMMUNITY STRATEGIC GOAL #1 STRENGTHEN COMMUNITY POLICING		Percentage of citizens who strongly or somewhat agree that "Calgary is a safe city to live in."	91%	95% Actual	Maintain/Increase	Maintain/Increase	Maintain/Increase
		Percentage of citizens who are "very satisfied" or "satisfied" with CPS services	94%	95% Actual	Maintain/Increase	Maintain/Increase	Maintain/Increase
		Percentage of citizen confident that "the CPS can deliver the services needed to make sure Calgary is a safe place to live."	94%	95% Actual	Maintain/Increase	Maintain/Increase	Maintain/Increase
		Rating of citizens' level of agreement with the statement: "The Calgary Police Service responds in a fair way when dealing with all segments of the Calgary community." (rating of 7-10 out of 10)	78%	79% Actual	Maintain/Increase	Maintain/Increase	Maintain/Increase
		Rating of citizens' level of agreement with the statement: "The Calgary Police Service maintains appropriate visibility in the community." (rating of 7-10 out of 10)	76%	76% Actual	Maintain/Increase	Maintain/Increase	Maintain/Increase
		Rating of citizens' level of agreement with the statement: "The Calgary Police Service uses its authority and force appropriately." (rating of 7-10 out of 10)	78%	79% Actual	Maintain/Increase	Maintain/Increase	Maintain/Increase
		Rating of citizens' level of agreement with the statement: "The Calgary Police Service adequately communicates crime issues and trends to the community." (rating of 7-10 out of 10)	76%	77% Actual	Maintain/Increase	Maintain/Increase	Maintain/Increase
		Citizens per CPS employee (sworn and civilian)	420	414 Actual	Decrease	Decrease	Decrease
		Average response time for Priority 1 calls (minutes) Target = 7 minutes	6.9	N/A	Maintain/Decrease	Maintain/Decrease	Maintain/Decrease
		Number of attended calls (workload indicator)	297,849	N/A	Maintain/Increase	Maintain/Increase	Maintain/Increase
		Percentage of officers' time available for targeted crime management	40%	N/A	Maintain	Maintain	Maintain
		Rate of reportable fatal traffic collisions per 100,000 people	2.1	N/A	Decrease	Decrease	Decrease
		Rate of reportable non-fatal injury traffic collisions per 100,000 people	219.3	N/A	Decrease	Decrease	Decrease
		Number of citizen compliments	345	N/A	Increase	Increase	Increase

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CALGARY POLICE SERVICE: Performance Measures

Strategic Goal		Performance Measure	2010 Actual	2011 Est.	2012	2013	2014
COMMUNITY STRATEGIC GOAL #1 STRENGTHEN COMMUNITY POLICING		Number of suspected elder abuse/neglect reported	N/A	N/A	Increase	Increase	Increase
		Number of youth participating in the CPS Cadet Program	N/A	41	Increase	Increase	Increase
		Number of youth participating in the Yard Program	93	93	Maintain	Maintain	
		Number of youth participating in the MASST program	62	62	Maintain		
		Amount of third-party funding for community based programs	\$2.6M	N/A	Maintain	Maintain	Maintain
		PACT (statistics to be further developed)	N/A	N/A	TBD	TBD	TBD
		Diversity strategy indicators (to be further developed)	N/A	N/A	TBD	TBD	TBD
		Completion of the Service-wide Crime Management Strategy	N/A	33%	66%	100%	
		Completion of the Analytical Function Review	N/A	50%	100%		
		Development and completion of the Offender Crime Prioritization Committee	N/A	40%	100%		
		Number of people registered to receive police alerts through the new PCAP system	N/A	TBD	Increase	Increase	Increase

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CALGARY POLICE SERVICE: Performance Measures

Strategic Goal		Performance Measure	2010 Actual	2011 Est.	2012	2013	2014
ORGANIZATION STRATEGIC GOAL #2 FOSTER A STRONG WORKPLACE COMMUNITY		Level of employee agreement with the statement: "CPS accommodates the needs of employees who are trying to balance multiple commitments."	79%	73% Actual	Increase	Maintain/ Increase	Maintain/ Increase
		Level of employee agreement with the statement: "Overall, I am generally satisfied with my current job."	85%	78% Actual	Increase	Maintain/ Increase	Maintain/ Increase
		Employee Engagement Index score	76%	73% Actual	Increase	Increase	Increase
		Completion of the health and wellness centre	N/A	N/A	50%	75%	100%
		Number of employees accessing health and wellness centre services	N/A	N/A	TBD	TBD	TBD
		Number of Go Green environmental objectives met	N/A	N/A	TBD	TBD	TBD
		Number of CPS Employees	2551	2587	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
		Number of CPS Sworn Members	1870	1904	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
		Number of Civilian Members	681	683	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
		Employee attrition number (resignations, retirements, terminations)	N/A	N/A	Decrease	Decrease	Decrease
		Number of employees attended Chief Crowfoot Learning Centre training courses	N/A	N/A	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
		Development & implementation of Leadership program	N/A	N/A	50%	75%	100%
		Number of officers completed Incident Command training	N/A	N/A	Increase	Increase	Increase
		Development of Frontline supervisory course	N/A	N/A	100%		
		Number of courses offered through Psychological Services Division	N/A	N/A	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
		Number of people attended Psychological Services Division courses	N/A	N/A	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase

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CALGARY POLICE SERVICE: Performance Measures

Strategic Goal	Performance Measure	2010 Actual	2011 Est.	2012	2013	2014
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ORGANIZATION STRATEGIC GOAL #3 OPTIMIZE EFFICIENCIES WHILE FOCUSING ON INFORMATION, TECHNOLOGY AND INFRASTRUCTURE	Performance Measure	2010 Actual	2011 Est.	2012	2013	2014
	Number of on-line (web-based) reports submitted (COPLOGIC)	11,919	12,500	Increase	Increase	Increase
	Social media analytics (to be determined)	N/A	N/A	TBD	TBD	TBD
	Completion of the North Services Centre project by providing stables and shooting facilities	N/A	N/A	25%	50%	100%
	Relocation of the Interpretive Centre	N/A	50%	100%		
Completion of the Court Services Centre project	N/A	N/A	TBD	TBD	TBD	

Calgary Police Service (Program 070): Operating Budget Summary Report

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
TOTAL CPS											
Revenues	(94,053)	(90,350)	(89,554)	-	(89,554)	(89,802)	-	(89,802)	(90,071)	-	(90,071)
Expenditures	374,385	387,072	391,744	-	391,744	400,649	-	400,649	411,075	-	411,075
Recoveries	(2,341)	(1,233)	(1,901)	-	(1,901)	(1,900)	-	(1,900)	(1,900)	-	(1,900)
Net	277,991	295,489	300,289	-	300,289	308,947	-	308,947	319,104	-	319,104
FTEs	2,551.0	2,636.0	2,668.0	0.0	2,668.0	2,708.0	0.0	2,708.0	2,758.0	0.0	2,758.0

Calgary Police Service: Business Plan & Budget Highlights

Productivity Gain (Budget Reduced With No Service Impact)

The City budget allocation challenges the Service to identify \$9.9 million in productivity gains by 2014.

The Service reviews its operations in detail on an ongoing basis for efficiency and effectiveness. Over the years we have been able to achieve efficiency savings in numerous areas, which have been reinvested to further our operations within the existing budget funding.

In 2012, the CPS has identified \$2 million in base expenditure reductions due to Westwinds consolidation, airtime contract savings, reduced security service coverage in the Administration building, and retirement incentives for Senior Officers. This \$2 million is in addition to the \$4 million in savings in the 2011 budget.

In 2013 and 2014, a further \$3.4 million and \$4.5 million respectively, in productivity gains are required to reach the target. Some efficiencies are expected to be realized through the introduction of a new frontline deployment model.

Under this new deployment model, officer visibility and coverage on the street will be maintained. Other implications include: maximized use of Community Liaison Officers, more direct supervision and accountability, training opportunities for the front line, and streamlined investigative processes.

It is a major undertaking and will require careful planning and a staged implementation. There will be both staffing and facility challenges and will need to be phased in over the three year period. However, this initiative is not anticipated to cover the entire productivity target and further options will need to be explored.

Service and Budget Increases

Net inflationary increases are estimated at \$2.7 million in 2012 and \$3 million in each of 2013 and 2014. These increases reflect forecasted inflationary increases and potential increased costs associated with new initiatives such as the implementation of the new provincial records management system API3.

Additional increases above inflation of \$3.1 million in 2013 and \$4.2 million in 2014 reflect funding which can be reinvested in our operations provided the efficiency savings goal of \$9.9 million can be achieved by 2014.

While the CPS will strive to reach this target, it is too early to confidently predict whether initiatives such as the new deployment model will result in this magnitude of savings.

The population is projected to increase by 53,000 over the next 3 years. This increase along with changing demographics will put increasing pressure on the Service. Additional funding was approved to keep up with a growing city and address pressures such as youth crime prevention, and increases in child abuse, elder abuse and major fraud cases - \$4.8 million and 32 positions in 2012, \$6 million and 40 positions in 2013 and \$7.5 million and 50 positions in 2014.

Budget Reductions With Service Impact

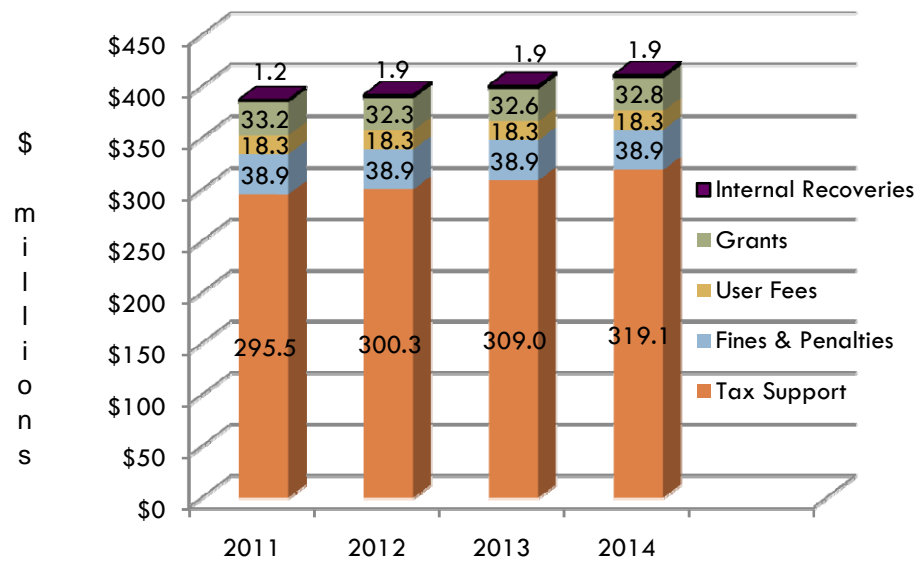
To fully offset the 2012 inflationary increase, the Service has revised its vehicle replacement schedule and reduced its contribution to the vehicle reserve.

Summary of Budget Changes (\$000's)

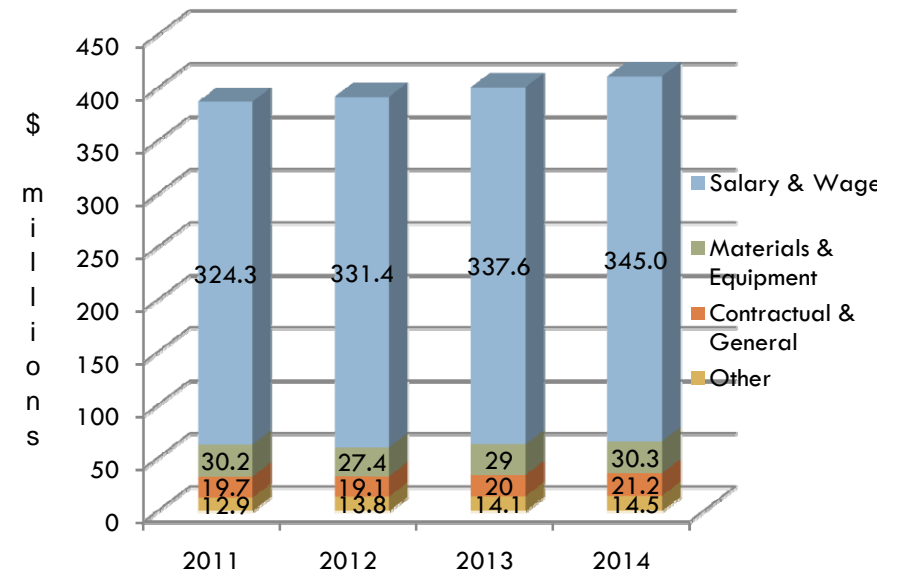
	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$2,000)	(\$3,400)	(\$4,500)
Service and budget increases	\$7,468	\$12,058	\$14,657
Budget reductions with service impact	(\$668)	\$0	\$0
Total base changes	<u>\$4,800</u>	<u>\$8,658</u>	<u>\$10,157</u>
One-time	\$0	\$0	\$0
Less prior year one-time	\$0	\$0	\$0
Total budget changes	<u>\$4,800</u>	<u>\$8,658</u>	<u>\$10,157</u>

Calgary Police Service: Funding and Expenditure Summaries

Funding Summary



Expenditure Summary



Major revenue sources include; The Provincial \$16 per capita municipal policing assistance grant (\$17.4 million) and the Police Officer New Hires Grant (\$12.3 million) Traffic enforcement revenue (\$38 million) Safe Communities Initiatives and Alberta Law Enforcement Response Team (ALERT) (\$12 million)

85% of the operating expenditures are salary related. The remainder covers the cost of equipment, training, vehicles, facilities and technology.

CALGARY POLICE SERVICE: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Calgary Police Service						
Approved Projects in Progress	30,883	1,750	0	0	0	32,633
Total Projects Requiring Approval: (2)						
Program 031 : Police Equipment	3,637	0	0	0	0	3,637
Program 032 : Police Communication System	3,390	0	0	0	0	3,390
Program 037 : Police Vehicles	5,700	0	0	0	0	5,700
Program 038 : Police Facilities	7,058	0	0	0	0	7,058
Program 039 : Police Computer System	1,270	0	0	0	0	1,270
Total Projects Requiring Approval	21,055	0	0	0	0	21,055
2012 Capital Budget	51,938	1,750	0	0	0	53,688
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	15,494	15,510	13,910	15,560	60,474
Total Calgary Police Service	51,938	17,244	15,510	13,910	15,560	114,162

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
- (2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

The Calgary Police Service 2012-2014 capital budget includes \$52.1 million of capital requests to support the 3 year business plan and maintain front line and investigative services

Funding sources include a combination of Pay As You Go, Acreage Assessment, and Reserves.

New requests include critical police equipment, red light camera program upgrades, lifecycle maintenance and upgrades to facilities, replacement of aircraft, purchase of land for two customer service centres, telecommunication and information technology equipment, and replacement of police vehicles.

Major projects in progress include a driver training track, a new indoor and outdoor range and upgrades to police facilities.

CALGARY POLICE SERVICE: Capital Projects Requiring Approval

(\$000s)

\$21,055 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request						(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years		2012	2013	2014	2015	2016	
031-223	Aircraft Replacement	M	C	0	0	3,520	1,270	1,650	600	0	0	3,520
031-315	Police Equipment - Replacement	M	C	0	0	2,001	1,082	434	485	0	0	2,001
031-318	Red Light Enforcement Project	M	C	0	0	3,805	1,285	1,260	1,260	0	0	3,805
Total Program 031 : Police Equipment				0	0	9,326	3,637	3,344	2,345	0	0	9,326
032-330	Telecom Equip. - Replacement	M	C	0	0	10,455	3,390	4,900	2,165	0	0	10,455
Total Program 032 : Police Communication System				0	0	10,455	3,390	4,900	2,165	0	0	10,455
037-370	Vehicles - Replacement	M	C	0	0	18,800	5,700	6,450	6,650	0	0	18,800
Total Program 037 : Police Vehicles				0	0	18,800	5,700	6,450	6,650	0	0	18,800
038-381	Infrastructure Upgrade - Int.	U	C	0	0	2,843	1,368	0	1,475	0	0	2,843
038-382	Infrastructure Upgrades - Ext.	U	C	0	0	7,065	5,690	0	1,375	0	0	7,065
Total Program 038 : Police Facilities				0	0	9,908	7,058	0	2,850	0	0	9,908
<i>Operating costs of capital of Program 038</i>												
<i>2012-2014 Operating Budget</i>			O1			0	0	60	N/A	N/A	60	
039-394	Computer Equipment - Upgrades	U	C	0	0	3,570	1,270	800	1,500	0	0	3,570
Total Program 039 : Police Computer System				0	0	3,570	1,270	800	1,500	0	0	3,570
				0	0	52,059	21,055	15,494	15,510	0	0	52,059

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

Funding For Capital Projects

Revenue/Reserves	5,700	6,450	6,650	0	0	18,800
Transportation Acreage Assessment	1,000	0	1,000	0	0	2,000
Pay-As-You-Go	6,000	6,000	6,000	0	0	18,000
Lifecycle Maintenance & Upgrade Reserve	3,800	0	0	0	0	3,800
Reserve for Future Capital (RFC)	4,555	3,044	1,860	0	0	9,459
Total Funding	21,055	15,494	15,510	0	0	52,059

CALGARY POLICE SERVICE: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 031 : Police Equipment

Project 031-223 Aircraft Replacement

New Budget Request of \$3.52 million for Air Services program, with funding from the Reserve for Future Capital.

Project 031-315 Police Equipment - Replacement

New Budget Request of \$2.001 million for Calgary Police Service (CPS) equipment requirements, with funding from Pay-As-You-Go of \$1.867 million and \$134 thousand from the Reserve for Future Capital.

Project 031-318 Red Light Enforcement

New Budget Request of \$3.805 million for the ongoing Red Light Enforcement program, funded from the Reserve for Future capital.

Program 032 : Police Communication System

Project 032-320 Telecommunication Equipment - Replacement

New Budget Request of \$10.455 million for the replacement of telecommunication infrastructure components, with funding from Pay-As-You-Go of \$8.455 million and \$2 million from the Reserve for Future Capital.

Program 037 : Police Vehicles

Project 037-370 Vehicles - Replacement

New Budget Request of \$18.8 million for the acquisition of replacement vehicles for the Calgary Police Service (CPS) funded by revenue and CPS Capital Financing Reserves.

Program 038 : Police Facilities

Project 038-381 Infrastructure Upgrade - Interior

New Budget Request of \$2.843 million for interior upgrades to existing buildings as well as planning and construction of new facilities funded by Pay-As-You-Go.

Project 038-382 Infrastructure Upgrade - Exterior

New Budget Request of \$7.065 million for exterior upgrades to existing buildings as well as planning and construction of new facilities funded by Pay-As-You-Go of \$1.265 million, \$2 million Transportation Acreage Assessment and \$3.8 million of Lifecycle Maintenance & Upgrade Reserve.

Operating Cost of Capital: This program requires \$60 thousand in operating costs for the 2012-2014 budget cycle.

Program 039 : Police Computer System

Project 039-394 Computer Equipment - Upgrades

New Budget Request of \$3.57 million for Calgary Police Service (CPS) information technology requirements funded from Pay-As-You-Go.

CALGARY POLICE SERVICE : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
031	223	Aircraft Replacement	C	M	0	1,270	1,650	600	0	0	3,520	3,520
031	223	Aircraft Replacement	D	M	0	0	0	0	0	1,650	1,650	1,650
031	315	Police Equipment - Replacement	C	M	0	1,082	434	485	0	0	2,001	2,001
031	315	Police Equipment - Replacement	D	M	0	0	0	0	500	500	1,000	1,000
031	318	Red Light Enforcement Project	A	M	2,362	600	0	0	0	0	600	2,962
031	318	Red Light Enforcement Project	C	M	0	1,285	1,260	1,260	0	0	3,805	3,805
031	318	Red Light Enforcement Project	D	M	0	0	0	0	1,260	1,260	2,520	2,520
032	330	Telecom Equip. - Replacement	C	M	0	3,390	4,900	2,165	0	0	10,455	10,455
032	330	Telecom Equip. - Replacement	D	M	0	0	0	0	800	1,590	2,390	2,390
037	370	Vehicles - Replacement	A	M	19,255	5,000	0	0	0	0	5,000	24,255
037	370	Vehicles - Replacement	C	M	0	5,700	6,450	6,650	0	0	18,800	18,800
037	370	Vehicles - Replacement	D	M	0	0	0	0	6,650	6,650	13,300	13,300
037	374	In Car Video	A	G	300	1,800	0	0	0	0	1,800	2,100
038	381	Infrastructure Upgrade - Int.	A	U	3,591	750	750	0	0	0	1,500	5,091
038	381	Infrastructure Upgrade - Int.	C	U	0	1,368	0	1,475	0	0	2,843	2,843
038	381	Infrastructure Upgrade - Int.	D	U	0	0	0	0	3,165	2,340	5,505	5,505
038	382	Infrastructure Upgrades - Ext.	A	U	1,500	500	500	0	0	0	1,000	2,500
038	382	Infrastructure Upgrades - Ext.	C	U	0	5,690	0	1,375	0	0	7,065	7,065
038	382	Infrastructure Upgrades - Ext.	D	U	0	0	0	0	75	0	75	75
038	471	Driver Training Track	A	G	17	6,983	0	0	0	0	6,983	7,000
038	475	Outdoor Range	A	G	2,000	6,000	0	0	0	0	6,000	8,000
038	479	Annex Building - Spyhill	A	G	0	8,750	0	0	0	0	8,750	8,750
039	394	Computer Equipment - Upgrades	A	U	3,038	500	500	0	0	0	1,000	4,038
039	394	Computer Equipment - Upgrades	C	U	0	1,270	800	1,500	0	0	3,570	3,570

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CALGARY POLICE SERVICE : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
039	394	Computer Equipment - Upgrades	D	U	0	0	0	0	1,460	1,570	3,030	3,030
Total Calgary Police Service					32,063	51,938	17,244	15,510	13,910	15,560	114,162	146,225

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

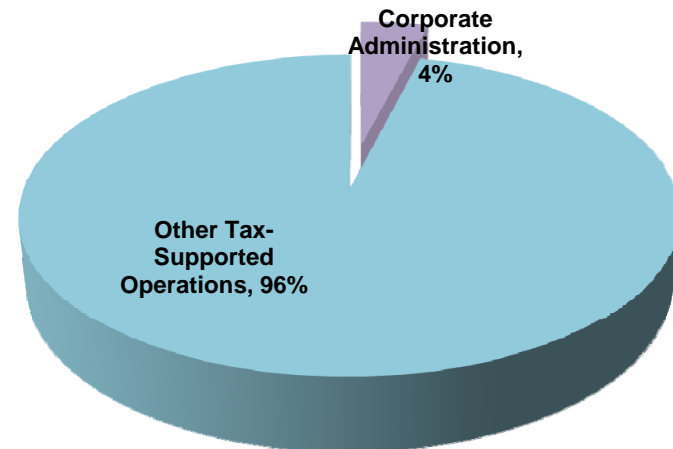
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

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CORPORATE ADMINISTRATION Share of Tax-Supported Net Operating Budget



CORPORATE ADMINISTRATION: Departmental Overview

Corporate Administration (CA) supports Council, the City Manager, the City Solicitor, the City Clerk and the Chief Financial Officer in fulfilling the legislated duties of the corporation so that Council and Administration can provide excellence in municipal management and quality public service. The work of Corporate Administration is governed by the Municipal Government Act of the Province of Alberta and various standards of professional practice. Through the provision of sound financial leadership, legal advice and counsel, and administrative management, Corporate Administration protects and enhances The City's interests for all Calgarians.

Business Units

- Chief Financial Officer's Department - CFO
- City Clerk's Office - CC
- City Manager's Office - CMO
- Law - LAW

Key Trends and Issues

Despite the diversity in the services we provide, Corporate Administration is subject to common trends and issues:

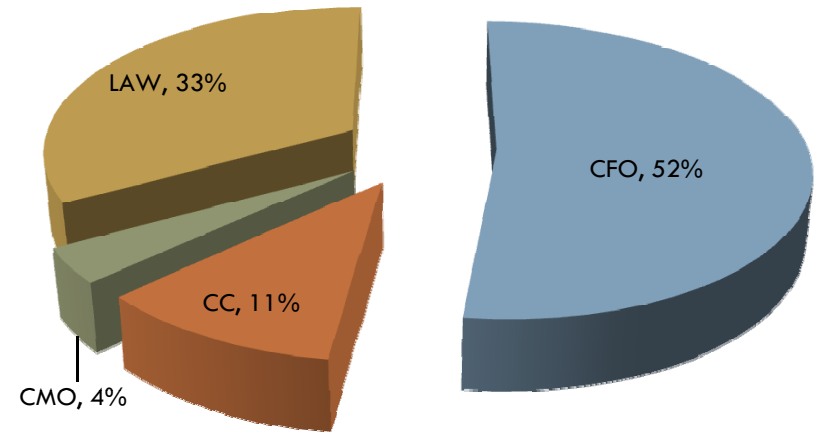
Increasing Demand for Services

With increasing client expectations and demand for service, both from City operations and citizens, Corporate Administration strives towards providing high quality and professional services in a timely manner. Significant attention is given to the legal, business and financial risks that The Corporation may be subject to, as the work of Corporate Administration is frequently complex, involving other levels of government and politically sensitive. Consequently, Corporate Administration requires knowledgeable and experienced staff that provides astute and practical services to internal and external clients.

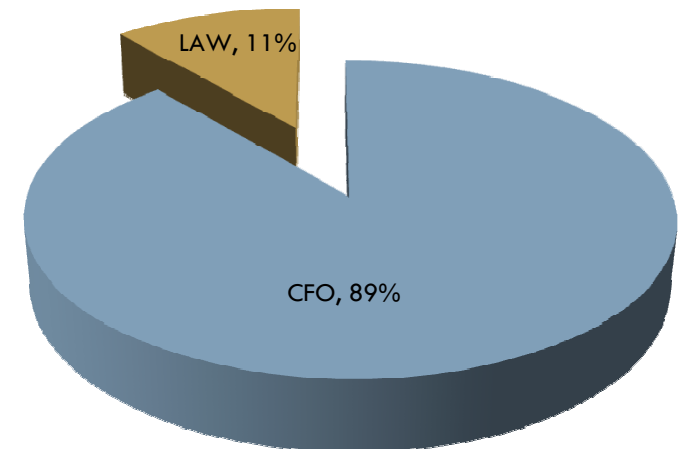
Attracting and Maintaining a Knowledgeable Workforce

Corporate Administration faces the same challenge of attracting and retaining the right people as the rest of The Corporation. The average age of a City of Calgary employee is 45 years, with 37% of the current workforce over the age of 50 and eligible to retire in the next few years. In order to continue to attract and retain competent employees, Corporate Administration must compete with the private sector to be an employer of choice. Therefore, Corporate Administration increasingly reflects Calgary's diverse population, and continually advances the corporate culture to ensure it is an attractive workplace for a multi-generational and multi-cultural workforce, guided by the Corporate Workforce Strategy.

Department Operating Expenditures



Department Capital Plan



CORPORATE ADMINISTRATION: Departmental Overview

Transparency and Accountability

Citizens expect that governments are accountable for the services they provide and the value given relative to how their tax dollars are being spent. As Calgarians become more technology-savvy, their expectations of how the government communicates with citizens continue to rise. Corporate Administration must be transparent and accountable for its actions, and conduct a dialogue with citizens that is accessible, interactive, timely and delivered through multiple channels online and electronically, as well as through print and face-to-face.

Sustainable Strategies and Policies to Efficiently Manage Municipal Resources

Corporate Administration recognizes the need to be flexible and nimble in the way its business is conducted, given that the environment Corporate Administration operates in changes constantly with population growth, new trends and technologies, along with increasing service demands. Corporate Administration strives to continually seek efficiencies in its business processes in order to effectively manage the municipal resources allocated to Corporate Administration on behalf of Calgarians.

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

Corporate Administration's outcomes are fully aligned with the 2020 Sustainability Direction goals of achieving Financial Capacity and a Sustainable Corporation, as well as other such relevant Council policies and long-term corporate plans as imagineCALGARY. Committed to addressing Council's Fiscal Plan for Calgary, Corporate Administration is responsible for implementing two priority areas:

- Becoming a more effective and disciplined organization
- Changing the rules of the game to ensure better financial capacity to achieve these priority areas, Corporate Administration will work closely with many Business Units while leading the Corporation in realizing Council's plans.

Corporate Administration will also lead strategies as established in Council's Fiscal Plan for Calgary directional statements:

- Foster innovation and creativity. (CFP-Z1)
- Raise the care and attention that Council and Administration pays to restraining expenditures and continually seeking efficiencies. (CFP-Z2)
- Increase the use of benchmarking, performance measures and best practices information to improve service effectiveness and efficiency. (CFP-Z3)
- Implement a program of ongoing in-depth service reviews using a zero-based review philosophy. (CFP-Z4)
- Examine alternative mechanisms of service delivery, including the judicious use of technology.(CFP-Z5)
- Continue to ensure that citizens are satisfied with the quality of the services they receive. (CFP-Z7)
- Increase transparency and accountability throughout the organization. (CFP-Z10)

With Council's direction as the foundation for the work of Corporate Administration, citizen input and feedback will shape the work of Corporate Administration through the next three years. Of paramount importance is Corporate Administration's effective corporate-wide support role, which enables The City to meet the service needs of Calgarians. Corporate Administration will continue to listen and seek feedback on what Calgarians value, and provide information in a timely, accessible manner through a variety of mediums to make sure Calgary is a great place to make a living; a great place to make a life.

CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization 1Z CA provides quality professional core services to their client: council, citizens and other City business units, by responsively and accountably managing the City's legal, financial and legislative obligations.	PM1.1 Percentage of CA and CFO 3-1-1 service requests completed within the target timelines.	98%	98%	80%	80%	80%	
	PM1.2 Percentage of investigations of alleged breaches of City policy and/or criminal conduct initiated within one month of being reported.	100%	100%	100%	100%	100%	
	PM 1.3 Percentage of citizen requests for council records completed within three business days from receiving the request.	100%	100%	100%	100%	100%	
	PM1.4 Percentage of city dwelling units captured by the civic census.	98%	NA	95%	95%	95%	
	PM1.5 Chief Financial Officer's Department client satisfaction (Note: new survey methodology in 2011)	91%	NA	TBD	TBD	TBD	
	PM1.6 Number of participants that have participated in the CMO's Integrated Risk Management seminars or consultations.	100	120	150	175	200	
Organization 2Z CA maintains and strengthens their operations, within a safe workplace, through effective employee attraction, retention and development.	PM2.1 CA and CFO employee satisfaction survey index score.	150	150	150	150	150	
	PM2.2 Percentage of employees satisfied with development opportunities and/or training.	64%	64%	65%	65%	65%	
	PM2.3 Percentage of employees that feel sufficiently rewarded for the effort they put into their job, excluding pay; e.g. praise for work well done, Cheers Cards, recognition	57%	57%	57%	57%	57%	
	PM2.4 Percentage of level five exempt employees completing career dialogues, including learning and career development plans.	NA	NA	95%	95%	95%	
	PM2.5 Combined CA and CFO lost time claims frequency (days/employee).	0.6	0.6	0.6	0.6	0.6	
	PM2.6 Percentage of employees who feel working conditions are safe.	88%	88%	88%	89%	90%	
	PM 2.7 Percentage of completed work site inspections with action items resolved by due date.	100%	100%	100%	100%	100%	
	PM 2.8 CA and CFO employee resignation rate.	2.8%	1.5%	3.0%	3.0%	3.0%	

For Council Approval

For Council Information

Community

Places

Mobility

Business

Organization

Finance

CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes	Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization 3Z CA enhances public trust and seeks to meet citizens' expectations through transparent municipal governance, while complying with legislation, policies and procedures.	PM 3.1 Percentage of Council policies posted online (Internet and Intranet) within three business days of approval.	100%	100%	100%	100%	100%
	PM 3.2 Percentage of Council and committee agendas posted online (Internet and Intranet) within legislated timelines.	100%	100%	100%	100%	100%
	PM 3.3 Percentage of Council decisions and minutes posted online (Internet and Intranet) within three business days after the meeting.	89%	100%	100%	100%	100%
	PM 3.4 Percentage of Freedom of Information and Protection of Privacy requests completed within legislated timelines. (Note: all City BUs contribute to this PM target)	97%	99%	95%	95%	95%
	PM3.5 External Audit: unmodified financial statement opinion and no unaddressed findings.	100%	100%	100%	100%	100%
Organization 4Z CA leads and coordinates processes that ensure The City continually becomes a more effective, disciplined and sustainable organization.	PM 4.1 Processing cost per accounts payable transaction.	\$3.72	\$3.72	\$3.67	\$3.62	\$3.57
	PM 4.2 Tax Installment Payment Plan and Business Tax Installment Payment Plan accounts per staff (FTE).	21,091	23,000	≥23,000	≥24,000	≥25,000
	PM 4.3 Annual property and business tax bills processed per staff (FTE).	75,479	76,000	≥76,500	≥77,000	≥77,500
	PM 4.4 Percentage of products sourced from sustainable environmental vendors.	20%	20%	21%	22%	23%
	PM 4.5 Percentage progress toward 2020 Sustainability Direction targets as reported to Council on an annual basis.	NA	NA	3%	5%	10%
	PM 4.6 Number of cross corporate initiatives coordinated or initiated by the Office of Sustainability that contribute toward achieving the 2020 Sustainability Direction targets.	NA	NA	4	7	10
Finance 5F CA provides leadership and direction in fostering new revenue streams that support and strengthen The City's prudent fiscal management and financial capacity.	PM 5.1 The City of Calgary's AA+ credit rating maintained	AA+	AA+	AA+	AA+	AA+
	PM 5.2 Percentage of Business Tax Revenues Uncollectible	0.20%	0.08%	<1%	<1%	<1%

For Council Approval
For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CORPORATE ADMINISTRATION: Strategies for Council Approval

Departmental Outcomes	Strategies	Accountable Business Units
<p>Organization</p> <p>1Z CA provides quality professional core services to their clients: council, citizens and other City business units, by responsively and accountably managing the City's legal, financial and legislative obligations.</p>	1Z1 Provide timely, transparent and effective services to CA's clients.	CFO,CC,LAW
	1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*)	CFO,CC
	1Z3 Enable access to and compliance with the Corporate Records programs.	CC
	1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)	Department Wide
<p>Organization</p> <p>2Z CA maintains and strengthens their operations, within a safe workplace, through effective employee attraction, retention and development.</p>	2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6)	Department Wide
	2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6)	Department Wide
	2Z3 Sufficiently recognize and reward employees for their contributions. (CFP-Z6)	Department Wide
	2Z4 Promote career development strategies for a more sustainable workforce. (CFP-Z6)	Department Wide
<p>Organization</p> <p>3Z CA enhances public trust and seeks to meet citizens' expectations through transparent municipal governance, while complying with legislation, policies and procedures.</p>	3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*,Z12)	CFO,CC,CMO
	3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access. (CFP-Z10*)	CFO,CC
	3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*)	CFO,LAW
	3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)	Department Wide
	3Z5 Increase transparency and accountability throughout the organization. (CFP-Z10*)	CFO,CC,CMO

CORPORATE ADMINISTRATION: Strategies for Council Approval

Departmental Outcomes

Strategies

Accountable Business Units

Organization
 4Z CA leads and coordinates processes that ensure The City continually becomes a more effective, disciplined and sustainable organization.

4Z1 Implement organization-wide strategies to continually increase the efficiency and effectiveness of City services. (CFP-Z2*,Z3*,Z4*)
 4Z2 Manage organizational risk.
 4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*)

CFO
 CFO,CMO,LAW
 CMO

Finance
 5F CA provides leadership and direction in fostering new revenue streams that support and strengthen The City's prudent fiscal management and financial capacity.

5F1 Explore alternative funding sources. (CFP-F2)
 5F2 Advance a broader discussion with the Government of Alberta on a new fiscal framework to diversify The City's revenue base. (CFP-F1)

CFO
 CMO

For Council Approval

For Council Information



CFO Chief Financial Officer's Department

CC City Clerk's Office

CMO City Manager's Office

LAW Law

CORPORATE ADMINISTRATION: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Chief Financial Officer's Department (Program 781)

Revenues	(11,944)	(9,801)	(9,766)	0	(9,766)	(9,766)	0	(9,766)	(9,766)	0	(9,766)
Expenditures	59,922	66,319	63,626	300	63,926	63,893	300	64,193	64,161	0	64,161
Recoveries	(21,050)	(24,917)	(24,615)	0	(24,615)	(24,615)	0	(24,615)	(24,615)	0	(24,615)
Net	26,928	31,602	29,246	300	29,546	29,513	300	29,813	29,781	0	29,781
FTEs	486.7	502.5	500.5	0.0	500.5	502.5	0.0	502.5	506.5	0.0	506.5

City Clerk's Office (Program 778)

Revenues	(2,261)	(1,078)	(1,019)	0	(1,019)	(1,019)	(1,627)	(2,646)	(1,019)	0	(1,019)
Expenditures	12,985	12,685	12,144	0	12,144	12,246	4,119	16,365	12,346	319	12,665
Recoveries	(95)	(65)	(70)	0	(70)	(70)	(10)	(80)	(70)	(53)	(123)
Net	10,630	11,542	11,054	0	11,054	11,156	2,482	13,638	11,256	266	11,522
FTEs	58.7	58.7	58.7	0.0	58.7	58.7	0.0	58.7	58.7	0.0	58.7

 For Council Approval

CORPORATE ADMINISTRATION: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
City Manager's Office (Program 775)											
Revenues	(5)	0	0	0	0	0	0	0	0	0	0
Expenditures	4,763	4,784	4,702	0	4,702	4,745	0	4,745	4,788	0	4,788
Recoveries	0	0	0	0	0	0	0	0	0	0	0
Net	4,759	4,784	4,702	0	4,702	4,745	0	4,745	4,788	0	4,788
FTEs	23.0	23.0	22.0	0.0	22.0	22.0	0.0	22.0	21.0	0.0	21.0

Law (Program 810)

Revenues	(3,651)	(1,647)	(3,267)	0	(3,267)	(3,273)	0	(3,273)	(3,285)	0	(3,285)
Expenditures	38,935	37,792	40,400	0	40,400	40,693	0	40,693	41,007	0	41,007
Recoveries	(26,208)	(25,310)	(26,485)	0	(26,485)	(26,675)	0	(26,675)	(26,879)	0	(26,879)
Net	9,075	10,835	10,648	0	10,648	10,745	0	10,745	10,843	0	10,843
FTEs	113.5	113.5	113.5	0.0	113.5	114.5	0.0	114.5	114.5	0.0	114.5

 For Council Approval

CORPORATE ADMINISTRATION: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
TOTAL CORPORATE ADMINISTRATION											
Revenues	(17,860)	(12,525)	(14,052)	0	(14,052)	(14,058)	(1,627)	(15,685)	(14,070)	0	(14,070)
Expenditures	116,604	121,581	120,873	300	121,173	121,578	4,419	125,997	122,303	319	122,622
Recoveries	(47,353)	(50,292)	(51,170)	0	(51,170)	(51,360)	(10)	(51,370)	(51,564)	(53)	(51,617)
Net	51,391	58,764	55,651	300	55,951	56,160	2,782	58,942	56,669	266	56,935
FTEs	681.9	697.7	694.7	0.0	694.7	697.7	0.0	697.7	700.7	0.0	700.7

Totals may not add due to rounding

 **For Council Approval**

CORPORATE ADMINISTRATION: Capital Budget Highlights

Corporate Administration's 2012-2014 capital plan of \$4.460 million is driven by the needs to meet legislated requirements; maintain and upgrade existing infrastructure; support organization efficiency and productivity gains; and improve the safety and security of facilities, employees, and the public.

Chief Financial Officer (CFO) Department' s capital program of \$1.0 million for upgrades to the inventory of fueling systems are required to prevent environment risk impacts, improve safety and access to the fueling stations by our clients.

CFO Department' s capital program of \$1.630 million for business applications and technology projects are required to support ongoing efficiency and productivity initiatives in the organization including; replacing outdated investment recovery software, and implementing an on-line product ordering system and vendor contract management software. These projects will leverage technology to compliment business process change initiatives within Corporate Administration and benefit other departments by achieving budget savings, cost avoidance or creating resource capacity.(CFP-Z5)

CFO Department' s capital program of \$1.330 million for procurement and warehousing facilities includes significant improvements to the Manchester Logistics Centre, which are required to improve safety and working conditions, and create more efficient and effective space utilization in warehouses and storage areas. (CFP-Z2)

Improvements at the Manchester Logistics Centre include: upgrades to the heating system to eliminate extremely cold working conditions which will improve warehouse staff safety and productivity, and construction of a shed to provide cover for heavy duty materials handling equipment which will extend its useful life and improve equipment utilization.

Law's capital program of \$500 thousand will address the Municipal Building's security centre enhancements to improve staff and facility safety and improve efficiency through directing resources to specific activities and incidents. (CFP-Z2, Z6)

CORPORATE ADMINISTRATION: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Chief Financial Officer's Department						
Approved Projects in Progress	0	0	0	0	0	0
Total Projects Requiring Approval: (2)						
Program 736 : Finance & Supply Capital	1,440	0	0	0	0	1,440
Program 811 : Fuel Systems	300	600	100	0	0	1,000
Total Projects Requiring Approval	1,740	600	100	0	0	2,440
2012 Capital Budget	1,740	600	100	0	0	2,440
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	1,365	155	0	0	1,520
Total Chief Financial Officer's Department	1,740	1,965	255	0	0	3,960
Law						
Approved Projects in Progress	0	0	0	0	0	0
Total Projects Requiring Approval: (2)						
Program 710 : Law Security	250	250	0	0	0	500
Total Projects Requiring Approval	250	250	0	0	0	500
2012 Capital Budget	250	250	0	0	0	500
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Law	250	250	0	0	0	500
Corporate Administration						
Approved Projects in Progress	0	0	0	0	0	0
Projects Requiring Approval (2)	1,990	850	100	0	0	2,940
2012 Capital Budget	1,990	850	100	0	0	2,940
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	1,365	155	0	0	1,520
Total Corporate Administration	1,990	2,215	255	0	0	4,460

Notes:

(1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.

(2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

CORPORATE ADMINISTRATION

(\$ millions)

Chief Financial Officer's Department	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$63.9	\$29.5	501	\$64.2	\$29.8	503	\$64.2	\$29.8	507

Overview

The Chief Financial Officer's (CFO) Department provides financial leadership so that The City is a well-managed organization that is financially sound, accountable, trusted and transparent in managing the public purse. The four key lines of service they provide to all City Departments are:

- Taking good care of money through sound policies, strategic financial advice, guidance and effective and efficient processes for our clients in the Business Units.
- Collecting taxes, managing an investment portfolio in excess of \$2 billion, cash management, payables and receivables, and treasury functions.
- Making sure we get where we need to go. The CFO Department coordinates and assists in the development of strategic business plans, budgets, forecasts, financial reporting and performance measures and financial controls for all City Departments.
- Coordinating procurement and warehouse management for The City. The CFO Department processes over \$1 billion in purchase orders, issue over \$60 million in inventory and operates 42 warehouses and fuel sites.

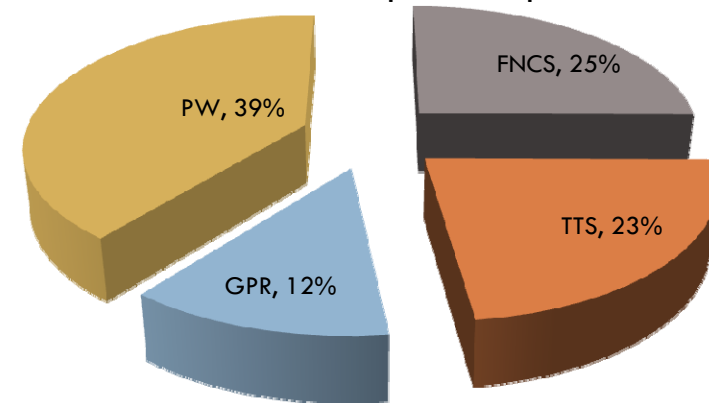
List of Services

- Financial Client Services - FNCS
- Tax & Treasury Services - TTS
- Governance, Planning and Reporting - GPR
- Procurement and Warehousing - PW

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

The CFO Department's initiatives will address Council's Fiscal Plan for Calgary and align with the 2020 Sustainability Direction goals of achieving financial capacity and a sustainable corporation. Among these initiatives is an action to review, update and implement the long-term goals and strategies contained in the Long Range Financial Plan (LRFP). They will also increase, where cost effective, innovative financing (including Public-Private Partnership (P3) approach) which will allow The City to deliver services more effectively and efficiently. Other programs include improving corporate effectiveness and efficiency through the increased use of benchmarking, performance measures and best practices information; and to implement ongoing in-depth service reviews using a zero-based review philosophy.

Chief Financial Officer's Department Expenditures



Addressing Other Emerging Issues

As an enabling service, the Chief Financial Officer's Department will continue to provide its clients with increasingly effective and efficient services. They will continue to watch and forecast future economic and financial markets as they are constantly changing. In addressing the systemic issues challenging The City's financial sustainability, the Long Range Financial Plan has identified 5 key goals: flexibility, efficiency, sufficiency, integration and credibility. There are eight strategy areas that contribute to the five goals: ensuring adequate funding, achieving diverse sources of funding, managing expenditures, providing for contingencies, using debt strategically, operating with prudent foresight, maintaining sufficient cash flow, and promoting and enabling integration. Payment Card Industry (PCI) compliance is a priority, with continued vigilance required to ensure The City safeguards confidential credit card information. With the emergence of more Public-Private Partnerships (P3's) for funding projects, the CFO Department will focus on learning and implementing best practices in accounting, measuring and reporting P3's to ensure value for money and legislative compliance. The CFO Department will also address and implement changes to financial reporting in order to remain in compliance with the updated Public Sector Accounting Board (PSAB) Standards.

