

THE CITY OF CALGARY

# Action Plan

2015 - 2018

2014-0565



[calgary.ca/actionplan](http://calgary.ca/actionplan)

**Onward/** By 2016, 80 per cent of Calgarians will report that they feel government activity is open, honest, inclusive, and responsive.



THE CITY OF CALGARY

# *Action* Plan

2015 – 2018



# *Action Plan Summary*



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## DEPARTMENTAL SECTIONS

- Utilities & Environmental Protection
- Transportation
- Calgary Parking Authority
- Community Services & Protective Services
- Civic Partners
- Calgary Police Service
- Planning, Development & Assessment
- Corporate Services and Calgary Housing Company
- Corporate Administration
- Corporate Programs
- Council

## SUPPLEMENTAL INFORMATION

- Operating Budget Analysis
- Capital Budget Analysis
- Background Information

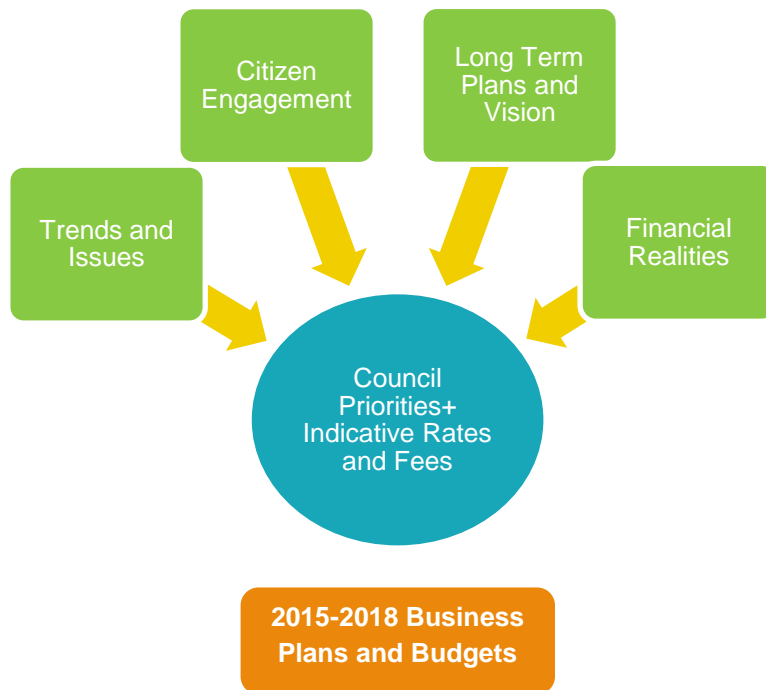


<b>A prosperous city</b>	<b>A city of inspiring neighbourhoods</b>	<b>A city that moves</b>	<b>A healthy and green city</b>	<b>A well-run city</b>
<p>Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.</p>	<p>Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.</p>	<p>People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.</p>	<p>We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.</p>	<p>Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.</p>



## INTRODUCTION

*Action Plan 2015-2018* describes how The City of Calgary will respond to the needs and aspirations of the citizens of Calgary over the next four years. It identifies priorities for the period and recommends the services and initiatives that will be provided, the performance results that Administration commits to accomplish, and the operating and capital budgets that will support the achievement of these results.



## Council Direction

Council Priorities for 2015-2018 are founded on the 100-year community vision and long-term goals and aspirations articulated by Calgarians through the imagineCALGARY plan completed in 2006. They were also influenced by information on key trends and emerging issues anticipated in the next four years, the views of Calgarians as expressed through extensive citizen engagement, and Council-approved long-term plans (specifically the Municipal Development Plan and the Calgary Transportation Plan). Council also took into account The City's financial projections and funding opportunities and constraints. Further information on all of these influencing factors can be found in pages XII-XV of this *Action Plan Summary*.

Council Priorities, approved on 2014 May 5, set the direction for the next four years, describing the outcomes that are most important for The City of Calgary, and some major initiatives that Council has identified for this business cycle. The complete text of Council Priorities is in pages XVI-XIX of this *Action Plan Summary*.

Also approved on May 5 were financial guidelines, in the form of indicative rates for property taxes (annual increases of 4.7 per cent), water utilities, waste and recycling services, and user fees for other City services. The indicative property tax rate increase will increase taxes on the average residential property by \$6.75 per month in the 2015-2018 cycle.

## The Shared Strategic Agenda

Council Priorities reflect the aspirations and priorities expressed by the Calgary community. *Action Plan* is Administration's response to Council Priorities and, in this way, forms part of Administration's "shared agenda" with Council. The plans and budgets also show how Administration will provide value to the Calgary community, through the provision of services, and delivery of key priorities, within the funding available.