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Organization</p> <p>1Z1 Provide timely, transparent and effective services to CA's clients.</p>	1Z1.1 Deliver improved Supply Management services to all business units to increase convenience and cost effectiveness.	PW
	1Z1.2 Provide support as financial advisors to the business units, including supporting delivery of Council priorities, business plans, and financial review and analysis.	FNCS, GPR
	1Z1.3 Achieve additional value-added services and/or lower costs through an agreement with a new external investment custodian.	TTS
	1Z1.4 Develop and maintain information technology infrastructure and architecture to streamline and improve financial processes.	FNCS, GPR
	1Z1.5 Process and maintain all financial transactions to ensure integrity and accuracy of The City's financial records.	All
<p>Organization</p> <p>1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*)</p>	1Z2.1 Implement Contracts Module in Contract Management System to allow business unit users and Supply staff to collaborate electronically on procurement documents.	PW
	1Z2.2 Upgrade treasury management systems to support prudent investment of City funds and accurate income distribution.	TTS
	1Z2.3 Implement, upgrade and leverage systems to ensure we are working more efficiently with our clients.	All
<p>Organization</p> <p>1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)</p>	1Z4.1 Coordinate the development of multi-year business plans and budgets, including annual adjustments and quarterly updates.	FNCS, GPR
	1Z4.2 Develop and enhance financial policies and procedures to improve quality, efficiency, and accountability, while maintaining compliance requirements.	FNCS, GPR
	1Z4.3 Provide clients with revenue forecasting and financial projections to assist them in planning for future programs and initiatives.	FNCS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FNCS - Financial Client Services		TTS - Tax & Treasury Services	GPR - Governance, Planning and Reporting	PW - Procurement and Warehousing	

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6)	2Z1.1 Attract new employees through methods such as postings, booths at trade shows and employment events to ensure adequate staff complement.	All
	2Z1.2 Design and implement a robust and dynamic succession management plan and related competencies for senior finance positions to address a potential human resources gap.	All
Organization 2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6)	2Z2.1 Continue ongoing involvement of management staff in promoting workplace safety including worksite safety audits at all Chief Financial Officer's Department worksite locations.	All
Organization 2Z3 Sufficiently recognize and reward employees for their contributions. (CFP-Z6)	2Z3.1 Recognize staff using the Corporate Recognition and Rewards program and encourage them to use the Corporate Cheers Card program to recognize their co-workers.	All
	2Z3.2 Host recognition events to recognize staff who have achieved a significant educational or developmental milestone.	All
Organization 2Z4 Promote career development strategies for a more sustainable workforce. (CFP-Z6)	2Z4.1 Develop an effective workforce strategy program that encourages and assists the supervisors and staff in career planning, career dialogues and development.	All
	2Z4.2 Implement Finance Coordinator training pilot program to fill future vacancies of senior finance staff.	FNCS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FNCS - Financial Client Services	TTS - Tax & Treasury Services	GPR - Governance, Planning and Reporting	PW - Procurement and Warehousing		

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)	3Z1.1 Review and integrate new Public Sector Accounting Board standards and best practices into accounting and processes to ensure timely financial compliance.	FNCS, GPR
	3Z1.2 Develop and offer internal control and risk management awareness sessions to CFO Department staff to enhance the importance of an effective and sound control environment.	GPR
Organization 3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access. (CFP-Z10*)	3Z2.1 Design a specialized 311 webpage to provide easier Tax information.	TTS
	3Z2.2 Implement vendor self-service PeopleSoft functionality to increase vendor data accuracy and vendor collaboration.	PW
Organization 3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*)	3Z3.1 Continue to improve service delivery models, client satisfaction, and strengthen our strategic partnership with the business units.	FNCS
	3Z3.2 Shift culture within Supply Management to be balanced between governance and customer service in order to achieve cost savings.	PW
Organization 3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)	3Z4.1 Enhance and implement the Investment Recovery Policy for The Corporation to maximize return to The City from asset disposals.	PW
	3Z4.2 Develop formal parameters/policy pertaining to the intake of third party loans/guarantees (eligibility and limits) to protect The City's interest.	TTS
	3Z4.3 Continue to research opportunities and risk mitigation strategies to enhance the current finance and supply policies (P3, procurement, etc) based on new development and learning.	All

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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FNCS - Financial Client Services TTS - Tax & Treasury Services GPR - Governance, Planning and Reporting PW - Procurement and Warehousing

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 3Z5 Increase transparency and accountability throughout the organization. (CFP-Z10*)	3Z5.1 Compile annual Financial and Reserves reports; Periodic Performance and Accountability reports; Undertake triennial review of reserves and annual credit rating review.	FNCS, TTS, GPR
	3Z5.2 Provide clear and comprehensive reporting and stewardship of utility regulatory hearings and development.	GPR
Organization 4Z1 Implement organization-wide strategies to continually increase the efficiency and effectiveness of City services. (CFP-Z2*,Z3*,Z4*)	4Z1.1 Coordinate an organization-wide and CFOD program to increase the use of benchmarking, performance measures and best practices information. (CFP-Z3*)	All
	4Z1.2 Raise the care and attention that Administration pays to constraining expenditures and continually seeking efficiencies.(CFP-Z2*)	All
	4Z1.3 Implement and coordinate an organization-wide program of on-going in-depth service reviews using a zero-based philosophy. (CFP-Z4*)	FNCS, GPR
Organization 4Z2 Manage organizational risk.	4Z2.1 Forecast key economic and budget parameters and monitor external environment for changes in economy.	GPR
	4Z2.2 Provide problem solving and variance analysis consultation to clients in order to proactively manage and mitigate risk.	FNCS
	4Z2.3 Preserve and protect The City's franchise fee methodology; prepare plans to ensure revenue neutrality.	TTS
Organization 4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*)	4Z3.1 Determine optimal amount of working capital, investment mix and sound investment strategies to increase returns to The City.	TTS
	4Z3.2 Implement and fine-tune structural change to better align our services with the needs of our clients and increase employee productivity and efficiency.	All
	4Z3.3 Review and update the Long Range Financial Plan to address systemic issues challenging The City's financial sustainability, and implement goals and strategies.	GPR

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
FNCS - Financial Client Services	TTS - Tax & Treasury Services	GPR - Governance, Planning and Reporting	PW - Procurement and Warehousing		

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

Strategies	Actions	Accountable Services
Business 5F1 Explore alternative funding sources. (CFP-F2)	5F1.1 Create a more regional servicing approach to offer and leverage services to southern Alberta municipal governments.	PW
	5F1.2 Opportunistically utilize more Value for Money assessments and P3 approach on project financing (if cost effective).	TTS
	5F1.3 Provide information and comprehensive analysis to support The City's negotiations with other levels of government.	TTS/GPR

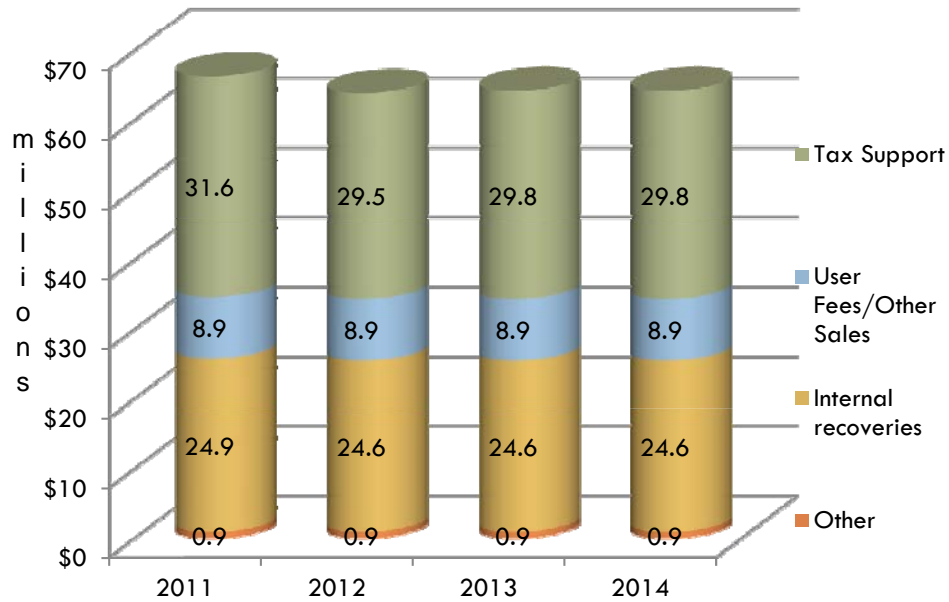
 For Council Approval

 For Council Information

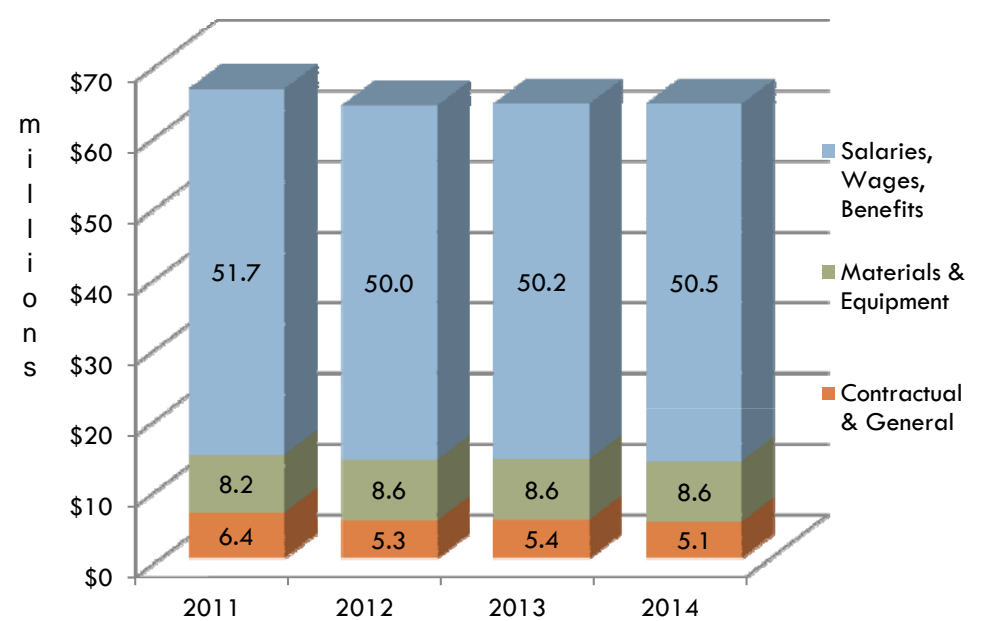
Community	Places	Mobility	Business	Organization	Finance
FNCS - Financial Client Services	TTS - Tax & Treasury Services	GPR - Governance, Planning and Reporting		PW - Procurement and Warehousing	

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
CFO	\$ 0.7	\$ 0.7	3	\$ 0.7	\$ 0.7	3	\$ 0.7	\$ 0.7	3	\$ 0.7	\$ 0.7	3
Director	0.7	0.7	3	0.7	0.7	3	0.7	0.7	3	0.7	0.7	3
Services:												
Financial Client Services	16.2	2.2	138	15.8	2.1	137	15.8	2.1	137	15.9	2.1	137
Tax and Treasury Services	15.7	14.2	137	14.5	13.4	137	14.5	13.5	137	14.4	13.4	139
Governance, Planning and Reporting	8.9	8.9	59	7.7	7.7	58	8.0	7.9	60	8.0	8.0	62
Procurement and Warehousing	24.1	4.9	163	24.5	4.9	163	24.5	4.9	163	24.5	4.9	163
Total Chief Financial Officer's Department	\$ 66.3	\$ 31.6	503	\$ 63.9	\$ 29.5	501	\$ 64.2	\$ 29.8	503	\$ 64.2	\$ 29.8	507

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Implementing business process redesign, realigning staff resources, and leveraging technology in Tax and Treasury services will generate savings of \$519 thousand by 2014.

Ongoing process improvement and realigning and consolidating staff resources in Governance, Planning and Reporting will result in savings of \$299 thousand by 2014.

Procurement and Warehousing will achieve 2012-2014 productivity savings of \$220 thousand by leveraging the supply chain system upgrades such as contract management and investment recovery.

Service and Budget Increases

Inflationary increases totaling \$259 thousand over 3 years are provided to support all the CFOD's services in 2012-2014, and will cover items such as communication, contract, consulting services, and material/commodities expenses.

Increases to Governance, Planning and Reporting are to support the future upgrade of the PeopleSoft modules (financials, supply chain, etc.) including process redesign, change management, and training requiring \$325 thousand and 3 FTEs, one in 2013 and two in 2014 (action 1Z1.4). Increases of \$100 thousand and 1 FTE in 2013 will support effectiveness and efficiency initiatives in 2013-2014 (CFP-Z4).

Increases to Tax and Treasury Services of \$227 thousand and 2 FTEs (one in both 2013 and 2014) are to support the ongoing sustainment of the Payment Card Industry's requirements and increased activity relating to overseeing The City's investment portfolio (CFP-Z2).

Increases to Procurement and Warehousing to invest in the strategic supply chain for \$180 thousand and 2 FTEs (one in both 2013 and 2014) to support future productivity improvements, business process change, and strategic sourcing (CFP-Z2).

A \$300 thousand one time budget increase in 2012 and 2013 is required to provide Tax and Treasury Services the external consulting resources to assist the corporation and business units with feasibility assessments of potential innovative financing approaches including Public-Private Partnership (P3) projects (CFP-P4).

Budget Reductions with Service Impact

Reduction of \$87 thousand and 1 FTE in 2012 in Financial Client Services will increase response times to internal clients and reduce the capacity to address work overloads and special projects. These impacts will be mitigated by realigning staff resources and streamlining system and business processes.

Reductions of \$137 thousand and 1 FTE in 2012 in Governance, Planning and Reporting include a \$62 thousand reduction in Corporate Economics and in the integrated risk management section, which will reduce their capacity to perform internal financial risk reviews and assessments. This will be mitigated by realigning workloads of staff and leveraging a risk based audit approach.

Reduction of Procurement and Warehousing's staff in the Oliver Bowen warehouse, which services Calgary Transit will lower staffing levels on statutory holidays and weekends and slightly reduce hours of operation during week days. A reduction of \$150 thousand in expenditures in 2012 is offset by an equal reduction to internal recoveries, resulting in a net zero budget impact to the CFOD. The savings of \$150 thousand will be realized in the Calgary Transit business unit.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$278)	(\$335)	(\$446)
Service and budget increases	0	602	714
Budget reductions with service impact	(235)	0	0
Total base changes	<u>(513)</u>	<u>267</u>	<u>268</u>
One-Time	300	300	0
Less: Prior Year's One-time	(1,843)	(300)	(300)
Total budget changes	<u><u>(\$2,056)</u></u>	<u><u>\$267</u></u>	<u><u>(\$32)</u></u>

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Capital Projects Requiring Approval

(\$000s)

\$2,440 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
736-003	Procurement & Warehouse Facilities	U	C	0	0	1,330	500	830	0	0	0	1,330
736-008	Procurement & Warehouse Business Applications	U	C	0	0	1,630	940	535	155	0	0	1,630
Total Program 736 : Finance & Supply Capital				0	0	2,960	1,440	1,365	155	0	0	2,960
Operating costs of capital of Program 736												
<i>2012-2014 Operating Budget</i>				O1			0	(100)	0	N/A	N/A	(100)
811-002	Fuel Systems - Depots	S	C	0	0	1,000	300	600	100	0	0	1,000
Total Program 811 : Fuel Systems						1,000	300	600	100	0	0	1,000
						3,960	1,740	1,965	255	0	0	3,960

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

Funding For Capital Projects

Pay-As-You-Go	1,740	1,965	255	0	0	3,960
Total Funding	1,740	1,965	255	0	0	3,960

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 736 : Finance & Supply Capital

Project 736-003 : Procurement & Warehouse Facilities

New Budget Request of \$1.33 million in 2012-2013 to repair, install equipment and erect storage facilities to improve working conditions, improve inventory handling and provide equipment protection with funding from Pay-As-You-Go. Within the 17 warehouses operated by Supply, this will result improve staff safety, generate operational efficiencies and extend equipment life.

Project 736-008 : Procurement & Warehouse Business Applications

New Budget Request of \$1.63 million in 2012-2014 budget cycle for replacement, upgrade, integrating and implementing new applications which will eliminate software reaching its end of life and increase functionality with funding from Pay-As-You-Go. This will improve operational efficiency and generate additional revenue.

Operating costs of capital: This program will generate productivity savings of \$100 thousand per annum starting in 2013.

Project 811-002 : Fuel Systems - Depots

New Budget Request of \$1 million in 2012-2014 budget cycle to replace, upgrade and relocate tanks and dispensing systems across the 21 fuelling locations operated by Supply with funding from Pay-As-You-Go. The equipment changes will provide secure delivery capacity and reduce operational costs. This will result in legislative, regulatory and environmental standards being maintained while meeting the needs of a growing city.

CORPORATE ADMINISTRATION: Chief Financial Officer's Department : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
736	003	Procurement & Warehouse Facilities	C	U	0	500	830	0	0	0	1,330	1,330
736	008	Procurement & Warehouse Business Applications	C	U	0	940	535	155	0	0	1,630	1,630
811	002	Fuel Systems - Depots	C	S	0	300	600	100	0	0	1,000	1,000
Total Chief Financial Officer's Department					0	1,740	1,965	255	0	0	3,960	3,960

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Service Highlights

Financial Client Services	(\$000's)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$15,822	\$2,077	137	\$15,849	\$2,104	137	\$15,854	\$2,109	137

Description of Services

Financial Client Services provide support to all the business units at The City of Calgary. The primary services provided include: financial guidance and assistance to departments in strategic business decision making; planning, budgeting, accounting, forecasting, and reporting preparation and support to departments; financial analysis and research; ongoing risk management and internal controls to forecast potential risks and to identify mitigation strategies; protection of assets (financial & non-financial); managing financial transaction processing; and

assistance with development of rates. Financial Client Services is broken down between four divisions: Community Services & Protective Services/Legislative; Corporate Services/Corporate Admin; UEP; and Transportation and PDA. In addition to having monthly meetings to review the monthly executive information report and operating and capital budget status reports, the finance managers and their finance leads work closely with management from each of the departments at The City of Calgary.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to our clients.

1Z4 Provide strategic direction and enable the Corporation to successfully deliver programs and initiatives.

2Z4 Promote career development strategies for a more sustainable workforce. (CFP-Z6)

3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*)

4Z2 Manage organizational risk.

Highlighted Actions

1Z1.2 Provide support as financial advisors to the business units, including supporting delivery of Council Priorities, business plans, and financial review and analysis.

1Z4.3 Provide clients with revenue forecasting and financial projections to assist them in planning for future programs and initiatives.

2Z4.2 Implement Finance Coordinator training pilot program to fill future vacancies of senior finance staff.

3Z3.1 Continue to improve service delivery models, client satisfaction, and strengthen our strategic partnership with the business units.

4Z2.2 Provide problem solving and variance analysis consultation to clients in order to proactively manage and mitigate risk.

Business Plan and Budget Highlights

Over the next three years, Financial Client Services will focus on continuing to provide monthly operating and capital budget status reports to their respective business units. They will also provide year end status and forecasting reports to assist the business units in understanding where their financials are likely to be at year end. The next three years will be used to support the business units and to raise the care and attention that everyone pays to constraining expenditures and continually seeking efficiencies. Financial Client Services will continue to foster strong strategic partnerships by providing quality financial service and advice to help their clients successfully accomplish their business plans and budgets.

Other areas of focus will be to improve revenue forecasting models and create a more comprehensive analysis of user fees and associated risks. Implementation and adherence to new financial policies that have been approved for the Utilities will also be undertaken. Another area of focus will be the succession planning efforts, which includes the pilot of a Finance Coordinator training program.

Reduction of \$87 thousand and 1 FTE in 2012 in Financial Client Services will increase response times to internal clients and reduce the capacity to address work overloads and special projects. These impacts will be mitigated by realigning staff resources and streamlining system and business processes.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Service Highlights

Tax & Treasury Services	(\$000's)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$14,492	\$13,444	137	\$14,525	\$13,477	137	\$14,409	\$13,361	139

Description of Services

Tax & Treasury Services administers property and business taxes; provides corporate billing, receivables, credit, collection and customer services; stewardship of City funds and Investments; banking, which includes borrowing and loans; innovative financing (e.g. P3s); making payments and maintaining vendor management files; pension and benefits; and accounting & reporting. Treasury is responsible for developing and implementing strategies to enhance revenue while at the same time safeguarding investment balances.

In 2010, Tax & Treasury Services managed an investment portfolio in excess of \$2 billion. Realized investment income of \$40 million was provided from the portfolio to the City's operating budget during the 2010 fiscal year. Debt outstanding was \$3.46 million at 2010 December 31. In 2010, Tax issued 618,508 documents and Accounts Payable processed 612,412 transactions. In 2011, Tax & Treasury Services collected over \$1.8 billion in property and business tax. Calgary's operating cost to maintain taxation accounts per account serviced was \$9.52 in 2010, compared to a median of \$12.61 as per The Ontario Municipal Benchmarking Initiative (OMBI).

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access. (CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests. (CFP-P4,M12)

4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*)

5F1 Explore alternative funding sources.(CFP-F2)

Highlighted Actions

1Z1.3 Achieve additional value-added services and/or lower costs through an agreement with a new external investment custodian.

3Z2.1 Design a specialized 311 webpage to provide easier Tax information.

3Z4.2 Develop formal parameters/policy pertaining to the intake of third party loans/guarantees (eligibility and limits) to protect The City's interest.

4Z3.1 Determine optimal amount of working capital, investment mix and sound investment strategies to increase returns to The City.

5F1.2 Opportunistically utilize more Value for Money assessments and P3 approach on project financing (if cost effective).

Business Plan and Budget Highlights

With the emergence of more Public-Private Partnerships (P3's) for funding projects, The CFO Department will focus on learning and implementing best practices in accounting, measuring and reporting P3s to ensure value for money and legislative compliance.

In response to The City's continued growth in investments and declining market investment yields, Treasury will develop guidelines (including implementation plan) for maintaining the optimal investment portfolio mix to enhance investment returns and protect investment principals. Implementing business process redesign, realigning staff resources, and leveraging technology in Tax and Treasury services will generate savings of \$519 thousand by 2014.

Increases to Tax and Treasury Services of \$227 thousand and 2 FTEs (one in both 2013 and 2014) are to support the ongoing sustainment of the Payment Card Industry's requirements and increased activity relating to overseeing The City's investment portfolio (CFP-Z2).

A \$300 thousand one time budget increase in 2012 and 2013 is required to provide Tax and Treasury Services the external consulting resources to assist the corporation and business units with feasibility assessments of potential innovative financing approaches including Public-Private Partnership (P3) projects (CFP-P4).

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Service Highlights

Governance, Planning and Reporting	(\$000's)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$7,736	\$7,736	58	\$7,953	\$7,953	60	\$8,062	\$8,062	62

Description of Services

Governance, Planning and Reporting is made up of several divisions within the Chief Financial Officer's Department. These divisions provide the following services: development, monitoring and updating of financial policy and controls; corporate efficiency and effectiveness strategy, including performance measurement and benchmarking; corporate business planning & budget coordination; long range financial planning, forecasting, and economic research; financial, performance and statutory reporting; corporate tax compliance; and protecting The City's

interests and franchise revenue in regulatory matters.

Governance, Planning and Reporting also works closely with the external auditor providing information to complete the year end audit engagement process. The Internal Controls and Risk Management area has recently been moved under Corporate Reporting to better align with the duties they perform. With the re-alignment of this area, they will work towards enhanced controls and policies for the Chief Financial Officer's Department.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)

3Z5 Increase transparency and accountability throughout the organization. (CFP-10*)

4Z1 Implement organization-wide strategies to continually increase the efficiency and effectiveness of City services. (CFP-Z2*,Z3*,Z4*)

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

Highlighted Actions

1Z4.2 Develop and enhance financial policies and procedures to improve quality, efficiency, and accountability, while maintaining compliance

3Z1.1 Review and integrate new Public Sector Accounting Board standards and best practices into accounting and processes to ensure timely financial compliance.

3Z5.1 Compile annual Financial and Reserves reports; Periodic Performance and Accountability reports; Undertake triennial review of reserves and annual credit rating review.

4Z1.1 Coordinate an organization-wide and CFOD program to increase the use of benchmarking, performance measures and best practices information. (CFP-Z3*)

4Z1.3 Implement and coordinate an organization-wide program of on-going, in-depth service reviews using a zero-based philosophy. (CFP-Z4*)

Business Plan and Budget Highlights

In addressing the systemic issues challenging The City's financial sustainability, the Long Range Financial Plan has identified 5 key financial goals: flexibility, efficiency, sufficiency, integration and credibility and numerous strategies for implementation over the 2012-2014 period. The CFO's Department will also address and implement changes to financial reporting in order to remain in compliance with the updated Public Sector Accounting Board (PSAB) Standards.

Ongoing process improvement and realigning and consolidating staff resources in Governance, Planning and Reporting will result in savings of \$299 thousand by 2014.

Increases to Governance, Planning and Reporting are to support the future upgrade of the PeopleSoft modules (financials, supply chain, etc.) including process redesign, change management, and training requiring \$325 thousand and 3 FTEs (action 1Z1.4).

Increases of \$100 thousand and 1 FTE in 2013 will support effectiveness and efficiency initiatives in 2013-14 (CFP-Z4).

Reductions of \$137 thousand and 1 FTE in 2012 in Governance, Planning and Reporting includes a \$62 thousand reduction in Corporate Economics and the integrated risk management section will reduce their capacity to perform internal financial risk reviews and assessments. This will be mitigated by realigning workloads of staff and leveraging a risk based audit approach.

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Service Highlights

Procurement and Warehousing	(\$000's)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$24,493	\$4,906	163	\$24,483	\$4,896	163	\$24,453	\$4,866	163

Description of Services

Supply Management helps City business units achieve improved operational efficiencies and cost savings from acquisition and distribution to end-of-life cycle investment recovery. Supply Management's four key lines of service are strategic procurement, inventory management, warehousing and distribution, and investment recovery. Strategic Procurement focuses on cost savings through volume purchases and collaboration of common spending.

Inventory management provides inventory management and distribution through a City-wide network. Warehousing and distribution provides counter service, on-site deliveries and satellite warehouse operations for fast, responsive customer service. Investment recovery enables business units and municipal partners to recover their investments from used, retired or surplus materials and equipment. In 2010, Supply Management handled \$1.2 billion in purchase orders and issued \$65 million in inventory.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*)

3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)

5F1 Explore alternative funding sources. (CFP-F2)

Highlighted Actions

1Z1.1 Deliver improved Supply Management services to all business units to increase convenience and cost effectiveness.

1Z2.1 Implement Contracts Module in Contract Management System to allow business unit users and Supply staff to collaborate electronically on procurement documents.

3Z3.2 Shift culture within Supply Management to be balanced between governance and customer service to achieve cost savings.

3Z4.1 Enhance and implement the Investment Recovery Policy for The Corporation to maximize return to The City from asset disposals.

5F1.1 Create a more regional servicing approach to offer and leverage services to southern Alberta municipal governments.

Business Plan and Budget Highlights

Procurement and warehousing's focus will be to ensure increased strategic procurement collaboration with business units. Procurement and warehousing will also be maximizing the identification, implementation and utilization of best practice supply information systems functionality and capabilities to streamline procurement and inventory processes.

Procurement and warehousing will achieve targeted cost savings of \$220 thousand through leveraging a contract management system, enhancements from the PeopleSoft upgrade to version 9.2 and inventory management automation and statistical based program as well as expanding the corporate role of investment recovery.

In 2013 and 2014, an investment of \$180 thousand and 2 FTEs will be made on a strategic sourcing initiative to increase focus on cost avoidance and embedding the Supply quality management and knowledge management systems. (CFP-Z2*)

Reduction of procurement and warehousing's staff in the Oliver Bowen warehouse, which services the Calgary Transit business unit. The impact will be lower staffing levels on statutory holidays and weekends, slightly reduced hours of operation during week days. A reduction of \$150 thousand in expenditures is offset by an equal reduction to internal recoveries, resulting in a net zero budget impact to the CFOD. The savings of \$150 thousand will be realized in the Calgary Transit business unit.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION

(\$ millions)

City Clerk's Office	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$12.1	\$11.1	59	\$16.4	\$13.6	59	\$12.7	\$11.5	59

Overview

The City Clerk's Office serves City Council, The Corporation and the citizens of Calgary supporting and enhancing The City's legislative governance process and delivering high-quality public services that are open, transparent and accountable. City Clerk's ensures all City Council and Committee meetings, decisions and minutes are accessible and available to the public. City Clerk's also manages, maintains and provides public access to corporate records and archives, and provides Council records research. The City Clerk's Office enables and supports Council, The Corporation and the public by providing policies, processes, consultation and education on The City's responsibilities under the FOIP Act, as well as best practices for proactive disclosure of information that can be made public. The City Clerk's Office plans and implements the annual civic census and any civic elections, encouraging public access and participation. In addition, City Clerk's provides services to the public through the quasi-judicial boards (Assessment Review Board, Subdivision & Development Appeal Board, and Licence & Community Standards Appeal Board) ensuring public access to the appeal process.

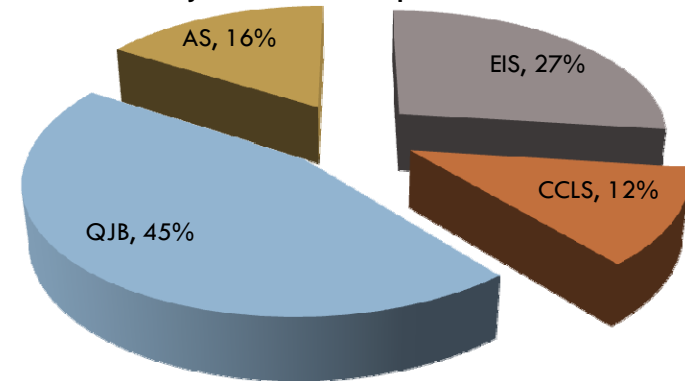
List of Services

- Election & Information Services - EIS
- Legislative Services - CCLS
- Quasi-Judicial Boards - QJB
- Administrative Services - AS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

The City Clerk's Office strengthens the legislative governance process and supports Council's priority areas by reviewing The City's legislative governance framework and practices, and proposing options that will enable more effective, efficient and sustainable governance. In addition, City Clerk's proposes key policy positions and best practices for City Council and the corporation to enhance transparency and accountability, and to build public trust and confidence in local government.

City Clerk's Office Expenditures



Addressing Other Emerging Issues

Growing public concerns about protection of privacy must be addressed while, at the same time, The City must improve on access to information.

The City Clerk's Office values the public's right to know about and participate in their local government and respects that the public expects information, data and services to be easily accessible and available through multiple channels. City Clerk's is responding to these expectations by: providing easier online public access to Council and Committee decisions and minutes, policies and census data; live online and archived video of Council and Committee meetings; expanding access to electronic Council records by utilizing a variety of media and innovative technology. In order to improve the appeal process for citizens and gain efficiencies in service delivery, City Clerk's will be implementing a new online system for receiving assessment property complaints and evidence, scheduling hearings, and communicating decisions to stakeholders.

CORPORATE ADMINISTRATION: City Clerk's Office: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 1Z1 Provide timely, transparent and effective services to CA's clients.	1Z1.1 Provide timely access to Council's Policies and support to Administration on Council Policy standards and best practices through consultation and resources.	LS
	1Z1.2 Provide information, consultation and guidance to City elected officials and employees on matters related to 'protocol'.	AS
Organization 1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*)	1Z2.1 Expand access to electronic records including bylaws and released confidential Council reports on the City Clerk's website.	LS
	1Z2.2 Investigate additional options for collection and information management of enumeration data.	EIS
Organization 1Z3 Enable access to and compliance with the Corporate Records programs.	1Z3.1 Manage the security, maintenance, access, storage, and preservation of Archival records for City staff and the public.	AS
	1Z3.2 Provide standards, policies, guidelines, and consultation to enable compliance with the records management program.	AS
Organization 1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)	1Z4.1 Provide workshops, information and resource materials on The City's legislative governance process.	LS
	1Z4.2 Increase education for all members of the Quasi-Judicial Boards.	QJB
	1Z4.3 Provide guidance to Business Units and elected officials on The City's responsibilities under the FOIP Act.	EIS
	1Z4.4 Provide education on the records management program and share best practices.	AS

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
EIS Elections & Information Services	QJB Quasi-Judicial Boards	CCLS Legislative Services	AS Administration Services		

CORPORATE ADMINISTRATION: City Clerk's Office: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6)	2Z1.1 Strengthen the workplace by providing formal and informal employee recognition, rewards and learning opportunities.	All
Organization 2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6)	2Z2.1 Conduct workplace safety inspections and support employee participation in health and wellness opportunities.	All
Organization 3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)	3Z1.1 Review The City's legislative governance framework and practices and propose options that will enable more effective, efficient and transparent governance.	LS
	3Z1.2 Support the management of Council's public advisory boards by improving the application process and providing information and resources for stakeholders.	LS
	3Z1.3 Further enhance QJB's independence from Administration.	QJB
	3Z1.4 Ensure all Quasi-Judicial Boards hearings comply with Municipal Government Act (MGA.)	QJB
	3Z1.5 Participate in the Province of Alberta's development of the 2013 ARB regulations revision.	QJB

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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EIS Elections & Information Services **QJB** Quasi-Judicial Boards **CCLS** Legislative Services **AS** Administration Services

CORPORATE ADMINISTRATION: City Clerk's Office: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access. (CFP-Z10*)	3Z2.1 Support a culture of proactive disclosure throughout The Corporation by providing consultation and education on best practices in releasing public documents.	EIS
	3Z2.2 Publish sufficiently aggregated annual civic census data in publicly accessible formats and provide appropriate reference materials.	EIS
	3Z2.3 Increase public education and enhance access to information relating to the complaint/appeal processes of the Quasi-Judicial Boards.	QJB
Organization 3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)	3Z4.1 Develop and implement an Administration Policy to provide guidelines and procedures on Access Impact Assessments.	EIS

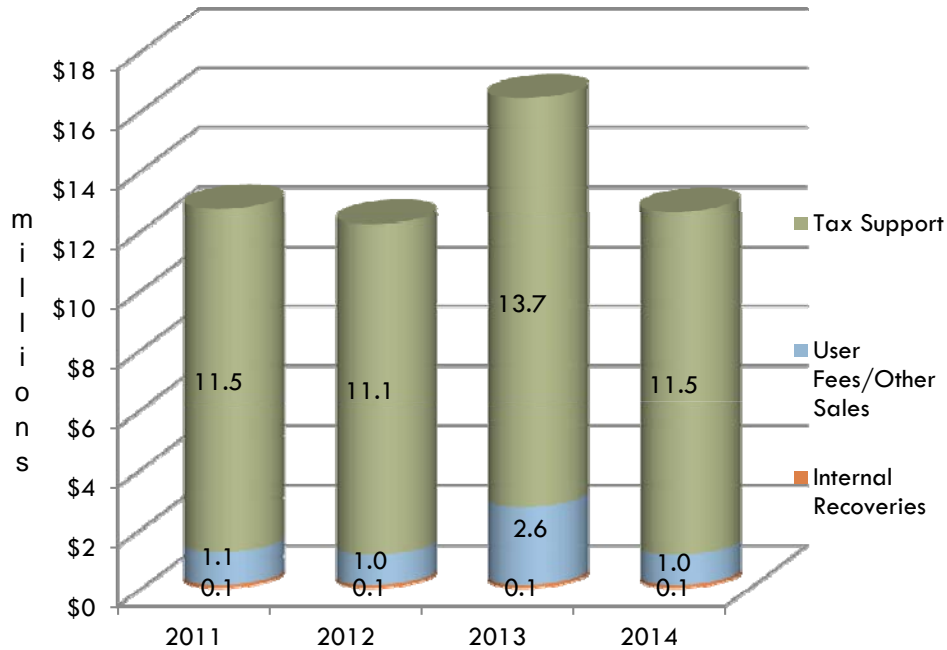
For Council Approval

For Council Information

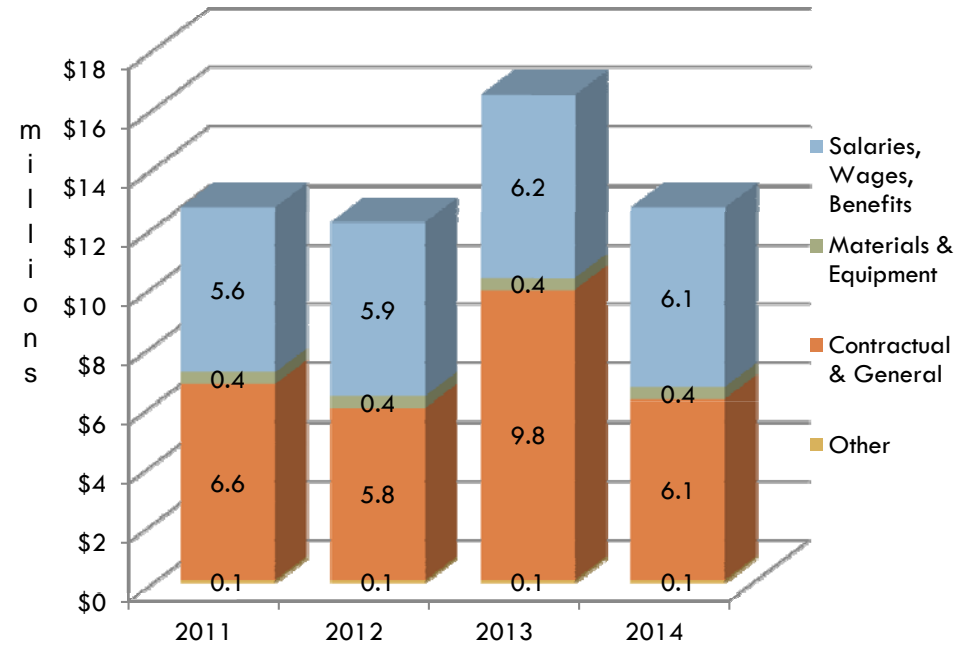
Community	Places	Mobility	Business	Organization	Finance
EIS Elections & Information Services	QJB Quasi-Judicial Boards	CCLS Legislative Services	AS Administration Services		

CORPORATE ADMINISTRATION: City Clerk's Office: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTE	Expend.	Net	FTE	Expend.	Net	FTE	Expend.	Net	FTE
Services:												
Election & Information Services	\$2.2	\$2.0	10	\$2.0	\$1.7	10	\$6.4	\$4.4	10	\$2.8	\$2.5	10
Legislative Services (includes Director/City Clerk)	1.6	1.6	14	1.6	1.6	14	1.6	1.6	14	1.6	1.6	14
Quasi-Judicial Boards	6.7	5.8	18	6.3	5.7	18	6.2	5.5	18	6.1	5.3	18
Administrative Services	2.2	2.1	17	2.2	2.1	17	2.2	2.1	17	2.2	2.1	17
Total City Clerk's Office	\$12.7	\$11.5	59	\$12.1	\$11.1	59	\$16.4	\$13.6	59	\$12.7	\$11.5	59

CORPORATE ADMINISTRATION: City Clerk's Office: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Revised and improved procedures for the processing and support of appeals/complaints at the Quasi-Judicial Boards (QJB). This will include a new program/system for receiving and tracking of appeals/complaints.

In order to improve the appeal process for citizens and gain efficiencies in service delivery, City Clerk's will be implementing an innovative online system for receiving assessment property appeals/complaints and evidence, scheduling hearings, and communicating decisions to stakeholders. This new system will streamline or automate some of the current manual activities and reduce the staff time required to process appeals/complaints. This innovative system supports Council's Fiscal Plan to increase effectiveness and use alternative mechanisms of service delivery, including the use of technology (CFP-Z5). In addition, the new system further enhances QJB's independence from the City, a key requirement of administrative law.

Service and Budget Increases

One-time budget requests are for the Civic Election and Enumeration in 2013 and additional census questions in 2014.

Costs for the civic census grows each year with the growth of the city in both population and area. The budget increase provides an increase in pay to the contractual census takers to ensure The City can complete the census in a timely manner. (action 3Z2.2) In addition, one-time budget requests are for the Civic Election and Enumeration in 2013 and additional census questions in 2014. The civic election is conducted every three years in accordance with the Local Authorities Elections Act and the census is conducted according to provisions in the Municipal Government Act and Council Policy.

Budget Reductions with Service Impact

All reductions have been achieved through productivity gains.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$194)	(\$126)	(\$169)
Service and budget increases	0	228	269
Budget reductions with service impact	0	0	0
Total base changes	<u>(194)</u>	<u>102</u>	<u>100</u>
One-Time	0	2,482	266
Less: Previous Year's One-time	(294)	0	(2,482)
Total budget changes	<u><u>(\$488)</u></u>	<u><u>\$2,584</u></u>	<u><u>(\$2,116)</u></u>

CORPORATE ADMINISTRATION: City Clerk's Office: Service Highlights

Election & Information Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,952	\$1,705	10	\$6,299	\$4,415	10	\$2,768	\$2,468	10

Description of Services

Conducts elections in accordance with the Local Authorities Elections Act. Conducts the annual civic census in accordance with provisions in the Municipal Government Act and Council Policy, compiles the data collected and provides the statistics to all stakeholders. Acts as the Head of The City of Calgary, for the Freedom of Information and Protection of Privacy Act.

Develops policies and processes to enable the protection of privacy and access to information for citizens. Provides consultation and educational resources on The City's responsibilities under the Freedom of Information and Protection of Privacy Act.

Highlighted Strategies

1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*)

1Z4 Provide direction and enable The Corporation to deliver strategic corporate priorities and initiatives. (CFP-Z1*,Z7*)

3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access.(CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)

Highlighted Actions

1Z2.2 Investigate additional options for collection and information management of enumeration data.

1Z4.3 Provide guidance to Business Units and elected officials on The City's responsibilities under the FOIP Act.

3Z2.1 Support a culture of proactive disclosure throughout the corporation by providing consultation and education on best practices in releasing public documents.

3Z2.2 Publish sufficiently aggregated annual civic census data in publicly accessible formats and provide appropriate reference materials.

3Z4.1 Develop and implement an Administration Policy to provide guidelines and procedures on Access Impact Assessments.

Business Plan and Budget Highlights

Elections and Information Services enables citizens to participate in local government by providing elections, the annual civic census, access to information, protection of privacy under the Freedom of Information and Protection of Privacy Act. Costs for the civic census grows each year with the growth of the city in both population and area. The budget increase provides an increase in pay to the contractual census takers to ensure The City can conduct and complete the census in a timely manner. In addition, one time budget requests are for the civic election and enumeration of eligible voters in 2013 and additional census questions in 2014. The annual civic census provides data that enables The City to forecast, plan and deliver programs and services to Calgarians and improve service effectiveness and efficiency. (CFP-Z2). Additional census questions are added by other City business units such as Transportation Planning so that they can ensure citizens have mobility choices that meet their needs. Annual census data also supports City Council's priorities to invest in great communities and create a vibrant urban fabric by forecasting the need for new facilities such as recreation centres and fire stations. In addition, the Province of Alberta and the Government of Canada provide limited grants to municipalities calculated on a per capita basis using the official population from an annual civic census. Further, City Clerk's responds to hundreds of Freedom of Information and Protection of Privacy requests from the public, with the number growing every year. The number of requests completed increased from 164 in 2009 to 202 in 2010, with 255 requests completed as of September 30, 2011. The FOIP Office enables the corporation to support Council's priorities to increase transparency and accountability throughout the organization (CFP-Z10).

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION: City Clerk's Office: Service Highlights

Legislative Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,583	\$1,583	14	\$1,583	\$1,583	14	\$1,583	\$1,583	14

Description of Services

Manages the legislative process in accordance with the Municipal Government Act and the City of Calgary Procedure Bylaw and ensures all City Council and Committee meetings are accessible to the public. Assembles, records, delivers and communicates the agendas, decisions and minutes of Council and its committees.

Maintains, provides access to, and researches the legislative record for internal and external clients. Provides consultation, education and resources on the Council Policy development, review and amendment process and ensures access to Council's Policies.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*)

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)

Highlighted Actions

1Z1.1 Provide timely access to Council's Policies and support to Administration on Council Policy standards and best practices through consultation and resources.

1Z2.1 Expand access to electronic records including bylaws and released confidential Council reports on the City Clerk's website.

1Z4.1 Provide workshops, information and resource materials on The City's legislative governance process.

3Z1.1 Review The City's legislative governance framework and practices and propose options that will enable more effective, efficient and transparent governance.

3Z1.2 Support the management of Council's public advisory boards by improving the application process and providing information and resources for stakeholders.

Business Plan and Budget Highlights

Legislative Services provides support and leadership to Council, and Administration, and enables citizens to participate in local government by managing and ensuring access to The City's legislative governance process. Legislative Services increases transparency and accountability throughout the organization by recording and communicating the decisions and minutes of committee and Council meetings and ensuring Council's Policies are available to all stakeholders. The work of Legislative Services enables citizens to get involved with civic issues by supporting the management of Council's advisory boards, improving the application process and providing information and resources for stakeholders.

Legislative Services enhances public access to legislative records by maintaining, providing access to and assisting with research for all clients. In 2010, staff in Legislative Services responded to 920 requests from the public for records, and 610 requests as of September 30, 2011. One of Legislative Service's priority actions is to further enhance public access to legislative records by expanding access to electronic records including bylaws and released confidential Council reports on the City Clerk's Office website. This action supports Council's priority to make it easier for the public to get the information they need and to participate in public hearings(CFP-Z9). Legislative Services further supports Council's priorities to become a more effective and disciplined organization through reviewing Council and committee structure and decision-making processes to enhance effectiveness (CFP-Z8).

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION: City Clerk's Office: Service Highlights

Quasi-Judicial Boards	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$6,367	\$5,618	18	\$6,241	\$5,492	18	\$6,072	\$5,323	18

Description of Services

Provides administrative support to the quasi-judicial boards (Assessment Review Board, Subdivision & Development Appeal Board, Licence & Community Standards Appeal Board), including receiving appeals/complaints, scheduling the boards' hearings, and communicating board decisions to stakeholders.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)

Highlighted Actions

1Z4.2 Increase education for all members of the Quasi-Judicial Boards.

3Z1.3 Further enhance QJB's independence from Administration.

3Z1.4 Ensure all Quasi-Judicial Boards hearings comply with Municipal Government Act (MGA.)

3Z1.5 Participate in the Province of Alberta's development of the 2013 ARB regulations revision.

Business Plan and Budget Highlights

The quasi-judicial boards are established under the Municipal Government Act of Alberta and ensure citizens have access to the appeal/complaint process. The Calgary Assessment Review Board (ARB) is an independent Board, appointed by City Council as per the Municipal Government Act, supporting Regulations and The City of Calgary Bylaw 55M98. The Assessment Review Board's workload and costs have the potential to vary widely (+/- 50%) from year-to-year depending on the number of property and business appeals/complaints filed. Increased filing volumes tend to accompany significant changes in property values.

In order to enhance the appeal/complaint process for citizens and improve service delivery, the City Clerk's Office will be implementing a new online system for receiving and tracking assessment property complaints and evidence, scheduling hearings, and communicating decisions to stakeholders. This innovative system will streamline or automate some of the current manual activities and reduce the staff time required to process appeals/complaints. This supports Council's Fiscal Plan priority to enhance service efficiency (CFP-Z2) as well as become a more effective and disciplined organization by examining alternative mechanisms of service delivery, including the use of innovative technology. (CFP-Z5). In addition, the new system further enhances QJB's independence from The City, a key requirement of administrative law.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION: City Clerk's Office: Service Highlights

Administrative Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,242	\$2,148	17	\$2,242	\$2,148	17	\$2,242	\$2,148	17

Description of Services

Manages the security, maintenance and preservation and access to corporate records and archives. Develops policies and standards for records management and provides consultation and education on the records management program.

Provides information, consultation and guidance to City elected officials & City Business Units on matters related to "protocol"; plans & manages citizen recognition programs and coordinates specific Corporate events and conventions.
Manages the Calgary Power Reception Hall, Council Chambers and Committee Rooms, and the broadcast of Council and committee meetings.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

1Z3 Enable access to and compliance with the Corporate Records programs.

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

Highlighted Actions

1Z1.2 Provide information, consultation and guidance to City elected officials and employees on matters related to 'protocol'

1Z3.1 Manage the security, maintenance, access, storage, and preservation of Archival records for City staff and the public.

1Z3.2 Provide standards, policies, guidelines, and consultation to enable compliance with the records management program.

1Z4.4 Provides education on the records management program and shares best practices.

Business Plan and Budget Highlights

The Administration Services, Corporate Records section enables Council, Administration and citizens to have timely access to accurate, complete records and information, making it easier for the public to get the information they need and to participate in public hearings. Corporate Records assists City business units to improve service delivery and meet business obligations including budget planning, contracts, certifications, responding to Freedom of Information and Protection of Privacy requests and legal discovery. Corporate Records also provides policies, education and resources for The City's records management program. The Protocol section of Administration Services provides services including consultation, policies and procedures that enable City employees and elected officials to represent The City at events and conventions such as the Alberta Urban Municipalities Association and Federation of Canadian Municipalities. Protocol develops and assists with the implementation of several policies to ensure The City of Calgary's involvement with protocol related functions or programs protects, maintains and enhances The City's image. The work of protocol contributes to building civic pride by planning and managing citizen recognition programs such as the annual Calgary Awards and sports recognitions. In 2010, 246 athletes were recognized as part of the partnership with the Calgary Booster Club. Protocol also responds to requests for proclamations/letters of recognition from the public. In 2010, staff processed a total of 118 proclamations, with 100 processed as of September 30, 2011.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION

(\$ millions)

City Manager's Office	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4.7	\$4.7	22	\$4.7	\$4.7	22	\$4.8	\$4.8	21

Overview

The City Manager's Office supports the function, role and leadership initiatives of the City Manager as the chief administrative officer (CAO) under the Municipal Government Act of Alberta. The City Manager's Office:

- provides guidance in the creation of corporate administration policies and supports senior administration in ensuring Council decisions are corporately coordinated and implemented into City services.
- analyzes public policy, develops positions and strategies for Council and The Corporation related to the provincial and federal governments, and oversees a proactive risk and issue management culture within The City.
- ensures sustainability is a driver in decision-making and prioritization, and provides support and coordination to the Mayor and Council for such strategic planning initiatives as regional planning.