### Shared Agenda (Priorities)

#### Organizational Values

*Action Plan* demonstrates The City of Calgary's organizational values of **Collective Accountability and Individual Responsibility**. Collectively, Administration is accountable to achieve the results described in *Action Plan*, each of which requires the participation and contribution of many City departments. The individual role and responsibility of each department and business unit is described in the department and business unit approval pages.

#### Delivering Council Priorities

Detailed information on how Administration plans to respond to each Council Priority is provided in the department pages of *Action Plan*. Department performance measures and specific actions were developed for each of Council's Priorities, and the 44 associated strategic actions.

This *Action Plan* Summary includes information on how *Action Plan* will address some important issues over the next four years, including:

- Responding to the 2013 flood;

- Making progress on the Municipal Development Plan and Calgary Transportation Plan;
- Accommodating growth; and
- Incorporating the Leadership Team Strategic Plan and Contract with Council.

This is followed by a summary of the operating and capital budgets, organizational chart, and a complete list of City services.

*Action Plan* is a living document. Administration will continue to regularly report to Council and the public over the next four years on progress in relation to the plans and budgets. Consistent with the Council-approved approach, there will be opportunities to bring forward adjustments to plans and budgets as needed, in response to emerging needs and changing circumstances. As well, there will be a more significant mid-cycle review after two years, which will include a check-in with citizens, and an update on emerging issues and trends.

#### Highlights of the *Action Plan* Document in this Cycle

This cycle of the business plan and budget process builds on the strengths of past cycles and includes some notable steps forward. Among them:

- There is a clearer line of sight between Council Priorities and Administration's proposed business plans, because Council Priority outcomes and strategies are used as departmental plan outcomes and strategies;
- There is a considerable increase in the use of benchmarking, showing The City's performance in relation to similar organizations, emphasizing lessons learned and how these will be addressed in the coming business cycle;
- Detailed historical budget information is provided for easy reference;
- More information on the future operating budget impacts of proposed capital investments, including operating budget estimates beyond the current (2015-2018) cycle.



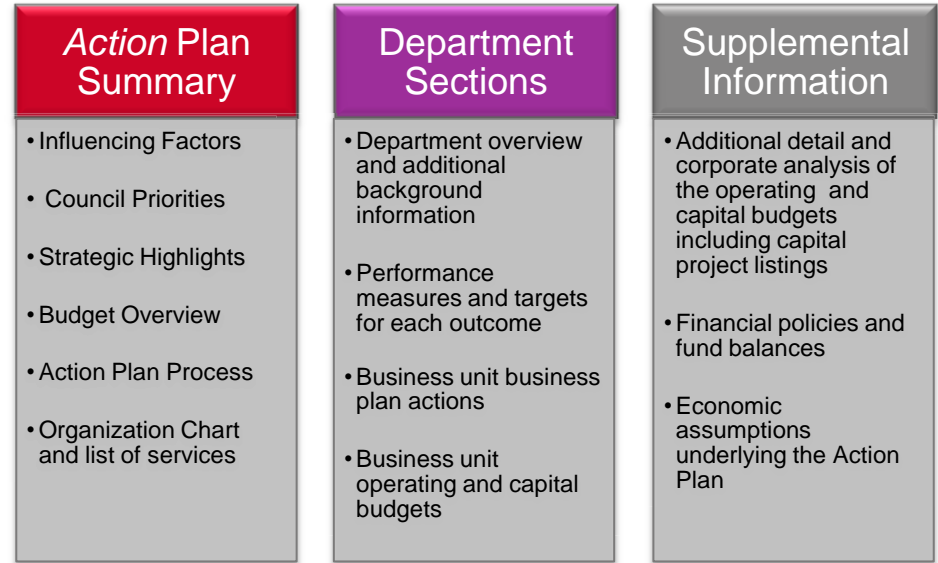
As with the previous business plan and budget, *Action Plan* also includes:

- Information on what we heard from citizens through citizen engagement, and identification of how citizen’s ideas are reflected in the plans.
- Performance measures and targets related to each outcome.
- Detailed descriptions and budget information on more than one hundred lines of service provided by The City of Calgary.
- Continued focus on finding efficiencies, balancing the provision of quality public services with keeping taxes and user fee increases affordable.

### Structure of the *Action Plan Document*

This *Action Plan* document has three primary components:

- The *Action Plan Summary* (this section) includes a synopsis of the major inputs that have informed the creation of Council Priorities and the business plans and budgets, and highlights of Administration’s response in selected areas.
- The department sections contain background information specific to the department and its business units, followed by the proposed business plans (strategies, actions, and performance measures and targets) and operating and capital budgets, for Council’s review and approval. Benchmarking information and additional information on citizen engagement is also found here.
- Supplemental Information has additional summarized information and budget analysis tables.