List of Services

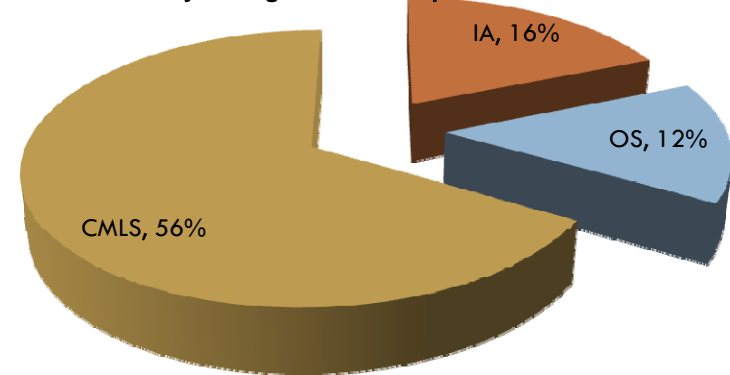
- Intergovernmental Affairs - IA
- Office of Sustainability - OS
- Corporate Management Leadership Support - CMLS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

Working with all departments to align intergovernmental initiatives across The Corporation, Intergovernmental Affairs supports and promotes Council's advocacy strategy for the Government of Alberta (CFP-F1). Working with all departments to identify opportunities for federal investment in Calgary, Intergovernmental Affairs develops proposals that could form the basis for discussions with the Government of Canada (CFP-F2).

Working with all departments to implement the 2020 Sustainability Direction, the Office of Sustainability uses cross departmental approaches and collaborative processes to enhance systems thinking, move toward creating efficiencies, and fostering innovation and creativity (CPF-Z1).

City Manager's Office Expenditures



Monitoring, measuring, and reporting on targets, objectives and goals in the 2020 Sustainability Direction will contribute toward transparency and accountability (CFP-Z10). Supporting departments and business units to align to the imagineCALGARY vision through the 2020 Sustainability Direction will contribute to a sustainable city for all Calgarians (CFP-Z7).

By leveraging existing technologies the City Manager's Office will advance an electronic means for developing, approving and submitting reports to Council, Council's Committees, and the Administrative Leadership Team. (CFP-Z5)

Addressing Other Emerging Issues

A new Premier and Cabinet, and potential early provincial election, provide an opportunity to develop strategic representations to the Government of Alberta that re-position the needs of big cities in general, and introduce discussions on updated fiscal and legislative frameworks for Calgary. (CFP-F1)

CORPORATE ADMINISTRATION: City Manager's Office: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)	1Z4.1 Maintain linkages across the Corporation to ensure alignment of intergovernmental priorities, and a consistent approach and Corporate message.	IA
	1Z4.2 Ensure cross-corporate collaboration and integration of sustainability in decision-making and monitor and report on the progress to achieving the outcomes .	OS
	1Z4.3 Provide support to Administration and Council on report and policy standards. (CFP-Z8)	CMLS
	1Z4.4 Advance policy awareness through education programs for Issues and Risk Management, Report Writing to Council and Administration.	CMLS
	1Z4.5 Provide consultative guidance on risk and issues management practices.	CMLS
	1Z4.6 Continue to support Administration to maintain an integrated approach to risk management in strategic and operational plans.	CMLS
	1Z4.7 Support effective leadership in the Corporate senior management teams (ALT, SMT and CMT).	CMLS
	1Z4.8 Enable administration to effectively communicate with Council to support Council's decision making process.(CFP-Z8)	CMLS
Organization 2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6)	2Z1.1 Create a common understanding of Corporate Administration's value within The Corporation.	Business Unit Wide
	2Z1.2 Promote employee value by providing opportunities to transfer skills and experience.	Business Unit Wide
	2Z1.3 Promote Corporate Administration as an accessible workplace that offers developmental roles and opportunities for existing and new employees.	Business Unit Wide
Organization 2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6)	2Z2.1 Ensure flexible employee compensation and work/life balance opportunities are available.	Business Unit Wide
	2Z2.2 Provide opportunities within the workplace for employees to participate in health, wellness and safety initiatives.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
IA Intergovernmental Affairs	OS Office of Sustainability		CMLS Corporate Management Leadership Support		

CORPORATE ADMINISTRATION: City Manager's Office: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Organization 2Z3 Sufficiently recognize and reward employees for their contributions. (CFP-Z6)</p>	2Z3.1 Focus upon employee engagement and recognition.	Business Unit Wide
<p>Organization 3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*,Z12)</p>	3Z1.1 Support the City Manager and Administration in communicating risks to Council.	CMLS
	3Z1.2 Provide Issues Communication and Management support to the Corporation.	CMLS
	3Z1.3 Implement processes to ensure accessibility of Administration policies.	CMLS
	3Z1.4 Maintain Administration policy library.	CMLS
	3Z1.5 Provide direction and enable The Corporation to deliver strategic corporate priorities and initiatives.	Business Unit Wide
	3Z1.6 Identify, initiate, develop and implement strategic intergovernmental initiatives.	IA
<p>Organization 3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)</p>	3Z4.1 Support Council in its determination of policy priorities and Corporate direction.	Business Unit Wide
	3Z4.2 Support the realization/attainment of The City's sustainability priorities.	OS
	3Z4.3 Build advocacy strategies to present The City's position through the examination and analysis of the decisions and actions of other governments.	IA

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
IA Intergovernmental Affairs	OS Office of Sustainability		CMLS Corporate Management Leadership Support		

CORPORATE ADMINISTRATION: City Manager's Office: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*)	4Z3.1 Enable the City Manager and the ALT to champion sustainability leadership.	OS
	4Z3.2 Create, lead, manage, and promote sustainability initiatives within The Corporation and the community.	OS
	4Z3.3 Develop sustainability tools and processes to promote/ensure efficiency and effectiveness of The Corporation.	OS
	4Z3.4 Measure, report and communicate progress toward the 2020 Sustainability Direction.	OS
Business 5F2 Advance a broader discussion with the Government of Alberta on a new fiscal framework to diversify the City's revenue base. (CFP-F1)	5F2.1 Engage the Government of Alberta on new fiscal and legislative policies.	IA

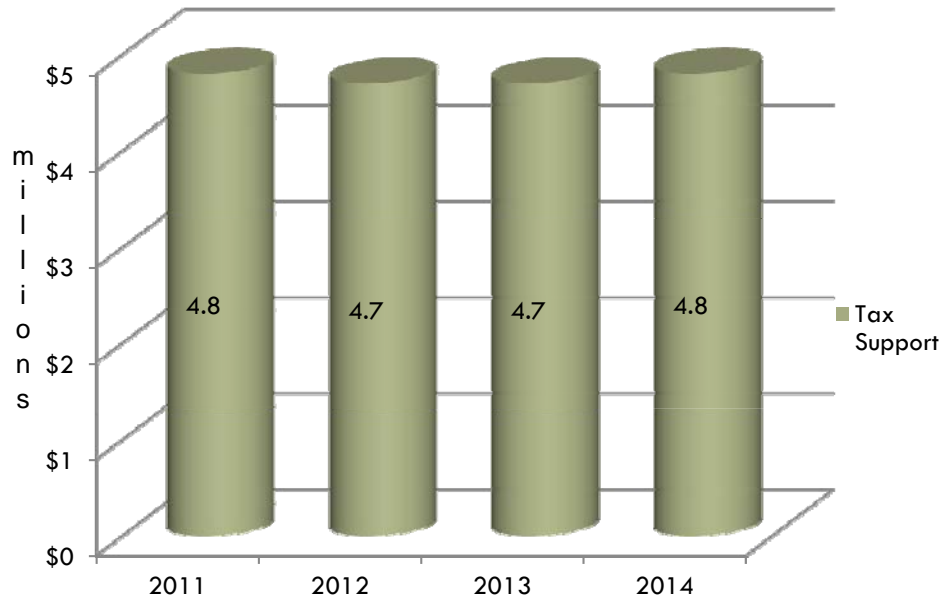
 For Council Approval

 For Council Information

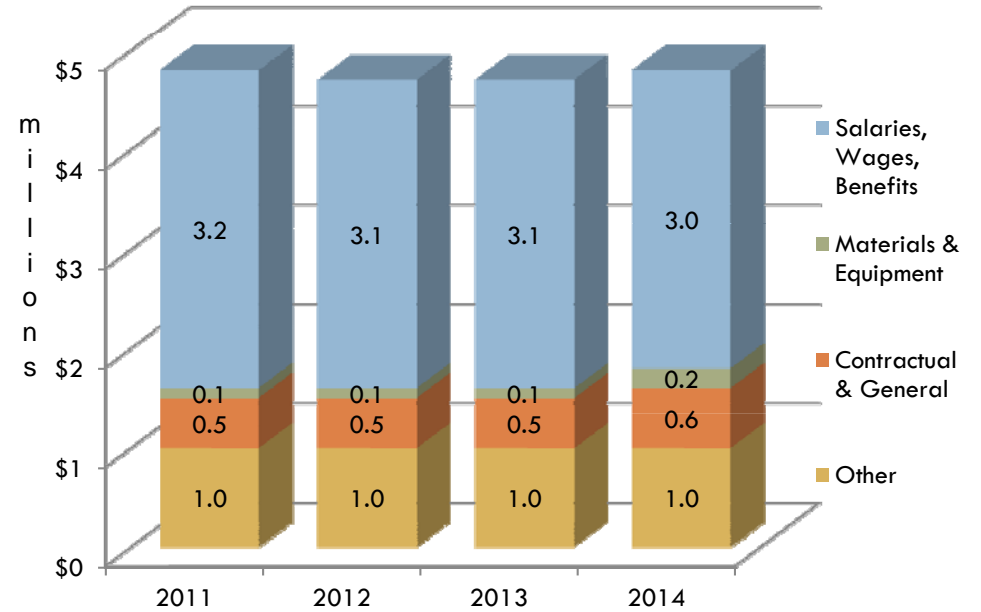
Community	Places	Mobility	Business	Organization	Finance
IA Intergovernmental Affairs		OS Office of Sustainability	CMLS Corporate Management Leadership Support		

CORPORATE ADMINISTRATION: City Manager's Office: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Chief Administrative Office	\$ 0.7	\$ 0.7	3	\$ 0.7	\$ 0.7	3	\$ 0.7	\$ 0.7	3	\$ 0.7	\$ 0.7	3
Director	0.3	0.3	2	0.3	0.3	2	0.3	0.3	2	0.3	0.3	2
<u>Services:</u>												
Intergovernmental Affairs	0.8	0.8	6	0.8	0.8	6	0.8	0.8	6	0.7	0.7	5
Office of Sustainability	0.6	0.6	3	0.6	0.6	3	0.6	0.6	3	0.6	0.6	3
Corp. Mgmt. Leadership Support	2.4	2.4	9	2.3	2.3	8	2.3	2.3	8	2.5	2.5	8
TOTAL City Manager's Office	\$ 4.8	\$ 4.8	23	\$ 4.7	\$ 4.7	22	\$ 4.7	\$ 4.7	22	\$ 4.8	\$ 4.8	21

CORPORATE ADMINISTRATION: City Manager's Office: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Business process re-design in services provided by Corporate Management Leadership Support leveraging Electronic Legislative Management System ("ELMS") to streamline Council and ALT report processing reducing expenditures by \$82 thousand base in 2012 (1 FTE), and \$40 thousand in 2013.

Additional expenditure reductions in 2013 totalling \$14 thousand will be derived from corporate travel and promotional savings resulting from increased use of electronic meetings and information sharing. The elimination of an anticipated vacancy will allow reduced expenditures by \$72 thousand to the base in 2014 (1 FTE). Productivity gains expected as CMO staff gain experience allowing for reduction in staff with no service impact. (CFP-Z5)

Service and Budget Increases

Increased use of consultant support for advancing Corporate Educational Programs related to advancing Corporate risk and issues management, and advancing sustainability in 2013 (\$60 thousand) and 2014 (\$45 thousand). (CFP-Z1,Z10)

Office maintenance and furniture replacement for life-cycled equipment in 2013 (\$37 thousand) and 2014 (\$45 thousand). Increase in consulting support resources for IA services in 2014 (\$25 thousand).

Budget Reductions with Service Impact

All reductions have been achieved through productivity gains.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$82)	(\$54)	(\$72)
Service and budget increases	0	97	115
Budget reductions with service impact	0	0	0
Total base changes	<u>(\$82)</u>	<u>43</u>	<u>43</u>
One-Time	0	0	0
Less: Prior Year's One-time	0	0	0
Total budget changes	<u>(\$82)</u>	<u>\$43</u>	<u>\$43</u>

CORPORATE ADMINISTRATION: City Manager's Office: Service Highlights

Intergovernmental Affairs	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$772	\$772	6	\$772	\$772	6	\$725	\$725	5

Description of Services

- Relationship Building - Build and maintain relationships with other governments.
- Strategic Advocacy - Represent The City's interests to other governments
- Reputation Management - Build confidence among other governments and stakeholders in the ability and capacity of The City of Calgary to provide quality municipal public services.

- Corporate Intergovernmental Leadership - Coordinate The City's strategic representations to other governments to ensure a consistent approach and Corporate message.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Coordinate the development of Corporate intergovernmental positions on public policy issues that advance The City's strategic interests. (CFP-Z10*,Z12)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)

5F2 Advance a broader discussion with the Gov't of Alberta on a new fiscal framework to diversify The City's revenue base. (CFP-F1)

Highlighted Actions

1Z4.1 Maintain linkages across The Corporation to ensure alignment of intergovernmental priorities, and a consistent approach and Corporate message.

3Z1.6 Identify, initiate, develop and implement strategic intergovernmental initiatives.

3Z4.3 Build advocacy strategies to present The City's position through the examination and analysis of the decisions and actions of other governments.

5F2.1 Engage the Government of Alberta on new fiscal and legislative policies.

Business Plan and Budget Highlights

Intergovernmental Affairs service area maintains linkages across The Corporation to ensure the alignment of intergovernmental priorities, and a consistent Corporate approach and messages. In support of Council and the Intergovernmental Affairs committee, they identify, initiate, develop and implement strategic intergovernmental initiatives. In an iterative manner, they build advocacy strategies to present the City's position through the examination and analysis of the decisions and actions of other governments.

Increase of resources in 2014 is for consulting services which will be utilized to support the development of a business case for new financing options and legislative models. (CFP-F1)

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION: City Manager's Office: Service Highlights

Office of Sustainability	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$561	\$561	3	\$591	\$591	3	\$591	\$591	3

Description of Services

The Office of Sustainability (the Office) works within The Corporation and community to achieve the imagineCALGARY long-range vision. The Office:

- leads the 10 year corporate strategic planning process - 2020 Sustainability Direction (2020SD),
- monitor and reports on the progress toward the 2020 Sustainability Direction,
- fosters collaboration, leverages resources and expertise by building internal and external partnerships,

- ensures business plan and budget processes incorporate sustainability through the 2020 Sustainability Direction,
- develops tools and processes for projects, plans and strategies to align with the 2020 Sustainability Direction and imagineCALGARY,
- leads and coordinates cross-departmental sustainability initiatives (e.g., food policy work)
- with other community partners, organizations and citizens, work to develop community partnerships for achieving the imagineCALGARY long-range vision.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)

4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*)

Highlighted Actions

1Z4.2 Ensure cross-corporate collaboration and integration of sustainability in decision-making and monitor and report on the progress to achieving the outcomes .

3Z4.2 Support the realization/attainment of The City's sustainability priorities.

4Z3.1 Enable the City Manager and the ALT to champion sustainability leadership.

4Z3.2 Create, lead, manage, and promote sustainability initiatives within The Corporation and the community.

4Z3.3 Develop sustainability tools and processes to promote/ensure efficiency and effectiveness of The Corporation.

Business Plan and Budget Highlights

In 2011, the Office of Sustainability (the Office) coordinated and developed the 2020 SD that set a 10 year strategic direction toward the long-term vision of imagineCALGARY. The 2020 SD formed the basis of the process for developing the 2012-2014 business plans and budgets.

During 2012-2014 the Office will facilitate cross-departmental collaboration by using a systems approach. The Office will guide decision-making to ensure the long-term is considered, identify multiple outcomes and efficiencies through the development of tools and processes and will report on the progress of achieving the outcomes in the 2020 SD.

To build capacity around sustainability, the Office will develop training, education and awareness programs. To demonstrate sustainability in action, the Office will coordinate cross-departmental pilot projects. This will be challenging where seed money isn't always readily available, however, the Office will be investigating alternative resourcing models incorporating both internal groups and external organizations.

The Office will provide leadership to support the community in working toward the imagineCALGARY long-range vision and plan.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION: City Manager's Office: Service Highlights

Corporate Management Leadership Support	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,296	\$2,296	8	\$2,309	\$2,309	8	\$2,399	\$2,399	8

Description of Services

• Council and Administrative Leadership Support - Supporting Council to priority setting and strategic planning processes by coordinating the preparation and delivery of relevant information from Administration. Supporting the City Manager in advising and informing Council on the operations and affairs of the municipality. Support Council's and the Administrative Leadership Team's decision making by establishing processes, educational programs, and advisory services to Administration on the preparation of reports and

recommendations to Council.

- Integrated Risk and Issues Management - Provide coordination, education, and consultation for the uniform and integrated management of risks and issues that may impact the City's ability to achieve its objectives.
- Administration Policy Oversight - maintenance of the Administration Policy repository.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests. (CFP-P4,M12)

Highlighted Actions

1Z4.4 Advance policy awareness through education programs for Issues and Risk Management, Report Writing to Council and Administration.

3Z1.1 Support the City Manager and Administration in communicating risks to Council

3Z1.3 Implement processes to ensure accessibility of Administration policies.

3Z1.5 Provide direction and enable The Corporation to deliver strategic corporate priorities and initiatives.

3Z4.1 Support Council in its determination of policy priorities and Corporate direction.

Business Plan and Budget Highlights

Business process re-design in services provided by Corporate Management Leadership Support leveraging Electronic Legislative Management System ("ELMS") in 2013 to streamline Council and ALT report processing.

Additional reductions in 2013 will be derived from corporate travel and promotional savings resulting from increased use of electronic meetings and information sharing. Anticipated productivity gains as CMO staff gain experience and the elimination of an expected vacancy will allow for reduction in FTEs with no service impact. (CFP-Z5*)

In 2013 and 2014, there will be increased use of consultant support for advancing corporate educational programs related to advancing corporate risk and issues management. (CFP-Z1*,Z10*)

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION

Law	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$40.4	\$10.6	114	\$40.7	\$10.7	115	\$41.0	\$10.8	115

Overview

The Law department, under the direction of the City Solicitor, provides strategic legal advice to the Mayor, City Council, Administrative leadership Team (ALT) and other members of the Administration, and protects corporate interests and assets. The work carried out by members of the Law Department addresses significant legal, business, political, security and financial risk to The Corporation.

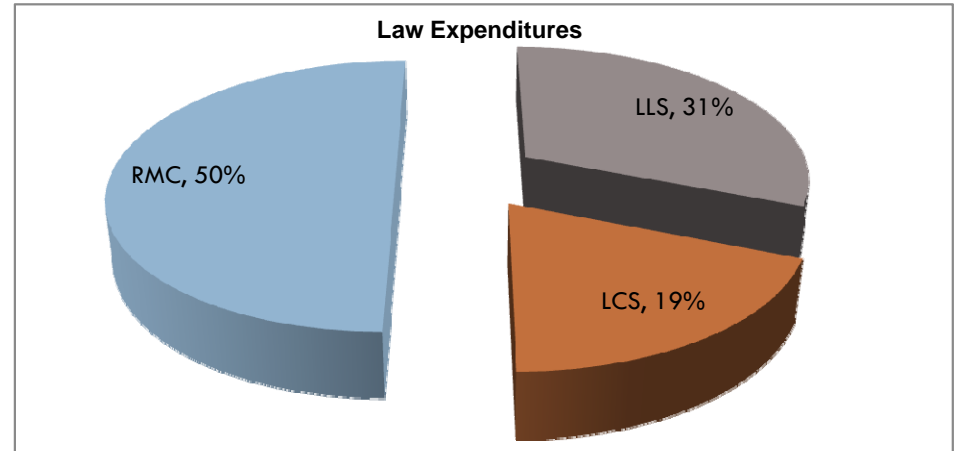
List of Services

- Legal Services - LLS
- Corporate Security - LCS
- Risk Management & Claims - RMC

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

The Law department facilitates the achievement of Council's Fiscal Plan for Calgary, the 2020 Sustainability Direction and other pertinent short-term and long-range plans and goals internally and through strategic client partnerships, with a focus on:

- fostering innovation and creativity (CFP-Z1),
- raising the care and attention to expenditure restraint and seeking efficiencies (CFP-Z2),
- increasing the use of benchmarking, performance measures and best practices to improve service effectiveness and efficiency (CFP-Z3),
- implementing a program of ongoing in-depth service reviews (CFP-Z4),
- examining alternative mechanisms of service delivery, including the judicious use of technology (CFP-Z5),
- maintaining The City of Calgary as an employer of choice, focusing on employee career development and wellness throughout the organization (CFP-Z6).



Addressing Other Emerging Issues

The Law department works proactively for its clients to provide timely and quality service and advice. Forward-thinking and action-oriented, the Law department is able to readily respond to the changing needs and priorities of The Corporation, using unique high-level cross-corporation expertise to provide insight and advice to identify and address emerging business and legal issues.

CORPORATE ADMINISTRATION: Law: Actions for Council Approval

Strategies		Actions	Accountable Services
<p>Organization</p> <p>1Z1 Provide timely, transparent and effective services to CA's clients.</p>		1Z1.1 Provide cross training to staff.	Business Unit Wide
		1Z1.2 Ensure there is sufficient staff so overtime is not required on a regular basis.	Business Unit Wide
		1Z1.3 Meet with clients to better understand their business needs and goals and explain how Law can assist them in meeting their goals.	Business Unit Wide
		1Z1.4 All lawyers to ensure they can provide their clients with current information and implement "best practices" in legal services.	LLS
		1Z1.5 Work with client's to understand their business and the environment they work in to develop risk analysis based on the challenges they face.	Business Unit Wide
		1Z1.6 Review council reports to look for avenues to allow Law to advise BU of how and when to use the Law Department.	Business Unit Wide
		1Z1.7 Meet with clients to determine their training needs, and create and deliver the training based on best practices.	Business Unit Wide
<p>Organization</p> <p>1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)</p>		1Z4.1 Provide advice on legal requirements and draft Bylaws, policies and procedures to streamline the processes used.	LLS
		1Z4.2 Work with clients to understand their business, processes, timelines and priorities.	Business Unit Wide
		1Z4.3 Assist with identification and creation of other mechanisms to address the perceived need for legal contracts/agreements.	LLS
<p>Organization</p> <p>2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6)</p>		2Z1.1 Create new job responsibilities for senior staff that includes requirement to coach and mentor staff to allow understanding of corporate priorities and plans.	Business Unit Wide
		2Z1.2 Implement our succession plan while retaining experience and knowledge.	Business Unit Wide
		2Z1.3 Each manager will review capability of their staff and identify possible successors and provide leadership training opportunities.	Business Unit Wide
		2Z1.4 Develop expertise in legal areas and provide training and seminars on law, internal processes and legal requirements.	LLS

For Council Approval

For Council Information



CORPORATE ADMINISTRATION: Law: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6)	2Z2.1 Provide annual reminders to all staff of health and safety policies and procedures.	Business Unit Wide
	2Z2.2 Conduct corporate investigations into breaches of policy and allegations of criminal conduct in the workplace.	LCS
	2Z2.3 Coordinate security services and risk analysis to protect The Corporation's personnel, property and information.	LCS
	2Z2.4 All managers are to allow flexibility for staff to participate in corporate wellness programs without negatively impacting work productivity.	Business Unit Wide
Organization 2Z3 Sufficiently recognize and reward employees for their contributions. (CFP-Z6)	2Z3.1 Train and inform all staff of the corporate recognition and reward program.	Business Unit Wide
Organization 2Z4 Promote career development strategies for a more sustainable work force. (CFP-Z6)	2Z4.1 Create mentoring program.	Business Unit Wide
	2Z4.2 Provide cross training.	Business Unit Wide
	2Z4.3 Support training opportunities to improve work product to the extent operationally and economically feasible.	Business Unit Wide
	2Z4.4 Create an HR plan that will support the attraction, development and retention of our workforce.	Business Unit Wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
LLS Legal Services	LCS Corporate Security		RMC Risk Management & Claims		

CORPORATE ADMINISTRATION: Law: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*)	3Z3.1 Encourage staff to recommend changes as needed in an environment that promotes acceptance of new ideas.	Business Unit Wide
	3Z3.2 Utilize standard language and clauses in bylaws.	LLS
	3Z3.3 Review existing procedures and revise for efficiencies to ensure streamlining where practicable and provide training to clients.	Business Unit Wide
	3Z3.4 Train bylaw/safety officers to be better prepared to process charges, collect evidence and present their case before a Board or as a witness in Court.	LLS
Organization 3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)	3Z4.1 Manager of each section to contact at least semi-annually their client GM and Directors to discuss policy and strategic interests.	Business Unit Wide
	3Z4.2 Mangers to receive input from their staff regarding policy issues to advance through the clients or IGA.	Business Unit Wide
Organization 4Z2 Manage organizational risk.	4Z2.1 Each manager will review the work in their area to identify unnecessary or low value/risk work, and then create process for eliminating that work.	Business Unit Wide
	4Z2.2 Assist with identification and creation of other mechanisms to address the perceived need for legal contracts/agreements.	LLS
	4Z2.3 Advise Business Units how to manage and monitor operational risks.	Business Unit Wide
	4Z2.4 Inspect assets for value and limit exposure to property loss or damage.	RMC
	4Z2.5 Access and monitor Civic Insurance Fund to address all Corporate claims and monitor risk.	RMC

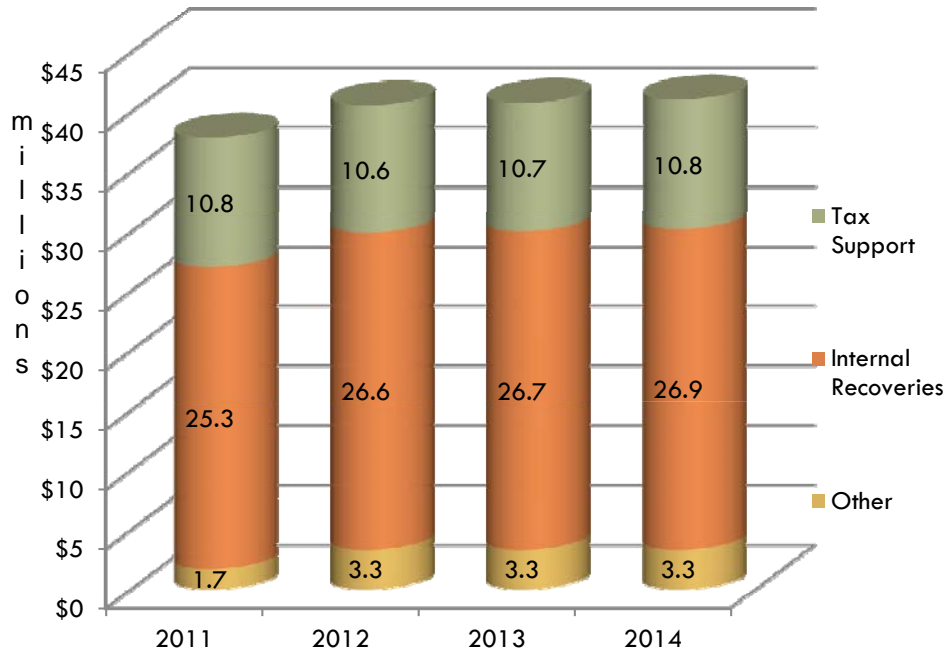
 For Council Approval

 For Council Information

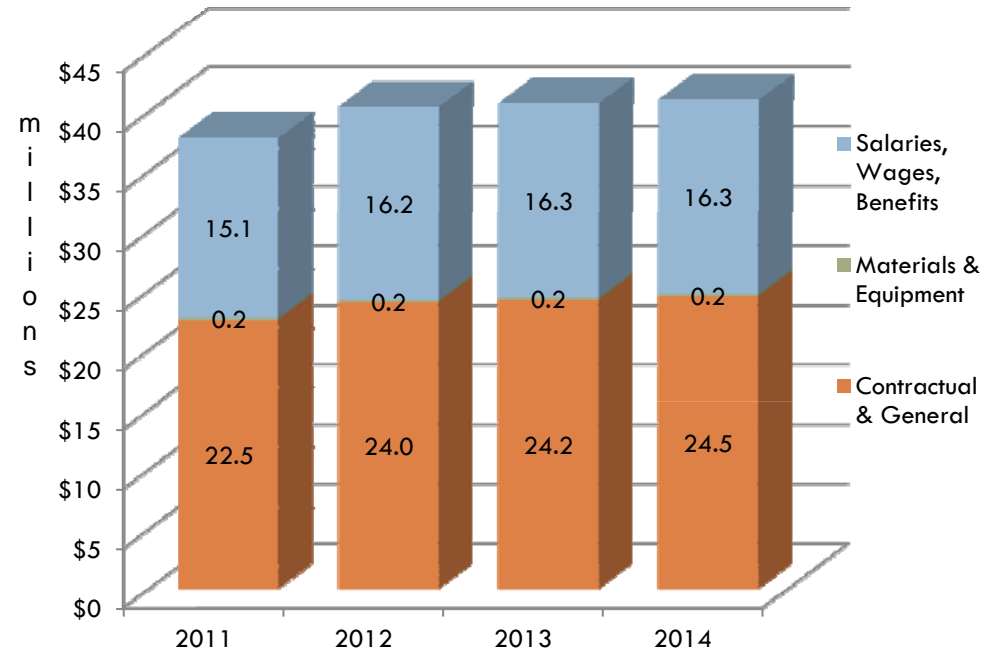
Community	Places	Mobility	Business	Organization	Finance
LLS Legal Services	LCS Corporate Security		RMC Risk Management & Claims		

CORPORATE ADMINISTRATION: Law: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
Services:												
Legal Services (includes Director/City Solicitor)	\$11.6	\$8.2	78	\$12.5	\$8.2	78	\$12.5	\$8.2	78	\$12.5	\$8.2	78
Corporate Security	6.3	2.2	15	7.5	2.2	15	7.7	2.2	15	7.9	2.2	15
Risk Management & Claims	19.9	0.4	21	20.4	0.2	21	20.5	0.3	22	20.6	0.4	22
Total Law	\$37.8	\$10.8	114	\$40.4	\$10.6	114	\$40.7	\$10.7	115	\$41.0	\$10.8	115

CORPORATE ADMINISTRATION: Law: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Improved negotiations to reduce external insurance premiums by \$365 thousand over 2012-2014.

Service and budget increases

Increase cost of \$100 thousand and 1 FTE to dedicate additional resources to improve management of risk and contribute to continued improvement of Risk Management & Claims services to The Corporation (action 2Z2.2).

Utilization of additional funds, \$119 thousand in 2013 and \$260 thousand in 2014, to manage increased costs not recovered from other business units and address inflation (action 2Z2.3).

Additional costs of \$1.4 million for external insurance related costs, external security personnel and increased investigations and security for The Corporation. These costs are fully recovered from business units throughout The Corporation.

Realignment of costs for recognition of historical resource needs funded by other business units through limited term positions (\$880 thousand) and recognition of expenditure for external legal services recovered from other business units (\$500 thousand).

Budget Reductions with Service Impact

Reduction of property appraisal costs in 2012 by \$106 thousand. This will result in a loss of security of having accurate value-based insurance, and a possibility of paying higher insurance premiums for over-valued property. The impact will transpire if a loss occurs, as The City would be at risk of not having the buildings insured to the proper value. This could leave a shortfall of funds to replace the building and would mean that The City would need to utilize other funds to rebuild. This activity will be reinstated in 2013-2014 to continue to manage these risks (action 4Z2.4).

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$81)	(\$122)	(\$162)
Service and budget increases	0	219	260
Budget reductions with service impact	(106)	0	0
Total base changes	<u>(187)</u>	<u>97</u>	<u>98</u>
One-Time	0	0	0
Less: Prior Year's One-time	0	0	0
Total budget changes	<u>(\$187)</u>	<u>\$97</u>	<u>\$98</u>

CORPORATE ADMINISTRATION: Law: Capital Projects Requiring Approval

(\$000s)

\$500 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
710-002	Security Equipment / Systems Implementation	S	C	0	0	500	250	250	0	0	0	500
Total Program 710 : Law Security				0	0	500	250	250	0	0	0	500
				0	0	500	250	250	0	0	0	500

Note:
 Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project

Funding For Capital Projects

Pay-As-You-Go	250	250	0	0	0	500
Total Funding	250	250	0	0	0	500

Explanation of Budget Requests

Program 710 : Law Security

Project 710-002: Security Equipment / Systems Implementation

New Budget Request of \$500 thousand in 2012-2013 to complete the "2009-2010 Security Facility Initiative" with funding from Pay-As-You-Go. This will address required scope, design and installation changes. This will improve staff and facility safety through additional monitoring coverage and improve efficiency through directing resources to specific activities and incidents versus less effective group guard coverage.

CORPORATE ADMINISTRATION: Law : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
710	002	Security Equipment / Systems Implementation	C	S	0	250	250	0	0	0	500	500
Total Law					0	250	250	0	0	0	500	500

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CORPORATE ADMINISTRATION: Law: Service Highlights

Legal Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$12,484	\$8,169	78	\$12,484	\$8,169	78	\$12,484	\$8,169	78

Description of Services

The Legal Services Division supports City Council, ALT and all Departments through the provision of strategic legal advice. Our understanding of the unique corporate business and operational requirements, the prevailing and evolving political landscape and complex legal framework within which The Corporation must function enables the Legal Services Division to deliver precise and pragmatic legal advice and solutions in an extremely efficient and cost effective manner.

The Division is divided into seven sections: Administrative Law, Corporate Services, Legislative Services, Litigation, Planning and Environment, Prosecutions, and Real Estate and Expropriation.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests. (CFP-P4,M12)

4Z2 Manage organizational risk.

Highlighted Actions

1Z1.3 Meet with clients to better understand their business needs and goals and explain how Law can assist them in meeting their goals.

1Z4.1 Provide advice on legal requirements and draft Bylaws, policies and procedures to streamline the processes used.

3Z3.3 Review existing procedures and revise for efficiencies to ensure streamlining where practicable and provide training to clients.

3Z4.1 Manager of each section to contact at least semi-annually their client GM and Directors to discuss policy and strategic interests.

4Z2.1 Each manager will review the work in their area to identify unnecessary or low value/risk work, and then create process for eliminating that work.

Business Plan and Budget Highlights

Although Court activity has dramatically increased due to amendments to MGA, Law department does not anticipate that the proposed budget will materially impact the delivery of legal services currently delivered to The Corporation.

If Law is required to produce further budget reductions then the provision of legal services will be negatively impacted.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION: Law: Service Highlights

Corporate Security	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$7,548	\$2,246	15	\$7,721	\$2,246	15	\$7,901	\$2,246	15

Description of Services

Corporate Security coordinates the comprehensive protection of Corporate assets and personnel for all Departments through a multifaceted approach. The predominant focus of this Division includes conducting ongoing security risk analyses pertaining to personnel, property and information, creation and update of security plans and subsequent implementation to enhance building, people and asset security, conducting internal corporate investigations regarding

allegations of policy breach, fraud and other criminal workplace malfeasance; and provision of education and training sessions within The Corporation in relation to work place safety, corporate security policies and other security related issues.

Highlighted Strategies

2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6)

4Z2 Manage organizational risk.

Highlighted Actions

2Z2.2 Conduct corporate investigations into breaches of policy and allegations of criminal conduct in the workplace.

4Z2.3 Advise Business Units how to manage and monitor operational risks.

Business Plan and Budget Highlights

Further budget reductions would have a significant impact on Corporate Security's ability to implement a security strategy that provides an adequate standard of protection for City assets and mitigates against operational risks.

Without these resources, it will not be possible to provide the services Corporate Security has determined to be the necessary minimum level of protection for The Corporation.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CORPORATE ADMINISTRATION: Law: Service Highlights

Risk Management & Claims	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$20,368	\$233	21	\$20,488	\$330	22	\$20,622	\$428	22

Description of Services

Risk Management and Claims provides support to all Departments by coordinating the provision of Corporate insurance, handling of civil claims initiated on behalf of and against The City and assisting with the mitigation of various aspects of corporate risk. Resources are primarily devoted to investigation and evaluation of civil claims initiated on behalf of and against The City, determination of the appropriate level of insurance

coverage for potential corporate liabilities, development of policies and provision of information and advice on insurance and indemnity related matters specific to all aspects of The Corporation's business activities and facilitation of corporate strategic decision making through forecasting of risk and creation of risk mitigation strategies.

Highlighted Strategies

4Z2 Manage organizational risk.

Highlighted Actions

4Z2.4 Inspect assets for value and limit exposure to property loss or damage.

4Z2.5 Access and monitor Civic Insurance Fund to address all Corporate claims and monitor risk.

Business Plan and Budget Highlights

Reduction of property appraisal costs in 2012 will result in a loss of security of having accurate value-based insurance, and a possibility of paying higher insurance premiums for over-valued property.

The impact will transpire if a loss occurs, as The City would be at risk of not having the buildings insured to the proper value. This could leave a shortfall of funds to replace the building and would mean that the City would need to utilize other funds to rebuild. This activity will be reinstated in 2013-2014 to continue to manage these risks (action 4Z2.4).

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

CIVIC PARTNERS: Overview

Arts & Culture

- Calgary Arts Development Authority
- Epcor Centre for the Performing Arts

Attractions

- Aerospace Museum
- Calgary Zoological Society
- Fort Calgary Preservation Society
- Heritage Park Society
- TELUS World of Science - Calgary

Business & Economic Development

- Calgary Economic Development
- Calgary Technologies Inc.
- Calgary TELUS Convention Centre
- Tourism Calgary

Library Services

- Calgary Public Library

Sport & Leisure

- Parks Foundation, Calgary
- Sport Calgary
- Talisman Centre

Civic Partners

The City has defined partnerships as a formalized working relationship between The City of Calgary and one or more not-for-profit organizations. Over 600 partner relationships are currently in place across The City ranging from informal, ad-hoc arrangements to highly-structured and resource-intensive partnerships. The City's 15 Civic Partners are large, complex and diverse in nature, each having unique operating agreements, land agreements, legal relationships and histories with The City. Significant City of Calgary resources are invested in and managed by Civic Partners, including operational and capital funding, land, buildings, artifacts and liaison support.

Civic Partners leverage substantial financial resources, contribute to The City reaching its strategic goals, and provide Calgaryans of all ages with a wide range of opportunities as participants and audiences. Civic Partners harness extensive voluntary support, extend the reach of The City into the private sector and into emerging and vulnerable communities, and help build civic engagement and connections between citizens and their municipal government.

Measuring Performance

Civic Partners gauge their performance within their respective industry standards. Reflecting their diversity, Partners' performance measures include circulation of materials per capita, number of conventions, hotel occupancy and event attendance, attraction and expansion of companies, retail sales, venue bookings, attendance, admissions and memberships. Measures also include the number and leveraging of operating grants, number of playgrounds and enrolled students, amount of green space, volunteerism rates, satisfaction surveys and external evaluations.

Operating Efficiency

As not-for-profit organizations, Civic Partners continually seek efficiencies and have increased these efforts during the recent economic downturn. Partners have increased and enhanced a variety of strategies including the use of technology to deliver services, operational efficiencies through re-organization, lifecycle management and energy efficiency, and the engagement of volunteers.

Leveraging City Investments

Civic Partners leverage funds and resources from a wide range of sources such as individual donations and gifts, corporate sponsorships, other orders of government, investments by the private sector and the creation of earned revenue streams. Collaboration, cooperation and partnering are standard operational approaches and significantly increase the reach and impact that Civic Partners have in the community.

CIVIC PARTNERS: Alignment With Council's Fiscal Plan For Calgary

The work of Civic Partners generally aligns with Council policies, direction and strategies including imagineCALGARY, 2020 Sustainability Direction Goals and Objectives, Plan It Calgary and the Calgary Economic Development Strategy. Specific to Council's Fiscal Plan for Calgary, the key contributions of Civic Partners and their priorities for 2012-2014 align in the following ways:

Council's Fiscal Plan Priority Area: Ensuring every Calgarian lives in a safe community and has the opportunity to succeed

- increase direct engagement of Calgarians in the development of programs, events, facilities and community infrastructure
- increase social inclusion and participation in community life by acting as gathering places for civic discourse and by providing extensive volunteer opportunities
- actively participate in fee subsidy programs that increase accessibility
- continue to support vulnerable and new Calgarians through outreach efforts and programs designed to meet their unique needs
- contribute to reducing poverty by offering programming that supports childhood and adult literacy
- continue to provide safe and welcome access to Calgarians of all walks of life to attractions, events, services and programs
- partner with the Calgary Board of Education and other formal educational institutions to develop and provide educational programs to children and youth

Council's Fiscal Plan Priority Area: Investing in great communities and a vibrant urban fabric

- continue to support arts & culture organizations through proven grant processes and through undertaking initiatives that make the arts sector more resilient
- assist sport organizations in their delivery of programming by providing organizational development and guidance on requirements and processes
- increase the profile of arts & culture and sporting events through direct marketing and marketing assistance
- explore new models of fund development that support the arts and sport
- identify immediate and long-term infrastructure needs and seek resources to invest in critical lifecycle maintenance for existing community infrastructure
- protect and maintain current green space through educational programs, security procedures, grounds planning and upkeep
- increase recreational opportunities by developing free admission specialty parks such as an outdoor fitness facility and bike park
- facilitate the resourcing and installation of new playgrounds, targeting underserved communities
- increase and preserve natural areas, and protect wetlands through public education

Council's Fiscal Plan Priority Area: Moving people and goods throughout the city efficiently and sustainably

- collaborate with other Civic Partners and The City to promote cycling and use of public transit to reach key destinations
- resource and develop parkland that provides an alternate transportation route and encourages cycling and walking on accessible pathway networks
- support public transportation options by working directly with Calgary Transit and considering public transit as a key component in planning facilities
- support the effective use of public transit by tourists and visitors by providing resources and guidance
- work to improve wayfinding in Calgary by residents and visitors

Council's Fiscal Plan Priority Area: Making Calgary the best place in Canada for a business to start and flourish

- engage businesses on business expansion, attraction and retention
- develop, support and update economic development strategies to help facilitate business success
- diversify the economic base and support technology entrepreneurs through incubating, coaching, connecting, skill building and providing resources
- enhance international business development by helping Calgary companies diversify their export markets and by assisting international businesses to establish operations in Calgary
- promote the Calgary brand and identity to visitors, tourists, businesses and the labour force through campaigns, marketing, and hosting conventions and events
- assist small businesses by providing research support, networking opportunities and public exposure
- contribute to developing and sustaining a highly educated workforce by providing a wide range of educational opportunities in the areas of technology, natural sciences, arts, language learning and history
- maintain major attractions and arts & culture events as a significant draw for regional, national and international visitors
- increase the attractiveness of Calgary as a great place to live, locate a business and invest through maintaining and building world-leading cultural organizations

CIVIC PARTNERS: Key Contributions

Arts & Culture

Calgary Arts Development Authority

Calgary Arts Development Authority brings a 30,000-foot view to the long-term development of the arts sector. Community Investment Programs now serve over 175 organizations (up from 119 in 2007). Grant recipients are collectively responsible for over \$100 million in annual revenues, employing over 800 FTE staff, while providing part-time employment for over 8,000 artists every year. This economic force also has a positive impact on tourism spending, downtown vibrancy and is increasingly becoming an export business for Calgary.

Calgary Arts Development Authority vets and recommends capital projects proposed by the arts & culture community. As of Sept 2011, Council had approved investing \$63.5 million from the Municipal Sustainability Initiative funds in these projects. By project completion, these projects will have leveraged the City's investment by about \$270 million from other orders of government, naming rights and private donations. Calgary Arts Development Authority's work has expanded to include the development and operation of multi-tenant facilities such as King Edward School and Seafood Market Studios through a proposed subsidiary, cSPACE Projects.

Resource development and advocacy work generates new arts support, leveraging City funds through matching programs, volunteer engagement and strategic partnerships such as spearheading the Cultural Capital of Canada bid.

Epcor Centre for the Performing Arts

Epcor Centre has been a leader in providing Calgarians and visitors with artistic and cultural experiences for 26 years. Occupying the majority of a full city block in the heart of Calgary, Epcor Centre welcomes over 600,000 visitors a year and is financed by ticket sales and other earned income, contributions from government, corporations, foundations and individuals. Epcor Centre is a significant economic driver for Calgary and is a key contributor to The City's tourism industry.

Epcor Centre plays a critical role in the sustainability of eight resident companies and countless other organizations by maintaining the complex's 560,665 gross square feet of space. The facility houses six performance venues, rehearsal halls, shops, a variety of public engagement spaces and administrative spaces. Epcor Centre leads a series of lifecycle and major capital initiatives to enhance the effectiveness, efficiency and sustainability of the complex.

Epcor Centre is a major presenter of the performing arts in Canada including the renowned BD&P World Music Series and a host of other single engagements. The Centre's arts education programs serve thousands of students annually and, through a variety of innovative initiatives, make the arts more accessible.

CIVIC PARTNERS: Key Contributions

Attractions

Aerospace Museum

The Aerospace Museum of Calgary supports and encourages the development and maintenance of an aerospace museum in the city of Calgary through educational activities along with collections and displays related to Canadian aviation history in general and to the city of Calgary in particular.

The Museum is housed in the former drill hall of a World War II air training program which is leased from the Calgary Airport Authority. The Museum houses City-owned artifacts and attracts a mix of visitors including seniors, aviation enthusiasts, tourists, families and children. The Museum provides a community space where families, corporations, clubs and individuals can gather and socialize.

The Museum operates as an off-site schoolhouse in support of the Calgary Board of Education's "Campus Calgary" Program and offers other educational programs. The Aerospace Museum Association of Calgary has developed a three-year strategic plan to improve a visitors' experience, strengthen community connections, improve the identity and visibility in the community, develop and launch a donor development initiative, and create and institute an organizational-development plan.

Calgary Zoological Society

The Calgary Zoo 'Engages Calgarians in Enjoyable and Unique Experiences'

The Calgary Zoo is Calgary's most visited year-round cultural institution, hosting more than 1.2 million visitors annually – a higher visitation per citizen than most zoos in North America by 3 to 4 times. Extensive special programs designed for financially challenged families keep the zoo accessible for all. More than 70,000 Calgarians hold memberships or annual passes and over 50,000 students participate in 825 school programs, most of which are aligned with Calgary Board of Education curriculum.

The Calgary Zoo 'Connects Calgarians with Nature'

The Calgary Zoo is located in an exceptional park and provides, for many Calgarians, their only connection with wildlife and wild places. This connection becomes more and more poignant as the city continues to grow. Interpretive programs use formal and informal education to provide magic moments for all.

The Calgary Zoo 'Inspires Calgarians to Support Conservation'

Through captive breeding of endangered species, the Calgary Zoo is an inspiration for all conservationists and is known as a leader in conservation of wild animals in their natural habitat. The Calgary Zoo educates all visitors about the potential of sustainable energy through the display of alternative sources of energy.

CIVIC PARTNERS: Key Contributions

Attractions

Fort Calgary Preservation Society

Fort Calgary is the city of Calgary's birthplace. It is Calgary's only historic site with national, provincial and municipal heritage designation. The Society's goal is to raise Calgarians' awareness about Fort Calgary and its significance in their community.

Providing 35 acres of regional park space in the heart of Calgary at no cost to the public, Fort Calgary holds community events, many of which are free, such as Canada Day, Winter Carnival, Heritage Day, Stampede Parade and Artisan's Fair. Fort Calgary works with many community organizations and seeks to be a place that provides quiet, reflective, meaningful experiences.

Fort Calgary develops and delivers high quality educational programs. It presented school programs to 12,838 students in 2010, an increase of 388 students over the previous year. 2,138 of these students participated in the school programs through Fort Calgary's Equal Access Program. The school program operates at capacity and now offers a Junior High Program.

Fort Calgary hosts travelling exhibits and generates revenue from catered events, visitor admissions, site rentals and school programs.

Heritage Park Society

Heritage Park is one of the key organizations that are central to Calgarians' quality of life and enjoyment of their city. Calgarians' unique western heritage is preserved for future generations through the acquisition and maintenance of a collection of priceless artifacts and buildings located on 127 acres of land.

The Park offers a wide array of educational opportunities with innovative and memorable field trip experiences available to school groups of all ages in Calgary and area. Schools can choose from a variety of programs targeted to grade-level curricula in the historical village, Gasoline Alley Museum and the wetlands. Educational offerings have been expanded to include adult programs from beer brewing workshops to team driving and old-fashioned spinning.

Heritage Park participates in the City of Calgary's Fee Assistance Program for residents in financial need, making a visit to Heritage Park affordable for all Calgarians. In addition, the Town Square shops, restaurants, attractions and new entry were built to ensure ease of access for visitors with disabilities.

Heritage Park manages a diverse range of revenue streams including admissions, retail, restaurants and concessions, banquet and catering operations, government grants, donations and corporate sponsorships.

CIVIC PARTNERS: Key Contributions

Attractions

TELUS World of Science – Calgary

TELUS World of Science – Calgary is the first true 21st century science centre in Canada and one of the most modern and innovative in the world. Located on a 15 acre site, the new 153,000 square feet state-of-the-art, environmentally sustainable facility is designed to provide a more accessible environment for people of all ages and abilities with a goal of encouraging and promoting innovation.

The Science Centre's facility will comprise an HD digital dome theatre capable of entertaining 200,000 per year as well as an exhibit space that can accommodate a variety of events including blockbuster travelling exhibits, trade shows and large-scale programs. It also has a presentation theatre that is the first of its kind in Canada, an atrium with extensive capacity to host events, and an e-learning and leadership centre designed for program collaboration and creativity.

The facility and programming will engage children, teens and adults through a wide range of opportunities that encourage creative experimentation, bring science fundamentals to life and inspire lifelong learning.

The Science Centre is a platform for community engagement beyond the walls of the new facility, fostering partnerships with others like the Alberta Children's Hospital and members of the Greater Forest Lawn neighbourhood.

CIVIC PARTNERS: Key Contributions

Business & Economic Development

Calgary Economic Development

The 10-year Calgary Economic Development Strategy, adopted by City Council in January 2008, is project managed and stewarded by Calgary Economic Development. Calgary Economic Development also focuses on the following activities:

- Position Calgary as the location of choice for people and business through a wide range of marketing and communications efforts, programs and campaigns
- Support the attraction, retention and development of a productive workforce to ensure that Calgary companies have a healthy supply of human capital
- Facilitate business investment (retention, expansion and attraction) in targeted industry sectors through the direct engagement of businesses that are considering Calgary as an investment location
- Via the Global Business Centre, facilitate international trade by helping Calgary companies diversify their export markets and by assisting international businesses in establishing operations in Calgary
- Identify gaps and opportunities in the Calgary business environment and strategically lead in the development and deployment of research and resources that support business development and retention (e.g. development of the Alberta Creative Hub in support of film, television and digital media industries)

Calgary TELUS Convention Centre

The Calgary TELUS Convention Centre is a public facility which serves as a meeting place for both visiting delegates and Calgarians. As such it provides a venue for networking, education, business-to-business activities, celebrations, fundraising activities and cultural events. The Centre contributes to the economy in the form of economic impact dollars from non-resident delegates. In 2010, approximately \$50 million in direct spending was attributable to events held at the Centre.

The Centre also contributes by attracting convention groups to the City, many of which have affiliation with primary industry sectors in Calgary. Bringing groups like these into the city also serves as a means of showcasing business and investment opportunities and introducing business travellers to the city. The Centre employs approximately 100 FTE's and supports, through its activities, at least another 900 jobs.

Maintenance and operations of The Centre in a market competitive manner are imperative so that the Calgary TELUS Convention Centre can continue to attract meeting and convention delegates throughout the coming years.

CIVIC PARTNERS: Key Contributions

Business & Economic Development

Calgary Technologies Inc.

Calgary Technologies Inc. has been operating under the banner of Innovate Calgary since 2010. Innovate Calgary is a full service organization offering technology transfer and business incubator services to researchers, entrepreneurs and businesses within the Calgary advanced technology sector. Through the following programs, Innovate Calgary contributes to the Calgary community by diversifying the economic base, creating a culture of entrepreneurship and creating wealth through job and value-added tech creation:

- Entrepreneur Development – coaching and applied skills development of aspiring technology entrepreneurs
- Company Development – incubating and accelerating technology start-ups through the turbulent early years
- Technology Licensing – protection, marketing and world-wide licensing of Calgary-based advanced technology
- Industry Engagement – connection of entrepreneurs and companies to the Calgary and global business community
- Business Facilities – providing a community hub of business and lab facilities and value-added resources for the advanced technology sector

Tourism Calgary

Tourism Calgary's responsibility is to develop and champion Calgary's tourism brand in order to bring more people to Calgary for memorable experiences. The tourism industry represents \$1.1 billion in export revenue annually for the city of Calgary of which 4.4 per cent, or \$48 million, comes directly to The City of Calgary in taxes. The industry employs 1 in 10 working Calgarians in accommodations, attractions, hotels, restaurants, festivals, events, conventions, etc. Tourism Calgary assists the Calgary tourism industry to leverage marketing budgets, align advertising and promotional activities, and to identify and develop export-ready tourism products.

As secretariat for the Calgary Sport Tourism Authority, Tourism Calgary leads a collaborative and proactive city-wide strategy to secure national and international sporting and cultural events. Events like the World Junior Hockey Championships and Cavalia provide Calgarians with opportunities to participate while positioning Calgary as a great city in which to live, relocate or develop a business.

Tourists and tourism dollars are a critical contributor to the sustainability of Calgary's major attractions and events which is of benefit to the citizens of Calgary.

CIVIC PARTNERS: Key Contributions

Library Services

Calgary Public Library

The Calgary Public Library supports the dreams and aspirations of Calgarians of every age, ability, origin and financial capacity. Other key roles it plays include:

- Community-builder, connector, and gathering place: A powerful force for social inclusion, networking and community building, leading civic debate, discourse, and engagement; a partner with government and other agencies in developing and providing services for vulnerable populations
- Supporting learning and growth at every life stage: Providing opportunities for discovery, making the Library a place of both insight and inspiration, where learning can take place at a self-determined pace
- Champion of literacy in every form: Fostering a love of reading and support for readers of all ages and facilitating the development of a spectrum of life skills
- Ensuring openness and universal access: Welcoming users of every ability, ethnic origin and financial capacity into both physical and virtual spaces that are friendly, trusted, neutral, and non-commercial and, most importantly,
- Visible symbol of democracy: Providing full and free access to recorded knowledge, thought and creativity through resources in many formats and reflecting a variety of viewpoints

Sport & Leisure

Sport Calgary

Acting as an independent sport authority, Sport Calgary represents sport by:

- Playing a lead role in the implementation of the Calgary Civic Sport Policy in partnership with The City of Calgary and Calgary Sport Tourism Authority
- Encouraging development and enhancement of appropriate facilities, the efficient utilization of current facilities, fostering collaboration and coordination of resources amongst stakeholders to develop and enhance facilities
- Continually connecting with the sport community to identify current and emerging issues that may impact the development, growth and sustainability of sport participation in Calgary and creating collaborative solutions to these issues
- Assessing and prioritizing the needs of the sport community from a city-wide perspective in alignment with the Canadian Sport Policy and Alberta Sport Plan
- Acting as a resource for the sport community and facility stakeholders, and facilitating education and training to sport leaders, administrators and volunteers by providing information and/or available resources
- Promoting and encouraging the hosting of sport events in conjunction with Calgary Sport Tourism Authority and the Festival and Events Policy

* Sport Calgary's operating budget currently resides in Recreation Program 426

CIVIC PARTNERS: Key Contributions

Sport & Leisure

Parks Foundation, Calgary

Parks Foundation Calgary, through partnerships with the City, other levels of government, foundations, corporations and individuals, is a leading catalyst in creating parks, preserving river valleys, and supporting amateur sports. Since 1985, Parks Foundation Calgary has administered funds raised by communities for a wide range of projects. Parks Foundation Calgary raises funds and manages major capital projects such as the Calgary Bow River Weir, River Passage Park, and the Calgary Greenway, resulting in iconic locations for safe, wholesome and free recreation for Calgarians from all walks of life.

Other key program areas include: Saddledome Amateur Sports Granting Program (supports countless amateur sports facilities, clubs and schools), Building Playgrounds and Communities Program (prioritizes areas of higher needs in supporting and building playgrounds), Benches Program (allows citizens to create memorials for their loved ones and at the same time enhance city parks) and the Horticultural Therapy Program (offering disadvantaged persons the opportunity to connect with nature while learning about native vegetables, herbs and flowers). New Initiatives will include the exploration of an Urban Farming project.

Talisman Centre

Talisman Centre is a dynamic organization dedicated to providing people of different ages and abilities inspiring, developmental sport and wellness experiences, assisting them to achieve their goals.

In keeping with the 2010-2020 Recreation Master Plan, Talisman Centre offers people of all ages and abilities affordable and accessible opportunities to engage in sport, recreation and wellness. Support programs are in place to ensure that all Calgarians can benefit from the Centre's services, contributing to a better quality of life. Talisman Centre is recognized as one of the top training and competition facilities in all of North America. As such, the facility draws over 1.5 million visitors each year and supports more than 10,000 amateur athletes. Almost every weekend, Talisman Centre hosts sport competitions that produce significant economic benefits to our city in the areas of tourism, volunteerism and city pride.

Talisman Centre is a dynamic employer that provides work opportunities, training, mentorship and professional development to more than 200 Calgarians in diverse areas.

CIVIC PARTNERS: Operating Budget for Council Approval

(Note: These amounts are grants that The City provides to individual Civic Partners)

(\$ 000s)

Program 449	2010 Actual	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Aerospace Museum	216	218	214	216	218
Calgary Arts Develop Authority	4,972	5,038	5,393	5,440	5,487
Calgary Economic Development	4,751	4,821	4,735	4,780	4,825
Calgary Public Library	36,372	39,616	39,483	39,840	40,197
Calgary Technologies Inc.	711	722	709	716	722
Calgary TELUS Convention Centre	3,071	2,624	2,597	2,611	2,625
Calgary Zoological Society	6,858	6,946	6,822	6,887	6,952
Epcor Centre for the Performing Arts	1,774	1,800	2,168	2,185	2,202
Fort Calgary Preservation Society	966	980	963	972	981
Heritage Park Society	2,670	2,710	2,662	2,687	2,712
Office of Economic Development & Policy Coordination	336	677	665	671	677
Parks Foundation, Calgary	150	300	0	0	0
Talisman Centre	1,199	2,217	1,196	1,207	1,218
TELUS World of Science - Calgary	1,897	1,926	2,032	1,909	1,927
Tourism Calgary	2,411	2,447	2,404	2,426	2,449
Net	68,354	73,043	72,042	72,547	73,191
FTEs	3.0	3.0	3.0	3.0	3.0

Revenues	(302)	0	0	0	0
Expenditures	68,768	73,419	72,418	72,923	73,568
Recoveries	(113)	(376)	(376)	(376)	(376)
Net	68,354	73,043	72,042	72,547	73,192

Totals may not add due to rounding

For Council Approval

CIVIC PARTNERS: 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Capital Investment In Civic Partners						
Approved Projects in Progress	1,740	0	0	0	0	1,740
Total Projects Requiring Approval: (2)						
Program 633 : Capital Investment in Civic Partners	6,566	0	0	0	0	6,566
Total Projects Requiring Approval	6,566	0	0	0	0	6,566
2012 Capital Budget	8,306	0	0	0	0	8,306
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	5,867	5,867	3,500	3,500	18,734
Total Capital Investment In Civic Partners	8,306	5,867	5,867	3,500	3,500	27,040
Calgary Public Library						
Approved Projects in Progress	5,000	25,209	0	0	0	30,209
Total Projects Requiring Approval: (2)						
Program 479 : Calgary Public Library Branch	3,864	0	0	0	0	3,864
Total Projects Requiring Approval	3,864	0	0	0	0	3,864
2012 Capital Budget	8,864	25,209	0	0	0	34,073
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	33,863	53,873	55,000	0	142,736
Total Calgary Public Library	8,864	59,072	53,873	55,000	0	176,809
Calgary Technologies						
Approved Projects in Progress	37,000	0	0	0	0	37,000
Total Projects Requiring Approval	0	0	0	0	0	0
2012 Capital Budget	37,000	0	0	0	0	37,000
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Calgary Technologies	37,000	0	0	0	0	37,000

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 Capital Budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
- (2) Program-project details for approval are included in the Civic Partners - Capital Projects Requiring Approval.

CIVIC PARTNERS: 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Calgary Telus Convention Centre						
Approved Projects in Progress	0	0	0	0	0	0
Total Projects Requiring Approval: (2)						
Program 626 : Telus Convention Centre	180	0	0	0	0	180
Total Projects Requiring Approval	180	0	0	0	0	180
2012 Capital Budget	180	0	0	0	0	180
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	180	180	180	180	720
Total Calgary Telus Convention Centre	180	180	180	180	180	900
Culture Related Infrastructure						
Approved Projects in Progress	36,800	2,500	0	0	0	39,300
Total Projects Requiring Approval	0	0	0	0	0	0
2012 Capital Budget	36,800	2,500	0	0	0	39,300
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Culture Related Infrastructure	36,800	2,500	0	0	0	39,300
Fort Calgary						
Approved Projects in Progress	1,890	0	0	0	0	1,890
Total Projects Requiring Approval	0	0	0	0	0	0
2012 Capital Budget	1,890	0	0	0	0	1,890
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Fort Calgary	1,890	0	0	0	0	1,890

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 Capital Budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
- (2) Program-project details for approval are included in the Civic Partners - Capital Projects Requiring Approval.

CIVIC PARTNERS: 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Capital Investment In Civic Partners						
Approved Projects in Progress	1,740	0	0	0	0	1,740
Total Projects Requiring Approval: (2)						
Program 633 : Capital Investment in Civic Partners	6,566	0	0	0	0	6,566
Total Projects Requiring Approval	6,566	0	0	0	0	6,566
2012 Capital Budget	8,306	0	0	0	0	8,306
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	5,867	5,867	3,500	3,500	18,734
Total Capital Investment In Civic Partners	8,306	5,867	5,867	3,500	3,500	27,040
Calgary Public Library						
Approved Projects in Progress	5,000	25,209	0	0	0	30,209
Total Projects Requiring Approval: (2)						
Program 479 : Calgary Public Library Branch	3,864	0	0	0	0	3,864
Total Projects Requiring Approval	3,864	0	0	0	0	3,864
2012 Capital Budget	8,864	25,209	0	0	0	34,073
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	33,863	53,873	55,000	0	142,736
Total Calgary Public Library	8,864	59,072	53,873	55,000	0	176,809
Calgary Technologies						
Approved Projects in Progress	37,000	0	0	0	0	37,000
Total Projects Requiring Approval	0	0	0	0	0	0
2012 Capital Budget	37,000	0	0	0	0	37,000
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Calgary Technologies	37,000	0	0	0	0	37,000

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 Capital Budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
- (2) Program-project details for approval are included in the Civic Partners - Capital Projects Requiring Approval.

CIVIC PARTNERS: Capital Projects Requiring Approval

(\$000s)

\$10,610 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
479-002	New Central Library	G	C	0	0	80,000	0	30,000	50,000	0	0	80,000
479-003	Library Lifecycle Grant	M	C	0	0	11,600	3,864	3,863	3,873	0	0	11,600
Total Program 479 : Calgary Public Library Branch				0	0	91,600	3,864	33,863	53,873	0	0	91,600
626-096	Convention Centre - Lifecycle	M	C	0	0	540	180	180	180	0	0	540
Total Program 626 : Telus Convention Centre				0	0	540	180	180	180	0	0	540
633-002	Civic Partners Infrastructure Grant	M	C	0	0	18,300	6,566	5,867	5,867	0	0	18,300
Total Program 633 : Capital Investment in Civic Partners				0	0	18,300	6,566	5,867	5,867	0	0	18,300
				0	0	110,440	10,610	39,910	59,920	0	0	110,440

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project

Funding For Capital Projects

Revenue/Reserves	180	180	180	0	0	540
Community Investment Reserve	4,100	33,000	53,000	0	0	90,100
Pay-As-You-Go	5,200	5,600	5,600	0	0	16,400
Lifecycle Maintenance & Upgrade Reserve	1,130	1,130	1,140	0	0	3,400
Total Funding	10,610	39,910	59,920	0	0	110,440

CIVIC PARTNERS: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 479 : Calgary Public Library Branch

Project 479-002: New Central Library

New Budget request of \$80 million from 2013 to 2014 with funding from the Community Investment Reserve to cover capital costs of the new Central Library.

Project 479-003: Library Lifecycle Grant

New Budget Request of \$11.6 million from 2012 to 2014 for to cover the ongoing maintenance of library assets and projects that have been identified as needing to be replaced or repaired. Program will be funded by Pay-As-You-Go of \$8.2 million and Lifecycle Maintenance & Upgrade Reserve of \$3.4 million.

Program 626 : Telus Convention Centre

Project 626-096: Convention Centre - Lifecycle

New Budget Request of \$540 thousand from 2012 to 2014 with funding from Telus Convention Centre Reserve to cover the ongoing maintenance of assets.

Program 633 : Capital Investment in Civic Partners

Project 633-002: Civic Partner Infrastructure Grant

New Budget Request of \$18.3 million from 2012 to 2014 with funding from the Community Investment Reserve of \$10.1 million and Pay-As-You-Go of \$8.2 million to cover ongoing lifecycle and upgrade projects for Civic Partners.

CIVIC PARTNERS : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
479	001	Library - CIR New Central	A	G	0	5,000	25,209	0	0	0	30,209	30,209
479	002	New Central Library	C	G	0	0	30,000	50,000	0	0	80,000	80,000
479	002	New Central Library	D	G	0	0	0	0	55,000	0	55,000	55,000
479	003	Library Lifecycle Grant	C	M	0	3,864	3,863	3,873	0	0	11,600	11,600
480	001	Saddledome - Lifecycle	A	M	0	0	0	0	0	0	0	0
512	892	Fort Calgary - CIR	A	G	0	1,890	0	0	0	0	1,890	1,890
515	001	Culture Artifact	A	M	300	500	0	0	0	0	500	800
623	001	CTI Discovery Place I - Tenant Renovations	A	M	0	37,000	0	0	0	0	37,000	37,000
626	096	Convention Centre - Lifecycle	C	M	0	180	180	180	0	0	540	540
626	096	Convention Centre - Lifecycle	D	M	0	0	0	0	180	180	360	360
633	001	CP 1.8 Capital Investment in CP	A	S	3,295	1,740	0	0	0	0	1,740	5,035
633	002	Civic Partners Infrastructure Grant	C	M	0	6,566	5,867	5,867	0	0	18,300	18,300
633	002	Civic Partners Infrastructure Grant	D	M	0	0	0	0	3,500	3,500	7,000	7,000
639	002	Mount Royal Conservatory	A	G	3,800	6,500	0	0	0	0	6,500	10,300
639	004	Cantos Music Museum - King Eddy Project	A	G	3,500	19,000	2,500	0	0	0	21,500	25,000
639	005	Pumphouse Theatres Project	A	G	904	3,000	0	0	0	0	3,000	3,904
639	008	Alberta Creative Hub	A	G	5,700	4,300	0	0	0	0	4,300	10,000
639	009	King Edward School Arts Incubator Project	A	G	2,000	3,000	0	0	0	0	3,000	5,000
639	010	Renovation of Calgary Centre for Performing Arts	A	U	1,500	1,000	0	0	0	0	1,000	2,500
Total Civic Partners					20,999	93,540	67,619	59,920	58,680	3,680	283,439	304,438

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

COUNCIL: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
Aldermanic Office (Program 836)											
Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	5,725	5,941	5,891	0	5,891	5,944	25	5,969	5,997	12	6,009
Recoveries	0	0	0	0	0	0	0	0	0	0	0
Net	5,725	5,941	5,891	0	5,891	5,944	25	5,969	5,997	12	6,009
FTEs	36.2	36.0	36.0	0.0	36.0	36.0	0.0	36.0	36.0	0.0	36.0
Audit Committee (Program 835)											
Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	1,163	814	804	0	804	814	0	814	825	0	825
Recoveries	(68)	(66)	(69)	0	(69)	(72)	0	(72)	(76)	0	(76)
Net	1,095	748	735	0	735	742	0	742	749	0	749
FTEs	3.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0

 For Council Approval

COUNCIL: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
City Auditor's Office (Program 790)											
Revenues	(4)	0	0	0	0	0	0	0	0	0	0
Expenditures	1,732	2,312	1,928	0	1,928	1,946	0	1,946	1,964	0	1,964
Recoveries	0	0	0	0	0	0	0	0	0	0	0
Net	1,728	2,312	1,928	0	1,928	1,946	0	1,946	1,964	0	1,964
FTEs	14.0	14.0	14.0	0.0	14.0	14.0	0.0	14.0	14.0	0.0	14.0
Mayor's Office (Program 834)											
Revenues	(8)	0	0	0	0	0	0	0	0	0	0
Expenditures	1,625	1,820	1,553	0	1,553	1,567	0	1,567	1,581	0	1,581
Recoveries	(10)	0	0	0	0	0	0	0	0	0	0
Net	1,607	1,820	1,553	0	1,553	1,567	0	1,567	1,581	0	1,581
FTEs	8.5	8.5	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0

 For Council Approval

COUNCIL: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
TOTAL COUNCIL											
Revenues	(12)	0	0	0	0	0	0	0	0	0	0
Expenditures	10,244	10,887	10,176	0	10,176	10,271	25	10,296	10,367	12	10,379
Recoveries	(78)	(66)	(69)	0	(69)	(72)	0	(72)	(76)	0	(76)
Net	10,155	10,822	10,107	0	10,107	10,199	25	10,224	10,291	12	10,303
FTEs	61.7	61.5	63.0	0.0	63.0	63.0	0.0	63.0	63.0	0.0	63.0

Totals may not add due to rounding

 **For Council Approval**

COUNCIL: ALDERMANIC OFFICE: Operating Budget Summary

Overview

This program supports the individuals elected as Aldermen to govern The City of Calgary and in representing their constituents to The City of Calgary.

- Aldermen, as Members of Council, set policies and budgets to guide the administration of the City of Calgary.
- Aldermen each individually also represent the interest of their constituents to both Council and the Administration.
- The main components of the program are the salaries and benefits of the Aldermen, their Assistants and office staff.

(\$ 000s)

Program 836	2011 Budget					2012 Budget					2013 Budget					2014 Budget					
	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE	
Total	0	5,941	0	5,941	36.0	0	5,891	0	5,891	36.0	0	5,969	0	5,969	36.0	0	6,009	0	6,009	36.0	

Key Changes and Challenges

- One-time costs of \$37,000 over 2013 and 2014 related to name change to Councillor and 2013 election.

COUNCIL: AUDIT COMMITTEE: Operating Budget Summary

Overview

This program includes the following components:

- External Audits: the fees for the external auditor, which reviews and provides an audit annual opinion on The City's financial statements, as required by the Municipal Government Act
- Resource Group: the costs for staff to assist Audit Committee in: achieving its annual work plan; supporting Audit Committee task forces; advising on audit reports, financial policies and other matters; and conducting public policy research on behalf of Council members
- Special Studies: the costs related to task forces appointed by Audit Committee and/or Council to perform comprehensive audit examinations of business unit operations, and to carry out other special examinations.

(\$ 000s)

Program 835	2011 Budget					2012 Budget					2013 Budget					2014 Budget				
	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE
Total	0	814	(66)	748	3.0	0	804	(69)	735	3.0	0	814	(72)	742	3.0	0	825	(76)	749	3.0

Key Changes and Challenges

- Annual inflationary increases for external contracts partially offset by increased recoveries; reductions in salaries.
- The reductions in salaries could impact amount of research carried out by the Resource Group, depending on the extent of special studies carried by the Audit Committee.

COUNCIL: CITY AUDITOR'S OFFICE: Operating Budget Summary

Overview

This program is independent of the Administration and assists Council in its oversight of the City Manager's administration and accountability for stewardship over public funds and achievement of value for money in City operations through the completion of:

- performance reviews and evaluations of City operations, programs, processes and systems;
- reviews to determine the extent of compliance with corporate policies and procedures;
- financial audits, excluding those performed by the external auditor;
- reviews of autonomous organizations that have an operating agreement with The City or receive operating or capital funds from The City;
- consulting and advisory services.

\$ 000s

Program 790	2011 Budget					2012 Budget					2013 Budget					2014 Budget				
	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE
Total	0	2,312	0	2,312	14.0	0	1,928	0	1,928	14.0	0	1,946	0	1,946	14.0	0	1,964	0	1,964	14.0

COUNCIL: MAYOR'S OFFICE: Operating Budget Summary

Overview

This program includes the following components to support the Mayor:

- Salaries for Staff
- Research & Policy Development
- Citizen Engagement
- Economic Development
- Communications

(\$ 000s)

Program 834	2011 Budget					2012 Budget					2013 Budget					2014 Budget				
	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE	Rev	Expen	Recov	Net	FTE
Total	0	1,820	0	1,820	8.5	0	1,553	0	1,553	10.0	0	1,567	0	1,567	10.0	0	1,581	0	1,581	10.0

Key Changes and Challenges

The key challenge is to effectively provide support for the Mayor with a small staff. The Mayor has incorporated research and policy development, citizen engagement and communications staff into his office, which is a significant change from the previous administration. In order to do this, the Mayor has reduced travel, communications, and consulting expenses. However, it has become apparent the Mayor will need to increase the administrative staff by 2 FTEs, within the current salary envelope, to adequately support the operations of the office.

CORPORATE PROGRAMS

Overview

The City's Corporate Programs include common revenue sources as well as corporate costs that are not proprietary to any department or business unit. Common Revenue sources include franchise fees, general revenue, investment income and financial charges, as well as taxation, which account for a significant portion of The City's operating budget. Corporate Costs & Debt Servicing are based on legislated requirements and/or Council policies including corporate requirements for capital financing; civic and intergovernmental affairs; corporate costs; employee benefits; gas, power and telecommunications; as well as scholarships.

The tables below identify projections for both Common Revenues and Corporate Costs & Debt Servicing over the 2012-2014 budget cycle. The forecasts show that common revenues are expected to grow by 4.0 per cent in 2012, 5.2 per cent in 2013 and 5.3 per cent in 2014. At the same time, Corporate Costs & Debt Servicing are projected to grow by 30.4 per cent in 2012, 19.5 per cent in 2013 and 18.7 per cent in 2014 due to the contingencies related to employee costs.

Common Revenues

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Franchise Fees	(195,136)	0	0	(195,136)	(202,547)	0	0	(202,547)	(209,575)	0	0	(209,575)	(218,996)	0	0	(218,996)
General Revenue	(168,704)	16,072	0	(152,632)	(139,631)	16,072	0	(123,559)	(135,465)	16,072	0	(119,393)	(130,691)	16,072	0	(114,619)
Investmt Income & Financial Charges	(38,100)	13,922	(1,000)	(25,178)	(37,721)	15,479	(300)	(22,542)	(43,124)	18,199	(100)	(25,025)	(44,765)	19,755	0	(25,010)
Taxation	(1,240,571)	6,840	0	(1,233,731)	(1,328,955)	6,840	0	(1,322,115)	(1,410,024)	6,840	0	(1,403,184)	(1,498,391)	6,840	0	(1,491,551)
Total	(1,642,511)	36,834	(1,000)	(1,606,677)	(1,708,854)	38,391	(300)	(1,670,763)	(1,798,188)	41,111	(100)	(1,757,177)	(1,892,843)	42,667	0	(1,850,176)

Corporate Costs & Debt Servicing

(\$ 000s)

Capital Financing Costs	(93,771)	310,969	0	217,198	(92,670)	314,172	0	221,502	(87,886)	310,925	0	223,039	(69,900)	295,516	0	225,616
Civic & Intergovern. Affairs	0	400	0	400	0	350	0	350	0	430	0	430	0	387	0	387
Corporate Costs	0	46,840	(2,469)	44,371	0	122,386	(2,467)	119,919	0	187,401	(2,466)	184,935	0	261,539	(2,466)	259,073
Employee Benefits	(1,534)	1,905	(375)	(4)	(1,630)	2,038	(408)	0	(1,720)	2,162	(442)	0	(1,840)	2,310	(470)	0
Gas, Power & Telecomm.	(107)	674	0	567	0	674	0	674	0	674	0	674	0	674	0	674
Scholarships	0	69	0	69	0	69	0	69	0	71	0	71	0	73	0	73
Total	(95,412)	360,857	(2,844)	262,601	(94,300)	439,689	(2,875)	342,514	(89,606)	501,663	(2,908)	409,149	(71,740)	560,499	(2,936)	485,823

Key Trends & Issues

Common revenue sources and corporate costs are impacted by a number of external variables and economic indicators in the global environment that are beyond The City's control, such as market volatility, oil and gas prices, electricity rates, interest rates, investor confidence, business activity, housing starts, population growth and consumption rates.

Forecasts for the 2012-2014 budget cycle show modest growth expectations for common revenues based on approved Council policies, interest rates and yields on investment income, assessment growth, tax and utility rates.

Projected growth rates for Corporate Costs & Debt Servicing are driven largely by growth-related expenditures, capital financing costs in accordance with Council-approved policies, shifting demographics and workforce trends and corporate contingencies related to employee costs.

CORPORATE PROGRAMS: COMMON REVENUE: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Franchise Fees (Program 857)

Revenues	(192,583)	(195,136)	(202,547)	0	(202,547)	(209,575)	0	(209,575)	(218,996)	0	(218,996)
Expenditures	0	0	0	0	0	0	0	0	0	0	0
Recoveries	0	0	0	0	0	0	0	0	0	0	0
Net	(192,583)	(195,136)	(202,547)	0	(202,547)	(209,575)	0	(209,575)	(218,996)	0	(218,996)

General Revenue (Program 860)

Revenues	(159,231)	(168,704)	(124,205)	(15,426)	(139,631)	(124,334)	(11,131)	(135,465)	(124,085)	(6,606)	(130,691)
Expenditures	11,835	16,072	16,072	0	16,072	16,072	0	16,072	16,072	0	16,072
Recoveries	(25)	0	0	0	0	0	0	0	0	0	0
Net	(147,421)	(152,632)	(108,133)	(15,426)	(123,559)	(108,262)	(11,131)	(119,393)	(108,013)	(6,606)	(114,619)

 **For Council Approval**

CORPORATE PROGRAMS: COMMON REVENUE: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Investment Income and Financial Charges (Program 858)

Revenues	(39,121)	(38,100)	(37,721)	0	(37,721)	(43,124)	0	(43,124)	(44,765)	0	(44,765)
Expenditures	14,757	13,922	15,479	0	15,479	18,199	0	18,199	19,755	0	19,755
Recoveries	(600)	(1,000)	(300)	0	(300)	(100)	0	(100)	0	0	0
Net	(24,963)	(25,178)	(22,542)	0	(22,542)	(25,025)	0	(25,025)	(25,010)	0	(25,010)

Taxation (Program 856)

Revenues	(1,176,160)	(1,240,571)	(1,328,955)	0	(1,328,955)	(1,410,024)	0	(1,410,024)	(1,498,391)	0	(1,498,391)
Expenditures	49,549	6,840	6,840	0	6,840	6,840	0	6,840	6,840	0	6,840
Recoveries	0	0	0	0	0	0	0	0	0	0	0
Net	(1,126,611)	(1,233,731)	(1,322,115)	0	(1,322,115)	(1,403,184)	0	(1,403,184)	(1,491,551)	0	(1,491,551)

 **For Council Approval**

CORPORATE PROGRAMS: COMMON REVENUE: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
TOTAL COMMON REVENUE											
Revenues	(1,567,094)	(1,642,511)	(1,693,428)	(15,426)	(1,708,854)	(1,787,057)	(11,131)	(1,798,188)	(1,886,237)	(6,606)	(1,892,843)
Expenditures	76,141	36,834	38,391	0	38,391	41,111	0	41,111	42,667	0	42,667
Recoveries	(625)	(1,000)	(300)	0	(300)	(100)	0	(100)	0	0	0
Net	(1,491,578)	(1,606,677)	(1,655,337)	(15,426)	(1,670,763)	(1,746,046)	(11,131)	(1,757,177)	(1,843,570)	(6,606)	(1,850,176)

Totals may not add due to rounding

CORPORATE PROGRAMS: CORPORATE COSTS & DEBT SERVICING: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
Capital Financing Costs (Program 840)											
Revenues	(99,361)	(93,771)	(92,670)	0	(92,670)	(87,886)	0	(87,886)	(69,900)	0	(69,900)
Expenditures	302,357	310,969	315,951	(1,779)	314,172	312,755	(1,830)	310,925	297,382	(1,866)	295,516
Recoveries	0	0	0	0	0	0	0	0	0	0	0
Net	202,996	217,198	223,281	(1,779)	221,502	224,869	(1,830)	223,039	227,482	(1,866)	225,616

Civic & Intergovernmental Affairs (Program 863)

Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	312	400	350	0	350	368	62	430	387	0	387
Recoveries	0	0	0	0	0	0	0	0	0	0	0
Net	312	400	350	0	350	368	62	430	387	0	387

 **For Council Approval**

CORPORATE PROGRAMS: CORPORATE COSTS & DEBT SERVICING: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Corporate Costs (Program 861)

Revenues	(697)	0	0	0	0	0	0	0	0	0	0
Expenditures	12,168	46,840	112,810	9,576	122,386	182,401	5,000	187,401	256,539	5,000	261,539
Recoveries	(2,366)	(2,469)	(2,467)	0	(2,467)	(2,466)	0	(2,466)	(2,466)	0	(2,466)
Net	9,105	44,371	110,343	9,576	119,919	179,935	5,000	184,935	254,073	5,000	259,073

Employee Benefits (Program 787)

Revenues	(3,601)	(1,534)	(1,630)	0	(1,630)	(1,720)	0	(1,720)	(1,840)	0	(1,840)
Expenditures	(8,193)	1,905	2,038	0	2,038	2,162	0	2,162	2,310	0	2,310
Recoveries	(334)	(375)	(408)	0	(408)	(442)	0	(442)	(470)	0	(470)
Net	(12,128)	(4)	0	0	0	0	0	0	0	0	0

 **For Council Approval**

CORPORATE PROGRAMS: CORPORATE COSTS & DEBT SERVICING: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Gas, Power & Telecommunications (Program 621)

Revenues	(89)	(107)	0	0	0	0	0	0	0	0	0
Expenditures	857	674	674	0	674	674	0	674	674	0	674
Recoveries	0	0	0	0	0	0	0	0	0	0	0
Net	768	567	674	0	674	674	0	674	674	0	674

Scholarships (Program 464)

Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	65	69	69	0	69	71	0	71	73	0	73
Recoveries	0	0	0	0	0	0	0	0	0	0	0
Net	65	69	69	0	69	71	0	71	73	0	73

 **For Council Approval**

CORPORATE PROGRAMS: CORPORATE COSTS & DEBT SERVICING: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
TOTAL CORPORATE COSTS & DEBT SERVICING											
Revenues	(103,748)	(95,412)	(94,300)	0	(94,300)	(89,606)	0	(89,606)	(71,740)	0	(71,740)
Expenditures	307,565	360,857	431,892	7,797	439,689	498,431	3,232	501,663	557,365	3,134	560,499
Recoveries	(2,700)	(2,844)	(2,875)	0	(2,875)	(2,908)	0	(2,908)	(2,936)	0	(2,936)
Net	201,117	262,601	334,717	7,797	342,514	405,917	3,232	409,149	482,689	3,134	485,823

Totals may not add due to rounding

CORPORATE PROGRAMS: Franchise Fees

Overview

The Municipal Government Act permits a municipality and a utility to enter into an agreement that allows the utility to collect a franchise fee, in lieu of the utility collecting revenue from its customers to pay for the rights-of-way and property taxes. This program includes franchise agreements with ENMAX, ATCO Gas and the City utilities.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
ENMAX	(94,500)	0	0	(94,500)	(103,000)	0	0	(103,000)	(105,000)	0	0	(105,000)	(107,000)	0	0	(107,000)
ATCO	(60,000)	0	0	(60,000)	(57,000)	0	0	(57,000)	(58,000)	0	0	(58,000)	(61,000)	0	0	(61,000)
Utilities	(40,136)	0	0	(40,136)	(42,097)	0	0	(42,097)	(46,125)	0	0	(46,125)	(50,546)	0	0	(50,546)
Access Fee	(500)	0	0	(500)	(450)	0	0	(450)	(450)	0	0	(450)	(450)	0	0	(450)
Total	(195,136)	0	0	(195,136)	(202,547)	0	0	(202,547)	(209,575)	0	0	(209,575)	(218,996)	0	0	(218,996)

Program Summary

ENMAX: The City receives Local Access Fees revenue from ENMAX Corporation which it collects from its customers in lieu of property tax. These revenues are determined by customer consumption, commodity prices and a fixed charge for distribution and transmission.

ATCO: The City receives franchise fee revenue from ATCO Gas in lieu of property tax. These revenues are determined by customer consumption, commodity prices and a fixed charge for distribution and transmission.

Utilities: The City's Utilities makes a franchise fee payment to the Franchise Fees program. The amount of the franchise fee is 10 per cent of the net sales revenue minus the revenue from customers outside city limits.

Access Fee: A payment related to access City infrastructure.

Trends & Issues:

The price and volume of electricity and gas are extremely difficult to forecast due to factors such as month-to-month price volatility, supply and demand conditions within Alberta, the weather and global events.

ENMAX price assumption: \$80/MWh in 2012, 2013 and 2014.

Increase in electricity franchise revenue due to growth in ENMAX distribution, transmission and sales revenues in 2012, 2013 and 2014.

ATCO price assumption: \$4.20/GJ in 2012, \$4.50/GJ in 2013 and \$5.10/GJ in 2014.

Utilities: Increase in revenue due to increase in utilities rates in 2012, 2013 and 2014.

CORPORATE PROGRAMS: General Revenue

Overview

This program includes ENMAX dividend, Utilities dividend, Calgary Parking Authority (CPA) contributions, Fiscal Stability Reserve (FSR) contribution to operations, City On-line revenue & management fees, and Community Revitalization Levy.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
ENMAX Dividend	(52,300)	0	0	(52,300)	(47,300)	0	0	(47,300)	(47,300)	0	0	(47,300)	(47,300)	0	0	(47,300)
Utilities Dividend	(42,500)	0	0	(42,500)	(42,500)	0	0	(42,500)	(42,500)	0	0	(42,500)	(42,500)	0	0	(42,500)
Calgary Parking Authority	(14,974)	0	0	(14,974)	(13,101)	0	0	(13,101)	(13,246)	0	0	(13,246)	(13,105)	0	0	(13,105)
FSR Contribution to Operations	(37,979)	0	0	(37,979)	(15,426)	0	0	(15,426)	(11,131)	0	0	(11,131)	(6,606)	0	0	(6,606)
City On-line & Mgmt. Fees	(4,879)	0	0	(4,879)	(5,232)	0	0	(5,232)	(5,216)	0	0	(5,216)	(5,108)	0	0	(5,108)
Community Revitalization Levy	(16,072)	16,072	0	0	(16,072)	16,072	0	0	(16,072)	16,072	0	0	(16,072)	16,072	0	0
Total	(168,704)	16,072	0	(152,632)	(139,631)	16,072	0	(123,559)	(135,465)	16,072	0	(119,393)	(130,691)	16,072	0	(114,619)

Program Summary

ENMAX Dividend:

ENMAX pays an annual dividend of minimum \$35 million or 30 per cent of the prior year's net earnings, whichever is greater. The estimated annual dividend is \$47.3 million. Revenue in excess of budget is allocated to the Legacy Parks Fund in accordance with Council Policy.

Utilities Dividend:

Utilities pays an annual dividend. Council has set a cap of \$42.5 million on the dividends.

Calgary Parking Authority

The total parking enforcement revenue, less costs, is paid to The City.

Enforcement

In addition, the Calgary Parking Authority pays The City a contribution based on its net revenue.

Revenue:

- Annual net revenues, less parking enforcement revenues and distribution to other City business units, which is multiplied by 65 per cent.
- The amount received by the General Revenue program is the prior year's budget plus the consumer price index for the current year.
- This contribution is also allocated to Parking Land Acquisition Reserve & Transportation Infrastructure Reserve (not through this program).

FSR Contribution to Operations:

One-time expenditures by City departments are normally funded by the Fiscal Stability Reserve (FSR).

City On-line and

Management Fees:

City on-line revenue is generated from third parties accessing City database resources.

Debt management fees are charged to third parties for loans advanced to them by the City. The largest component is from ENMAX.

Community

Revitalization

Levy:

Council authorizes a bylaw annually which imposes a levy in respect of the incremental assessed value of property in a community revitalization levy area. This is used to raise revenue towards payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization area. The collection is paid out to the Calgary Municipal Land Corporation through this program.

Trends and Issues:

Reduction in Calgary Parking Authority revenues in 2012 (\$1.9 million) is mainly due to citizens adhering to parking policy.

Contribution from Fiscal Stability Reserve to fund one-time operating costs:

Significantly, Civic Election, Cultural Capitals of Canada, Alberta Police Integrated Information Initiative, Innovation Fund and Transportation Fuel Contingency.

The contributions are \$15.4 million in 2012, \$11.1 million in 2013 and \$6.6 million in 2014.

CORPORATE PROGRAMS: Investment Income & Financial Charges

Overview

Investment income earned on operating cash flows, reserves and capital deposits. This program also includes banking service charges, investment transactions fees, custodial charges and fees relating to The City's treasury functions.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Gross Investment Income	(51,300)	0	(1,000)	(52,300)	(52,611)	0	(300)	(52,911)	(61,055)	0	(100)	(61,155)	(64,311)	0	0	(64,311)
Allocations to Self-supporting Business Units	6,200	0	0	6,200	8,165	0	0	8,165	9,833	0	0	9,833	10,384	0	0	10,384
Allocations to Capital Deposits	7,000	0	0	7,000	6,725	0	0	6,725	8,098	0	0	8,098	9,162	0	0	9,162
Allocations to Reserves	0	11,500	0	11,500	0	12,969	0	12,969	0	15,617	0	15,617	0	17,103	0	17,103
Financial Charges	0	922	0	922	0	958	0	958	0	975	0	975	0	990	0	990
Investment Fees	0	1,500	0	1,500	0	1,552	0	1,552	0	1,607	0	1,607	0	1,662	0	1,662
Total	(38,100)	13,922	(1,000)	(25,178)	(37,721)	15,479	(300)	(22,542)	(43,124)	18,199	(100)	(25,025)	(44,765)	19,755	0	(25,010)

Program Summary

- Gross Investment Income:** Gross investment income and recoveries are earned on the City's investment portfolio.
- Allocations to Self-supporting Business Units:** Allocation of investment income from this program to other self-supported operating programs.
- Allocations to Capital Deposits:** Allocation of investment income from this program to capital deposits. The revenue will be recognized when the capital deposits fund the related capital projects.
- Allocations to Reserves:** Allocation of investment income from this program to Council-approved interest earning reserves.
- Financial Charges:** Financial Charges related to treasury operations include service fees for banking, cash handling and investment custodianship.
- Investment Fees:** Investment Managers' Fees on City's externally managed investment portfolio.

Trends & Issues:

Low interest yields continue to suppress investment income, and continued uncertainty concerning future interest rates creates risk for future investment returns.

Gross investment income is City's investment portfolio based on the following projected weighted average yield: 2.35 per cent in 2012, 2.64 per cent in 2013 and 2.67 per cent in 2014.

CORPORATE PROGRAMS: Taxation

Overview

The Municipal Government Act requires a municipality to pass a property tax bylaw annually, and gives municipalities the option to levy a business tax. This program includes municipal property tax, business tax, penalties and other expenditures.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Property Tax	(1,044,114)	0	0	(1,044,114)	(1,126,401)	0	0	(1,126,401)	(1,202,524)	0	0	(1,202,524)	(1,288,895)	0	0	(1,288,895)
Business Tax	(189,720)	0	0	(189,720)	(194,617)	0	0	(194,617)	(199,563)	0	0	(199,563)	(201,559)	0	0	(201,559)
Penalties	(6,737)	0	0	(6,737)	(7,937)	0	0	(7,937)	(7,937)	0	0	(7,937)	(7,937)	0	0	(7,937)
Other expend.	0	6,840	0	6,840	0	6,840	0	6,840	0	6,840	0	6,840	0	6,840	0	6,840
Total	(1,240,571)	6,840	0	(1,233,731)	(1,328,955)	6,840	0	(1,322,115)	(1,410,024)	6,840	0	(1,403,184)	(1,498,391)	6,840	0	(1,491,551)

Program Summary

Property Tax: It is levied on assessed value of all taxable properties, tax rates are sufficient to meet the estimated expenditures to support City services.

Business Tax: It is levied on businesses that occupy space within the city of Calgary during the calendar year.

Penalties: On July 1, a penalty of 7 per cent of the unpaid current property taxes will be added to the balance. On October 1, an additional penalty of 7 per cent of the unpaid current property taxes will be added to the balance.
On April 1, a penalty of 7 per cent of the unpaid current business taxes will be added to the balance. On July 1, an additional penalty of 7 per cent of the unpaid current business taxes will be added to the balance.
Any unpaid taxes and penalties accrued from previous years are charged a penalty of 1 per cent of the outstanding balance on the first day of each month until taxes are paid.

Other expenditures: Include business tax bad debt expense, prior year property tax and business tax cancellations and transfer payments on franchise properties.

Trends & Issues:

Property Tax: Council approved tax rate increase of 6 per cent in 2012, 5.7 per cent in 2013 and 6.1 per cent in 2014.

Increase in property tax due to the tax rate increase and assessment growth in 2012 (\$82.3 million), 2013 (\$76.1 million) and 2014 (\$86.4 million).

Business Tax: Tax rate increase is 0 per cent. The last business tax rate increase was approved in 1993.

Increase in business tax due to the assessment growth in 2012 (\$4.9 million), 2013 (\$5.0 million) and 2014 (\$2.0 million).

Penalties: Increase in property tax and business tax penalty revenue in 2012 (\$1.2 million) due to higher tax base.

CORPORATE PROGRAMS: Capital Financing Costs

Overview

This program includes debt, principal and interest payments, contributions to Debt Servicing Reserve (DSR), Lifecycle Maintenance & Upgrade Reserve (LMUR), Pay-As-You-Go (PAYG) and Community Investment Reserve (CIR) in accordance with Council-approved policies.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Debt Payments-funded by DSR	(77,919)	77,919	0	0	(78,242)	78,242	0	0	(73,636)	73,636	0	0	(57,635)	57,635	0	0
Local Improvement Levy	(10,574)	10,574	0	0	(10,638)	10,638	0	0	(10,931)	10,931	0	0	(10,313)	10,313	0	0
Contributions to PAYG, LMUR & DSR	0	167,564	0	167,564	0	172,171	0	172,171	0	173,904	0	173,904	0	175,886	0	175,886
Contribution to Community Investment Reserve	0	50,919	0	50,919	0	50,919	0	50,919	0	50,919	0	50,919	0	50,919	0	50,919
Other revenue & transfer to reserve	(5,278)	3,993	0	(1,285)	(3,790)	2,202	0	(1,588)	(3,319)	1,535	0	(1,784)	(1,952)	763	0	(1,189)
Total	(93,771)	310,969	0	217,198	(92,670)	314,172	0	221,502	(87,886)	310,925	0	223,039	(69,900)	295,516	0	225,616

Program Summary

Debt Payments-funded by DSR: Council approved (FB2002-11) to fund the interest and principal payments of tax-supported debts from the Debt Servicing Reserve.