### Additional Information

Supporting information is available at [www.calgary.ca/actionplan](http://www.calgary.ca/actionplan) during the public release and review in 2014. This includes *A Four-Year Plan for Calgary* which is a summary of key actions, performance measures, and investments towards delivering Council Priorities. Also online is an interactive budget dashboard for user-guided analysis of the operating and capital budgets including information on capital requests contained in *Action Plan*.



## TRENDS & ISSUES AFFECTING CALGARY

### Trends Affecting Calgary

At the start of the business planning and budgeting process, Administration completed an environmental scan and analysis of key trends which informed the creation of The City of Calgary's *Action Plan*. The major trends and issues that affect service delivery across the organization are identified and discussed below.

### The Economy

Of the six largest cities in Canada, Calgary has the most productive and best-paid workforce; the greatest purchasing power; a lower cost of living than Toronto or Vancouver; one of the lowest unemployment rates; and the second highest total growth in retail sales over the past 10 years.

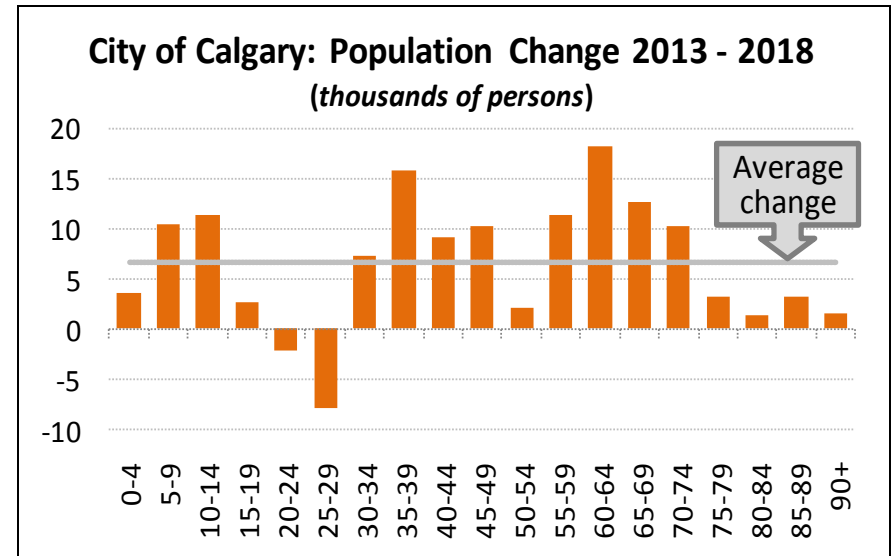
The pace of economic activity in Calgary will remain strong in 2014 and 2015, in reaction to faster economic growth among trading partners. This is expected to increase market opportunities for Canadian businesses. Canada's real gross domestic product (GDP) growth is expected to average 3.1 per cent in 2015 based on increased demand for Canadian exports such as oil and forest products which will keep demand and prices high. From 2016-2018, growth is expected to moderate somewhat, constrained by a slower-growing labour force.

Inflation is forecast to average 2.9 per cent in 2014, and is expected to moderate to 2.1 per cent in 2018. Strong population growth, driven by above average net migration levels, is expected between 2015 and 2018, as individuals move to Calgary in response to relatively lower unemployment rates, which are expected to average 4.8 per cent between 2015 and 2018.

### Demographics

The *Action Plan* was developed on a population growth forecast of 100,000 over the next four years (an average of 25,000 people per year), with population projected to reach 1.274 million by 2018. Administration will monitor growth closely, and if necessary, will bring forward business plan and budget adjustments for Council's consideration.

By 2018, a shift in age distributions is anticipated in response to the combination of aging population, net migration and natural increase. The largest population increases will be experienced by the 60 to 64 age group, as well as the 35 to 39 age group which is resulting from net migration.



Among Canadian cities, Calgary has the highest immigrant population after Toronto, Vancouver and Montreal. It is reported that approximately one in four Calgarians is an immigrant, with the main source countries being from the Asia Pacific region. Calgary's total immigrant population (both permanent and non-permanent residents) is projected to reach almost half a million by 2020.