Local Improvement Levy: Interest and principal payments on local improvement debts are funded by local improvement levy.

Contribution to PAYG, LMUR & DSR: Pay-As-You-Go (PAYG) contribution of \$50.2 million per year was approved by Council (C96-14, C96-26). Additional PAYG contribution was approved by annual transfers from the Debt Servicing Reserve (DSR) of \$10 million in 2009, escalating by \$5 million per year to \$30 million by 2013 (FCS2008-28).

Council approved (FCS2008-28) the annual contribution to the Lifecycle Maintenance & Upgrade Reserve (LMUR), which represents 2.6 per cent of annual property taxes, and the transfer of \$10 million per year from the DSR to the LMUR.

Debt Charge Savings based on maximum tax-supported borrowing capacity of \$350 million are transferred to DSR annually at \$94.8 million, per FB96-15, FB2002-11, and FCS2004-22. Contributions from DSR to fund increased PAYG and LMUR as per FCS2008-28.

Contribution to Community Investment Reserve:

- Council directed (NM2006-05) Administration to allocate GST savings to the Community Investment Reserve to fund important community amenities. Annual contribution amounts to \$8.9 million.
- Council approved (CPS2011-39, C2011-34, C2011-26, and FCS2011-18) an annual contribution of \$42 million (re: 2011 provincial property tax room) to be transferred from operating budget to Community Investment Reserve.

Other revenue & transfer to reserve: Primarily includes Calgary Parking Authority revenue and transfer to reserve; recovery of internal loans from Calgary Public Library and Calgary Convention Centre.

Trends & Issues:

The increase in net budget for each year is primarily due to increased contribution to LMUR as the property tax base increases over the next three years.

DSR = Debt Servicing Reserve, PAYG = Pay-As-You-Go, LMUR = Lifecycle Maintenance & Upgrade Reserve, CIR = Community Investment Reserve

CORPORATE PROGRAMS: Civic & Intergovernmental Affairs

Overview

This program includes corporate memberships dues for the Alberta Urban Municipalities Association and the Federation of Canadian Municipalities.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Membership	0	343	0	343	0	350	0	350	0	368	0	368	0	387	0	387
Conferences	0	57	0	57	0	0	0	0	0	62	0	62	0	0	0	0
Total	0	400	0	400	0	350	0	350	0	430	0	430	0	387	0	387

Program Summary

In addition to annual corporate membership dues, this program also includes conference costs for the Alberta Urban Municipalities Association (AUMA) which is held in Calgary every two or three years.

Increase of 5 per cent is based on the average cost rise in the past five to ten years.

One-Time: Hosting Alberta Urban Municipalities Association (AUMA) conference in 2013 (\$62 thousand).

CORPORATE PROGRAMS: Corporate Costs

Overview

This program has provision for corporate contingencies.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Total	0	46,840	(2,469)	44,371	0	122,386	(2,467)	119,919	0	187,401	(2,466)	184,935	0	261,539	(2,466)	259,073

Program Summary

Corporate contingencies for salaries and wages in 2012 - 2014.

Administrative recoveries from self-supporting business units (\$2.5 million).

One-time operating costs: Zero Based Review Pilot, Innovation Fund and Transportation Fuel Contingency.

CORPORATE PROGRAMS: Employee Benefits

Overview

The Employee Benefits Program is based on a full cost recovery principle and budgeted to net zero based on total City projected salary and wages. This program reflects employer portion only since employees pay their portion of the costs directly.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Canada Pension Plan	0	35,538	0	35,538	0	36,571	0	36,571	0	37,566	0	37,566	0	38,603	0	38,603
Employment Insurance	(1,130)	17,121	0	15,991	(1,250)	18,122	0	16,872	(1,320)	19,133	0	17,813	(1,410)	20,190	0	18,780
Workers Compensation Board	0	15,438	0	15,438	0	16,661	0	16,661	0	17,801	0	17,801	0	19,065	0	19,065
Pensions	0	151,982	0	151,982	0	163,386	0	163,386	0	178,951	0	178,951	0	189,726	0	189,726
Health Benefits & Insurance	(404)	81,025	0	80,621	(380)	89,625	0	89,245	(400)	97,710	0	97,310	(430)	107,015	0	106,585
Vacation Liability	0	9,920	0	9,920	0	10,420	0	10,420	0	10,990	0	10,990	0	11,680	0	11,680
Corporate Workforce Strategy	0	5,650	0	5,650	0	5,650	0	5,650	0	5,650	0	5,650	0	5,650	0	5,650
	(1,534)	316,674	0	315,140	(1,630)	340,435	0	338,805	(1,720)	367,801	0	366,081	(1,840)	391,929	0	390,089
Allocation to Business Units and Recoveries	0	(314,769)	(375)	(315,144)	0	(338,397)	(408)	(338,805)	0	(365,639)	(442)	(366,081)	0	(389,619)	(470)	(390,089)
Total	(1,534)	1,905	(375)	(4)	(1,630)	2,038	(408)	0	(1,720)	2,162	(442)	0	(1,840)	2,310	(470)	0

Program Summary

Canada Pension Plan:	Legislated benefit under Canada Pension Plan Act. 2011 rate is 4.95 per cent to maximum annual pensionable earnings of \$48,300.
Employment Insurance:	Legislated benefit under the Employment Insurance Act. Cost is offset by the premium reduction rebate. 2011 rate is 2.96 per cent to maximum annual insurable earnings of \$44,200.
Workers Compensation Board:	Legislated benefit under Workers Compensation Board Act. 2011 rate is 1.41 per cent to maximum annual insurable earnings of \$82,800.
Pensions:	Premiums for defined benefit pension plans (Local Authorities Pension, Special Forces Pension, etc.) and other retirement benefits.
Health Benefits & Insurance:	Short-term Sickness & Accident, Health, Dental, Group Life Insurance, Employee Family Assist program, Health, Safety & Wellness programs and Benefits administration. Budget based on Benefit Agreement with Municipal Employee Benefit Association of Calgary (MEBAC) and Firefighters.
Vacation Liability:	Funding the change in vacation liability and the payout of banked vacation under various collective agreements.
Corporate Workforce Strategy:	Funding to address the challenges of attraction and retention of employees at The City of Calgary.
Allocation to Business Units & Recoveries:	City's cost of employee benefits are recovered from the business units by applying the fringe benefit rates on salary and wages.

Trends & Issues:

Pensions, Sickness & Accident and Health expenses are increasing at a higher rate than the consumer price index.

Increases in expenses are mainly due to Pension, Sickness & Accident and Health costs based on projected increases in Pension premiums, inflation and volume.

CORPORATE PROGRAMS: Gas, Power & Telecommunications Committee

Overview

To monitor and participate as necessary in regulatory proceedings in the natural gas, electricity and telecommunications industries to protect the interests of The City of Calgary in its role of municipal government.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Total	(107)	674	0	567	0	674	0	674	0	674	0	674	0	674	0	674

Program Summary

In order to secure The City's interest, The City intervenes in certain regulatory proceedings. The largest cost component is legal and consultant fees.

The benefits of intervention include moderation of utility cost increases, support and defence of our franchise fees revenue, and support corporate effort to manage issues related to oil and gas development in and around Calgary.

Trends & Issues:

Expenditures cost pressure due to inflation and rising Alberta Utilities Commission scale of costs.

Loss of eligibility to claim cost due to changes in Alberta Utilities Commission Rule 22.

Increasing regulatory workload including attempts by industry and provincial politicians to reduce City franchise fee revenue.

CORPORATE PROGRAMS: Scholarships

Overview

This program provides scholarships on the basis of academic proficiency and financial needs to students meeting the eligibility criteria.

(\$ 000s)

	2011 Budget				2012 Budget				2013 Budget				2014 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Total	0	69	0	69	0	69	0	69	0	71	0	71	0	73	0	73

Program Summary

The scholarships are provided annually to students attending educational institutions in Calgary.

All scholarships are administered by the respective educational institutions or their respective foundations including Alberta College of Art & Design, Bow Valley College, Mount Royal University, Southern Alberta Institute of Technology, The University of Calgary, Calgary Catholic School District, and Education Matters (Calgary Public School Board).

Trends & Issues:

Increase due to inflation - Consumer Price Index. 2.4 per cent in 2012, 2.3 per cent in 2013 and 2.2 per cent in 2014; except for 2012 where there is no increase due to budgetary constraints.

CALGARY PARKING AUTHORITY: Overview

As the operator of municipally owned public and on-street parking facilities, the key role of the Calgary Parking Authority (CPA) is to carry out the parking policies of City Council. CPA operates under the Parking Authority Bylaw established in 1968. This ensures that Calgary's parking programs are closely aligned with the City's urban planning and transportation goals.

The Parking Policy Framework recently approved by Council integrates the goals of the Municipal Development Plan, Calgary Transportation Plan and other parking policy documents to implement the strategies Council wants to achieve in planning and managing parking in Calgary. The Calgary Parking Authority has significantly expanded its presence in Calgary through strategic alliances and continues to enhance its reputation and leadership role in providing high quality parking services.

The Authority's strategic focus within its 2012-2014 business plan supports Council's Fiscal Plan for Calgary, such as:

1. ensure that citizens are satisfied with the quality of services they receive by implementing a performance tracking system and customer-service training for staff;
2. provide safe public spaces through security patrols and enforcement patrols and 24/7 dispatch service at ParkPlus locations;
3. review of the long-term parking strategy;
4. reduce red tape and facilitate business success by implementing Parking Policy Framework initiatives in conjunction with The City for special interest groups such as the downtown business associations and community associations;
5. foster innovation and creativity by continuing to develop web applications and mobile service options;
6. reduce expenditures by reviewing business processes and using technology to leverage efficiencies.

The strategic plan is built on principles of quality customer service, continued improvement and development of CPA's intuitive parking system and consultation with the public and other stakeholder groups.

To achieve these results, the Calgary Parking Authority has set out four priorities:

1. operate the Authority with integrity and transparency;
2. develop, train and inspire staff on providing enhanced customer service;
3. manage costs and demonstrate fiscal responsibility and return to The City; and
4. use technology to offer additional customer service convenience choices, mobile access, alternative payment options, way finding applications and dynamic messaging signage to simplify access to parking.

As CPA works toward these goals, it is focused on achieving results for Calgarians. As part of CPA's commitment to accountability, it provides regular reports on CPA's progress to Council throughout the year.

Key Trends and Issues

With the addition of some 3,000 new stalls coming on line within the next 6-12 months, parking rates are anticipated to soften. The competitive advantage and strong brand recognition enjoyed by the Calgary Parking Authority will ideally keep customers opting for CPA's services. Strong safety, security and convenience will be the focus.

Fueled by a continuous stream of new products and services in the marketplace, customer expectations have risen dramatically in recent years and will continue to increase in the future. Convenience, choice, flexibility, perceived value and cost will increasingly drive service expectations and the Authority will need to define and communicate its role in a more competitive context than ever before.

Revenue contribution commitments to The City are important. At the same time, however, costs of providing parking service continue to increase particularly in the areas of property and business taxes, technology, human resources and infrastructure maintenance. There is a need to balance the financial contribution back to The City with the need for capital projects and improvements. Unexpected download or increase of provincial fees may be significant funding challenge.

CALGARY PARKING AUTHORITY: Overview

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

The Calgary Parking Authority's business plan addresses the four priorities identified in the overview and the main key trends and issues impacting business operations, while meeting Council's Fiscal Plan.

The focus of this three year cycle is to deliver value through providing exceptional customer service. The budget in the three year cycle will be to maintain revenue levels due to the competitive environment and focusing more on the cost side to sustain the contribution back to The City of Calgary. Overall, the goal is to optimize revenue opportunities and re-visit business processes to find cost efficiencies. This is reflected in the business plan by consciously deciding on revenue opportunities that do not have a direct negative impact on the customer.

Revenue has reached a saturation point at around \$70 million. With market conditions of additional parking supply, the Authority is expected to respond to the softening of parking rates. Key strategies contained in the Authority's business plan to address long-term sustainability to maintaining the current customer base and attracting new customers are:

1. Support local business by delivering facilities to better meet short-term and long-term parking needs, provide alternative payment options for customers (convenience) and innovative solutions to specific parking problems such as directing parkers to available spaces;
2. Work closely in conjunction with Transportation to ensure parking and public transportation work are integrated;
3. Track and respond to citizen issues and customer service enhancements and constantly improve the quality of service offered to customers;
4. Develop a comprehensive customer service training program for all front-line staff;
5. Review the administration of the Residential Permit Program and related restricted zone policy enforcement coverage;
6. Adjust paid parking areas to encourage turnover of parking space and management of front street space;

7. Maximize return on land holdings and buildings for possible joint venture partnerships; and

8. Expand interactive business activities on the website. This will include an application for waiting lists at parking facilities as well as payment for and management of contract parking and on-street parking.

Continued oversight and control of expenses include key strategies such as:

1. Continue to implement the recommendations from the independent strategic review and the ongoing development of the Parking Policy Framework;
2. Use technology and automation to increase efficiencies in administration and reporting;
3. Continue to track performance measures, evaluate results and optimize operating efficiencies while maintaining a high quality of service to the public in parking and enforcement to enable safety and traffic flow;
4. Review operational costs and procedures for efficiencies and value for money and maximize the financial return to The City;
5. Provide effective facilities management, optimizing the productive use of physical assets;
6. Investigate a cost recovery program and system for the Residential Parking Permits; and
7. Review the enforcement strategy to be more cost effective and seek voluntary compliance whenever achievable.

CALGARY PARKING AUTHORITY: Performance Measures and Targets

Performance Measures	2010 Actual	2011 Target	2012 Target	2013 Target	2014 Target
Contribution to The City of Calgary including municipal taxes (property and business taxes) in 000's	\$25,763	\$25,790	\$25,551	\$25,324	\$24,442
Customer complaints per annum	4,885	5,565	5,265	5,065	4,865
ParkAid Services (battery, tire inflation)	109	150	200	220	240
Number of requests for parking enforcement	52,656	51,000	50,000	50,000	50,000
Number of vehicles impounded	34,139	34,000	34,000	33,500	33,000
Average time of resolution of parking tag appeal (days)	8.1	7.0	6.5	6.3	6.0
Enforcement cost/tag	\$32	\$32	\$31	\$30	\$29
Number of residential parking permits issued	27,170	29,000	32,000	35,000	37,000

CALGARY PARKING AUTHORITY: Operating Budget for Council Approval

\$ 000s

Program 104	2010 Actual	2011 Budget	2012 Budget	2013 Budget	2014 Budget
REVENUES					
Parking Control	(13,409)	(16,045)	(16,424)	(16,424)	(16,424)
Impound Lot	(7,565)	(8,251)	(8,426)	(8,426)	(8,426)
On Street Revenue	(12,893)	(13,003)	(11,436)	(11,436)	(11,436)
Parkades	(30,167)	(28,500)	(30,910)	(30,910)	(30,910)
Surface Lots	(6,454)	(6,482)	(6,480)	(6,480)	(6,480)
Administration and General	209	(439)	(432)	(432)	(432)
Total Revenues	(70,279)	(72,720)	(74,108)	(74,108)	(74,108)
EXPENDITURES					
Administration	2,798	2,939	3,097	2,986	3,064
Parking Control	8,757	9,419	11,871	11,923	12,256
Impound Lot	6,830	7,957	7,474	7,667	7,892
On Street	1,724	1,924	2,515	2,533	2,596
Parkades	12,974	11,977	12,450	12,498	12,615
Surface Lots	2,796	2,867	3,442	3,447	3,463
Debt Principal Repayment	1,382	1,222	1,050	1,101	1,154
Debt Servicing costs	473	407	354	303	249
Depreciation expense	6,439	8,057	7,757	7,873	8,221
Total Expenditures	44,173	46,769	50,010	50,331	51,510
Net	(26,106)	(25,951)	(24,098)	(23,777)	(22,598)
FTEs	111.0	90.0	80.0	78.0	78.0
Distribution of Net Income:					
Return to City from Parking Control	(4,652)	(6,626)	(4,553)	(4,501)	(4,168)
65% Contribution to The City	(13,151)	(11,911)	(11,859)	(11,684)	(11,135)
Distribution to affiliated entities	(1,221)	(1,000)	(1,300)	(1,300)	(1,300)
Contribution to Municipal taxes	(6,739)	(6,253)	(7,839)	(7,839)	(7,839)
	(25,763)	(25,790)	(25,551)	(25,324)	(24,442)
<p>Note: Basis for Distribution to The City of Calgary is the greater of 65% of Net Income or minimum of \$11M after return of 100% of Net Parking Control operations and return of net surplus to other City affiliated business units. Contribution to Municipal taxes consists of property and business taxes paid by the CPA and is included in the Expenditure section in each activity.</p>					

CALGARY PARKING AUTHORITY: 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Calgary Parking Authority						
Approved Projects in Progress	0	0	0	0	0	0
Total Projects Requiring Approval: (2)						
Program 106 : Calgary Parking Authority	6,500	0	0	0	0	6,500
Total Projects Requiring Approval	6,500	0	0	0	0	6,500
2012 Capital Budget	6,500	0	0	0	0	6,500
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	6,000	5,725	5,725	5,500	22,950
Total Calgary Parking Authority	6,500	6,000	5,725	5,725	5,500	29,450

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
- (2) Program-project details for approval are included in the Calgary Parking Authority - Capital Projects Requiring Approval.

 For Council Approval at Program-Project level. Details on Calgary Parking Authority - Capital Projects Requiring Approval.

CALGARY PARKING AUTHORITY: Capital Projects Requiring Approval

(\$000s)

\$6,500 For Council Approval at Program-Project level as per Calgary Parking Authority Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
106-001	Maintenance of Equipment	M	C	0	0	450	150	150	150	0	0	450
106-002	City Centre Parkade	M	C	0	0	1,250	500	500	250	0	0	1,250
106-004	Civic Plaza Parkade	M	C	0	0	900	300	300	300	0	0	900
106-005	James Short Parkade	M	C	0	0	900	300	300	300	0	0	900
106-006	Surface Lots	M	C	0	0	425	150	150	125	0	0	425
106-007	Parking Control	M	C	0	0	1,400	800	300	300	0	0	1,400
106-008	Office Equipment & Furniture	M	C	0	0	150	50	50	50	0	0	150
106-009	Centennial Parkade	M	C	0	0	900	300	300	300	0	0	900
106-012	On-Street Signage & Equipment	M	C	0	0	600	200	200	200	0	0	600
106-013	Information Technology Infrastructure	M	C	0	0	5,400	1,800	1,800	1,800	0	0	5,400
106-018	McDougall Parkade	M	C	0	0	900	300	300	300	0	0	900
106-019	Future Facilities Design & Consulting	G	C	0	0	450	150	150	150	0	0	450
106-020	Consolidation of CPA's Storage of Vehicles & Equip	G	C	0	0	1,500	500	500	500	0	0	1,500
106-021	Security Systems & Parts	M	C	0	0	600	200	200	200	0	0	600
106-028	Impound Lot	M	C	0	0	300	100	100	100	0	0	300
106-029	ParkPlus	U	C	0	0	1,500	500	500	500	0	0	1,500
106-032	Convention Centre Parkade	M	C	0	0	600	200	200	200	0	0	600
Total Program 106 : Calgary Parking Authority				0	0	18,225	6,500	6,000	5,725	0	0	18,225
Operating costs of capital of Program 106												
<i>2012-2014 Operating Budget</i>				O1			944	777	766	N/A	N/A	2,487
				0	0	18,225	6,500	6,000	5,725	0	0	18,225

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change
 Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

Funding For Capital Projects

Revenue/Reserves	6,500	6,000	5,725	0	0	18,225
Total Funding	6,500	6,000	5,725	0	0	18,225

Total Operating costs of capital

<i>2012-2014 Operating Budget</i>	O1	944	777	766	N/A	N/A	2,487
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CALGARY PARKING AUTHORITY: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 106 : Calgary Parking Authority

Project 106-001 : Maintenance of Equipment

New Budget Request of \$450 thousand from 2012 to 2014 with funding from CPA Reserve to cover the ongoing replacement/purchase of capital equipment, tools, and maintenance and security vehicles.

Project 106-002 : City Centre Parkade

New Budget Request of \$1.25 million from 2012 to 2014 with funding from CPA Reserve to cover the general lifecycle maintenance, elevators, membranes, energy conservation, inspection and preventative repair program.

Project 106-004 : Civic Plaza Parkade

New Budget Request of \$900 thousand from 2012 to 2014 with funding from CPA Reserve to cover the general lifecycle maintenance, elevators, membranes, energy conservation, inspection and preventative repair program.

Project 106-005 : James Short Parkade

New Budget Request of \$900 thousand from 2012 to 2014 with funding from CPA Reserve to cover the general lifecycle maintenance, elevators, membranes, energy conservation, inspection and preventative repair program.

Project 106-006 : Surface Lots

New Budget Request of \$425 thousand from 2012 to 2014 with funding from CPA Reserve to cover the asphalt repairs and civil site work.

Project 106-007 : Parking Control

New Budget Request of \$1.4 million from 2012 to 2014 with funding from CPA Reserve to cover the capital cost of parking control vehicles, autochalk vehicles and equipment and development of system application for automating residential parking permits zones.

Project 106-008 : Office Furniture

New Budget Request of \$150 thousand from 2012 to 2014 with funding from CPA Reserve to cover the office furniture requirements.

Project 106-009 : Centennial Parkade

New Budget Request of \$900 thousand from 2012 to 2014 with funding from CPA Reserve to cover the general lifecycle maintenance, elevators, membranes, energy conservation, inspection and preventative repair program.

Project 106-012 : On-Street Signage & Equipment

New Budget Request of \$600 thousand from 2012 to 2014 with funding from CPA Reserve to cover the on-street signage & equipment.

CALGARY PARKING AUTHORITY: Capital Projects Requiring Approval

Project 106-013 : Information Technology Infrastructure

New Budget Request of \$5.4 million from 2012 to 2014 with funding from CPA Reserve to cover the hardware and software information technology costs to support existing systems. Additional growth costs to support expanded service options to customers and Payment Card Industry security compliance standards.

Project 106-018 : McDougall Parkade

New Budget Request of \$900 thousand from 2012 to 2014 with funding from CPA Reserve to cover the general lifecycle maintenance, elevators, membranes, energy conservation, inspection and preventative repair program.

Project 106-019 : Future Facilities Design & Consulting

New Budget Request of \$450 thousand from 2012 to 2014 with funding from CPA Reserve to cover the design and consulting costs on future parking facilities.

Project 106-020 : Consolidation of CPA's Storage of Vehicles & Equipment

New budget request of \$1.5 million from 2012 to 2014 with funding from CPA Reserve to cover cost of the alternative solution/service delivery. Instead of purchasing land and building to house and consolidate these vehicles and equipment, CPA will be investigating options to consolidate by improving facilities within CPA.

Project 106-021 : Security System & Parts

New Budget Request of \$600 thousand from 2012 to 2014 with funding from CPA Reserve to cover the installation of cameras (both audio and visual) in CPA's facilities to increase security, as well as software and systems upgrades to replace obsolete hardware and software.

Project 106-028 : Impound Lot

New Budget Request of \$300 thousand from 2012 to 2014 with funding from CPA Reserve to cover the Impound Lot lifecycle maintenance on building and surface lot.

Project 106-029 : ParkPlus

New Budget Request of \$1.5 million from 2012 to 2014 with funding from CPA Reserve to cover upgrades, lifecycle replacement, pay-machines for ParkPlus.

Project 106-032 : Convention Centre Parkade

New Budget Request of \$600 thousand from 2012 to 2014 with funding from CPA Reserve to cover general lifecycle maintenance, elevators, membranes, energy conservation, inspection and preventative repair program.

Program 106 : Calgary Parking Authority

Operating Costs of Capital: This capital program includes \$2.487 million in depreciation costs for the 2012-2014 budget cycle.

CALGARY PARKING AUTHORITY : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
106	001	Maintenance of Equipment	C	M	0	150	150	150	0	0	450	450
106	001	Maintenance of Equipment	D	M	0	0	0	0	150	150	300	300
106	002	City Centre Parkade	C	M	0	500	500	250	0	0	1,250	1,250
106	002	City Centre Parkade	D	M	0	0	0	0	250	500	750	750
106	004	Civic Plaza Parkade	C	M	0	300	300	300	0	0	900	900
106	004	Civic Plaza Parkade	D	M	0	0	0	0	300	300	600	600
106	005	James Short Parkade	C	M	0	300	300	300	0	0	900	900
106	005	James Short Parkade	D	M	0	0	0	0	300	300	600	600
106	006	Surface Lots	C	M	0	150	150	125	0	0	425	425
106	006	Surface Lots	D	M	0	0	0	0	125	150	275	275
106	007	Parking Control	C	M	0	800	300	300	0	0	1,400	1,400
106	007	Parking Control	D	M	0	0	0	0	300	300	600	600
106	008	Office Equipment & Furniture	C	M	0	50	50	50	0	0	150	150
106	008	Office Equipment & Furniture	D	M	0	0	0	0	50	50	100	100
106	009	Centennial Parkade	C	M	0	300	300	300	0	0	900	900
106	009	Centennial Parkade	D	M	0	0	0	0	300	300	600	600
106	012	On-Street Signage & Equipment	C	M	0	200	200	200	0	0	600	600
106	012	On-Street Signage & Equipment	D	M	0	0	0	0	200	200	400	400
106	013	Information Technology Infrastructure	C	M	0	1,800	1,800	1,800	0	0	5,400	5,400
106	013	Information Technology Infrastructure	D	M	0	0	0	0	1,800	1,800	3,600	3,600
106	018	McDougall Parkage	C	M	0	300	300	300	0	0	900	900
106	018	McDougall Parkage	D	M	0	0	0	0	300	300	600	600
106	019	Future Facilities Design & Consulting	C	G	0	150	150	150	0	0	450	450
106	019	Future Facilities Design & Consulting	D	G	0	0	0	0	150	150	300	300

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

CALGARY PARKING AUTHORITY : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
106	020	Consolidation of CPA's Storage of Vehicles & Equip	C	G	0	500	500	500	0	0	1,500	1,500
106	020	Consolidation of CPA's Storage of Vehicles & Equip	D	G	0	0	0	0	500	0	500	500
106	021	Security Systems & Parts	C	M	0	200	200	200	0	0	600	600
106	021	Security Systems & Parts	D	M	0	0	0	0	200	200	400	400
106	028	Impound Lot	C	M	0	100	100	100	0	0	300	300
106	028	Impound Lot	D	M	0	0	0	0	100	100	200	200
106	029	ParkPlus	C	U	0	500	500	500	0	0	1,500	1,500
106	029	ParkPlus	D	U	0	0	0	0	500	500	1,000	1,000
106	032	Convention Centre Parkade	C	M	0	200	200	200	0	0	600	600
106	032	Convention Centre Parkade	D	M	0	0	0	0	200	200	400	400
Total Calgary Parking Authority					0	6,500	6,000	5,725	5,725	5,500	29,450	29,450

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION

This section provides supplemental and background information on the 2012-2014 operating and capital budgets to assist in the analysis of the budget. Included in this section are some of the assumptions underlying the preparation of the budget as well as consolidation of departmental budget information. This section also presents information on the financial policies governing the preparation of the budget and the structure of The City's financial operations.

The amounts reflect the 2012-2014 budgets as of the Council approval on November 29, 2011.

Note that in the tables, totals may not add due to rounding.

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SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION

Composition of the Budget

The City of Calgary's budget includes three types of operations: tax-supported, self-supported and utility. The table below illustrates where selected City operations fit into these categories.

Figure 1
Budget Categories

Type of Operation	Budget program examples	Funding sources	Impact on taxes
Tax-supported	<ul style="list-style-type: none"> • Recreation • Fire • Calgary Police Service • Assessment • Human Resources • Calgary Transit • Information & Infrastructure Services • City Manager's Office • Council 	<ul style="list-style-type: none"> • Tax revenues • Revenues from the sale of goods or services to customers • Grants and subsidies • Fines and penalties • Corporate programs (e.g. franchise fees, investment income) 	<ul style="list-style-type: none"> • This category drives the tax requirement
Self-supported (included in the tax-supported budget)	<ul style="list-style-type: none"> • Fleet Services • Development & Building Approvals 	<ul style="list-style-type: none"> • Revenues from the sale of goods or services to customers 	<ul style="list-style-type: none"> • These operations are self-funded and therefore not dependent on tax dollars • Fleet Services contributes approximately \$2.5 million to general revenues, reducing the tax requirement
Utility	<ul style="list-style-type: none"> • Water Resources and Water Services 	<ul style="list-style-type: none"> • Revenues from the sale of goods or services to customers, with rates set based on a utility model 	<ul style="list-style-type: none"> • Franchise fees and dividends paid by the Utilities are included as City revenue and are used to fund tax-supported operations, reducing the tax requirement

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Assumptions Underlying Budget Preparation

For the past several years, The City has employed a series of budget assumptions in order to project the costs of the current year's level of service and Council's priorities and guidelines into the future, including impacts of such items as new capital works, labour settlements, user fee growth and estimated sales of City goods and services. The main types of assumptions are listed below.

Taxation: Property and business taxes account for roughly 48 per cent of corporate revenues. Property and business tax revenues are levied based on the assessed value of property, a process that is governed by provincial assessment legislation and regulations.

Property assessment is the estimated value of a property for municipal and provincial taxation purposes. There are two major reasons for a change in the tax revenues:

- additions or deletions to the existing stock of properties that are assessed (i.e. growth in the base); and
- property tax rate changes.

Projections in the size of the assessment roll are derived from estimated housing starts and commercial construction activity, which are provided by the Corporate Economics Division.

The property tax revenue received by The City of Calgary does not change due to the annual revaluation of properties. Annual revaluations only impact the distribution of tax revenues among tax payers. Revaluations will cause individual tax bills to change because market values across the city do not increase/decrease at the same percentage. Compared to the year-to-year average rate of market value change for all Calgary municipal taxpayers, and assuming a zero per cent rate change by Council, if an individual property's rate of change in assessment is:

- the same as the city average, the current year tax bill would be the same
- greater than the city average, the current year tax bill would increase; or

- less than the city average, the current year tax bill would decrease.

These changes are not affected by physical growth. Each year a taxpayer's actual individual taxes would be further affected by any change to their own property and/or the actual tax rate change approved by Council for that year.

Business tax is levied on businesses that occupy business space within Calgary, with the tax levied at a rate applied to the assessment rental value of the premises occupied by the business. Estimates of changes in the business assessment base are derived by the Corporate Economics Division.

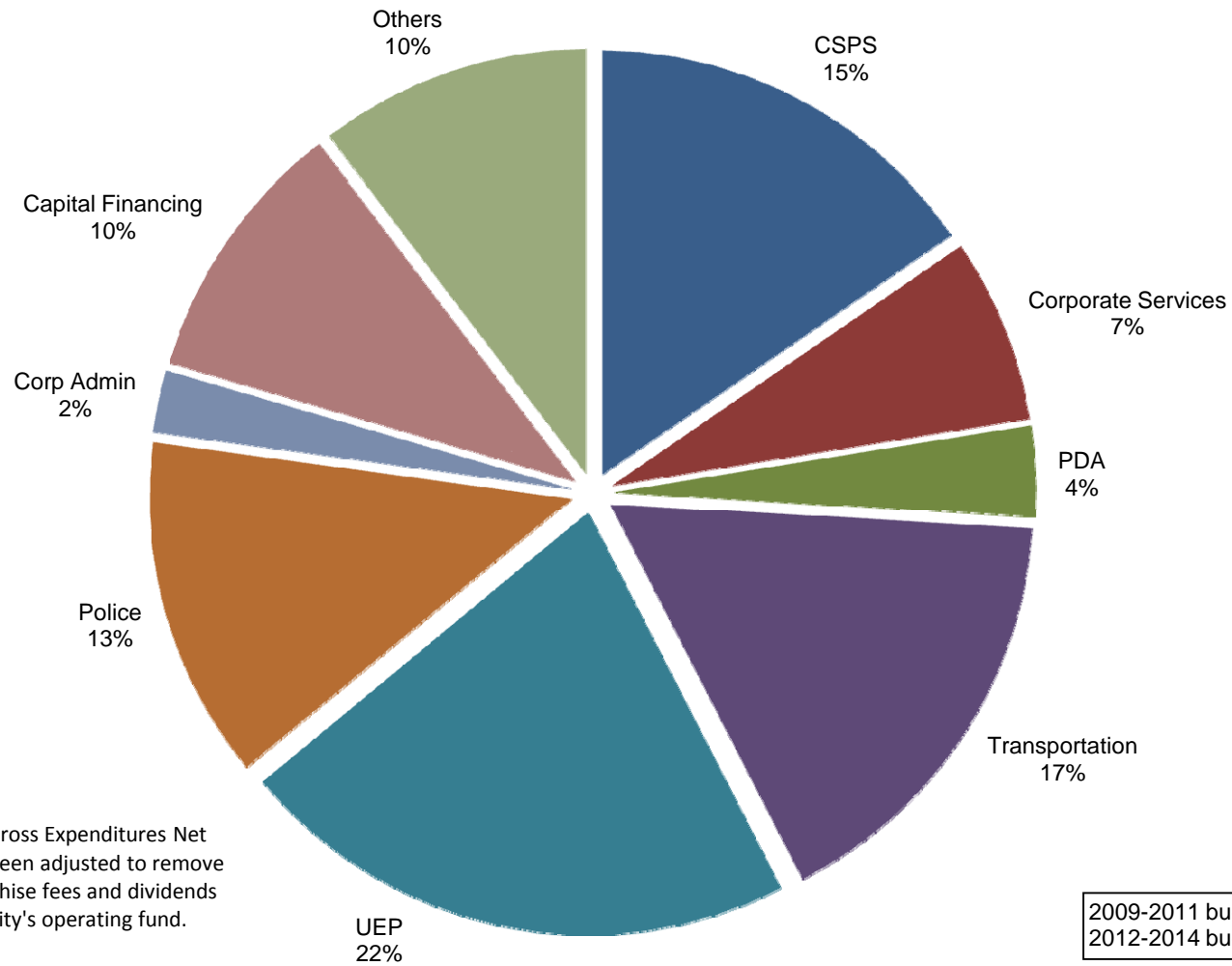
Sales of Goods and Services: Approximately 31 per cent of revenues come from sales of goods and services. The overall estimated change in revenues related to growth is based on the expected population growth for Calgary (1.8 per cent in 2012, 1.5 per cent in 2013 and 1.4 per cent in 2014). In accordance with the User Fees policy, certain user fee increases are determined by considering costs to provide the services along with market competition factors and long-term recovery rates established through the analysis of societal benefits.

Utility Revenues: Utility rates represent 16 per cent of revenues and are set by adhering to the Council-approved long-range financial policies of the utilities.

- Utilities must generate sufficient income to cover all operating and debt-servicing costs and ensure a self-supporting status.
- In lieu of property taxes, each utility must pay The City of Calgary a 10 per cent tax on revenue (franchise fee) from sales and service charges within the city.
- Utilities must also provide The City of Calgary with a 10 per cent return on equity as calculated from the financial statements, with an annual contribution cap of \$42.5 million.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 2: Gross Expenditures Net of Recoveries by Department



SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 3: Operating Budget Summary by Department
(\$000s)

Department/ Budget Grouping	2010 Actual	2011 Budget	2012			2013			2014		
			Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
<u>COMMUNITY SERVICES & PROTECTIVE SERVICES</u>											
Revenues	(111,078)	(101,246)	(106,737)	(5,491)	5.4 %	(106,542)	195	(0.2)%	(107,993)	(1,451)	1.4 %
Expenditures	469,546	479,078	480,945	1,867	0.4 %	481,117	172	0.0 %	484,805	3,688	0.8 %
Recoveries	(17,642)	(13,777)	(14,470)	(693)	5.0 %	(14,297)	173	(1.2)%	(14,297)	0	0.0 %
Net Budget	340,826	364,055	359,738	(4,317)	(1.2)%	360,278	540	0.2 %	362,515	2,237	0.6 %
FTEs	3,188.3	3,257.3	3,244.3	(13.0)	(0.4)%	3,280.3	36.0	1.1 %	3,320.3	40.0	1.2 %
<u>CORPORATE SERVICES</u>											
Revenues	(143,416)	(84,608)	(75,938)	8,670	(10.2)%	(72,327)	3,611	(4.8)%	(79,133)	(6,806)	9.4 %
Expenditures	522,258	450,725	448,116	(2,609)	(0.6)%	459,854	11,738	2.6 %	476,657	16,803	3.7 %
Recoveries	(243,993)	(225,101)	(235,651)	(10,550)	4.7 %	(249,525)	(13,874)	5.9 %	(258,801)	(9,276)	3.7 %
Net Budget	134,849	141,016	136,527	(4,489)	(3.2)%	138,002	1,475	1.1 %	138,723	721	0.5 %
FTEs	1,556.1	1,558.7	1,548.2	(10.5)	(0.7)%	1,550.9	2.7	0.2 %	1,549.4	(1.5)	(0.1)%
<u>PLANNING, DEVELOPMENT & ASSESSMENT</u>											
Revenues	(69,462)	(65,478)	(68,429)	(2,951)	4.5 %	(70,674)	(2,245)	3.3 %	(74,446)	(3,772)	5.3 %
Expenditures	107,875	105,358	108,896	3,538	3.4 %	111,432	2,536	2.3 %	115,671	4,239	3.8 %
Recoveries	(3,553)	(4,494)	(6,243)	(1,749)	38.9 %	(6,384)	(141)	2.3 %	(6,551)	(167)	2.6 %
Net Budget	34,860	35,386	34,224	(1,162)	(3.3)%	34,374	150	0.4 %	34,674	300	0.9 %
FTEs	755.2	753.2	745.2	(8.0)	(1.1)%	752.2	7.0	0.9 %	755.2	3.0	0.4 %
<u>TRANSPORTATION</u>											
Revenues	(172,906)	(172,478)	(177,511)	(5,033)	2.9 %	(180,932)	(3,421)	1.9 %	(182,204)	(1,272)	0.7 %
Expenditures	538,938	551,948	552,039	91	0.0 %	560,407	8,368	1.5 %	565,066	4,659	0.8 %
Recoveries	(68,185)	(58,281)	(58,493)	(212)	0.4 %	(58,493)	0	0.0 %	(58,083)	410	(0.7)%
Net Budget	297,846	321,189	316,035	(5,154)	(1.6)%	320,982	4,947	1.6 %	324,779	3,797	1.2 %
FTEs	3,634.6	3,851.6	3,823.8	(27.8)	(0.7)%	3,835.8	12.0	0.3 %	3,845.8	10.0	0.3 %
<u>UTILITIES & ENVIRONMENTAL PROTECTION</u>											
Revenues	(496,401)	(533,712)	(566,026)	(32,314)	6.1 %	(602,193)	(36,167)	6.4 %	(658,482)	(56,289)	9.3 %
Expenditures	593,805	610,269	642,898	32,629	5.3 %	681,108	38,210	5.9 %	739,024	57,916	8.5 %
Recoveries	(48,207)	(32,242)	(33,535)	(1,293)	4.0 %	(35,182)	(1,647)	4.9 %	(36,413)	(1,231)	3.5 %
Net Budget	49,197	44,315	43,337	(978)	(2.2)%	43,733	396	0.9 %	44,129	396	0.9 %
FTEs	1,807.0	1,836.1	1,819.6	(16.5)	(0.9)%	1,837.1	17.5	1.0 %	1,853.1	16.0	0.9 %

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 3: Operating Budget Summary by Department
(\$000s)

Department/ Budget Grouping	2010 Actual	2011 Budget	2012			2013			2014		
			Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
<u>CALGARY POLICE SERVICE</u>											
Revenues	(94,053)	(90,350)	(89,554)	796	(0.9)%	(89,802)	(248)	0.3 %	(90,071)	(269)	0.3 %
Expenditures	374,385	387,072	391,744	4,672	1.2 %	400,649	8,905	2.3 %	411,075	10,426	2.6 %
Recoveries	(2,341)	(1,233)	(1,901)	(668)	54.2 %	(1,900)	1	0.0 %	(1,900)	0	0.0 %
Net Budget	277,991	295,489	300,289	4,800	1.6 %	308,947	8,658	2.9 %	319,104	10,157	3.3 %
FTEs	2,551.0	2,636.0	2,668.0	32.0	1.2 %	2,708.0	40.0	1.5 %	2,758.0	50.0	1.8 %
<u>CORPORATE ADMINISTRATION</u>											
Revenues	(17,860)	(12,525)	(14,052)	(1,527)	12.2 %	(15,685)	(1,633)	11.6 %	(14,070)	1,615	(10.3)%
Expenditures	116,604	121,581	121,172	(409)	(0.3)%	125,996	4,824	4.0 %	122,621	(3,375)	(2.7)%
Recoveries	(47,353)	(50,292)	(51,170)	(878)	1.7 %	(51,370)	(200)	0.4 %	(51,617)	(247)	0.5 %
Net Budget	51,391	58,764	55,950	(2,814)	(4.8)%	58,941	2,991	5.3 %	56,934	(2,007)	(3.4)%
FTEs	681.9	697.7	694.7	(3.0)	(0.4)%	697.7	3.0	0.4 %	700.7	3.0	0.4 %
<u>CIVIC PARTNERS</u>											
Revenues	(302)	0	0	(0)	0.0 %	0	0	0.0 %	0	0	0.0 %
Expenditures	68,768	73,419	72,418	(1,001)	(1.4)%	72,923	505	0.7 %	73,568	645	0.9 %
Recoveries	(113)	(376)	(376)	0	0.0 %	(376)	0	0.0 %	(376)	0	0.0 %
Net Budget	68,354	73,043	72,042	(1,001)	(1.4)%	72,547	505	0.7 %	73,192	645	0.9 %
FTEs	3.0	3.0	3.0	0.0	0.0 %	3.0	0.0	0.0 %	3.0	0.0	0.0 %
<u>CORPORATE PROGRAMS - COMMON REVENUES</u>											
Revenues	(1,567,094)	(1,642,511)	(1,708,854)	(66,343)	4.0 %	(1,798,188)	(89,334)	5.2 %	(1,892,843)	(94,655)	5.3 %
Expenditures	76,141	36,834	38,391	1,557	4.2 %	41,111	2,720	7.1 %	42,667	1,556	3.8 %
Recoveries	(625)	(1,000)	(300)	700	(70.0)%	(100)	200	(66.7)%	0	100	(100.0)%
Net Budget	(1,491,578)	(1,606,677)	(1,670,763)	(64,086)	4.0 %	(1,757,177)	(86,414)	5.2 %	(1,850,176)	(92,999)	5.3 %
FTEs	0.0	0.0	0.0	0.0	N/A	0.0	0.0	N/A	0.0	0.0	N/A
<u>CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING</u>											
Revenues	(103,748)	(95,412)	(94,300)	1,112	(1.2)%	(89,606)	4,694	(5.0)%	(71,740)	17,866	(19.9)%
Expenditures	307,565	360,857	439,689	78,832	21.8 %	501,663	61,974	14.1 %	560,499	58,836	11.7 %
Recoveries	(2,700)	(2,844)	(2,875)	(31)	1.1 %	(2,908)	(33)	1.1 %	(2,936)	(28)	1.0 %
Net Budget	201,117	262,601	342,514	79,913	30.4 %	409,149	66,635	19.5 %	485,823	76,674	18.7 %
FTEs	0.0	0.0	0.0	0.0	N/A	0.0	0.0	N/A	0.0	0.0	N/A

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 3: Operating Budget Summary by Department
(\$000s)

Department/ Budget Grouping	2010 Actual	2011 Budget	2012			2013			2014		
			Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
<u>COUNCIL</u>											
Revenues	(12)	0	0	0	N/A	0	0	N/A	0	0	N/A
Expenditures	10,244	10,887	10,176	(711)	(6.5)%	10,296	120	1.2 %	10,379	83	0.8 %
Recoveries	(78)	(66)	(69)	(3)	5.1 %	(72)	(3)	4.3 %	(76)	(4)	5.6 %
Net Budget	10,155	10,822	10,107	(715)	(6.6)%	10,224	117	1.2 %	10,303	79	0.8 %
FTEs	61.7	61.5	63.0	1.5	2.4 %	63.0	0.0	0.0 %	63.0	0.0	0.0 %
<u>TOTAL CITY (1)</u>											
Revenues	(2,776,332)	(2,798,321)	(2,901,401)	(103,080)	3.7 %	(3,025,949)	(124,548)	4.3 %	(3,170,982)	(145,033)	4.8 %
Expenditures	3,186,130	3,188,027	3,306,484	118,457	3.7 %	3,446,556	140,072	4.2 %	3,602,032	155,476	4.5 %
Recoveries	(434,790)	(389,706)	(405,083)	(15,377)	3.9 %	(420,607)	(15,524)	3.8 %	(431,050)	(10,443)	2.5 %
Net Budget	(24,992)	0	0	(0)	N/A	0	0	N/A	0	0	N/A
FTEs	14,238.8	14,655.0	14,609.8	(45.2)	(0.3)%	14,728.0	118.2	0.8 %	14,848.5	120.5	0.8 %
<u>LESS: UTILITIES</u>											
Revenues	(387,427)	(442,305)	(478,230)	(35,925)	8.1 %	(511,154)	(32,924)	6.9 %	(564,095)	(52,941)	10.4 %
Expenditures	415,015	468,460	505,168	36,708	7.8 %	538,874	33,706	6.7 %	592,562	53,688	10.0 %
Recoveries	(27,588)	(26,155)	(26,938)	(783)	3.0 %	(27,720)	(782)	2.9 %	(28,467)	(747)	2.7 %
Net Budget	(0)	0	0	(0)	N/A	0	0	N/A	0	(0)	N/A
FTEs	1,173.0	1,194.0	1,205.5	11.5	1.0 %	1,211.0	5.5	0.5 %	1,216.0	5.0	0.4 %
<u>TAX SUPPORTED</u>											
Revenues	(2,388,905)	(2,356,016)	(2,423,171)	(67,155)	2.9 %	(2,514,795)	(91,624)	3.8 %	(2,606,887)	(92,092)	3.7 %
Expenditures	2,771,115	2,719,567	2,801,316	81,749	3.0 %	2,907,682	106,367	3.8 %	3,009,470	101,788	3.5 %
Recoveries	(407,202)	(363,551)	(378,145)	(14,595)	4.0 %	(392,887)	(14,741)	3.9 %	(402,583)	(9,696)	2.5 %
Net Budget	(24,992)	(0)	0	0	N/A	(0)	(0)	N/A	0	0	N/A
FTEs	13,065.8	13,461.0	13,404.3	(56.7)	(0.4)%	13,517.0	112.7	0.8 %	13,632.5	115.5	0.9 %

(1) This summary does not reflect elimination of payments to The City from the utilities

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 4: Full Time Equivalents by Business Unit

	2010 Actual	2011 Budget	Budget		
			2012	2013	2014
COMMUNITY SERVICES & PROTECTIVE SERVICES					
Community & Neighbourhood Services	272.7	266.7	263.7	263.7	263.7
Parks	580.0	590.0	587.0	594.0	597.0
Recreation	574.5	575.5	573.5	573.5	571.5
Subtotal Community Services	1,427.2	1,432.2	1,424.2	1,431.2	1,432.2
Animal & Bylaw Services	137.6	137.6	137.6	137.6	137.6
Fire	1,369.0	1,402.0	1,400.0	1,428.0	1,464.0
Public Safety Communications	251.5	282.5	279.5	280.5	283.5
Subtotal Protective Services	1,758.1	1,822.1	1,817.1	1,846.1	1,885.1
GM - Community Services & Protective Services	3.0	3.0	3.0	3.0	3.0
TOTAL	3,188.3	3,257.3	3,244.3	3,280.3	3,320.3
CORPORATE SERVICES					
Corporate Properties & Buildings	189.0	200.5	204.5	206.5	207.5
Customer Service & Communications	149.6	152.4	152.4	152.4	152.4
Fleet Services	231.0	226.0	224.5	224.5	224.5
Human Resources	242.1	240.1	234.1	231.1	228.6
Information Technology	447.1	444.9	438.9	440.9	440.9
Infrastructure & Information Services	242.3	243.3	242.3	244.0	244.0
Office of Land Servicing & Housing	52.0	48.5	48.5	48.5	48.5
GM - Corporate Services	3.0	3.0	3.0	3.0	3.0
TOTAL	1,556.1	1,558.7	1,548.2	1,550.9	1,549.4
PLANNING, DEVELOPMENT & ASSESSMENT					
Assessment	172.2	168.2	159.2	163.2	165.2
Development & Building Approvals	468.5	470.5	471.5	471.5	471.5
Land Use Planning & Policy	104.5	104.5	104.5	107.5	108.5
GM - Planning, Development & Assessment	10.0	10.0	10.0	10.0	10.0
TOTAL	755.2	753.2	745.2	752.2	755.2

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 4: Full Time Equivalents by Business Unit

	2010 Actual	2011 Budget	Budget		
			2012	2013	2014
TRANSPORTATION					
Calgary Transit	2,623.8	2,749.8	2,736.0	2,764.0	2,778.0
Roads	851.8	935.8	930.8	916.8	916.8
Transportation Infrastructure	63.0	68.0	58.0	58.0	54.0
Transportation Planning	79.0	80.0	81.0	79.0	79.0
GM - Transportation	17.0	18.0	18.0	18.0	18.0
TOTAL	3,634.6	3,851.6	3,823.8	3,835.8	3,845.8
UTILITIES & ENVIRONMENTAL PROTECTION					
Utilities (Water Resources and Water Services)	1,173.0	1,194.0	1,205.5	1,211.0	1,216.0
Environmental & Safety Management	68.0	66.6	62.6	62.6	61.6
Waste & Recycling Services	563.0	572.5	548.5	560.5	572.5
Subtotal Environmental Protection	631.0	639.1	611.1	623.1	634.1
GM - Utilities & Environmental Protection	3.0	3.0	3.0	3.0	3.0
TOTAL	1,807.0	1,836.1	1,819.6	1,837.1	1,853.1
CALGARY POLICE SERVICE	2,551.0	2,636.0	2,668.0	2,708.0	2,758.0
CORPORATE ADMINISTRATION					
City Clerk's Office	58.7	58.7	58.7	58.7	58.7
City Manager's Office	23.0	23.0	22.0	22.0	21.0
Chief Financial Officer	486.7	502.5	500.5	502.5	506.5
Law	113.5	113.5	113.5	114.5	114.5
TOTAL	681.9	697.7	694.7	697.7	700.7
CIVIC PARTNERS	3.0	3.0	3.0	3.0	3.0
COUNCIL					
Aldermanic Office	36.2	36.0	36.0	36.0	36.0
Audit Committee	3.0	3.0	3.0	3.0	3.0
City Auditor's Office	14.0	14.0	14.0	14.0	14.0
Mayor's Office	8.5	8.5	10.0	10.0	10.0
TOTAL	61.7	61.5	63.0	63.0	63.0
TOTAL CITY	14,238.8	14,655.0	14,609.8	14,728.0	14,848.5
LESS: UTILITIES	1,173.0	1,194.0	1,205.5	1,211.0	1,216.0
TOTAL TAX-SUPPORTED	13,065.8	13,461.0	13,404.3	13,517.0	13,632.5

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 5: Total City Operating Budget Summary

(\$000s)

	2010 Actual	2011 Budget	2012			2013			2014		
			Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
TAX SUPPORTED											
Revenues ⁽²⁾	(2,388,905)	(2,356,016)	(2,423,171)	(67,155)	2.9 %	(2,514,795)	(91,624)	3.8 %	(2,606,887)	(92,092)	3.7 %
Expenditures	2,771,115	2,719,567	2,801,316	81,749	3.0 %	2,907,682	106,366	3.8 %	3,009,470	101,788	3.5 %
Recoveries	(407,202)	(363,551)	(378,145)	(14,594)	4.0 %	(392,887)	(14,741)	3.9 %	(402,583)	(9,696)	2.5 %
Net Budget	(24,992)	0	0	0	N/A	0	0	N/A	0	0	N/A
FTEs	13,065.8	13,461.0	13,404.3	(56.7)	(0.4)%	13,517.0	112.7	0.8 %	13,632.5	115.5	0.9 %
UTILITIES											
Revenues	(387,427)	(442,305)	(478,230)	(35,925)	8.1 %	(511,154)	(32,924)	6.9 %	(564,095)	(52,941)	10.4 %
Expenditures	415,015	468,460	505,168	36,708	7.8 %	538,874	33,706	6.7 %	592,562	53,688	10.0 %
Recoveries	(27,588)	(26,155)	(26,938)	(783)	3.0 %	(27,720)	(782)	2.9 %	(28,467)	(747)	2.7 %
Net Budget	0	0	0	0	N/A	0	0	N/A	0	0	N/A
FTEs	1,173.0	1,194.0	1,205.5	11.5	1.0 %	1,211.0	5.5	0.5 %	1,216.0	5.0	0.4 %
TOTAL CITY ⁽¹⁾											
Revenues ⁽²⁾	(2,776,332)	(2,798,321)	(2,901,401)	(103,080)	3.7 %	(3,025,949)	(124,548)	4.3 %	(3,170,982)	(145,033)	4.8 %
Expenditures	3,186,130	3,188,027	3,306,484	118,457	3.7 %	3,446,556	140,072	4.2 %	3,602,032	155,476	4.5 %
Recoveries	(434,790)	(389,706)	(405,083)	(15,377)	3.9 %	(420,607)	(15,524)	3.8 %	(431,050)	(10,443)	2.5 %
Net Budget	(24,992)	0	0	0	N/A	0	0	N/A	0	0	N/A
FTEs	14,238.8	14,655.0	14,609.8	(45.2)	(0.3)%	14,728.0	118.2	0.8 %	14,848.5	120.5	0.8 %

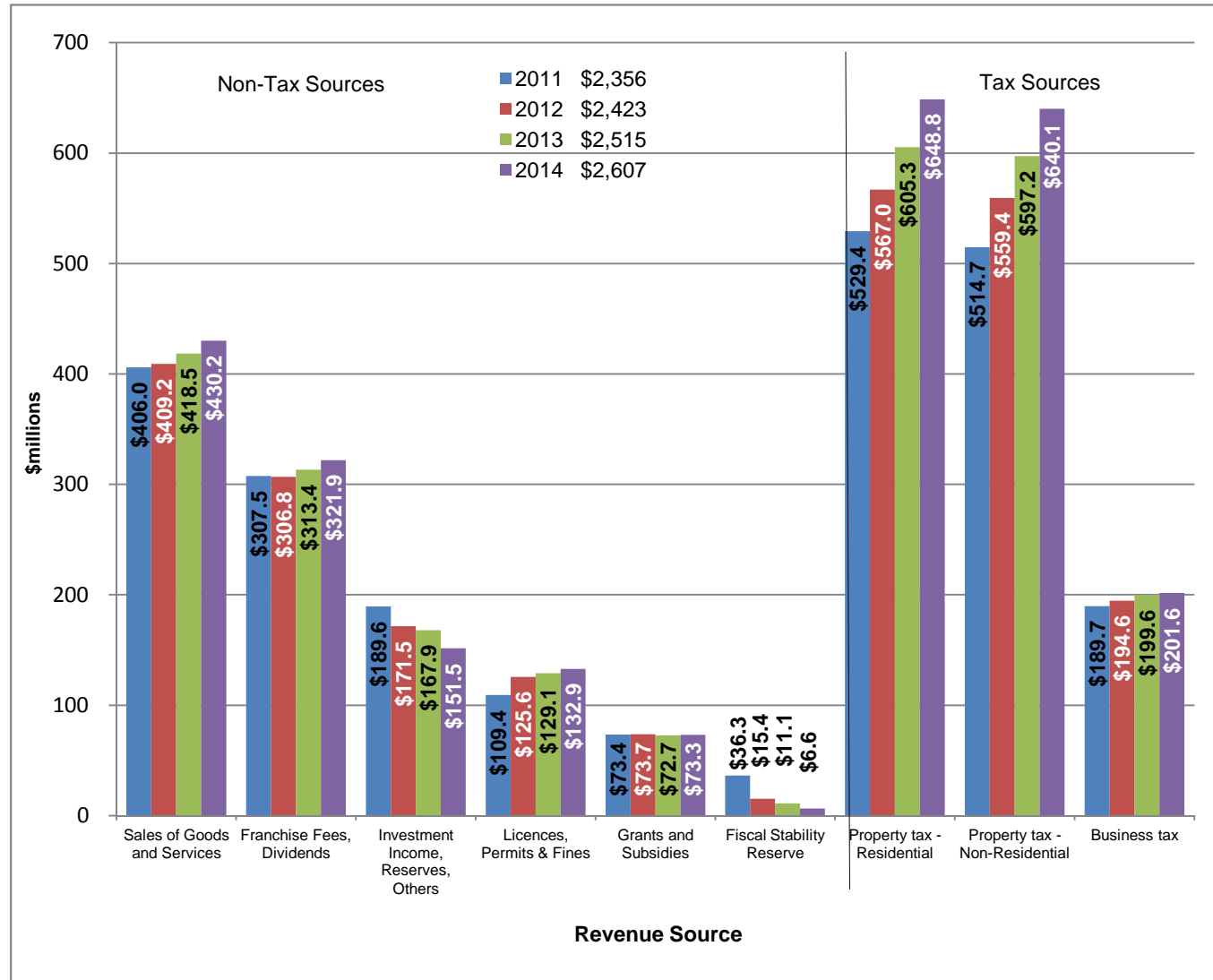
(1) This summary does not reflect elimination of payments to The City from the utilities

(2) In this summary, the amount of revenue required from property and business tax growth and tax rate increase (\$1.321 billion in 2012, \$1.402 billion in 2013 and \$1.491 billion in 2014) to balance the tax-supported budget is included in Corporate Programs-Common Revenues (Taxation Program #856). The Municipal Government Act requires annual approval of the tax bylaws by Council.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 6: Funding the 2012-2014 Operating Budget - Tax-Supported

- Reliance on property tax as a revenue source is increasing, from 44.3 per cent in 2011 to 49.4 per cent in 2014.
- Business tax as a share of tax-supported revenues continues to decline, to 7.7 per cent by 2014 from 8.1 per cent in 2011.
- Grants and subsidies as a portion of tax-supported revenue are declining slightly, down to 2.8 per cent by 2014 from 3.1 per cent in 2011.
- 2011 approved budgets include adjustments up to the third quarter and reflect removal of the provincial property tax.



SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 7: Summary of Tax Revenue
(\$ millions)

	2012	2013	2014
Net Expenditures			
Total Budgeted Tax-Supported Expenditures	2,419.3	2,512.8	2,604.5
Less: Non-tax Revenue	(1,098.3)	(1,110.7)	(1,114.0)
Net Tax-Supported Expenditures	<u>1,321.0</u>	<u>1,402.1</u>	<u>1,490.5</u>
Tax Revenue			
Business Tax: Base	189.7	194.6	199.6
Business Tax: Growth	4.9	5.0	2.0
Business Tax Total	<u>194.6</u>	<u>199.6</u>	<u>201.6</u>
Property Tax: Base*	1,044.1	1,126.4	1,202.5
Property Tax: Growth*	18.1	11.2	12.0
Property Tax: Rate Increase*	64.2	64.9	74.4
Property Tax Total	<u>1,126.4</u>	<u>1,202.5</u>	<u>1,288.9</u>
TOTAL TAX REVENUE	<u><u>1,321.0</u></u>	<u><u>1,402.1</u></u>	<u><u>1,490.5</u></u>

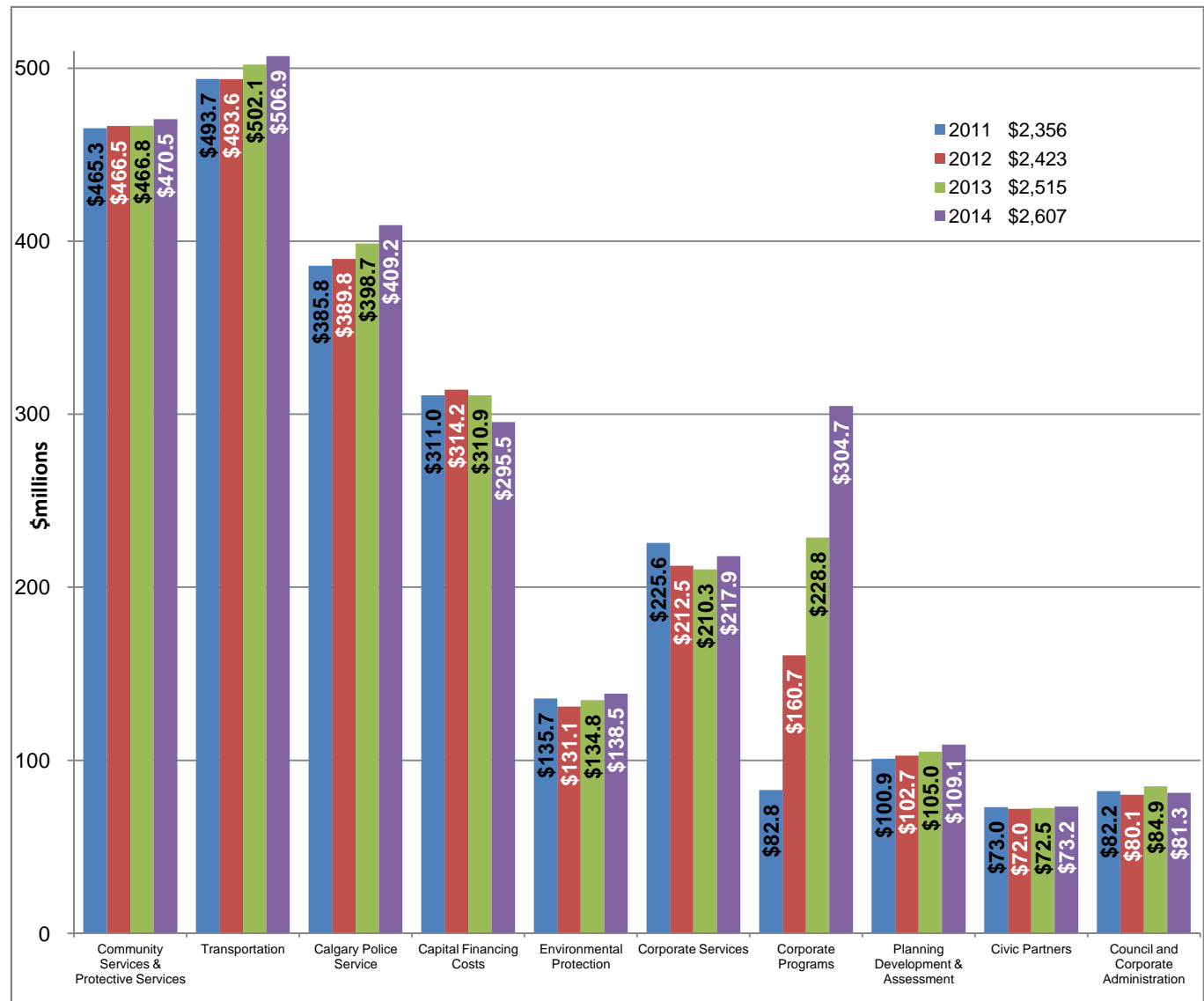
- Municipalities in Alberta are required under the Municipal Government Act to balance their operating budgets.
- This schedule shows the sources of tax revenue that fund The City's tax-supported budgeted net operating expenditures.

* Property Tax Details	2012	2013	2014
Residential			
Base	529.4	567.0	605.3
Growth	5.3	5.6	6.0
Rate Increase	32.3	32.7	37.5
Total Residential	<u>567.0</u>	<u>605.3</u>	<u>648.8</u>
Non-Residential			
Base	514.7	559.4	597.2
Growth	12.8	5.6	6.0
Rate Increase	31.9	32.2	36.9
Total Non-Residential	<u>559.4</u>	<u>597.2</u>	<u>640.1</u>
Total Property Tax	<u><u>1,126.4</u></u>	<u><u>1,202.5</u></u>	<u><u>1,288.9</u></u>

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 8: Tax-Supported Gross Expenditures Net of Recoveries

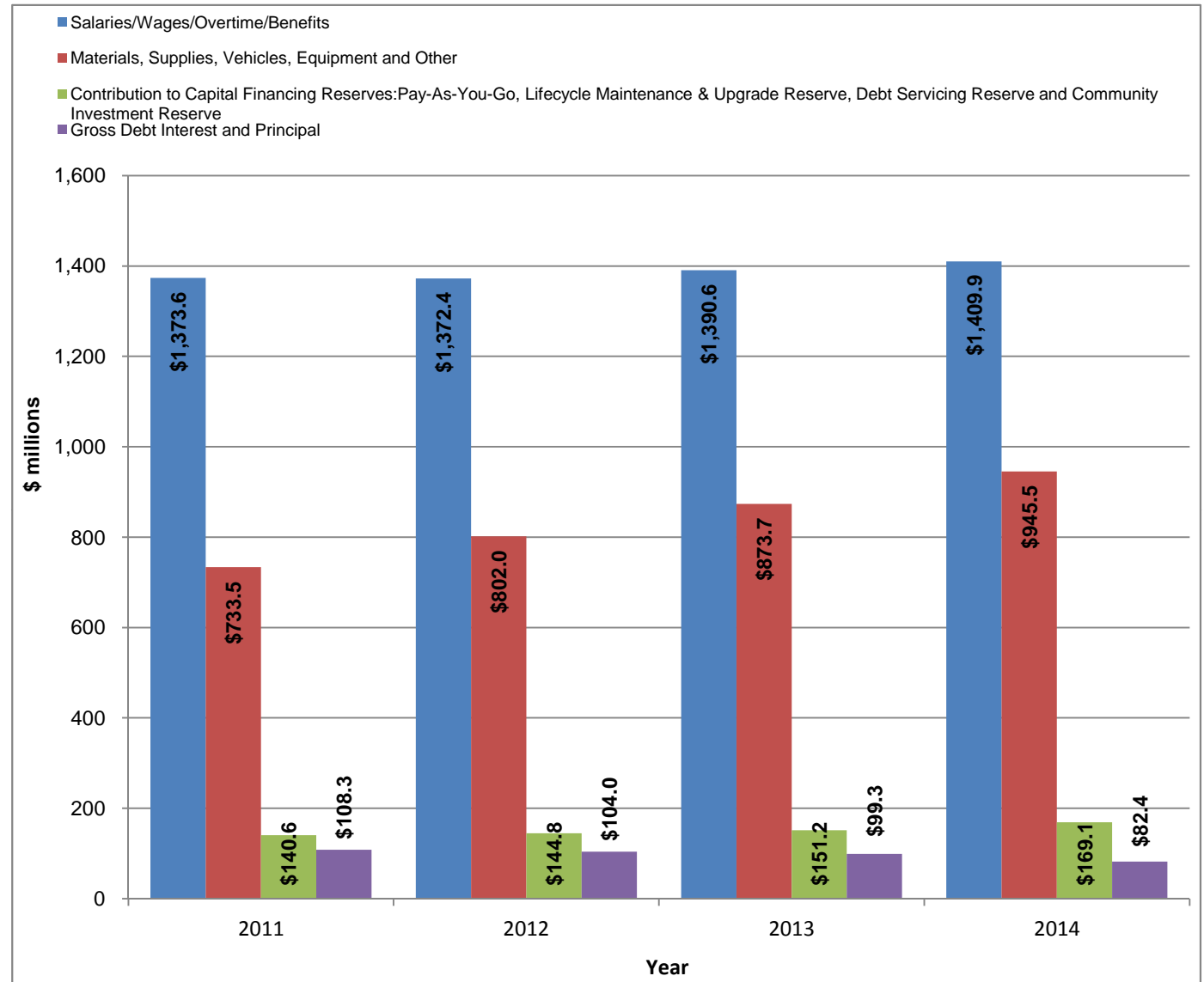
- Areas of major spending correspond to Council's priorities: transportation, community services and protective services.
- Areas of major spending are also the most people-intensive services, such as Calgary Transit and the Calgary Police Service.
- About 3 per cent of spending relates to governance functions, including Council and the corporate administration offices.
- 2011 approved budgets include adjustments up to the third quarter and reflect removal of the provincial property tax.



SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 9: Tax-Supported Expenditure Net of Recoveries by Major Cost Components

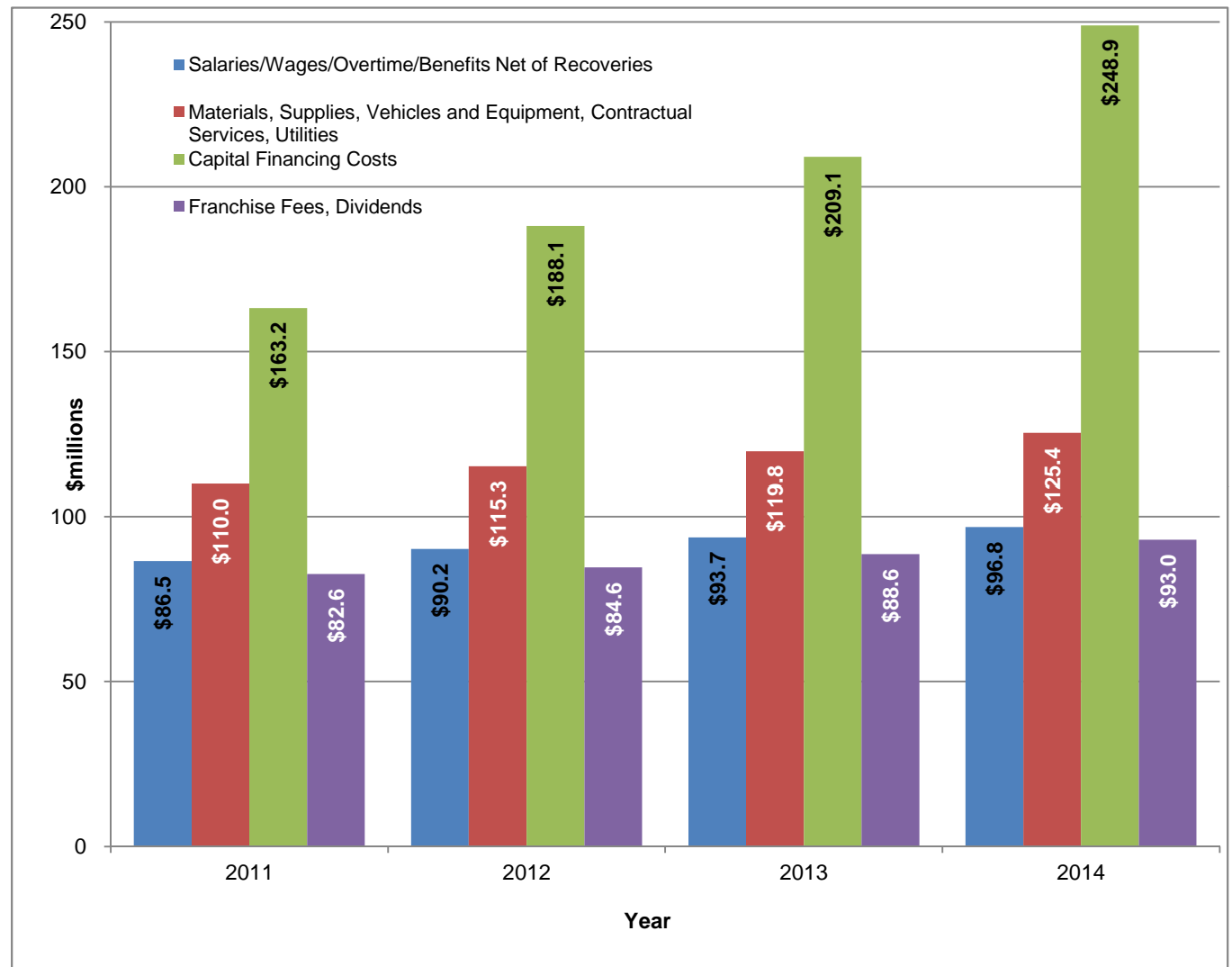
- The salaries, wages, overtime and benefits cost component is approximately 55 per cent of total tax-supported expenditures
- Gross debt charges continue to decline as a portion of overall expenditures, from 4.6 per cent in 2011 to 3.2 per cent in 2014.
- 2011 approved budgets include adjustments up to the third quarter and reflect removal of the provincial property tax.



SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 10: Utilities Expenditures Net of Recoveries by Major Cost Components

- Capital financing costs are the largest component of annual expenditures, making up 41 per cent of the total.
- Salaries, wages, overtime and benefits net of recoveries as a portion of overall spending are 18 per cent, declining slightly over the three-year budget period.
- 2011 approved budgets include adjustments up to the third quarter.



SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 11: User Fee and Utility Rate Highlights

	2011	2012	Changes from 2011		2013	Changes from 2012		2014	Changes from 2013	
	Budget	Budget	\$	%	Budget	\$	%	Budget	\$	%
Transit										
Cash: Adult (age 15 to 64)	\$2.75	\$2.75	\$0.00	-	\$3.00	\$0.25	9.1 %	\$3.00	\$0.00	-
Youth (age 6 to 14)	\$1.75	\$1.75	\$0.00	-	\$1.75	\$0.00	-	\$2.00	\$0.25	14.3 %
Monthly Pass: Adult	\$90.00	\$94.00	\$4.00	4.4 %	\$94.00	\$0.00	-	\$96.00	\$2.00	2.1 %
Monthly Pass: Youth	\$54.25	\$57.50	\$3.25	6.0 %	\$57.50	\$0.00	-	\$60.00	\$2.50	4.3 %
Adult Ticket Book (10)	\$24.00	\$27.50	\$3.50	14.6 %	\$30.00	\$2.50	9.1 %	\$30.00	\$0.00	-
Youth Ticket Book (10)	\$15.00	\$17.50	\$2.50	16.7 %	\$17.50	\$0.00	-	\$20.00	\$2.50	14.3 %
Adult Day Pass	\$8.25	\$8.25	\$0.00	-	\$9.00	\$0.75	9.1 %	\$9.00	\$0.00	-
Youth Day Pass	\$5.25	\$5.25	\$0.00	-	\$5.75	\$0.50	9.5 %	\$6.25	\$0.50	8.7 %
Senior Annual Pass (Regular)	\$35.00	\$55.00	\$20.00	57.1 %	TBD	N/A	N/A	TBD	N/A	N/A
Recreation Facility Admission (Adult: age 18–64)										
Ice Arenas: Prime Time per Hour ₁	\$208.50	\$218.95	\$10.45	5.0 %	\$229.90	\$10.95	5.0 %	\$241.40	\$11.50	5.0 %
Leisure Centres: General Admission	\$10.10	\$10.60	\$0.50	5.0 %	\$11.00	\$0.40	3.8 %	\$11.45	\$0.45	4.1 %
Swimming Pools:General Admission - Tier 1	\$5.10	\$5.35	\$0.25	4.9 %	\$5.55	\$0.20	3.7 %	\$5.75	\$0.20	3.6 %
Swimming Pools:General Admission - Tier 2	\$6.00	\$6.30	\$0.30	5.0 %	\$6.55	\$0.25	4.0 %	\$6.80	\$0.25	3.8 %
Swimming Pools:Annual Pool Pass - Tier 1	\$380.83	\$399.87	\$19.04	5.0 %	\$415.87	\$16.00	4.0 %	\$432.50	\$16.63	4.0 %
Swimming Pools:Annual Pool Pass - Tier 2	\$452.30	\$474.92	\$22.62	5.0 %	\$493.91	\$18.99	4.0 %	\$513.67	\$19.76	4.0 %
Golf: Punchcard Weekend (Maple Ridge)		\$459.00	N/A	N/A	\$477.00	\$18.00	3.9 %	\$495.00	\$18.00	3.8 %
Golf: Punchcard Weekend (Other Courses)	\$405.00	\$408.00	\$3.00	0.7 %	\$419.00	\$11.00	2.7 %	\$430.00	\$11.00	2.6 %
Footnotes										
1) Ice arena rate provided is for the Local Amateur / Non-Profit Adult category										

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 11: User Fee and Utility Rate Highlights

	2011	2012	Changes from 2011		2013	Changes from 2012		2014	Changes from 2013	
	Budget	Budget	\$	%	Budget	\$	%	Budget	\$	%
Waste and Recycling Services										
Commercial Tipping Fees	\$95.00	\$98.00	\$3.00	3.2 %	\$102.00	\$4.00	4.1 %	\$107.00	\$5.00	4.9 %
Blue Cart Fee	\$8.75	\$7.10	(\$1.65)	(18.9)%	\$7.40	\$0.30	4.2 %	\$7.70	\$0.30	4.1 %
Waste Management Charge	\$4.35	\$4.50	\$0.15	3.4 %	\$4.70	\$0.20	4.4 %	\$4.90	\$0.20	4.3 %
UTILITY RATES										
Water										
Flat Rate	\$58.43	\$62.87	\$4.44	7.6 %	\$67.58	\$4.71	7.5 %	\$72.57	\$4.99	7.4 %
Metered Rate - Average Monthly Charge per Household (based on water use of 19m ³)	\$38.95	\$41.91	\$2.96	7.6 %	\$45.05	\$3.14	7.5 %	\$48.38	\$3.33	7.4 %
Wastewater										
Flat Rate	\$36.20	\$41.09	\$4.89	13.5 %	\$46.63	\$5.54	13.5 %	\$52.93	\$6.30	13.5 %
Metered Rate - Average Monthly Charge per Household (based on water use of 19m ³)	\$24.16	\$27.42	\$3.26	13.5 %	\$31.12	\$3.70	13.5 %	\$35.32	\$4.20	13.5 %
Drainage										
Stormwater Monthly Drainage Charge	\$7.97	\$8.36	\$0.39	4.9 %	\$8.77	\$0.41	4.9 %	\$9.20	\$0.43	4.9 %

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 12: Capital Plan (Funded) by Department
(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
COMMUNITY SERVICES & PROTECTIVE SERVICES						
Approved Projects in Progress	189,464	96,517	85,596	73,841	0	445,418
Projects Requiring Approval	81,966	46,324	9,426	0	0	137,716
2012 Capital Budget (note)	271,430	142,841	95,022	73,841	0	583,134
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	43,629	46,953	17,450	20,300	128,332
Total	271,430	186,470	141,975	91,291	20,300	711,466
CORPORATE SERVICES						
Approved Projects in Progress	248,984	134,296	68,149	178,930	0	630,359
Projects Requiring Approval	127,857	59,140	54,497	6,285	6,210	253,989
2012 Capital Budget (note)	376,841	193,436	122,646	185,215	6,210	884,348
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	73,910	76,328	57,511	57,266	265,015
Total	376,841	267,346	198,974	242,726	63,476	1,149,363
CALGARY HOUSING COMPANY						
Approved Projects in Progress	5,947	0	0	0	0	5,947
Projects Requiring Approval	161	2,785	1,672	0	0	4,618
2012 Capital Budget (note)	6,108	2,785	1,672	0	0	10,565
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	2,785	834	3,619
Total	6,108	2,785	1,672	2,785	834	14,184
PLANNING, DEVELOPMENT & ASSESSMENT						
Approved Projects in Progress	6,000	3,600	0	0	0	9,600
Projects Requiring Approval	300	300	300	0	0	900
2012 Capital Budget (note)	6,300	3,900	300	0	0	10,500
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	-
Total	6,300	3,900	300	0	0	10,500

Note: On 2011 September 19, Council deferred decision on capital projects **starting in 2013 and 2014**, until a comprehensive review of all capital projects and programs is completed.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 12: Capital Plan (Funded) by Department
(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
TRANSPORTATION						
Approved Projects in Progress	563,108	316,964	132,955	52,593	13,455	1,079,075
Projects Requiring Approval	77,410	97,135	108,329	14,000	0	296,874
2012 Capital Budget (note)	640,518	414,099	241,284	66,593	13,455	1,375,949
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	50,617	54,079	131,058	116,242	351,996
Total	640,518	464,716	295,363	197,651	129,697	1,727,945
UTILITIES & ENVIRONMENTAL PROTECTION						
Approved Projects in Progress	203,667	123,371	34,286	5,666	0	366,990
Projects Requiring Approval	100,885	176,342	210,997	34,014	4,675	526,913
2012 Capital Budget (note)	304,552	299,713	245,283	39,680	4,675	893,903
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	42,301	48,083	308,323	348,382	747,089
Total	304,552	342,014	293,366	348,003	353,057	1,640,992
CALGARY POLICE SERVICE						
Approved Projects in Progress	30,883	1,750	0	0	0	32,633
Projects Requiring Approval	21,055	0	0	0	0	21,055
2012 Capital Budget (note)	51,938	1,750	0	0	0	53,688
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	15,494	15,510	13,910	15,560	60,474
Total	51,938	17,244	15,510	13,910	15,560	114,162
CORPORATE ADMINISTRATION						
Approved Projects in Progress	0	0	0	0	0	-
Projects Requiring Approval	1,990	850	100	0	0	2,940
2012 Capital Budget (note)	1,990	850	100	0	0	2,940
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	1,365	155	0	0	1,520
Total	1,990	2,215	255	0	0	4,460

Note: On 2011 September 19, Council deferred decision on capital projects **starting in 2013 and 2014**, until a comprehensive review of all capital projects and programs is completed.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 12: Capital Plan (Funded) by Department
(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
CIVIC PARTNERS						
Approved Projects in Progress	82,930	27,709	0	0	0	110,639
Projects Requiring Approval	10,610	0	0	0	0	10,610
2012 Capital Budget (note)	93,540	27,709	0	0	0	121,249
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	39,910	59,920	58,680	3,680	162,190
Total	93,540	67,619	59,920	58,680	3,680	283,439
CALGARY PARKING AUTHORITY						
Approved Projects in Progress	0	0	0	0	0	-
Projects Requiring Approval	6,500	0	0	0	0	6,500
2012 Capital Budget (note)	6,500	0	0	0	0	6,500
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	6,000	5,725	5,725	5,500	22,950
Total	6,500	6,000	5,725	5,725	5,500	29,450
TOTAL CITY						
Approved Projects in Progress	1,330,983	704,207	320,986	311,030	13,455	2,680,661
Projects Requiring Approval	428,734	382,876	385,321	54,299	10,885	1,262,115
2012 Capital Budget (note)	1,759,717	1,087,083	706,307	365,329	24,340	3,942,776
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	273,226	306,753	595,442	567,764	1,743,185
Total	1,759,717	1,360,309	1,013,060	960,771	592,104	5,685,961

Note: On 2011 September 19, Council deferred decision on capital projects **starting in 2013 and 2014**, until a comprehensive review of all capital projects and programs is completed.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 13: Tax-Supported Capital Plan (\$millions)

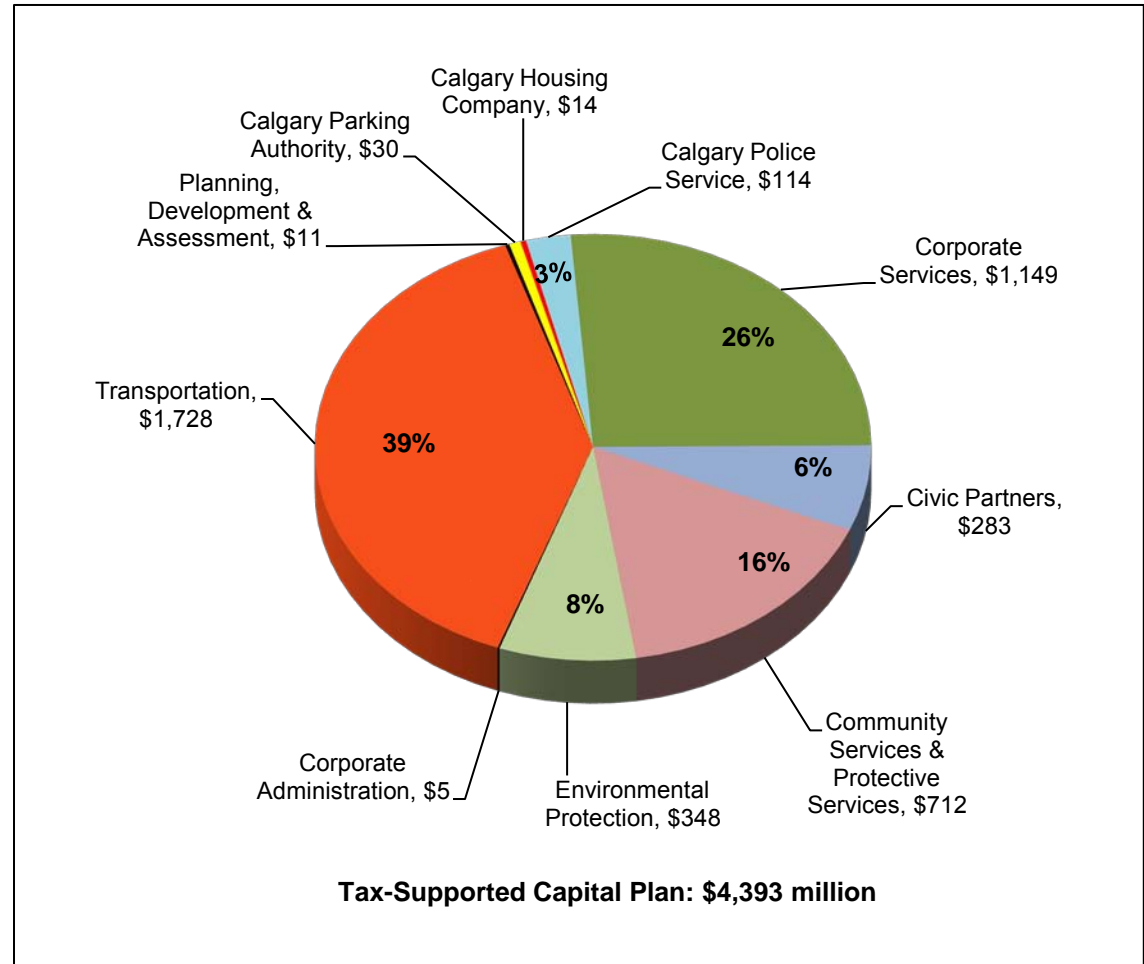
The City's 2012-2016 Capital Plan totals \$5.686 billion. The tax-supported portion is \$4.393 billion and the utilities portion is \$1.293 billion.

The 2012-2016 tax-supported capital plan of \$4.393 billion includes all business units except the Utilities.

For comparison, the 2009-2013 tax-supported capital plan totalled \$5.498 billion.

The \$4.393 billion tax-supported capital plan is for the following major capital project areas:

- Transportation (\$1.728 billion)
- Community & Protective Services (\$711 million – \$492 million for Parks and Recreation and \$219 million for protective services)
- Environmental Protection (\$348 million)
- Corporate Services (\$1.149 billion – \$277 million for Corporate Properties, \$201 million for Fleet Services, \$494 million for Office of Land Servicing & Housing, \$128 million for Information Technology and \$49 million for other business units)



SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 14: Tax-Supported Capital Plan Funding Sources (\$millions)

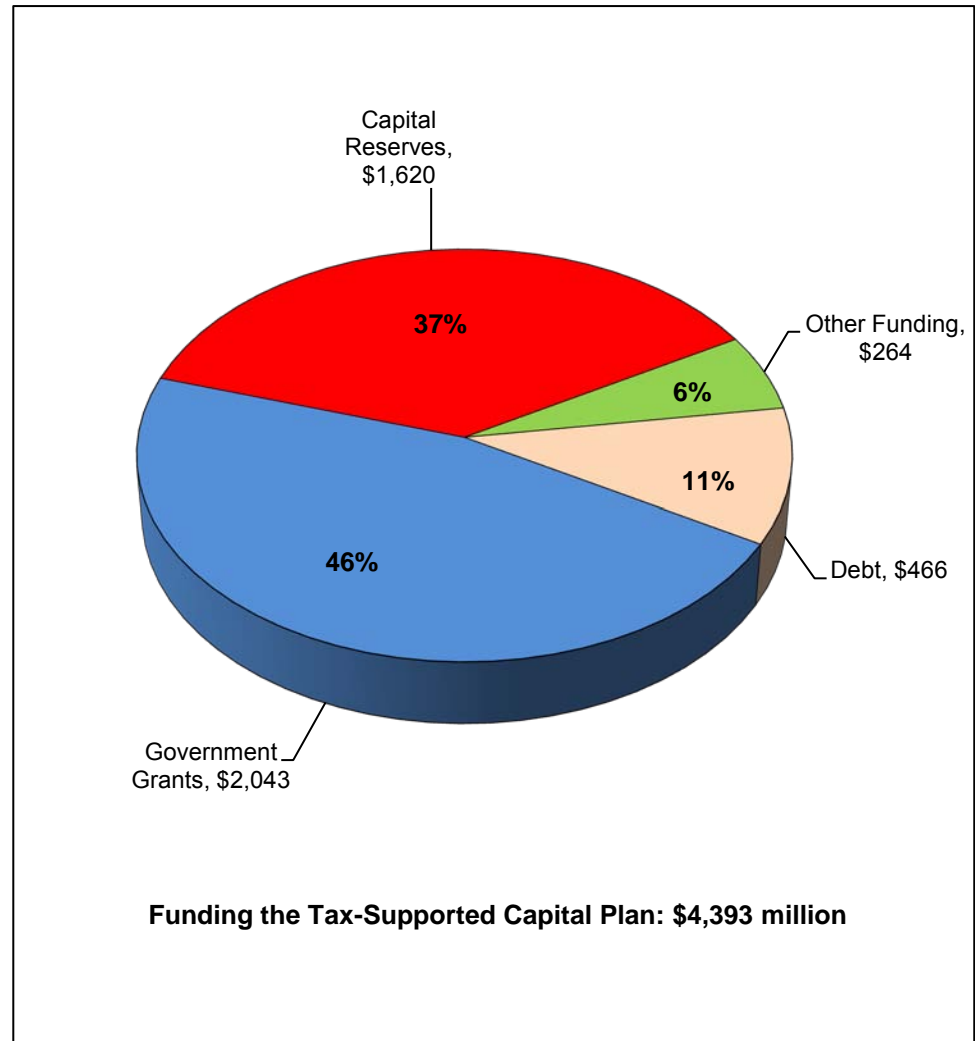
For the capital projects identified within the five-year capital planning process, monies provided by government grants comprise on average 46 per cent of the tax-supported capital plan while capital reserves, debentures and other sources comprise on average 37 per cent, 11 per cent and 6 per cent respectively.

The government grants of \$2.043 billion primarily include Municipal Sustainability Initiative (\$1.188 billion) and related bridge financing, Provincial Fuel Tax (\$452 million), Federal Gas Tax Fund (GTF) (\$286 million), the Alberta Municipal Infrastructure Program (AMIP) (\$33 million) and other (\$84 million). MSI and AMIP monies are used to fund transportation, recreational, cultural and protective services projects, while the other monies are used primarily to fund transportation projects.

The City has set up reserves to fund specific capital projects such as landfill, storm sewer upgrade, downtown improvements, legacy parks and lifecycle maintenance and upgrades. Contributions from capital reserves are \$1.62 billion.

Borrowing of \$466 million is another funding source for capital expenditures in Fleet Services, Office of Land Servicing & Housing, Waste & Recycling Services, Calgary Housing Company, Corporate Properties & Buildings, Parks (cemeteries), Recreation (golf courses), and Roads.

Contributions from developers, Calgary Parking Authority and Acreage Assessments of \$264 million help fund transportation projects.

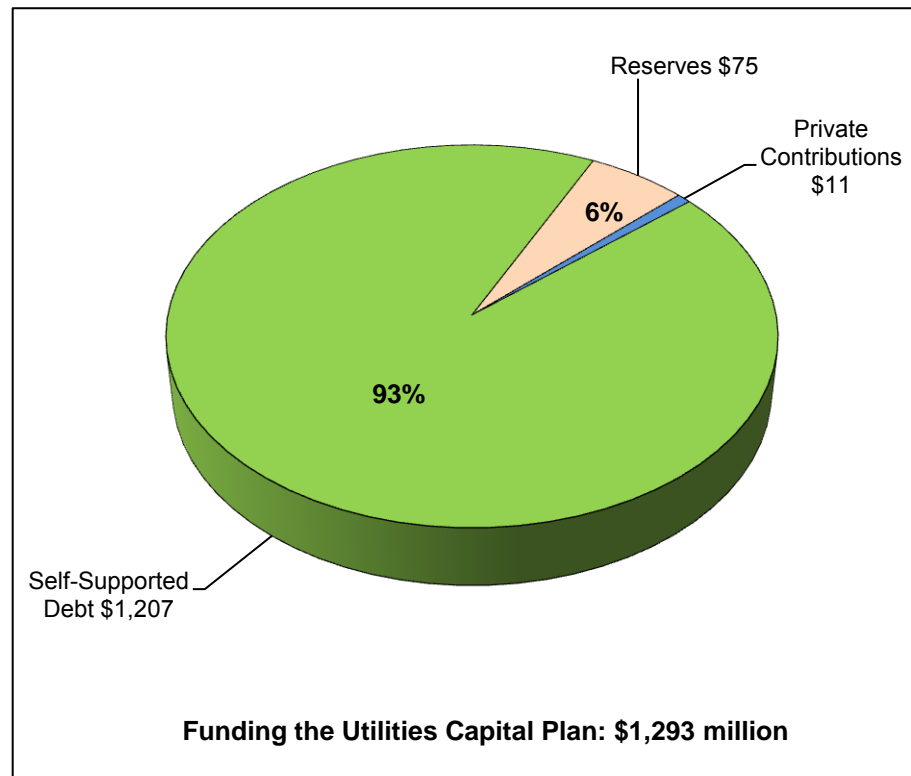


SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 15: Utilities Capital Plan and Funding Sources (\$millions)

The 2012-2016 Capital Plan for Utilities is \$1.293 billion. For comparison, the 2009-2013 Utilities Capital Plan totalled \$2.063 billion.

93% of capital projects within the utilities five-year capital plan are funded through self-supported debt.



SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 16: Major Sources of Capital Funding

Source or type of funding	Description	2012-2016 Capital Plan (\$millions)
Municipal Sustainability Initiative (MSI)	Provincial ten year (2007/8 – 2016/17) grant for transportation, recreation, cultural and protective service projects. MSI in the 2012-2016 capital plan includes bridge financing. Some of the projects funded by this grant are – West LRT and extensions to the existing LRT lines; light rail vehicles; recreation centres; Calgary Police Headquarter acquisition. The province has allowed The City to use debt to bridge finance projects against future MSI allocations.	\$1,188
Alberta fuel tax revenue-sharing	Provincial fuel tax revenue-sharing program started in 2000 for transportation-related projects. Some of the projects funded by this grant are NW LRT extension; light rail vehicle purchase; fire stations and emergency operating centers; roads and street improvements. The program provides five cents a litre to The City based on the number of liters of taxable gasoline and diesel delivered within the city boundaries.	\$452
Federal gas tax fund	Federal five year program announced in 2005 supporting the development of environmentally sustainable municipal infrastructure while protecting and improving the quality of the environment, such as public transit systems, water and wastewater system and solid waste management. The program is renewable every four years and the funding for The City is approved until 2013/2014.	\$286
Self-supported debt	Self-supported debt, which are held by Alberta Capital Finance Authority, are structured to match available cash flow to debt servicing funded through user fees.	\$1,646
Pay-As-You-Go	The City allocates from its operating budget to fund capital projects.	\$348
Reserve for Future Capital	This reserve provides contingency funds to critical and urgent capital projects.	\$126
Lifecycle Maintenance & Upgrade Reserve	2.6% of annual residential property taxes provides funds for maintenance and upgrades of capital assets.	\$164
Business Units' Reserves	City policy requires Council approval to establish reserves. These reserves are created to fund specific projects, such as Landfill Closure and Storm Sewer Upgrade reserves.	\$772
Community Investment Reserve	Council directed Administration (NM2006-05) to allocate GST savings of \$8.9 million annually to fund community amenities. Council approved (C2011-26) \$42 million annual contribution (re: 2011 provincial property tax room) to be transferred from operating budget to fund community infrastructure.	\$286
Transportation Acreage Assessment	The City charges a transportation levy in growth areas to fund new roads in these areas.	\$204

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Debt Obligations

Debt is mainly obtained from Alberta Capital Finance Authority (ACFA); it includes tax-supported, self-sufficient tax-supported, and self-supported (including utilities and local improvement). The City manage debt attributed to ENMAX, but this debt is not included in The City's total debt. The City has provided guarantees for certain loans to entities including The Calgary Exhibition & Stampede Ltd, and The Calgary Zoo.