Approximately 11 per cent of Calgarians are living on low income and are vulnerable because they spend a larger share of income on basic needs, which often results in income deficits and increased debt. Approximately 28 per cent of Calgarians rent their homes, among which 39 per cent are overspending, meaning they contribute more than 30 per cent of their total household income towards shelter costs. Some groups are more likely to be affected by low income including recent immigrants, Aboriginal people, persons with disabilities, senior women, and children. Evidence suggests that social problems are associated with income disparity, which is increasing in

# Action Plan Summary



Calgary. Government services need to adapt and reflect the needs of the demographics, and ensure affordability and accessibility for all.

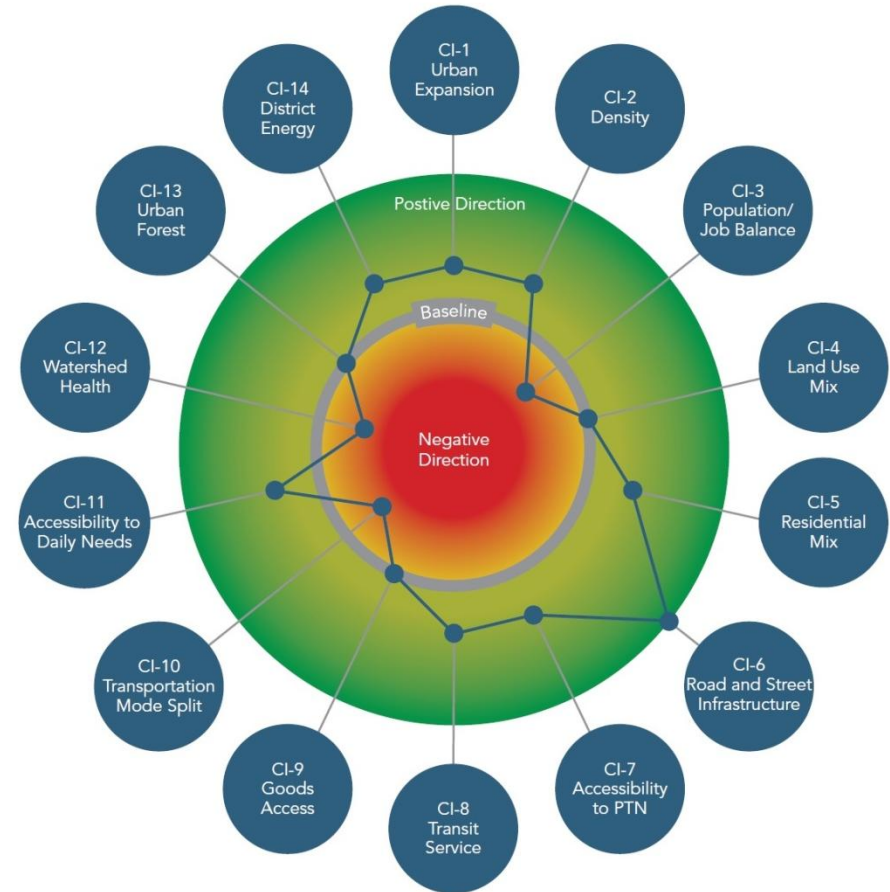
## Planning & Mobility

Between 2006 and 2012, 96 per cent of Calgary's population growth occurred in new suburbs. This trend appears to be shifting: over the past five years, the average annual population growth to new suburbs fell to 75 per cent. In 2014, 58 per cent of citywide population growth occurred in established areas.

Assessments indicate that the automobile is still the most common travel choice, making up 79 per cent of all trips. This leads to more traffic on roadways resulting in congestion, greater greenhouse gas emissions and reduced air quality. The exception to this trend is downtown where the city is experiencing a higher proportion of walking, cycling and transit usage (Centre City 63 per cent, Activity Centre and Corridors 32 per cent) compared to 17 per cent in Planned and Future Greenfield areas.

The city's growth is beginning to move towards the goals and objectives of the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP). Indicators show that Calgary is designing better communities, however strategic areas (Centre City, Activity Centres and Corridors) are not growing as quickly as the city as a whole.

The "MDP/CTP 2013 Monitoring Progress Report", published in December 2013, identified areas that are trending away from the direction of the MDP/CTP targets, or where particular risks are perceived.



While new communities in Calgary are being built at higher densities than ever before, the rate of growth in strategic areas (such as transit oriented nodes and corridors) has not occurred as fast as anticipated. Increasing transportation options and amenities in these areas should help to increase their attractiveness.

Transportation mode split indicator measures per cent of trips that are made by walking, cycling, transit and car. This indicator is underperforming. Between 2005 and 2011, since growth was concentrated in suburban areas, the city saw an increase in auto use relative to other travel methods.

Watershed health indicator measures the amount of impervious surface area (e.g. land covered by buildings, roadways, parking lots). There is a direct correlation between the increase in impervious surface (4 per cent compared to the baseline) and an increase in storm water runoff to rivers affecting water quality and quantity.

Another indicator showing neutral to negative direction is the balance of population and jobs in city quadrants. Particularly in the northwest, population is growing faster than employment. A greater balance between population and jobs could promote shorter commute times.

### The Environment & Impact of Disasters

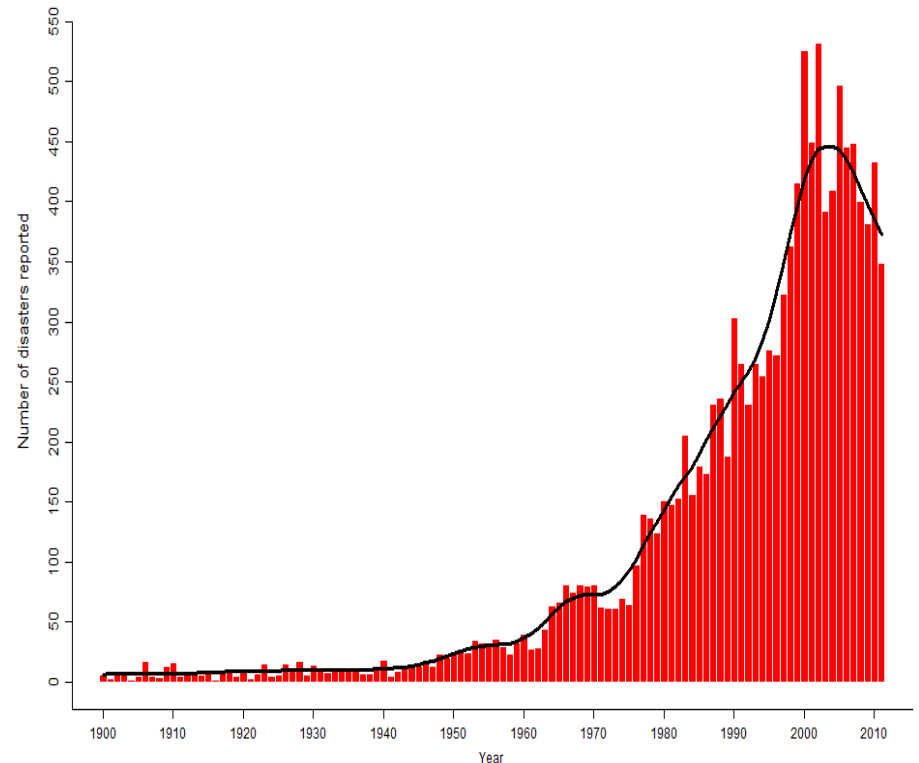
Continued reliance on fossil fuels for energy is increasing local and global greenhouse gas (GHG) emissions. Population growth is affecting the environment through increased demand for land, changes to land use, air quality, water resources, as well as infrastructure needed to service the region. Increasing interest from the Province in regionalization may result in reliance on The City to develop and implement servicing strategies and conservation initiatives with other communities in the region.

It is predicted that the Calgary region will experience an increase in annual temperature and a higher frequency and intensity of extreme weather events including potential flooding, drought, longer wildfire seasons, longer freeze-free periods, and more freeze-thaw cycles.

The past several decades have seen an increase in worldwide disasters of all types, and this increasing frequency is expected to continue. Calgary specifically has endured several disasters in the last few years, including

floods, hail storms, windstorms, derailments, pandemics, power disruptions, high-rise fires, industrial fires and associated technological disasters. While the cause of the increase in disasters is complex, there is no question that population density and an increasing reliance on technology has exacerbated the impact of them both financially and physically.

**Natural Disasters Reported 1900-2011**



*Natural Disasters Worldwide EM – DAT The International Disaster Database*



## Technology

Calgary is a highly connected city with almost 97 per cent of the general population having internet access at home. When customers and citizens connect with local government, there is an increased demand for transparency and such initiatives as providing services online and information through open data. The ability to identify and track such physical objects as City vehicles and electronic devices drives the need for better data management practices to manage devices remotely and in real-time. Mobile technology including web and mobile applications, as well as changes in work-styles, modes of communication and consumer expectations are all changing the way information moves among individuals and between and within organizations.

## Workforce

Calgary's labour market has become increasingly tight despite the skilled and educated workforce that currently exists. Employers continue to face challenges in attracting, developing and retaining employees.

Economic forecasts point to increased demand for skilled positions, and it is expected that the labour market shortage will make it an employee's market. In addition, the local labour market will be characterized by growing diversity and shifting age demographics. These factors, among others will place increased pressure on organizations, including The City of Calgary, to review their employer value proposition.