Tax-supported debt is repaid using tax revenue. Currently, there is no new tax-supported debt capacity approved beyond 2006 (Reference: FCS2008-24), and all tax-supported debt capacity is fully committed. Therefore, The City is operating within its established debt capacity limits.

Self-sufficient tax-supported debt (SSTS) is issued for The Calgary Municipal Land Corporation (CMLC), a City-owned company, and can be issued to finance City projects with a defined revenue source. For CMLC, the interest and principal payments are funded by revenues resulting from its own operations, i.e. the Community Revitalization Levy (FCS2007-14) and land sales. SSTS debt also includes short term debt that will be funded from future grant receipts from the Alberta Government's Municipal Sustainability Initiative (MSI), which provides bridge financing for MSI-funded projects.

Self-supported debt is funded through user fees. Self-supported debt including utilities debt is growing in recent years primarily resulting from infrastructure requirements. Local improvement debt is considered self-supported, with principal and interest payment funded by local improvement levies that are collectible from the property owners. Other self-supported debt in Figure 17 below includes debt for Fleet Services, Office of Land Servicing & Housing, Calgary Housing Company, Waste & Recycling Services, and Roads.

Figure 17: Actual and Estimated Debt Outstanding
(\$millions)

2009 and 2010 are actual debts outstanding. 2011 to 2016 include estimated borrowings.

YEAR	TAX-SUPPORTED DEBT	SELF-SUFFICIENT TAX-SUPPORTED		SELF-SUPPORTED			TOTAL
		CMLC	MSI Debt	Utilities	Local Improvement	Other Self-supported debt	
2009	449.4	66.0	240.0	1,345.1	65.9	295.3	2,461.7
2010	436.5	104.0	510.0	1,470.2	83.2	326.3	2,930.2
2011 E	412.8	145.6	730.0	1,569.6	80.6	315.4	3,254.1
2012 E	392.7	211.4	1,415.5	1,662.1	81.6	305.3	4,068.6
2013 E	347.5	235.1	1,439.1	1,807.7	76.1	349.5	4,255.0
2014 E	309.8	233.7	1,310.3	1,943.4	71.0	381.2	4,249.4
2015 E	272.1	227.3	1,070.3	2,082.7	65.7	389.4	4,107.5
2016 E	235.7	221.9	877.7	2,239.9	60.3	406.6	4,042.1

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Debt Repayment

The current regular amortizing debt program consists of equal, semi-annual payment with blended principal and interest which are funded through the Debt Servicing Reserve and user fees. The structured debt program includes repayment terms of interest only for the first half of the debt term and blended, amortized principal and interest payment over the remaining term, also funded through the Debt Servicing Reserve. The bullet debt (mainly for MSI-funded debt) consists of semi-annual payments on interest only, principal payment is payable at the last payment date.

Principal and interest payments for existing and estimated borrowing are broken down by debt type in Figure 18.

Figure 18: Actual and estimated debt payments (Principal & Interest)

(\$millions)

YEAR	TAX-SUPPORTED DEBT	SELF-SUFFICIENT TAX-SUPPORTED		SELF-SUPPORTED			TOTAL
		CMLC	MSI Debt	Utilities	Local Improvement	Other Self-supported debt	
2009	94.9	2.6	1.8	136.2	9.0	47.6	292.1
2010	81.3	3.9	11.8	137.3	9.6	53.4	297.3
2011 E	73.6	5.8	19.5	148.6	13.0	72.2	332.7
2012 E	76.4	8.8	35.3	153.2	10.1	117.8	401.6
2013 E	71.4	10.8	45.4	164.4	10.5	72.6	375.1
2014 E	54.5	11.3	286.3	177.8	9.8	86.5	626.2
2015 E	51.5	16.2	309.1	192.2	9.8	103.7	682.5
2016 E	48.1	15.1	252.7	207.7	9.6	92.7	625.9

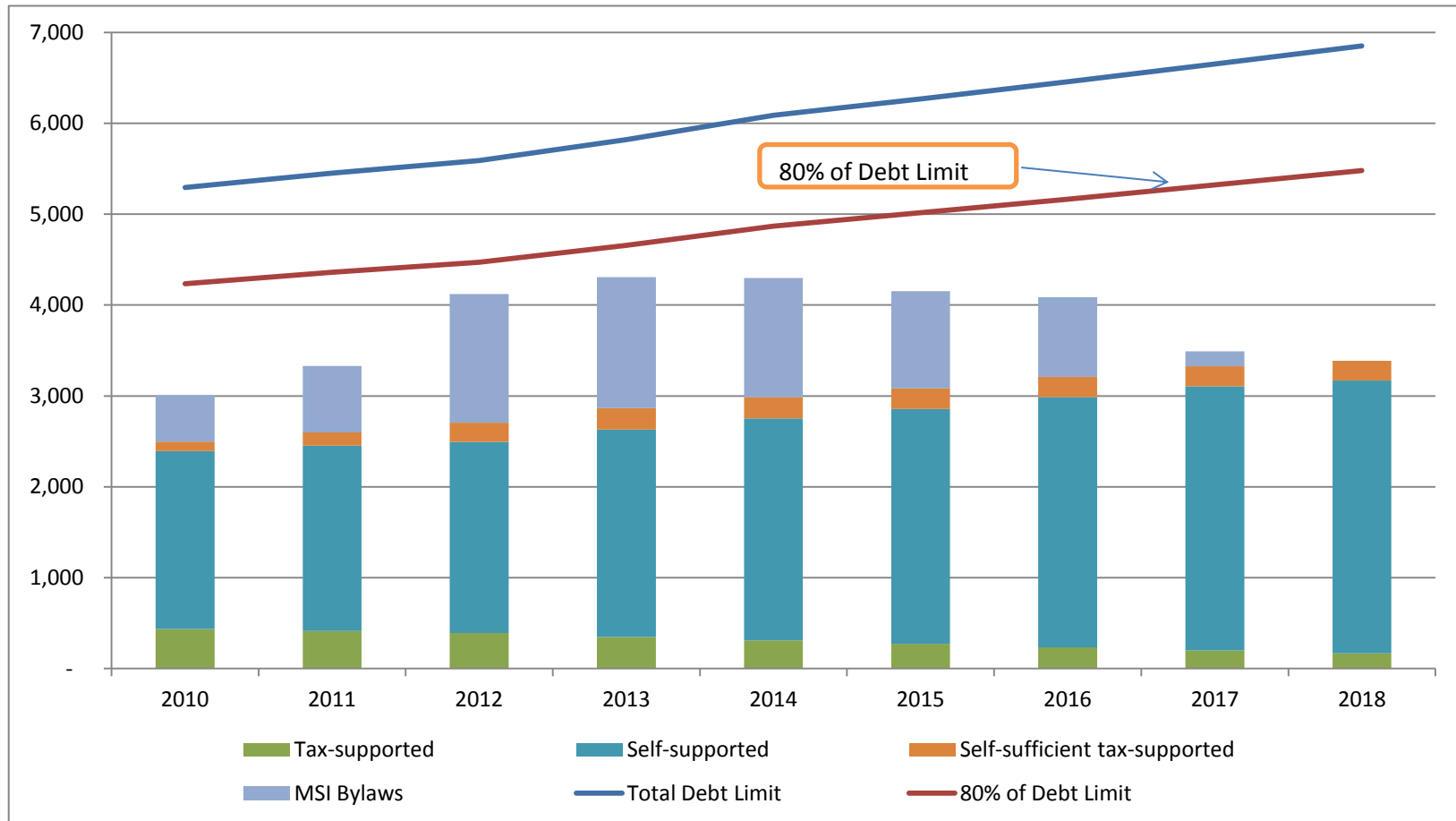
SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Municipal debt and debt service limits are defined in Section 271 of the Municipal Government Act (MGA) and Alberta Regulation #375/94, These regulations specify that The City of Calgary's total debt can be no more than twice its revenue (Figure 19), and debt servicing can be no more than 35% of revenue (Figure 20).

Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

Figure 19: Debt Limit vs. Total Debt
(\$millions)

The City's total debt is below the debt limit threshold of 2.0 times revenue.

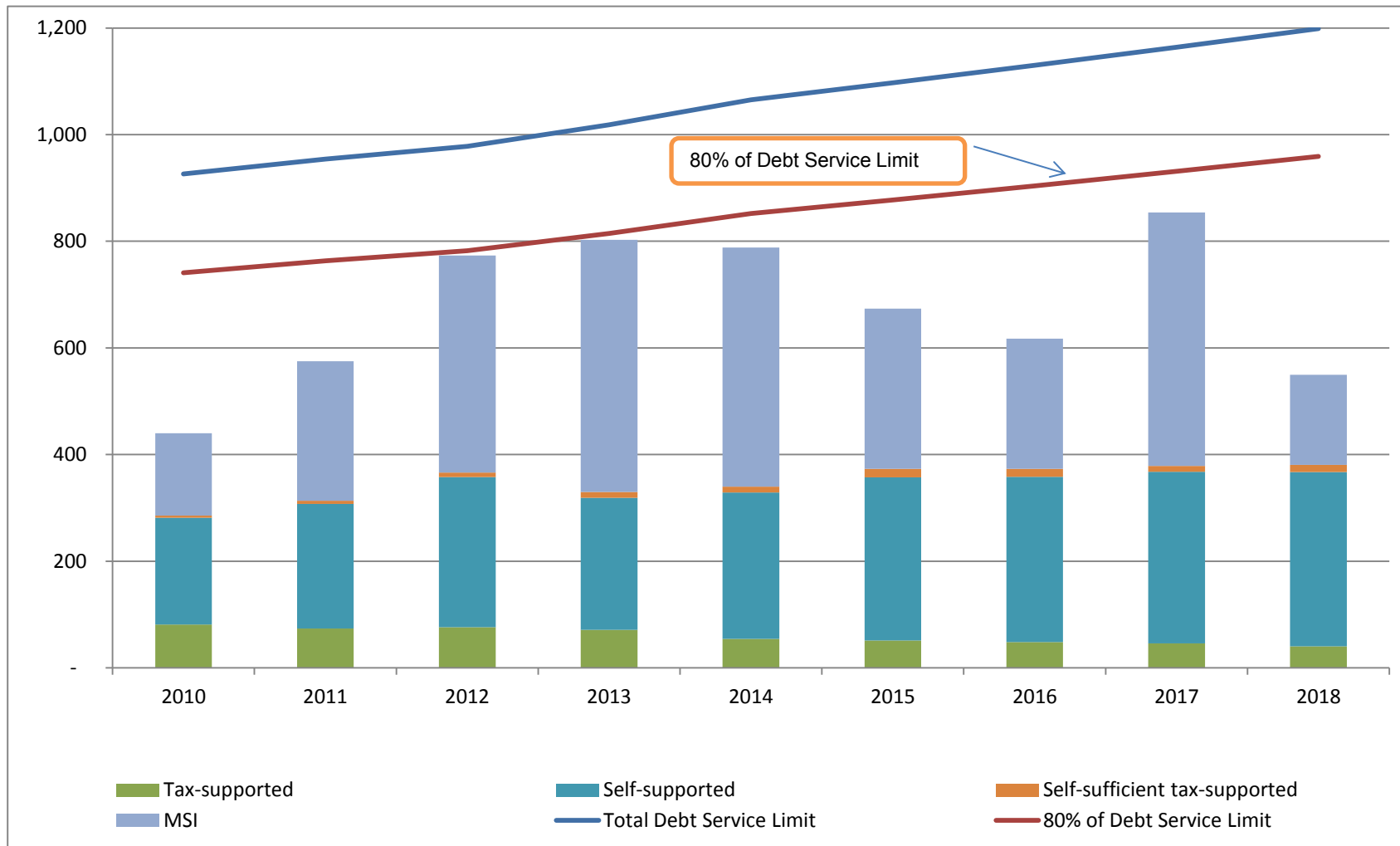


SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 20: Debt Service Limit vs. Debt Servicing Charges (Principal & Interest)

(\$millions)

The City's debt servicing is below the threshold of 0.35 times revenues.



SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 21: Actual and Estimated Debt Service Ratio

In addition to the legislated debt limits noted earlier, Council approved (FB2002-11) a tax-supported debt service ratio of 10% of City's tax-supported gross expenditures (net of recoveries).

The City's tax-supported debt servicing is below the 10% ratio approved by Council, and is decreasing due to no new tax-supported debt capacity approved beyond 2006.

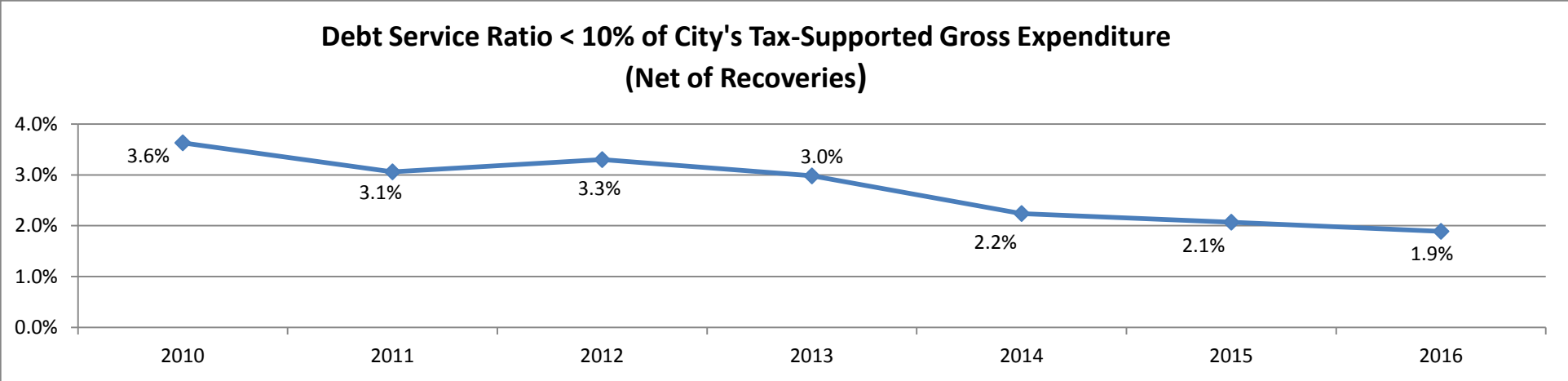


Figure 22: Actual and Estimated Debt Outstanding Per Capita

Major increases in the per capita ratio from 2009 to 2013 are due to drawdown of MSI bridge financing debts (included in Self-Sufficient Tax-Supported debt below).

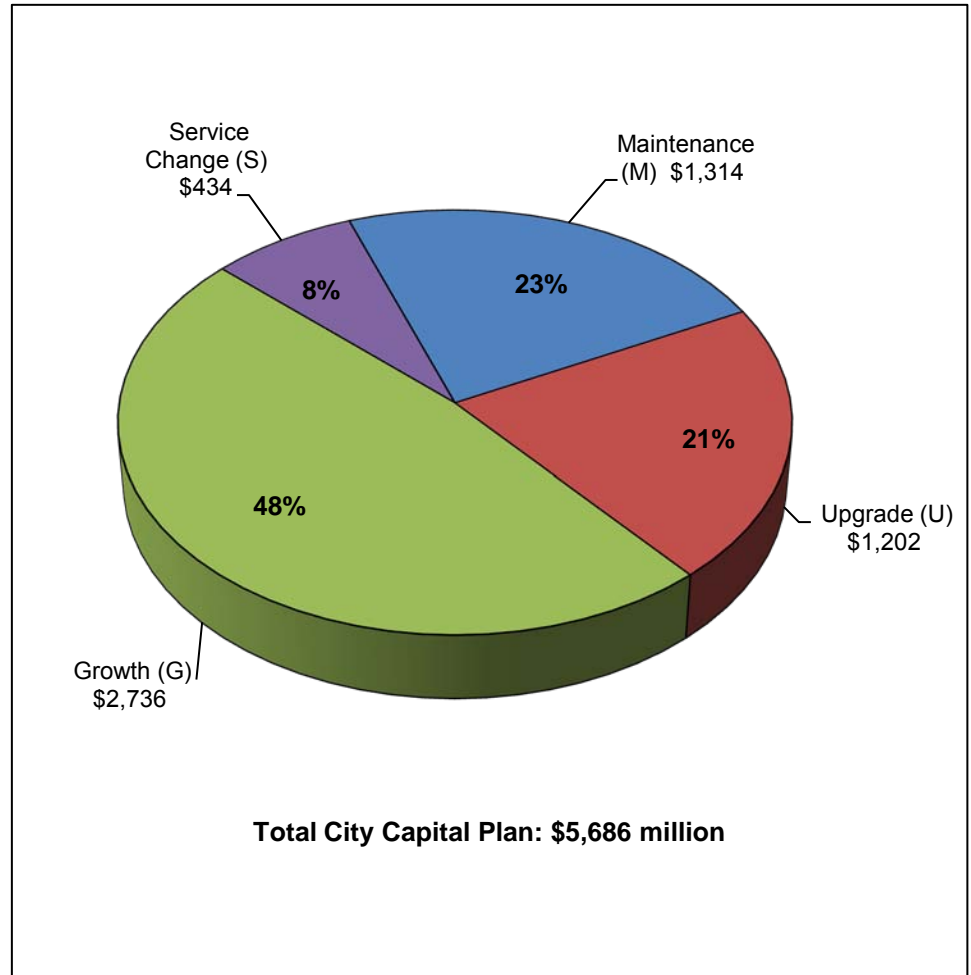
Debt Per Capita	Tax-Supported	Self-Sufficient Tax-Supported	Self-Supported	Total
2009	\$422	\$287	\$1,602	\$2,311
2010	\$407	\$573	\$1,754	\$2,734
2011 E	\$379	\$804	\$1,805	\$2,988
2012 E	\$355	\$1,470	\$1,851	\$3,676
2013 E	\$309	\$1,490	\$1,987	\$3,786
2014 E	\$272	\$1,355	\$2,103	\$3,730
2015 E	\$235	\$1,122	\$2,194	\$3,551
2016 E	\$201	\$937	\$2,306	\$3,444

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 23: Capital Plan (Funded) by Project Type (\$millions)

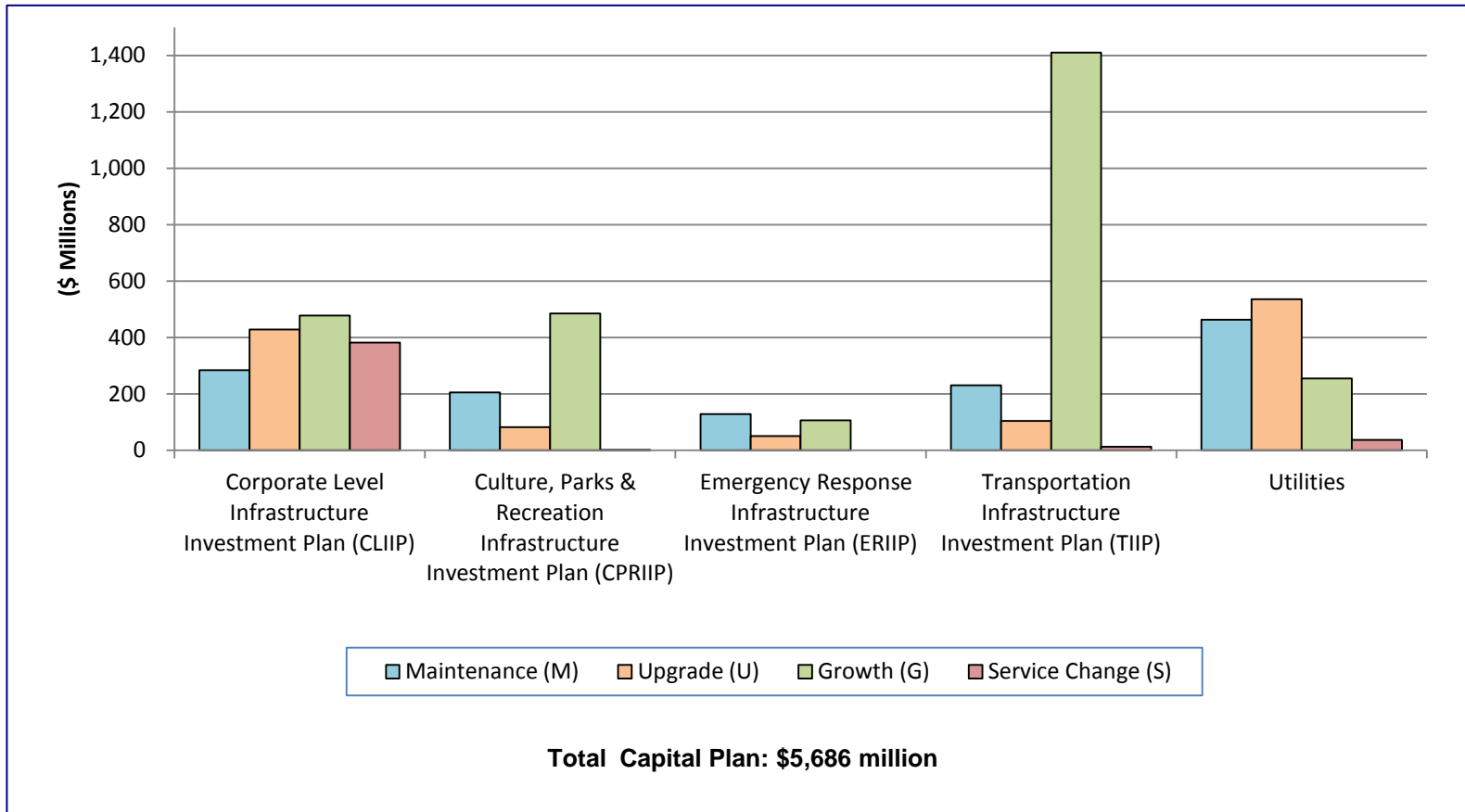
The four categories of project types are:

- M Maintenance/Replacement** – rehabilitation of existing infrastructure due to obsolescence, safety concerns, age, or condition of the infrastructure.
- U Upgrade** – improvement of existing infrastructure with new assets that constitute improved functionality, reliability or compatibility. These changes are driven by legislation, technological innovations, changing public needs and expectations, change in the environment or changes in potential risk.
- G Growth** of infrastructure to service Calgary’s growth, in both population and area, demographic changes, and economic expansion. It includes “downstream” projects such as transportation improvements that are necessitated primarily by growth at the periphery of the city.
- S Service Change** – new infrastructure associated with a Council decision to provide a new or expanded level of service. This is driven primarily by changing public expectations or legislation.



SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 24: Capital Plan (Funded) by Project Type and Infrastructure Investment Plan (IIP)



Note:

CLIIP comprises Corporate Services, Environmental Protection and Planning, Development & Assessment.

CPRiIP comprises Community Services and Civic Partners.

ERIIP comprises Protective Services and Calgary Police Service.

TIIP comprises Transportation and Calgary Parking Authority.

Utilities comprise Water Resources and Water Services.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 25: Capital Plan (Not Funded) by Business Unit

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
COMMUNITY SERVICES & PROTECTIVE SERVICES						
Parks	40,690	55,091	57,004	47,034	32,502	232,321
Recreation	44,536	97,951	76,068	64,167	222,086	504,808
Community Services	85,226	153,042	133,072	111,201	254,588	737,129
Animal & Bylaw Services	200	0	0	100	200	500
Fire	5,125	94,570	1,275	65,378	10,830	177,178
Public Safety Communications	50	674	700	1,510	11,045	13,979
Protective Services	5,375	95,244	1,975	66,988	22,075	191,657
TOTAL COMMUNITY SERVICES & PROTECTIVE SERVICES	90,601	248,286	135,047	178,189	276,663	928,786
CORPORATE SERVICES						
Corporate Properties & Buildings	99,864	128,391	113,838	195,837	165,741	703,671
Customer Service & Communications	1,400	1,700	1,900	2,700	4,650	12,350
Fleet Services	0	0	0	0	0	0
Human Resources	0	0	0	0	0	0
Information Technology	21,156	18,519	20,063	15,532	16,075	91,345
Infrastructure & Information Services	3,480	2,611	1,487	10,467	22,592	40,637
Office of Land Servicing & Housing	0	0	0	0	0	0
TOTAL CORPORATE SERVICES	125,900	151,221	137,288	224,536	209,058	848,003
Calgary Housing Company	0	0	0	0	0	0
PLANNING, DEVELOPMENT & ASSESSMENT						
Development & Building Approvals	10,225	8,200	5,955	0	0	24,380
Land Use Planning & Policy	0	0	0	0	0	0
TOTAL PLANNING, DEVELOPMENT & ASSESSMENT	10,225	8,200	5,955	0	0	24,380
TRANSPORTATION						
Calgary Transit	727,600	0	0	20,750	18,500	766,850
Roads	71,900	0	0	25,000	26,000	122,900
Transportation Infrastructure	149,800	0	0	432,500	1,233,500	1,815,800
West LRT Project Office	0	0	0	0	0	0
TOTAL TRANSPORTATION	949,300	0	0	478,250	1,278,000	2,705,550
UTILITIES & ENVIRONMENTAL PROTECTION						
Environmental & Safety Management	0	0	0	500	500	1,000
Waste & Recycling Services	0	0	0	0	0	0
Environmental Protection	0	0	0	500	500	1,000
Utilities	0	0	0	0	0	0
TOTAL UTILITIES & ENVIRONMENTAL PROTECTION	0	0	0	500	500	1,000

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 25: Capital Plan (Not Funded) by Business Unit

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Calgary Police Service	20,000	0	12,000	0	0	32,000
CORPORATE ADMINISTRATION						
Chief Financial Officer's Department	0	0	0	1,400	400	1,800
City Clerk's Office	0	0	0	0	0	0
Law	0	0	0	0	0	0
TOTAL CORPORATE ADMINISTRATION	0	0	0	1,400	400	1,800
CIVIC PARTNERS						
Capital Investment in Civic Partners	0	0	0	0	0	0
Calgary Outdoor Swimming Pools Association	0	0	0	0	0	0
Calgary Public Library	19,487	28,447	27,590	82,804	3,880	162,208
Calgary Technologies Inc.	0	0	0	0	0	0
Calgary TELUS Convention Centre	260	0	0	0	0	260
Calgary Zoological Society	4,023	3,731	2,122	2,458	2,524	14,858
Culture Related Infrastructure	1,439	6,864	4,000	1,500	0	13,803
Fort Calgary	0	720	960	855	135	2,670
Heritage Park	1,828	580	338	675	675	4,096
Recreation Culture Artifact	0	0	0	0	0	0
Saddledome Foundation	0	0	0	0	0	0
Talisman Centre	131	632	0	367	367	1,497
TELUS World of Science	0	2,625	0	288	1,888	4,801
TOTAL CIVIC PARTNERS	27,168	43,599	35,010	88,947	9,469	204,193
Calgary Parking Authority	0	0	0	0	0	0
TOTAL CITY	1,223,194	451,306	325,300	971,822	1,774,090	4,745,712

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
514	008	Pathway Missing Links	C	G	2,200	2,200	3,300	0	0	7,700
514	008	Pathway Missing Links	D	G	0	0	0	1,650	1,650	3,300
514	020	Eau Claire Plaza	C	G	0	3,500	10,000	0	0	13,500
514	020	Eau Claire Plaza	D	G	0	0	0	10,000	3,500	13,500
514	021	Klippert Clean Up And Design Development Plan	C	G	250	1,250	1,500	0	0	3,000
514	021	Klippert Clean Up And Design Development Plan	D	G	0	0	0	1,000	1,500	2,500
514	027	River Access- Launch Facility	C	G	150	550	400	0	0	1,100
514	027	River Access- Launch Facility	D	G	0	0	0	400	400	800
514	028	Paskapoo Slopes Natural Environment Park Design	C	G	90	600	2,500	0	0	3,190
514	028	Paskapoo Slopes Natural Environment Park Design	D	G	0	0	0	1,000	500	1,500
514	029	Community Gardens City Wide	C	G	100	120	120	0	0	340
514	029	Community Gardens City Wide	D	G	0	0	0	120	150	270
514	034	Natural Area Acquisition	C	G	10,000	5,000	2,500	0	0	17,500
514	034	Natural Area Acquisition	D	G	0	0	0	2,500	1,000	3,500
514	049	Blakiston Park	C	U	75	75	500	0	0	650
514	049	Blakiston Park	D	U	0	0	0	500	0	500
514	050	Roadway Landscaping Upgrades	C	U	500	1,187	1,187	0	0	2,874
514	050	Roadway Landscaping Upgrades	D	U	0	0	0	650	550	1,200
514	051	Downtown & BRZ Streetscape Repairs And Improvement	C	U	1,760	750	750	0	0	3,260
514	051	Downtown & BRZ Streetscape Repairs And Improvement	D	U	0	0	0	750	750	1,500
514	053	Beaverdam Flats Natural Environment Park Management	C	U	0	0	50	0	0	50
514	053	Beaverdam Flats Natural Environment Park Management	D	U	0	0	0	790	1,000	1,790
514	054	Sien Lok Park	C	U	0	2,775	1,500	0	0	4,275
514	055	Biodiversity Strategy Program	C	G	250	1,000	750	0	0	2,000
514	055	Biodiversity Strategy Program	D	G	0	0	0	2,000	2,000	4,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks : 2012-2016 Capital Project Listing (Not Funded)

					(\$000s)					
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
514	056	Green Waste Recycling Infrastructure	C	G	400	4,000	0	0	0	4,400
514	060	Skyview Ranch Regional Wetland Mgmt Plan	C	G	0	100	150	0	0	250
514	060	Skyview Ranch Regional Wetland Mgmt Plan	D	G	0	0	0	150	100	250
514	061	Edworthy Park Management And Design And Developmen	C	U	200	500	2,500	0	0	3,200
514	061	Edworthy Park Management And Design And Developmen	D	U	0	0	0	1,150	750	1,900
514	062	Priddis Slough Regional Wetland Management Plan	C	G	0	0	150	0	0	150
514	062	Priddis Slough Regional Wetland Management Plan	D	G	0	0	0	300	1,000	1,300
514	064	St Joseph's	C	U	100	700	300	0	0	1,100
514	067	Windsor Park	C	G	65	400	0	0	0	465
514	068	Forest Lawn Legacy Park Management, D&D Plan	C	G	1,000	750	250	0	0	2,000
514	068	Forest Lawn Legacy Park Management, D&D Plan	D	G	0	0	0	150	100	250
514	069	Slope Instability Remediation	C	M	602	602	602	0	0	1,806
514	069	Slope Instability Remediation	D	M	0	0	0	602	0	602
514	070	Bend in the Bow Design and Development Plan	C	U	250	750	1,000	0	0	2,000
514	070	Bend in the Bow Design and Development Plan	D	U	0	0	0	1,000	100	1,100
514	072	Riley Park Redevelopment	C	U	500	3,500	3,500	0	0	7,500
514	072	Riley Park Redevelopment	D	U	0	0	0	3,500	0	3,500
514	073	Community Park Improvements	C	U	5	82	125	0	0	212
514	U01	Parks Service Building Infrastructure and Washroom	D	M	0	0	0	1,027	1,027	2,054
514	U02	Emergency Repairs - Various	C	M	105	105	105	0	0	315
514	U02	Emergency Repairs - Various	D	M	0	0	0	105	105	210
514	U05	Sportsfield Lifecycle & Renovations	C	M	875	875	875	0	0	2,625
514	U05	Sportsfield Lifecycle & Renovations	D	M	0	0	0	875	875	1,750
514	U07	Pathway Lifecycle (Regional & Local)	C	M	3,650	3,650	3,650	0	0	10,950
514	U07	Pathway Lifecycle (Regional & Local)	D	M	0	0	0	3,650	3,650	7,300

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
514	U09	Playground Lifecycle & CSA Compliance	C	M	3,250	3,250	3,250	0	0	9,750
514	U09	Playground Lifecycle & CSA Compliance	D	M	0	0	0	3,250	3,250	6,500
514	U10	Wading Pool Retrofits	C	U	1,675	1,180	245	0	0	3,100
514	U10	Wading Pool Retrofits	D	U	0	0	0	1,180	0	1,180
514	U11	12 Mile Coulee Park Development	C	G	250	800	1,400	0	0	2,450
514	U11	12 Mile Coulee Park Development	D	G	0	0	0	800	500	1,300
514	U14	Parks Infrastructure L/C	C	M	10,705	12,885	11,990	0	0	35,580
514	U14	Parks Infrastructure L/C	D	M	0	0	0	7,410	7,520	14,930
514	U47	Established Communities Open Space Upgrade	C	M	0	375	375	0	0	750
514	U47	Established Communities Open Space Upgrade	D	U	0	0	0	375	375	750
514	U48	Class A Parks Lifecycle Repairs And Upgrades	C	M	1,683	1,580	1,480	0	0	4,743
514	U48	Class A Parks Lifecycle Repairs And Upgrades	D	M	0	0	0	150	150	300
Total Parks					40,690	55,091	57,004	47,034	32,502	232,321

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation : 2012-2016 Capital Project Listing (Not Funded)

					(\$000s)					
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
505	U01	Lakeview Golf Course Non-Potable Water Supply Line	C	U	0	0	1,201	0	0	1,201
505	U02	Willow Park Golf Course Irrigation Water Supply Li	C	M	0	0	1,500	0	0	1,500
505	U03	Shaganappi Point Golf Course Club House and Mainte	C	U	0	2,015	2,631	0	0	4,646
505	U03	Shaganappi Point Golf Course Club House and Mainte	D	U	0	0	0	2,631	0	2,631
507	U04	Capital Conservation Grants	C	M	1,000	1,000	1,000	0	0	3,000
507	U04	Capital Conservation Grants	D	M	0	0	0	3,000	3,000	6,000
507	U70	Established Area Pool Upgrades	D	U	0	0	0	0	2,400	2,400
519	100	Community Mobile Skate Park Lifecycle	C	M	500	0	500	0	0	1,000
519	100	Community Mobile Skate Park Lifecycle	D	M	0	0	0	0	500	500
519	101	Inland Athletic Park Upgrades	C	U	1,000	9,000	0	0	0	10,000
519	102	Community Cultural Spaces	C	G	4,000	6,000	6,000	0	0	16,000
519	103	Artificial Turf Fields and Bubble Covers	C	U	1,000	3,000	7,000	0	0	11,000
519	103	Artificial Turf Fields and Bubble Covers	D	U	0	0	0	5,000	0	5,000
519	104	Bob Bahan/Ernie Staff Support Fac.	C	U	500	2,000	15,000	0	0	17,500
519	105	Small Regional Recreation Facility - West Macleod	C	G	10,000	0	0	0	0	10,000
519	112	Foothills and Glenmore Athletic Park Concept Plans	C	U	500	4,000	30,800	0	0	35,300
519	112	Foothills and Glenmore Athletic Park Concept Plans	D	U	0	0	0	10,000	143,400	153,400
519	113	Village Square Solar Thermal AND Other Energy Savi	C	U	500	0	0	0	0	500
519	115	Indoor Field Dome Construction	C	G	5,000	0	3,000	0	0	8,000
519	115	Indoor Field Dome Construction	D	G	0	0	0	9,000	40,000	49,000
519	116	Class Software System Upgrade and Replacement	D	U	0	0	0	0	1,150	1,150
519	117	Indoor Racquet Facility Construction	C	G	1,750	0	0	0	0	1,750
519	117	Indoor Racquet Facility Construction	D	G	0	0	0	1,200	10,800	12,000
519	118	Land Acquisition for Small Regional Recreation Fac	C	G	2,250	0	0	0	0	2,250
519	120	Land for Calgary Minor Soccer NW	C	G	5,000	0	0	0	0	5,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
519	125	Land for Tournament Athletic Park - NW	C	G	0	12,500	0	0	0	12,500
519	127	Ogden Multi-Use Sport Park-Calgary Rugby Union Pha	C	U	2,600	0	0	0	0	2,600
519	131	Renfrew Aquatic & Recreation Centre Expansion	C	G	200	2,000	0	0	0	2,200
519	133	Shouldice Aquatic Centre	C	U	3,500	35,000	0	0	0	38,500
519	134	Shouldice Athletic Park Upgrades	C	U	1,000	5,000	5,000	0	0	11,000
519	134	Shouldice Athletic Park Upgrades	D	U	0	0	0	13,000	6,000	19,000
519	137	Sir Winston Churchill Aquatic & Recreation Centre	C	G	300	3,000	0	0	0	3,300
519	142	Wildflower Arts Centre	C	U	1,000	4,000	0	0	0	5,000
519	206	Centre City Pools (Beltline & Inglewood)	C	U	0	6,000	0	0	0	6,000
519	206	Centre City Pools (Beltline & Inglewood)	D	U	0	0	0	6,500	0	6,500
519	230	Recreation Facility Lifecycle	C	M	2,436	2,436	2,436	0	0	7,308
519	230	Recreation Facility Lifecycle	D	M	0	0	0	13,836	13,836	27,672
519	248	Irrigation for Athletic Parks	C	M	500	1,000	0	0	0	1,500
519	248	Irrigation for Athletic Parks	D	M	0	0	0	0	1,000	1,000
Total Recreation					44,536	97,951	76,068	64,167	222,086	504,808

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services : 2012-2016 Capital Project Listing (Not Funded)

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
048	X01	Equipment Lifecycle	D	M	0	0	0	50	100	150
048	X07	Communication Lifecycle	D	M	0	0	0	50	100	150
048	X09	CAD Communication Exploration	C	G	200	0	0	0	0	200
Total Animal & Bylaw Services					200	0	0	100	200	500

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
041	177	Station # 7 Replacement	D	M	0	0	0	13,400	0	13,400
041	X03	East Macleod Emergency Response Station	D	G	0	0	0	16,524	0	16,524
041	X07	Shepard - Industrial Area - Emergency Response Sta	D	G	0	0	0	16,524	0	16,524
041	X09	Belvedere Annexation Area - Emergency Response Sta	D	G	0	0	0	16,524	0	16,524
041	X15	Fire Headquarters	C	U	0	81,000	0	0	0	81,000
041	X16	Fire Station # 16 replacement	C	U	0	12,500	0	0	0	12,500
043	X01	Communication Lifecycle	C	M	0	0	535	0	0	535
043	X01	Communication Lifecycle	D	M	0	0	0	169	2,801	2,970
043	X02	Urban Search And Rescue Equipment	D	G	0	0	0	150	150	300
043	X09	Misc Hardware/Software Enhancements	C	U	300	870	300	0	0	1,470
043	X09	Misc Hardware/Software Enhancements	D	U	0	0	0	280	1,420	1,700
043	X16	Traffic Signal Priority	C	U	4,825	200	0	0	0	5,025
044	X01	CFD Heavy Fleet Lifecycle	D	M	0	0	0	0	4,787	4,787
044	X02	Light Fleet Lifecycle	D	M	0	0	0	650	650	1,300
044	X03	Fire Equipment Lifecycle	D	M	0	0	0	186	229	415
044	X04	Personal Protective Equipment	C	M	0	0	440	0	0	440
044	X04	Personal Protective Equipment	D	M	0	0	0	871	593	1,464
044	X05	Fire Training Academy Equipment Lifecycle	D	M	0	0	0	100	200	300
Total Fire					5,125	94,570	1,275	65,378	10,830	177,178

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
045	X01	PSC Back-Up Facility	D	U	0	0	0	0	9,895	9,895
045	X09	Critical Technology Upgrades	C	U	0	174	0	0	0	174
045	X09	Critical Technology Upgrades	D	U	0	0	0	160	650	810
045	X10	Mobile Communications Center	D	G	0	0	0	850	200	1,050
045	X13	Equipment Lifecycle	C	M	50	500	600	0	0	1,150
045	X13	Equipment Lifecycle	D	M	0	0	0	300	100	400
045	X14	Quality Assurance Program	C	U	0	0	100	0	0	100
045	X14	Quality Assurance Program	D	U	0	0	0	200	100	300
045	X16	Deployment Management Planning Software	D	U	0	0	0	0	100	100
Total Public Safety Communications					50	674	700	1,510	11,045	13,979

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CORPORATE SERVICES: Corporate Properties & Buildings : 2012-2016 Capital Project Listing (Not Funded)

					(\$000s)					
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
698	U01	City-Owned Historic Building Lifecycle Maintenance	C	M	6,701	7,140	7,453	0	0	21,294
698	U02	CPB Propety & Asset Management Solutions	D	S	0	0	0	6,551	0	6,551
770	U01	Space Development Program	D	G	0	0	0	14,880	5,805	20,685
770	U02	Manchester Building B	C	U	1,878	0	0	0	0	1,878
770	U03	Bearspaw OWC Office Space Upgrade	C	U	1,699	1,810	1,890	0	0	5,399
770	U25	5th Green Roof	C	U	1,605	228	0	0	0	1,833
770	U28	Innovative Space Efficiencies	D	G	0	0	0	3,195	0	3,195
770	U29	Accessibility & Facility Improvements For Municipa	C	G	6,573	17,246	18,002	0	0	41,821
770	U33	Spring Gardens G - Sign Shop - Upper Floor	C	M	5,805	0	0	0	0	5,805
770	U34	Mayland Heights Office Space Upgrade	C	M	11,021	0	0	0	0	11,021
770	U35	Manchester Bldg M Annex Space & Base Bldg	C	M	0	5,301	0	0	0	5,301
770	U36	Administration Bldg Upgrade	C	M	2,140	2,280	7,140	10,972	11,413	33,945
770	U37	Andrew Davison Curtain Wall Upgrade	C	U	2,675	3,534	0	0	0	6,209
770	U38	Accessibility & Facility Improvements For Municipa	C	U	1,980	15,481	3,570	0	0	21,031
770	U39	Manchester Bldg E North Workplace Upgrade	C	M	306	2,388	0	0	0	2,694
770	U40	Manchester Bldg E South Workplace Upgrade	C	M	2,735	2,914	3,042	0	0	8,691
770	U41	Manchester R Office Space And Base Bldg Upgrade	C	M	1,885	2,009	2,097	0	0	5,991
770	U42	Public Building Heritage Restorations	C	M	5,350	2,280	0	0	0	7,630
773	U01	Corporate Furniture Program	D	U	0	0	0	14,880	5,805	20,685
773	U04	Boardroom A/V Equipment	D	G	0	0	0	903	939	1,842
776	016	OWC Acreage Assessment	C	M	24,642	0	0	0	0	24,642
776	U08	Bearspaw Masterplan Project Implementation	C	G	0	0	7,438	19,380	20,161	46,979
776	U11	Major OWC - Sarcee	C	M	6,420	4,560	2,380	12,400	18,060	43,820
776	U12	Shepard OWC Fleet Facility	C	G	0	570	1,785	1,240	0	3,595
776	U13	Warehouse Facility Replacement	C	M	1,284	0	0	0	0	1,284

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CORPORATE SERVICES: Corporate Properties & Buildings : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
776	U15	OWC Shepard Phase 3	C	G	535	1,710	3,570	0	0	5,815
776	U16	Manchester Workplace Centres	C	G	5,000	35,000	40,001	39,999	0	120,000
776	U60	Manchester OWC Future Years Development	D	G	0	0	0	1,500	15,500	17,000
776	U65	NW OWC Land Acquisition	D	G	0	0	0	0	550	550
776	U69	Spring Gardens OWC Development	D	G	0	0	0	2,250	21,125	23,375
776	U95	Shepard OWC Development	D	G	0	0	0	4,500	18,500	23,000
776	U97	Stoney OWC Development	D	G	0	0	0	2,500	5,500	8,000
880	U07	First Tier Core Buildings, Lifecycle Program	D	M	0	0	0	24,800	25,800	50,600
880	U08	Whitehorn Mechanical System Upgrade	C	M	2,140	9,120	3,570	0	0	14,830
880	U15	Municipal Complex Green Roof	C	U	0	2,280	1,190	1,240	0	4,710
880	U16	Municipal Complex Electrical Distribution	C	M	5,350	5,700	4,760	0	0	15,810
880	U17	City Hall Exterior Refurbishment	C	M	1,070	5,700	4,760	0	0	11,530
880	U18	3 Year OWC Improvement Program	C	U	1,070	1,140	1,190	0	0	3,400
880	U19	Corp Accom Bldgs Lifecycle Urgent And Critical	D	M	0	0	0	34,647	16,583	51,230
Total Corporate Properties & Buildings					99,864	128,391	113,838	195,837	165,741	703,671

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CORPORATE SERVICES: Customer Service & Communications : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
791	U01	Customer Service Tools & Technology	C	U	600	0	0	0	0	600
791	U01	Customer Service Tools & Technology	D	U	0	0	0	100	200	300
794	U02	Citizen Engagement & Research	D	S	0	0	0	200	400	600
794	U03	Digital Technology Enhancements	C	S	800	1,600	1,600	0	0	4,000
794	U03	Digital Technology Enhancements	D	S	0	0	0	600	1,200	1,800
794	U04	Online Service Enhancements	D	S	0	0	0	1,200	2,500	3,700
794	U05	Furnishings & Equipment	D	S	0	0	0	200	100	300
794	U06	Video Image Data Centre	D	S	0	0	0	150	150	300
794	U07	CSC Training System/Modules	C	S	0	100	300	0	0	400
794	U07	CSC Training System/Modules	D	S	0	0	0	250	100	350
Total Customer Service & Communications					1,400	1,700	1,900	2,700	4,650	12,350

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CORPORATE SERVICES: Information Technology : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
735	U02	Enterprise Support Systems	C	S	1,000	1,000	1,000	0	0	3,000
735	U03	Finance	C	U	2,550	0	0	0	0	2,550
735	U04	Supply Chain	C	U	968	915	0	0	0	1,883
735	U05	HRMS	C	U	1,580	3,300	1,440	0	0	6,320
741	U02	Lifecycle Replacement - Data Centre	D	M	0	0	0	0	1,000	1,000
741	U11	Network Security	C	U	225	225	250	0	0	700
741	U13	Wireless LAN	C	U	500	500	500	0	0	1,500
741	U14	Enterprise Storage Units	C	M	353	342	484	0	0	1,179
741	U16	Non-Data Centre - HW Budget	C	G	477	477	477	0	0	1,431
741	U16	Non-Data Centre - HW Budget	D	G	0	0	0	477	477	954
741	U17	IT Improvement	C	U	465	2,050	1,925	0	0	4,440
741	U18	Enterprise Servers	C	M	280	226	260	0	0	766
741	U18	Enterprise Servers	D	M	0	0	0	1,841	720	2,561
741	U19	Corporate Cabling	C	M	157	157	157	0	0	471
741	U19	Corporate Cabling	D	M	0	0	0	357	357	714
741	U20	Software Growth	C	G	2,326	2,827	6,720	0	0	11,873
741	U20	Software Growth	D	G	0	0	0	6,987	6,491	13,478
741	U21	Environmentals	D	M	0	0	0	20	1,180	1,200
741	U22	New Growth	C	G	200	200	200	0	0	600
744	U02	e-Government	C	S	3,575	2,550	1,650	0	0	7,775
744	U02	e-Government	D	S	0	0	0	3,600	3,600	7,200
744	U06	Information Management	C	U	600	400	1,500	0	0	2,500
744	U06	Information Management	D	U	0	0	0	1,250	1,250	2,500
744	U07	All employee access	C	S	2,700	0	0	0	0	2,700
803	U01	Development Pool	C	M	200	350	500	0	0	1,050

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CORPORATE SERVICES: Information Technology : 2012-2016 Capital Project Listing (Not Funded)