## So what does this all mean?

The overall growth that Calgary is set to experience over the next business planning and budgeting cycle is expected to lead to a greater demand for municipal government services and change how such services are traditionally offered. In response, there is a need to be efficient and effective, balancing quality service delivery and infrastructure development with affordability in taxes and user fees for Calgarians. We will need to adapt our services to respond to the needs of a growing and changing population. Affordability and accessibility will need to be maintained.

As customer service standards continue to evolve, due in large part to service-intensive industries in the private sector, the public sector too will be required to respond. Research and development will continue to be required to understand and meet the needs of the changing Calgary community. Personalizing customer service, empowering staff and using technologies will collectively contribute to improving customer and citizen experiences.

More information on trends and implications as it relates to the specific departments and business units can be found in the department business plans and budget pages.

*Content contributed by subject matter experts from across The City of Calgary.*

## CITIZEN ENGAGEMENT



The *Action Plan* engagement strategy sought feedback from citizens and stakeholders using many channels and a variety of methods to gather a wide breadth of input that informed both Council Priorities and the development of *Action Plan* 2015-2018.

Engagement opportunities for citizens to provide input into *Action Plan* ran from March 1 to 21, 2014, both online and through a series of 21 in-person events throughout Calgary.

Online tools included a budget simulator that allowed citizens to increase or decrease City

spending, making trade-offs from one service area to another; a priorities tool that gave participants the opportunity to share what priorities The City should focus on for the next four years; and a discussion tool where citizens could talk to each other online about their ideas and priorities.

In-person events gave citizens the same opportunities as online, in a paper form, and at least one engagement event was held in every ward.

The *Action Plan* awareness campaign began in mid-February and, utilizing all City marketing and communication channels, let citizens know of the engagement opportunities and gave them accessible ways to participate in-person and online.

In addition to these inclusive and broad-reaching engagement activities, The City also conducted ideation sessions and focus groups with recruited citizens as well as representatives of community agencies, the Calgary business community and The City of Calgary's partner agencies.

Given the wide range of stakeholders and the potential impacts they could have on this complex project, it was determined that no single engagement approach on its own could provide enough input to support Council decision making. Therefore, the *Action Plan* engagement results reflect the diverse and thoughtful opinions, priorities, concerns and community aspirations of all participants.

### Key Citizen Observations & City Actions

Although there were many ways for citizens to participate and thousands of interesting ideas, several key observations were apparent across all engagement streams and revealed consistent priorities regardless of how citizens participated in *Action Plan* engagement.

To meet citizen expectations, City staff carefully considered the engagement feedback, in concert with other such inputs as trends, Council Priorities, and indicative rates and fees. Below, are the key engagement findings as well as some of the ways that The City is working for citizens to ensure a balance between investing in quality public service and affordable tax rates and user fees.

**Transit** - An efficient and reliable public transit network was identified as a top priority consistently across all engagement streams. Areas of focus will improve efficiency of the system, provide more affordable commuting options, and increase accessibility to Calgary's services and amenities.

*Action Plan* highlights:

- invest in the Green Line Transitway
- refurbish and buy new Light Rail Vehicles
- introduce four car train service
- implement electronic fare system
- add 210,000 hours of new service from 2015 to 2018

**Affordable housing** - This emerged as a priority across input streams. Input ranged from commenting on the actual cost of renting or owning to other factors impacted by affordable housing costs including the cost of living, social isolation, talent attraction, general labour shortages, and increased pressure for subsidized access to services.

# Action Plan Summary



## Action Plan highlights:

- manage rentals, repairs and client relations to provide affordable homes and related services for vulnerable citizens
- build, purchase or partner to increase supply of affordable housing
- implementation of the Community Affordable Housing Strategy
- corporate direction and implementation actions related to secondary suites

**Other transportation** - While public transit emerged as a priority on its own, it is clear that how Calgarians get around Calgary is a top-of-mind priority. A well-managed road system combined with pedestrian and cycle networks were expressed as a priority to provide for ease of access to local amenities, and for commuting.

## Action Plan highlights:

- improved pedestrian access to local amenities
- investment in pathways
- replacement of two bridges as well as several major road reconstructions

**Other community/urban planning** – Public safety was important with citizens expressing a strong desire for current safety levels to be maintained. Local parks, cultural amenities and recreation opportunities were key priorities because of their contribution to citizens' overall quality of life. Citizens also indicated that less urban sprawl and an integrated approach to planning was desirable.

## Action Plan highlights:

- neighbourhood charters - a tool for community members to pinpoint the issues, opportunities and outcomes they would like to see in their area
- develop, maintain and enhance new and existing parks
- build four new recreation facilities, a new Central Library and fire stations
- offer programs at affordable prices

- preserve and enhance public safety with new bylaw officers, transit officers, and emergency management officers
- city-wide green cart implementation
- multi-family waste & recycling services

**Efficiency/Effectiveness** - There was an expressed desire for an improved demonstration of spending efficiencies in municipal service delivery. This includes deeper collaboration across The Corporation, and also with business, social agencies and Civic Partners. Input also demonstrated a need for demonstrated spending efficiencies and Cut Red Tape initiatives.

## Action Plan highlights:

- improved performance measures and benchmarking
- increased online services, targeting 80 per cent of visitors being able to complete their task online via calgary.ca
- implementation of efficiency and effectiveness strategies, including more zero-based reviews
- increased service with 311, Cityonline and calgary.ca including increased open data capabilities

**Taxes/Tax Rates** - There was an expressed preference to maintain service levels, even if accompanied by tax rate increases, while recognizing that property taxes could be a burden to those with lower or fixed incomes. As well, there is a strong desire for The City to demonstrate value and educate citizens on where tax dollars are spent through easily accessible and understandable information.

## Action Plan highlights:

- strengthened focus on sustainability initiatives across The Corporation
- assist low-income home owners to maintain and remain in their homes through Property Tax Assistance Program grants
- improve information for citizens regarding policy development, legislative processes and financial resource allocation
- encourage increased participation in tax instalment payment plans (TIPP)

## ALIGNING TO LONG-TERM PLANS: CONNECTING THE DOTS

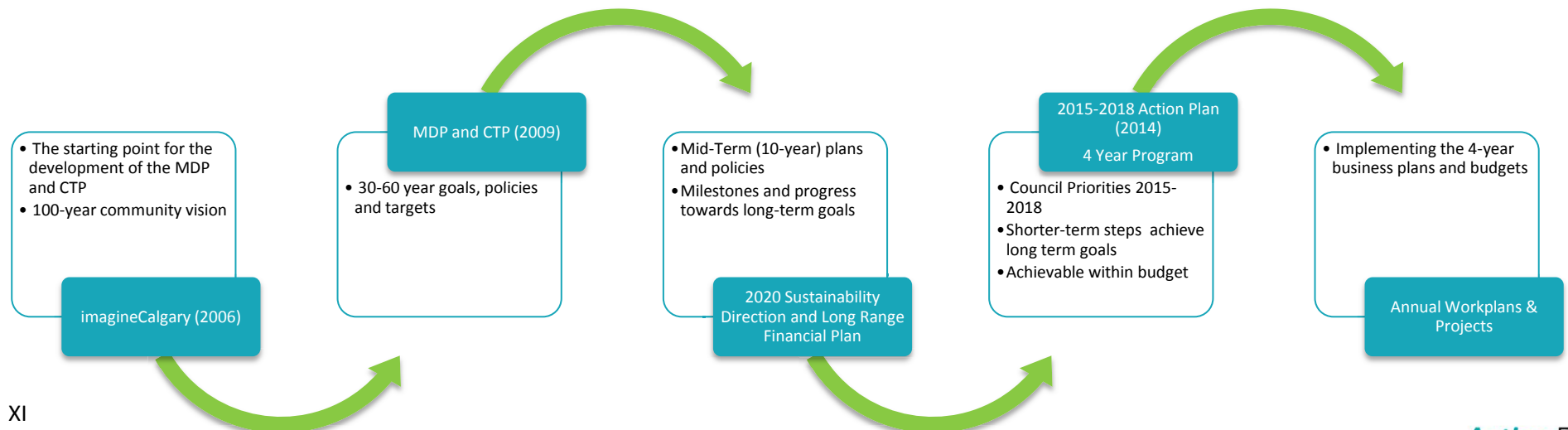
**imagineCALGARY** was a City-led, community-owned initiative. More than 18,000 Calgarians added their voice in the development of the imagineCALGARY Plan for Long Range Sustainability, which was the result of the largest community visioning and consultation process in the world, at the time. It represents a shared vision for this community, extending 100 years into the future.

The **Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP)** describe the policies that will shape the urban form of Calgary over the next 30 to 60 years. Together, they aim to build the kind of city that Calgarians have asked for – one that attracts jobs and investment, where people have more choices in where to live and how to travel, and which grows in an environmentally sound and affordable manner. Their purpose is to integrate social, economic and environmental objectives into decision making processes. Administration has identified five priority cross-departmental projects for this business cycle, selected as being the most important in making headway towards the MDP/CTP goals. These are Centre City Funding & Implementation, Corridor Program, Green Line Transitway and RouteAhead Program, Redevelopment Implementation Plan, and the Watershed Protection and Land Use Planning project.