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
803	U05	Application Portfolio Management	C	S	3,000	3,000	3,000	0	0	9,000
803	U05	Application Portfolio Management	D	S	0	0	0	1,000	1,000	2,000
Total Information Technology					21,156	18,519	20,063	15,532	16,075	91,345

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CORPORATE SERVICES: Infrastructure & Information Services : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
813	U06	CORE Mapping Phase III / CORE Downstream Applicati	D	U	0	0	0	625	0	625
813	U08	Buildings Repository Generation II	D	U	0	0	0	750	0	750
813	U10	Livelihood Project	D	S	0	0	0	375	260	635
813	U11	Contract Mapping	D	S	0	0	0	125	0	125
813	U12	High Accuracy Street Laser	C	S	1,177	1,254	595	0	0	3,026
813	U14	Open Spatial Data Preparation	C	S	0	285	297	312	0	894
813	U15	Regional GIS Initiatives	C	S	107	114	0	0	0	221
813	U20	Dynamic Geographical Asset Information Management	D	U	0	0	0	1,140	1,186	2,326
813	U22	Roads Traffic Asset Maintenance Upgrade	C	U	0	0	0	860	2,413	3,273
813	U23	Service Request System	C	U	1,161	388	0	0	0	1,549
814	U01	Survey Equipment	D	M	0	0	0	250	260	510
814	U02	Business Equipment	D	M	0	0	0	280	163	443
814	U03	Survey Control Marker	D	M	0	0	0	0	65	65
819	U06	Energy Man. Prog. - Tier 2 2015-2020	D	M	0	0	0	3,125	1,300	4,425
819	U07	AM Practice, Process & Systems Standardization	C	G	500	0	0	0	0	500
819	U10	IAM Enterprise Architecture Ph 5	D	M	0	0	0	125	125	250
819	U11	Building Inspections and Evaluations	C	M	535	570	595	2,500	16,820	21,020
Total Infrastructure & Information Services					3,480	2,611	1,487	10,467	22,592	40,637

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals : 2012-2016 Capital Project Listing (Not Funded)

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
061	002	Capital Asset Acquisition	C	U	2,950	2,525	2,275	0	0	7,750
064	002	Working Space Initiative	C	U	1,500	1,000	1,500	0	0	4,000
067	001	Business Technology Sustainment	C	M	5,775	4,675	2,180	0	0	12,630
Total Development & Building Approvals					10,225	8,200	5,955	0	0	24,380

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

TRANSPORTATION: Calgary Transit : 2012-2016 Capital Project Listing (Not Funded)

Prog.	Proj.	Project Description	Cat.	Type	(\$000s)					Total
					2012	2013	2014	2015	2016	
655	10E	Advance Passenger Counting System	D	S	0	0	0	1,500	0	1,500
655	14E	LRT Infrastructure Lifecycle Rehabilitation	C	U	53,000	0	0	0	0	53,000
655	15E	Transit Scheduling/Dispatch Software Upgrades	D	U	0	0	0	750	0	750
655	17E	Signal & Communication Infrastructure	D	M	0	0	0	500	500	1,000
655	19E	17 Ave SE Project	C	M	170,000	0	0	0	0	170,000
655	20E	Southwest BRT	C	G	43,600	0	0	0	0	43,600
655	21E	Airport BRT	C	G	1,000	0	0	0	0	1,000
655	22E	Southwest Crosstown BRT (Westbrook-Quarry Park)	C	G	28,800	0	0	0	0	28,800
655	23E	North Crosstown BRT (Brentwood-Saddletown)	C	G	48,800	0	0	0	0	48,800
655	24E	52 St East BRT (Saddletown-South Health Campus)	C	G	37,500	0	0	0	0	37,500
655	25E	Route 301 BRT (Centre St N) Enhancements	C	G	41,000	0	0	0	0	41,000
655	400	SE Setway	C	G	100,000	0	0	0	0	100,000
656	04E	Garage Lifecycle Rehabilitation	D	U	0	0	0	2,000	2,000	4,000
656	3O7	Buildings & Stations	C	M	11,500	0	0	0	0	11,500
656	3O7	Buildings & Stations	D	M	0	0	0	6,000	6,000	12,000
664	04E	LRV's	C	M	130,000	0	0	0	0	130,000
665	03E	Articulated Buses for BRT and Mainlines	D	G	0	0	0	10,000	10,000	20,000
665	04E	Natural Gas Bus Project	C	G	62,400	0	0	0	0	62,400
Total Calgary Transit					727,600	0	0	20,750	18,500	766,850

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

TRANSPORTATION: Roads : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
126	601	Pedestrian / Cycle Infrastructure Improvements	C	G	12,100	0	0	0	0	12,100
126	601	Pedestrian / Cycle Infrastructure Improvements	D	G	0	0	0	2,500	2,500	5,000
126	602	Industrial area sidewalks, phase 2	D	G	0	0	0	1,000	1,000	2,000
127	603	New Traffic Signals and Pedestrian Corridors	D	G	0	0	0	1,500	1,500	3,000
127	604	13 Avenue Greenway (phase 2, 11 blocks)	C	U	2,000	0	0	0	0	2,000
127	605	8 Street W CPR Underpass Upgrades	C	U	3,500	0	0	0	0	3,500
127	606	8 Street Corridor Improvements	C	U	3,000	0	0	0	0	3,000
127	607	3 Street W Corridor Improvements	C	U	2,000	0	0	0	0	2,000
127	608	Centre Street Corridor Improvements	C	U	4,000	0	0	0	0	4,000
127	624	Roundabout Construction	D	M	0	0	0	3,000	3,000	6,000
127	640	Various Street Improvements	D	M	0	0	0	2,000	2,000	4,000
127	686	Intelligent Transportation Systems	D	G	0	0	0	2,000	2,000	4,000
128	133	Pavement Rehabilitation	C	M	15,000	0	0	0	0	15,000
128	607	Bridge Rehabilitation and Protection	C	M	6,000	0	0	0	0	6,000
128	607	Bridge Rehabilitation and Protection	D	M	0	0	0	5,000	6,000	11,000
128	634	Various Concrete Construction	D	M	0	0	0	1,000	1,000	2,000
128	660	Streetlight-Upgrade and Maintenance	C	M	15,000	0	0	0	0	15,000
128	660	Streetlight-Upgrade and Maintenance	D	M	0	0	0	1,000	1,000	2,000
129	611	Hillslides	C	M	9,300	0	0	0	0	9,300
129	611	Hillslides	D	M	0	0	0	1,000	1,000	2,000
129	613	Development of Access Roads	D	G	0	0	0	5,000	5,000	10,000
Total Roads					71,900	0	0	25,000	26,000	122,900

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

TRANSPORTATION: Transportation Infrastructure : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
223	100	Pedestrian Overpass	D	G	0	0	0	5,000	5,000	10,000
225	101	Transp. Sys. Management	D	S	0	0	0	2,000	2,000	4,000
234	101	Operational Improvement Projects	D	U	0	0	0	3,000	3,000	6,000
530	003	16 Avenue North/19 Street East Interchange	C	G	23,000	0	0	0	0	23,000
541	102	McKnight Blvd Corridor - JLB to 12th Street Street	D	G	0	0	0	40,000	40,000	80,000
543	100	Connectors/Improv - Prov Ring Rd Projects	D	G	0	0	0	35,000	50,000	85,000
673	008	14 St SW: Anderson Rd - Canyon Meadows Dr	D	G	0	0	0	10,000	0	10,000
684	101	Barlow Tr / 50 Ave SE Interchange	D	G	0	0	0	0	30,000	30,000
691	101	TCH: Shaganappi Tr to Sarcee Tr	D	G	0	0	0	7,500	16,500	24,000
716	101	TCH / 68th Street NE Interchange	D	G	0	0	0	25,000	25,000	50,000
723	101	Macleod Tr / Lake Fraser Gate Interchange	D	G	0	0	0	15,000	22,000	37,000
725	101	Crowchild & Flanders Interchange upgrade	C	M	11,200	0	0	0	0	11,200
727	101	Sarcee Tr Corridor Improvement	D	G	0	0	0	55,000	55,000	110,000
733	101	Macleod Trail / 162 Ave Interchange	C	G	51,600	0	0	0	0	51,600
762	101	Stephen Avenue LRT Tunnel	D	G	0	0	0	200,000	200,000	400,000
764	101	Centre City CPR Underpass Crossing Improvements	D	G	0	0	0	5,000	5,000	10,000
824	101	Macleod Tr & Heritage Dr Interchange	D	G	0	0	0	0	30,000	30,000
827	C01	Glenmore Tr: Ogden Rd to Barlow Tr	D	G	0	0	0	20,000	40,000	60,000
828	101	SE LRT	D	G	0	0	0	0	700,000	700,000
854	100	Major Road Reconstruction	D	M	0	0	0	10,000	10,000	20,000
855	101	Airport Underpass Phase 2	C	G	64,000	0	0	0	0	64,000
Total Transportation Infrastructure					149,800	0	0	432,500	1,233,500	1,815,800

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management : 2012-2016 Capital Project Listing (Not Funded)

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
815	12U	Technology	D	U	0	0	0	250	250	500
815	13U	Corporate Environmental Programs	D	S	0	0	0	250	250	500
Total Environmental & Safety Management					0	0	0	500	500	1,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CALGARY POLICE SERVICE: Calgary Police Service : 2012-2016 Capital Project Listing (Not Funded)

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
038	464	APU Relocation	C	G	20,000	0	0	0	0	20,000
038	487	Police Warehouse	C	G	0	0	12,000	0	0	12,000
Total Calgary Police Service					20,000	0	12,000	0	0	32,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CORPORATE ADMINISTRATION: Chief Financial Officer's Department : 2012-2016 Capital Project Listing (Not Funded)

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
736	U08	Procurement & Warehouse Systems	D	U	0	0	0	300	0	300
811	U02	Fuel Systems - Depots	D	S	0	0	0	1,100	400	1,500
Total Chief Financial Officer's Department					0	0	0	1,400	400	1,800

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CIVIC PARTNERS: Civic Partners : 2012-2016 Capital Project Listing (Not Funded)

Prog.	Proj.	Project Description	Cat.	Type	(\$000s)					Total
					2012	2013	2014	2015	2016	
479	U01	Fish Creek Library Roof Replacement	C	M	6,675	0	0	0	0	6,675
479	U02	Library Additional Lifecycle	C	M	2,246	2,016	0	0	0	4,262
479	U02	Library Additional Lifecycle	D	M	0	0	0	0	1,539	1,539
479	U04	Leaseholder Improvement for Temporary SE Branch	C	G	1,200	0	0	0	0	1,200
479	U06	Glenmore Library Relocation Build Alternative	C	U	0	0	3,500	0	0	3,500
479	U07	Shaganappi Library Relocation Build Alternative	C	U	0	2,000	0	0	0	2,000
479	U08	Bowness Library Relocation Build Alternative	C	U	3,000	0	0	0	0	3,000
479	U09	Central Library Maintenance	C	M	3,400	23,000	22,000	0	0	48,400
479	U09	Central Library Maintenance	D	M	0	0	0	7,000	0	7,000
479	U10	Symons Valley Library	D	G	0	0	0	0	1,000	1,000
479	U11	Memorial Park Library Reimaging	C	G	1,700	0	0	0	0	1,700
479	U12	New Central Library Unfunded Portion	D	U	0	0	0	75,000	0	75,000
479	U13	Library Automation Lifecycle	C	M	1,266	1,431	2,090	0	0	4,787
479	U13	Library Automation Lifecycle	D	M	0	0	0	804	1,341	2,145
508	U01	Talisman - Additional Lifecycle	C	M	131	632	0	0	0	763
508	U33	Talisman Lifecycle	D	M	0	0	0	367	367	734
509	U01	Heritage Park Heritage Buiding Growth	C	G	82	242	0	0	0	324
509	U02	Heritage Park Lifecycle - Heritage Buildings	C	M	1,084	133	133	0	0	1,350
509	U02	Heritage Park Lifecycle - Heritage Buildings	D	M	0	0	0	133	133	266
509	U03	Heritage Park - Additional Lifecycle Maintenance -	C	M	377	69	69	0	0	515
509	U03	Heritage Park - Additional Lifecycle Maintenance -	D	M	0	0	0	69	69	138
509	U04	Heritage Park Additional Lifecycle	C	M	285	136	136	0	0	557
509	U04	Heritage Park Additional Lifecycle	D	M	0	0	0	136	136	272
509	U05	Heritage Park Lifecycle	D	M	0	0	0	337	337	674
510	U01	Zoo Additional Lifecycle	C	M	2,000	2,060	2,122	0	0	6,182

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

CIVIC PARTNERS: Civic Partners : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
510	U01	Zoo Additional Lifecycle	D	M	0	0	0	2,185	2,251	4,436
510	U02	Australia/Nocturnal Demolish and Green Space Const	C	M	663	0	0	0	0	663
510	U03	Zoo North Maintenance Shop Replacement	C	M	875	1,625	0	0	0	2,500
510	U04	Zoo Physical Security Upgrades	C	U	140	46	0	0	0	186
510	U05	Calgary Zoo North Gift Shop/Snack Bar/Washroom Com	C	M	345	0	0	0	0	345
510	U53	Zoo Lifecycle	D	M	0	0	0	273	273	546
511	U01	Telus World of Science Lifecycle	D	M	0	0	0	0	1,600	1,600
511	U02	Telus World of Science Photovoltaic System	C	U	0	1,225	0	0	0	1,225
511	U03	Telus World of Science Outdoor Park	C	U	0	1,400	0	0	0	1,400
511	U82	Science Centre - Lifecycle	D	M	0	0	0	288	288	576
512	U01	Fort Calgary Master Plan	C	U	0	720	960	0	0	1,680
512	U01	Fort Calgary Master Plan	D	U	0	0	0	720	0	720
512	U93	Fort Calgary Lifecycle	D	M	0	0	0	135	135	270
626	U01	TELUS Convention Centre Additional Lifecycle	C	M	260	0	0	0	0	260
639	U02	EPCOR Centre Elevator System and Door Lifecycle	C	M	266	0	0	0	0	266
639	U03	International Avenue Arts and Culture Centre	C	G	500	4,000	4,000	0	0	8,500
639	U03	International Avenue Arts and Culture Centre	D	G	0	0	0	1,500	0	1,500
639	U04	EPCOR Centre Electrical System Lifecycle	C	M	273	0	0	0	0	273
639	U05	EPCOR Health and Safety Items Lifecycle	C	M	275	0	0	0	0	275
639	U06	EPCOR Theatre Seating Lifecycle	C	M	0	652	0	0	0	652
639	U07	EPCOR Stage Lighting Dimming System Lifecycle	C	M	0	2,087	0	0	0	2,087
639	U08	Aero Space Museum Infra Renewal Program	C	M	125	125	0	0	0	250
Total Civic Partners					27,168	43,599	35,010	88,947	9,469	204,193

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Financial Policies

Key Financial Policies

A major reason for The City of Calgary's strong fiscal performance is a set of financial policies to guide our operations. The major governing policies include the following:

- **Balanced Budget:** As currently required by the Municipal Government Act (MGA), Calgary's budget is balanced, with no projection of either a deficit or a surplus in any of the three years. Any year-end surplus remaining after specific projects' carry-forwards are approved by Council is transferred to the Fiscal Stability Reserve.
- **Fees and Charges:** The User Fees and Subsidies policy (#CFO010) was updated in 2008 and is being fully integrated into the 2012-2014 business plans and budgets with the approval of long-term recovery rates.

The full cost of providing a good or service is the starting point when calculating the appropriate user fee. In some cases The City offers subsidies to individuals with inadequate resources. User fees reflect individual and societal benefits:

 - fully tax-supported (no user fees) – services provided for everyone, such as police and fire services, roads and local parks
 - partially tax-supported (reduced user fees) – services that benefit both individuals and society at large, such as recreation facilities and public transit
 - no tax support (full user fees) – services that primarily benefit the individual, including water, wastewater and golf courses, and
 - licences, permits and approvals (full user fees) – services that regulate the use of or changes to private property, such as building permits, development permits, business licences and pet licences.
- **Use of Volatile Revenues:** In November of 2004 Council approved a policy (#CFO003) regarding the use of variances in revenues received from franchise fees which depend on the demand and pricing of commodities such as natural gas and electricity. The base budgeted revenue figure is determined by the projected one-time revenue based on forecasted short-term price increases. Any revenue received above the budgeted figure will first be allocated to offset The City's higher costs for utilities and fuel, with any remaining amount allocated to the Reserve for Future Capital.

- **Use of One-time Revenues:** Related to the previous policy are the provisions regarding extraordinary revenues from other sources, including:
 - dividends from ENMAX (The City's wholly-owned electricity utility): current Council policy states that any annual dividend in excess of \$47.3 million will be transferred to the Legacy Parks Fund, and
 - extraordinary revenue from the development industry: Council approved the creation in 2003 of the Development & Building Approvals Sustainment Fund to manage revenue based on fluctuations in the level of Calgary's development activity, with the funds set aside for one-time operating expenditures and capital spending related to Development & Building Approvals' budget.
- **Investments:** Section 250 of the Municipal Government Act sets out the approved investment vehicles for all Alberta municipalities; additional Council-approved investment policies exist in The City of Calgary Investment Policy (#CFO007), updated most recently in May 2009, and the report on Investment Governance Policy approved in 2004.
- **Reserves:** Reserves are used to accumulate funds over time to provide funding for operations and capital, and also to provide a measure of financial flexibility to react to budget shortfalls or the financial impact of significant unexpected issues in a timely manner. In December 2010, Council approved a new policy (#CFO013) that defines and delineates how reserves are created, amended, closed, administered and reviewed.
- **Capital Funding:** Council approved updates to policies on capital funding in 2008. Current policies include:
 - the ratio of tax-supported debt-servicing to tax-supported gross expenditures (net of recoveries) shall not exceed 10 per cent;
 - no new (non-self sufficient) tax-supported debt capacity will be approved at this time;
 - \$100 million annually in self-sufficient tax-supported debt capacity is approved between 2009 and 2013;
 - the property tax contribution to the Debt Servicing Reserve (DSR) will be combined with the annual property tax contribution to the Lifecycle Maintenance and Upgrade Reserve (LMUR) such that the annual contribution to the LMUR represents 2.6% of annual property taxes;
 - a minimum of \$10 million per year will be transferred from the DSR to the

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

LMUR, provided no new tax-supported debt is issued, and funds are not needed for the interest payments for bridge financing for projects funded through the Municipal Sustainability Initiative (MSI);

- increase the Pay-As-You-Go (PAYG) five-year funding envelope to \$400 million by 2013 through annual transfers from the DSR of \$10 million in 2009, escalating by \$5 million per year to \$30 million by 2013;
 - increase PAYG funding every three-year planning period beyond 2009-2011 based on population and non-residential construction inflation;
 - PAYG funding will be targeted to capital maintenance and upgrade, projects with a relatively short useful life and ineligible costs of grant programs;
 - the first priority in the use of debt is for utility and self-sustaining projects;
 - debt is to be used primarily as a financing source for growth-related projects. The maximum debt term for tax-supported operations is 20 years for longer-life assets and 10 years for all other borrowing; for utilities, the maximum debt term is 25 years; and
 - Council also adopted in 2008 the Public-Private Partnership (P3) policy (#CFO011) that outlines the consideration of P3s as a capital financing tool.
- **Financial Planning:** The City of Calgary's first long-range (10-year) financial plan (2007) was updated in 2008, 2009 and 2011, and incorporates longer-term revenue and expenditure projections into the context of the key financial strategies The City wishes to pursue. The long-range financial plan ties into several other major policy reviews and reports conducted within the organization such as:
 - Council's Fiscal Plan for Calgary
 - the 2020 Sustainability Direction
 - the asset management strategy, including the Asset Management Policy
 - Infrastructure Status Report
 - Strategic Growth and Capital Investment
 - the Municipal Development Plan
 - User fee and subsidy policy.

Some of the more significant policies relate to the multi-year approach being taken to business planning and budgeting. The process of coordinating the development of integrated plans and budgets resulted in a number of policies (e.g. #CFO004) being approved by Council in 2005 January, such as:

- Council direction of the process through the creation of its statements of priorities and guidelines for business plan and budget preparation;

- Council's approval of three-year business plans and budgets that include measures of performance;
 - accompanying three-year rates and fees recommendations for Council approval;
 - an annual opportunity for adjusting the future years' commitments made in the business plans and budgets;
 - use of the Fiscal Stability Reserve as a contingency fund and for certain one-time expenditures based on investment income generated by the reserve; and
 - the ability of departments to carry forward year-end variances in exceptional circumstances, and the provision of quarterly accountability reports to Council on performance.
- **Tangible Capital Assets Recent Accounting Pronouncements:** The Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA) is responsible for setting the accounting and financial reporting standards for all levels of government. In accordance with PSAB Handbook Section PS1200 Reporting, The City has been subject to a new reporting model for financial statements as of the year ending 2009 December 31.
 - As approved under PSAB Handbook Section 3150, The City has developed Tangible Capital Asset (TCA) policies effective 2009 January 1. These policies govern The City's requirement to present information about the complete stock of TCAs and associated amortization in the financial statements necessary to comply with PSAB 3150:
 - definitions, roles and responsibilities
 - asset categories and hierarchy
 - valuation, thresholds and capitalization
 - amortization, and
 - transfer and disposition.

In accordance with the Municipal Finance Clarification Regulation (191/2010) of the Municipal Government Act, the budget process with regards to amortization has not changed.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Budget Basis and Control

Budget Context

The City of Calgary's budget is prepared in accordance with principles and standards established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants as of 2008 January 1, as required by the Municipal Government Act (MGA), using the accrual basis for accounting. It is a set of three annual operating budgets, approved at one time by Council. The one-year capital budget is based on a five-year plan. Tax rate bylaws are passed annually, as required by the MGA.

There is an annual adjustment process that provides The City with the ability to adjust business plans, performance measures and budgets to respond to changing economic, social, environmental and political circumstances.

The key events during 2011 in the 2012-2014 business plans and budget preparation were:

February	Capital budget allocation and prioritization process completed
January - June	Engagement process with citizens and staff
June	Council completed "Council's Fiscal Plan for Calgary" and set indicative tax rates and indicative utility rates for Administration to base business plans and budgets upon
July	Administrative Leadership Team (ALT) set departmental operating budget envelopes
September	Departments submitted first draft of business plans and budgets
October	ALT approved business plans and budgets for Council review
November	Council reviewed, amended and approved business plans and budgets

The City's budget is program-based, with budget programs aligned with the organizational structure of The City.

The City budgets for:

- an operating fund that includes those operations that are fully or partly tax-supported, and those whose costs are covered fully from external revenues or internal recoveries as well as for the water utility;
- a capital fund; and
- transactions involving reserve funds.

Operating budgets include revenues and expenditures that pertain to ongoing operations for the next three years. Operating centres budget for their direct revenue, including user fees, revenue from licences, permits and other sales of goods and services, as well as any grants from other orders of government.

Common revenues consist of corporate operating revenue that is not specifically allocated to individual business units – including government grants, dividends, investment income and local access fees (franchise fees). The remaining required operating budget funding to achieve a balanced budget and deliver service to Calgary is obtained through property and business taxes, grants-in-lieu of taxes and contributions from the Fiscal Stability Reserve.

Capital budgets include estimated expenditures for the complete cost of long-term additions or improvements forecast to begin within three years. Capital budget programs are divided into separate projects. Major funding sources for capital include government grants and revenue sharing, cost-shared programs, developer and other third-party contributions (such as acreage assessments), contributions from the operating budget (PAYG funding), reserves, and debentures. Reserve funds at The City of Calgary are primarily used to fund unexpected expenditures, emergencies, or planned, large capital expenditures. Contributions to and from reserves are approved through the operating and capital budgets. The City's operating and capital reserve funds are reported to Council in an annual reserves report and in the annual consolidated financial statements. Figure 27 below lists The City's major operating and capital reserves. The following describes the most significant reserves.

Fiscal Stability Reserve The Fiscal Stability Reserve was known until 2005 as the Mill Rate Stabilization Reserve. Council approved a renaming of the Reserve, along with a change in its purpose, as part of the shift to multi-year planning and budgeting. Its purpose is to provide a contingency fund to cover significant emergencies or revenue shortfalls and a source of funding for one-time operating projects. The reserve's investment income is used to fund one-time operating budget expenditures.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

The reserve must maintain a minimum balance of five percent (with the target balance set at 15 percent) of The City's annual tax-supported gross expenditures (net of recoveries), excluding the utilities.

The City projects a balanced budget, with no provision for contributions to the reserve, other than investment income. In practice, any favourable tax-supported corporate variance at year end and Council-approved, previously committed one-time contingent funds that are no longer required for their original purpose, are transferred into the Fiscal Stability Reserve.

The balance in the Fiscal Stability Reserve at 2010 December 31, was \$224.9 million (10.3% of 2010 tax-supported gross expenditures net of recoveries).

Reserve for Future Capital The Reserve for Future Capital consists of two main components:

- a "pass through" reserve for capital funding that is received from the operating budget; operating dollars received from sources such as PAYG funding, Corporate Properties & Buildings contributions and projects, or contributions to transportation capital from the Calgary Parking Authority are held in this reserve and then transferred to the business units as required; and
- a contingency fund for capital projects that have no other funding source; Council initially allocated \$25 million for this purpose in 2001 and ongoing funding is provided through franchise fee revenue, above a certain threshold, received each year.

The balance in the Reserve for Future Capital at 2010 December 31, was \$232.5 million, of which \$161.4 million has been allocated to various capital projects, with \$71.1 million in unallocated capital contingency.

Debt Servicing Reserve The Debt Servicing Reserve consists of the former Transportation Capital Financing Reserve, Major Project Reserve and Structured Debt Retirement Reserve, which were combined in 2004. The purpose of the reserve is to fund the principal and interest payments for tax-supported debt. Ongoing funding for this reserve is the allocation of 84 per cent of the debt charge savings each year and investment income.

The balance in the Debt Servicing Reserve at 2010 December 31, was \$82.8 million, and it has been fully committed for use in funding future debt principal and interest payments, plus specified contributions to the Lifecycle Maintenance and Upgrade Reserve and PAYG.

Lifecycle Maintenance and Upgrade Reserve The Lifecycle Maintenance and Upgrade Reserve was established in 2002. The purpose of the reserve is to fund the maintenance and upgrade of capital assets. Ongoing funding for this reserve is based on 2.6% of the annual property taxes, as well as annual transfers of \$10 million from the Debt Servicing Reserve provided no new tax-supported debt is issued and funds are not needed for the interest payments for MSI related bridge financing.

The balance in Lifecycle Maintenance and Upgrade Reserve at 2010 December 31 was \$75.5 million.

Corporate Housing Reserve The Corporate Housing Reserve was established in 1999. The purpose of this capital reserve is to support the development of affordable rental, social and special need housing infrastructure. Funding sources for this reserve are third-party donations, grants and contributions from individuals, public and private organizations, sales proceeds from selected surplus City-owned properties, lease revenues from City-owned properties utilized for affordable housing initiatives and contribution from operations equal to previously paid municipal subsidy agreements for Provincially-owned housing units.

The balance in the Corporate Housing Reserve at 2010 December 31 was \$65.6 million.

Fund Accounting

The City of Calgary includes three major funds within its consolidated financial statements, as defined below. Transactions between funds are recorded as inter-fund transfers, and are eliminated for financial reporting purposes. Figure 26 shows projections for each fund balance over the next three years.

1. **Operating Fund**
The operating fund reflects the financial activities associated with the provision of general municipal and utility services during the year.
2. **Capital Fund**
The capital fund reflects the financial activities associated with the acquisition, construction and funding of capital assets.
3. **Reserves Fund**
The reserves fund reflects funds authorized by City Council to be set aside for the funding of future operating or capital expenditures.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 26: Statement of Projected Fund Balances

(\$ millions)

	2012			2013			2014		
	General Operating Fund	Capital Fund	Reserves Fund	General Operating Fund	Capital Fund	Reserves Fund	General Operating Fund	Capital Fund	Reserves Fund
Projected Opening Balance		\$109.3	\$1,136.6		\$109.3	\$879.9		\$109.3	\$766.2
Sources of Fund									
Sales of Goods & Services	\$859.9			\$911.0			\$968.5		
Franchise Fees, Dividends	\$223.2			\$225.8			\$229.9		
Investment Income, Others	\$105.2			\$101.8			\$109.5		
Licences, Permits and Fines	\$126.8			\$130.3			\$134.1		
Grants & Subsidies	\$73.7	\$826.9		\$72.7	\$508.3		\$73.3	\$343.5	
Developers Contributions	\$0.0	\$90.7		\$0.0	\$113.8		\$0.0	\$33.1	
Fiscal Stability Reserve	\$15.4			\$11.1			\$6.6		
Property Tax - Residential	\$567.0			\$605.3			\$648.8		
Property Tax - Non-Residential	\$559.4			\$597.2			\$640.1		
Business Tax	\$194.6			\$199.6			\$201.6		
Other Funding	\$0.0	\$1.0		\$0.0	\$1.0		\$0.0	\$1.0	
Subtotal	\$2,725.2	\$918.6	\$0.0	\$2,854.8	\$623.1	\$0.0	\$3,012.4	\$377.6	\$0.0
Uses of Fund									
Community Services & Protective Services	\$461.0	\$271.4		\$461.5	\$186.5		\$464.2	\$142.0	
Transportation	\$491.6	\$640.5		\$500.2	\$463.2		\$506.5	\$292.4	
Calgary Police Service	\$381.0	\$51.9		\$389.9	\$17.2		\$400.4	\$15.5	
Capital Financing Costs	\$85.8	\$0.0		\$81.0	\$0.0		\$64.9	\$0.0	
Utilities	\$357.3	\$242.4		\$377.7	\$250.3		\$397.5	\$236.6	
Environmental Protection	\$120.6	\$62.5		\$125.7	\$94.1		\$130.1	\$82.8	
Corporate Services	\$188.0	\$374.6		\$184.2	\$262.3		\$190.1	\$193.8	
Corporate Programs	\$146.8	\$0.0		\$212.2	\$0.0		\$286.6	\$0.0	
Planning, Development & Assessment	\$101.9	\$6.3		\$104.1	\$3.9		\$108.2	\$0.3	
Civic Partners	\$71.8	\$93.8		\$72.3	\$67.6		\$73.0	\$59.9	
Council and Corporate Administration	\$79.1	\$2.0		\$83.9	\$2.2		\$80.3	\$0.3	
Calgary Housing Company	\$0.0	\$6.1		\$0.0	\$2.8		\$0.0	\$1.7	
Calgary Parking Authority	\$0.0	\$6.5		\$0.0	\$6.0		\$0.0	\$5.7	
Subtotal	\$2,484.9	\$1,758.2	\$0.0	\$2,592.7	\$1,356.2	\$0.0	\$2,701.8	\$1,031.0	\$0.0
Financing Activities									
Debentures & loans		\$342.6			\$357.2			\$325.5	
Transfers from Other Funds	\$91.6	\$497.0	(\$588.6)	\$82.5	\$375.8	(\$458.3)	\$65.5	\$327.9	(\$393.4)
Transfers to Other Funds	(\$331.9)		\$331.9	(\$344.6)		\$344.6	(\$376.1)		\$376.1
Subtotal	(\$240.3)	\$839.5	(\$256.7)	(\$262.1)	\$733.0	(\$113.7)	(\$310.6)	\$653.4	(\$17.3)
Change in fund balance	(\$0.0)	\$0.0	(\$256.7)	\$0.0	\$0.0	(\$113.7)	(\$0.0)	\$0.0	(\$17.3)
Projected Ending Fund Balance	(\$0.0)	\$109.3	\$879.9	\$0.0	\$109.3	\$766.2	(\$0.0)	\$109.3	\$748.9

Notes:

The total Sources of Funds and Uses of Funds have been adjusted to remove double counting of franchise fees and dividends paid by utilities to The City's operating fund.

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 27: Reserves Balances

As At December 31, 2010

(\$000's)

<u>Operating Reserves</u>		<u>Capital Reserves</u>	
Fiscal Stability Reserve	224,916	Reserve for Future Capital	232,534
Tax Loss Provision	33,146	Debt Servicing	82,827
Unappropriated Surplus	24,992	Lifecycle Maintenance and Upgrade	75,477
Self - Insurance	7,000	Corporate Housing	65,589
Health, Safety and Wellness	5,417	Community Investment Reserve	36,914
FCSS Stabilization Fund	4,778	Revolving Fund for General Land Purchases	28,161
Children's Reserve Fund	3,971	Landfill Capital Financing	23,587
Calgary Police Service Helicopter Maintenance	2,397	Parking Land Acquisition Reserve	18,578
Parks Foundation	2,087	Innovative Technology	16,790
Livery Transport Services	2,017	Legacy Parks	15,733
Parks Maintenance	1,836	Calgary Police Service Capital Financing	13,001
Calgary Heritage Authority Legacy Endowment Fund	1,449	Landfill Revenue	10,794
Group Life	1,249	Storm Sewer Upgrade	8,624
Heritage Incentive	1,013	Miscellaneous Capital - Roads - Plants	7,372
Mall Programming	987	LED (Traffic Signal Display)	4,260
Economically Disadvantaged	511	Downtown Improvement	3,462
Heritage Preservation (Special Reserve Fund)	138	Calgary Police Service Pay-As-You-Go	2,501
Civic Partners Review Reserve	76	Miscellaneous Capital - Calgary Transit	2,344
	<u>317,980</u>	YMCA	1,443
		911 Communications Centre Capital Financing	900
		Miscellaneous Capital - Fire	515
		Container Capital	472
		Golf Course Levy	438
		TELUS Convention Centre	220
		Major Regional Facilities	197
			<u>652,733</u>
		<u>Sustainment Reserves</u>	
		(combined operating & capital reserves)	
		Development & Building Approvals (DBA) Sustainment Fund	36,071
		Real Estate Services	35,851
		Perpetual Care of the Municipal Cemetery System Reserve	8,383
		Wastewater	5,000
		Waterworks	5,000
		Community Sustainability & Public Art Reserve	3,737
		Millican-Ogden Community Enhancement	285
			<u>94,327</u>
		<u>Total Reserves</u>	<u>1,065,040</u>

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 28: Municipal Information

- Area: 848 km² (2010)
- Building permit value: \$2.9 billion (2010)
- Housing starts: 9,262 (2010)
- Key industries: energy – Canada’s global energy centre; construction, manufacturing, finance and business; technology
- Libraries: 18 branches
- Vacancy rates: 11.1% office space; 3.4% apartments (2010)
- Total assessed value: \$150.8 billion residential; \$47.1 billion commercial, industrial & farm (2010)
- Personal disposable income per capita: \$48,822 – Calgary (2010)

FORECAST

Corporate	2011	2012	2013	2014
Municipal Price Index (MPI) – inflation rate	3.2%	3.7%	3.5%	3.6%

Population

Total population (000s)	1,090.9	1,110.3	1,127.4	1,143.2
Total net migration (000s)	9.6	8.0	7.0	7.0
Total natural increase (000s)	10.0	9.0	9.0	9.0
Total population growth rate	1.8%	1.8%	1.5%	1.4%

Economy

Housing Starts (000s units)	6.4	7.5	8.0	8.2
Total building permits - midpoint (\$ billions)	4.0	3.5	3.5	4.0
Crude oil price - WTI (US\$/bbl)	90	82	78	97
Alberta natural gas price - AECO/NIT (Can\$/GJ)	4	4	4	5
Alberta average wage rate increase for all industries	3.9%	3.7%	4.3%	4.4%
Consumer Price Index (CPI) – inflation rate*	2.2%	2.4%	2.6%	2.2%

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 28: Municipal Information

FORECAST (continued)

Social	2011	2012	2013	2014
Unemployment rate*	6.2%	6.0%	5.5%	5.0%
Employment growth rate*	2.8%	3.4%	2.5%	1.9%

* Rate for Calgary Economic Region (CER)

Positive Impacts

- Rising oil prices
- Stronger growth in emerging global economies

Negative impacts

- Rising interest rates
- Sagging consumer and business confidence
- Depressed natural gas prices
- Weaker growth in developed global economies

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 29: Revisions to the Proposed 2012-2014 Operating Budget During November 2011 Council Deliberations

NOTE: The amounts in the 2012/2013/2014 columns are cumulative amounts

PROG #	DESCRIPTION	B/OT*	2012		2013		2014	
			FTEs INC/ (DEC)	(\$000s) NET BUDGET INCREASE/ (DECREASE)	FTEs INC/ (DEC)	(\$000s) NET BUDGET INCREASE/ (DECREASE)	FTEs INC/ (DEC)	(\$000s) NET BUDGET INCREASE/ (DECREASE)
<u>COMMUNITY SERVICES & PROTECTIVE SERVICES</u>								
Prog #421	Community & Neighbourhood Services - Increase The City's mill rate contribution to Family & Community Support Services (FCSS) Re: Omnibus 3C	B	0.0	1,700	0.0	1,700	0.0	1,700
Prog #445	Parks - reinstate budget reductions on maintenance to be funded by FSR through General Revenue	OT	0.0	1,000	0.0	850	0.0	0
Prog #445	Parks - omnibus 3F: \$130K base for seasonal pothole crew in 2012	B	0.0	130	0.0	130	0.0	130
Prog #426	Recreation - Calgary Sport Tourism Authority Re: Omnibus 3I	OT	0.0	150	0.0	150	0.0	0
			0.0	2,980	0.0	2,830	0.0	1,830
<u>CORPORATE SERVICES</u>								
Prog #694	Corporate Properties & Buildings - Omnibus #3O.1 Tomorrow's Workplace Program	B	6.0	0	6.0	0	6.0	0
Prog #694	Corporate Properties & Buildings - Capital Budget Revisions	B	0.0	0	0.0	0	0.0	0
Prog #488	Office of Land Servicing & Housing - direct Administration to deduct all non-affordable housing expenses from the earnings prior to any transfers to the real estate reserve resulting in a reduction to program 488 \$700K in 2012, \$750K in 2013, and \$950K in 2014	B	0.0	(700)	0.0	(750)	0.0	(950)
			6.0	(700)	6.0	(750)	6.0	(950)
<u>PLANNING, DEVELOPMENT & ASSESSMENT</u>								
Prog #614	Development & Building Approvals - omnibus 3S LPT2011-90	B	1.0	0	1.0	0	1.0	0
Prog #616	Land Use Planning & Policy - add \$150K one-time budget in 2012 to be funded by FSR through General Revenue re: omnibus 3R	OT	0.0	150	0.0	0	0.0	0
			1.0	150	1.0	0	1.0	0
<u>TRANSPORTATION</u>								
Prog #110	Calgary Transit - defer Senior Pass fare increase in 2013 and 2014	B	0.0	0	-	350	0.0	700
Prog #110	Calgary Transit - amend to service hours	B	19.0	1,000	49.0	2,000	65.0	3,000
Prog #132	Roads - Cycling Strategy Implementation	B	1.0	270	1.0	420	1.0	570
Prog #617	Transportation Planning - Cycling Strategy Implementation	B	1.0	120	2.0	240	2.0	240
Prog #617	Transportation Planning - Cycling Strategy Implementation Education/Promotion/Guidelines/Plan	OT	0.0	230	-	680	0.0	100
			21.0	1,620	52.0	3,690	68.0	4,610

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 29: Revisions to the Proposed 2012-2014 Operating Budget During November 2011 Council Deliberations

NOTE: The amounts in the 2012/2013/2014 columns are cumulative amounts

PROG #	DESCRIPTION	B/OT*	2012		2013		2014	
			FTEs INC/ (DEC)	(\$000s) NET BUDGET INCREASE/ (DECREASE)	FTEs INC/ (DEC)	(\$000s) NET BUDGET INCREASE/ (DECREASE)	FTEs INC/ (DEC)	(\$000s) NET BUDGET INCREASE/ (DECREASE)
<u>CALGARY POLICE SERVICE</u>								
Prog #070	Calgary Police Service - By reinstating the base budget reduction of \$5.094 million in 2012 per the Calgary Police Commission recommendation contained on page 16	B	45.0	5,094	45.0	5,094	45.0	5,094
Prog #070	Calgary Police Service - By providing funding for additional positions for each budget year to maintain the current level of service, as follows: a) 2012 \$4,800 32 FTEs b) 2013 \$6,000 40 FTEs c) 2014 \$7,500 50 FTEs	B	32.0	4,800	72.0	10,800	122.0	18,300
			77.0	9,894	117.0	15,894	167.0	23,394
<u>COUNCIL</u>								
Prog #836	Aldermanic Office - Restore cut in 2012 base	B	0.0	102	0.0	102	0.0	102
<u>CIVIC PARTNERS</u>								
Prog #449	Civic Partners - increase base funding to CADA in 2012 to address unprecedented demand for operating grant program from emerging and diverse arts organizations	B	0.0	225	0.0	225	0.0	225
Prog #449	Civic Partners - CADA start-up funding for cSPACE Projects.	OT	0.0	220	0.0	220	0.0	220
Prog #449	Civic Partners - Epcor Centre	OT	0.0	400	0.0	400	0.0	400
Prog #449	Civic Partners - TELUS World of Science-Calgary	OT	0.0	141	0.0	0	0.0	0
			0.0	986	0.0	845	0.0	845
<u>CORPORATE PROGRAMS</u>								
Prog #860	General Revenue - Parks reinstates budget reductions on maintenance to be funded by FSR through General Revenue	OT	0.0	(1,000)	0.0	(850)	0.0	0
Prog #860	General Revenue - Land Use Planning & Policy - add \$150K one-time budget in 2012 to be funded by FSR through General Revenue re: omnibus 3R	OT	0.0	(150)	0.0	0	0.0	0
Prog #860	General Revenue - Transportation Planning - Cycling Strategy Implementation	OT	0.0	(230)	0.0	(680)	0.0	(100)
Prog #860	General Revenue - Transportation Fuel Contingency	OT	0.0	(5,000)	0.0	(5,000)	0.0	(5,000)

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 29: Revisions to the Proposed 2012-2014 Operating Budget During November 2011 Council Deliberations

NOTE: The amounts in the 2012/2013/2014 columns are cumulative amounts

PROG #	DESCRIPTION	B/OT*	2012		2013		2014	
			FTEs INC/ (DEC)	(\$000s) NET BUDGET INCREASE/ (DECREASE)	FTEs INC/ (DEC)	(\$000s) NET BUDGET INCREASE/ (DECREASE)	FTEs INC/ (DEC)	(\$000s) NET BUDGET INCREASE/ (DECREASE)
Prog #860	General Revenue - Civic Partners - Start-up funding for cSPACE Projects.	OT	0.0	(220)	0.0	(220)	0.0	(220)
Prog #860	General Revenue - Civic Partners - Epcor Centre	OT	0.0	(400)	0.0	(400)	0.0	(400)
Prog #860	General Revenue - Civic Partners - TELUS World of Science-Calgary	OT	0.0	(141)	0.0	0	0.0	0
Prog #860	General Revenue - Recreation - Calgary Sport Tourism Authority Re: Omnibus 31	OT	0.0	(150)	0.0	(150)	0.0	0
Prog #860	General Revenue - That Council approves continuation funding of the unused portion of the 2011 Innovation Fund, this program will be budgeted in Corporate Costs (Program 861) and funded by FSR through General Revenue (Program 860) and to add \$1.0 million to the balance of the Innovation Fund in 2012 to be funded by FSR	OT	0.0	(4,326)	0.0	0	0.0	0
Prog #856	Taxation	B	0.0	(11,069)	0.0	(18,588)	0.0	(27,352)
Prog #840	Capital Financing Costs - Corporate Properties & Buildings - Reduce the Capital Budget, Prog #773-004 in 2012 by \$779K; 2013 by \$830K; 2014 by \$866K and reallocate from PAYG to Taxation Revenue to further reduce the mill rate	OT	0.0	(779)	0.0	(830)	0.0	(866)
Prog #840	Capital Financing Costs - Corporate Properties & Buildings - Capital Prog #770-028 that recommendation 1b contained in Report LAS2011-66 be amended, as follows: By deleting \$26.8, following the words "appropriation increase of, and substituting with \$29.8" By amending the Tomorrow's Workplace 2012 cash flow from 3.0 to 4.0; 2013 cash flow from 5.9 to 6.9; and 2014 cash flow from 6.0 to 7.0	OT	0.0	(1,000)	0.0	(1,000)	0.0	(1,000)
Prog #861	Corporate Costs - Transportation Fuel Contingency	OT	0.0	5,000	0.0	5,000	0.0	5,000
Prog #861	Corporate Costs - That Council approves continuation funding of the unused portion of the 2011 Innovation Fund, this program will be budgeted in Corporate Costs (Program 861) and funded by FSR through General Revenue (Program 860) and to add \$1.0 million to the balance of the Innovation Fund in 2012 to be funded by FSR	OT	0.0	4,326	0.0	0	0.0	0
Prog #621	Gas,Power,Telecom - Restore to 2011 expenditure level	B	0.0	107	0.0	107	0.0	107
			0.0	(15,032)	0.0	(22,611)	0.0	(29,831)
	Total City		105.0	0	176.0	0	242.0	0
	Total One-time		0.0	(1,779)	0.0	(1,830)	0.0	(1,866)
	Total Base		105.0	1,779	176.0	1,830	242.0	1,866
	Total One-time / Base		105.0	0	176.0	0	242.0	0

* B = Base; OT = One-time

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 30: Revisions to the Proposed 2012-2014 Capital Budget During November 2011 Council Deliberations

C2011-73 PROG # DESCRIPTION		(\$ 000's)					Total
		2012	2013	2014	2015	2016	
Nov. 23	<u>Corporate Services</u>						
P770-028	Corp Properties & Buildings - Innovative Space Efficiencies - Rename project to Tomorrow's Workplace and switch funding source from Pay-As-You-Go to Reserve for Future Capital of \$1.0 million per year from 2012-2014.						
P770-028	Corp Properties & Buildings - Tomorrow's Workplace amended Report LAS2011-66 & approved \$26.8 million plus proposed \$3.0 million added to cashflow (see adjustment above) totalling \$29.8 million to be funded by the Reserve for Future Capital (RFC) <i>\$18.8 million to be repaid back to the RFC from 2013-2021 to be funded from lease recovery from self-supported operations and space provision funds for new employees & contractors.</i>	3,000	5,900	6,000	5,700	6,200	26,800
			(2,000)	(2,000)	(2,000)	(12,800)	(18,800)
		3,000	3,900	4,000	3,700	(6,600)	8,000
P773-004	Corp Properties & Buildings - Boardroom A/V Equipment - Relinquish capital appropriation and Pay-as-you-go funding of \$779 thousand in 2012, \$830 thousand in 2013, and \$866 thousand in 2014 for new boardroom audio-visual equipment project and reduce \$2.475 million contribution to Pay-as-you-go reserve in Prog# 840 offset by reduction to the taxation revenue Prog #856 effectively reducing the property tax rate increase	(779)	(830)	(866)			(2,475)
	Total Corporate Services	2,221	5,070	5,134	5,700	6,200	24,325
Nov. 25	<u>Transportation</u>						
P126-101	Roads - Commuter Cycle Pathway Approved the proposed \$3.5 million in 2012; the 2013-2015 budget with increase of \$12.2 million budget to be included as Category D projects.						

SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 30: Revisions to the Proposed 2012-2014 Capital Budget During November 2011 Council Deliberations

C2011-73 PROG # DESCRIPTION		(\$ 000's)					Total
		2012	2013	2014	2015	2016	
Nov. 28	<u>UEP</u>						
P257-000	Waste & Recycling Services - Approve 2012 \$6.0 million, 2013 \$5.5 million, defer 2014-16 budget pending results of the pilot program, resulting in reduction of WRS capital budget and related Reserves/SS Debt funding by \$66.947 million.	(430)	(2,417)	(26,100)	(31,000)	(7,000)	(66,947)
Nov. 28	<u>Civic Partners</u>						
P480-001	Saddledome - Lifecycle - Relinquish remaining 2012 budget of \$228 thousand and return RFC funding back to corporate RFC .	(228)					(228)
TOTAL CITY		1,563	2,653	(20,966)	(25,300)	(800)	(42,850)