The **Long Range Financial Plan and 2020 Sustainability Direction** bridge the gap between long-term goals and the four year plans and budgets. The Long-Range Financial Plan provides Council and the Administration with a longer-term perspective on The City's financial prospects and sustainability. The 2020 Sustainability Direction provides 10-year policy goals guiding us towards environmental, social and financial sustainability.

**2015-2018 Action Plan:** Council Priorities provide the primary direction for the next four years. They were created based on the MDP and CTP goals and the imagineCALGARY vision. The *Action Plan* identifies the short-term steps The City needs to take to achieve its long term vision, with primary direction provided by Council Priorities. The new *Action Plan's* four-year business plans and budgets also stress financial sustainability, improved transparency, and efficiency in how City services are delivered while maintaining The City's flexibility to respond to economic, social, environmental and political changes.

**Annual Workplans and Projects:** The four-year *Action Plan* will be implemented through annual work plans and projects, embedded in individual performance goals. Actions and performance measures are assessed against targets and reported to Council bi-annually.





## THE CITY'S FINANCIAL POSITION

### Municipal Financing

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 such actions as:

- Incorporating longer-term financial focus through multi-year business plans and budgets, and understanding long-term revenues and costs.
- Obtaining sufficient predictable 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.

### The City's Finances

Calgary faces many of the same challenges and issues that other municipalities in Canada face. In May 2014, Council considered The City's financial outlook as one of many inputs into its decisions on the 2015–2018 indicative rates and fees, which provided Administration with a preliminary budget envelope to develop the 2015–2018 *Action Plan*.

The City's Long Range Financial Plan (LRFP), updated in 2011, identifies an operating gap of \$150 million emerging by 2021 as a result of revenues growing at a slower pace than expenditures. This assumes that property tax

increases match The City's inflation rate and reflects the structural difficulty between inflationary and growth impacts on revenues and expenditures. The LRFP identifies financial sustainability as the overarching goal, defined as meeting service level commitments within acceptable property tax increases. Five strategies are identified to support the goal: Flexibility, Efficiency, Sufficiency, Integration and Credibility. The LRFP is currently being updated and will be presented to Council in 2015.

### The City is currently in good financial shape

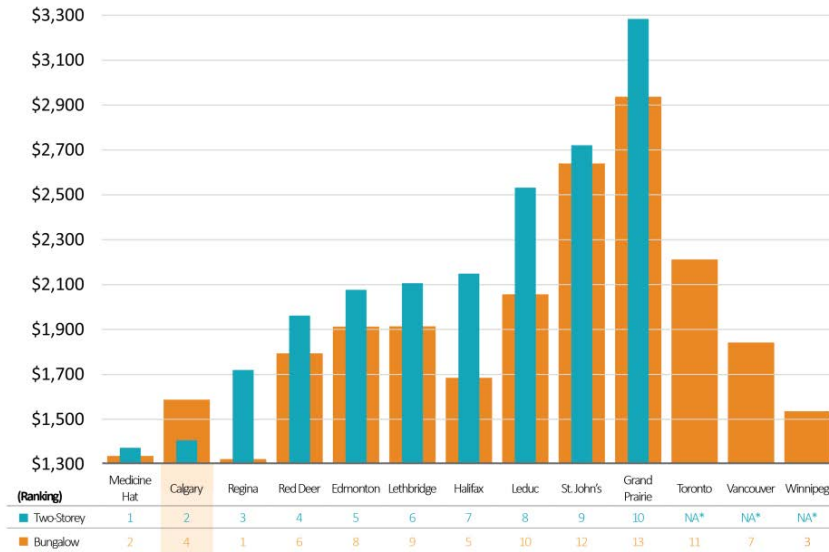
Despite the longer term challenges identified in the LRFP, Calgary has led the nation through the economic recovery, which has led to three years of strong population growth. While rapid growth presents challenges along with opportunities, The City remains in a strong financial position with prudent fiscal practices and good liquidity in reserves.

Calgary has one of the lowest residential property taxes among 20 Canadian municipalities and is low to average in comparison when utilities are included. As well, a report prepared for the Real Property Association of Canada has shown that Calgary has the lowest non-residential property tax rate of the major Canadian municipalities. The City continues to achieve a high credit rating of AA+, which is among the best for Canadian municipalities.

In addition, The City's 2012-2014 business plan and budget was recognized for its thoroughness in the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada.

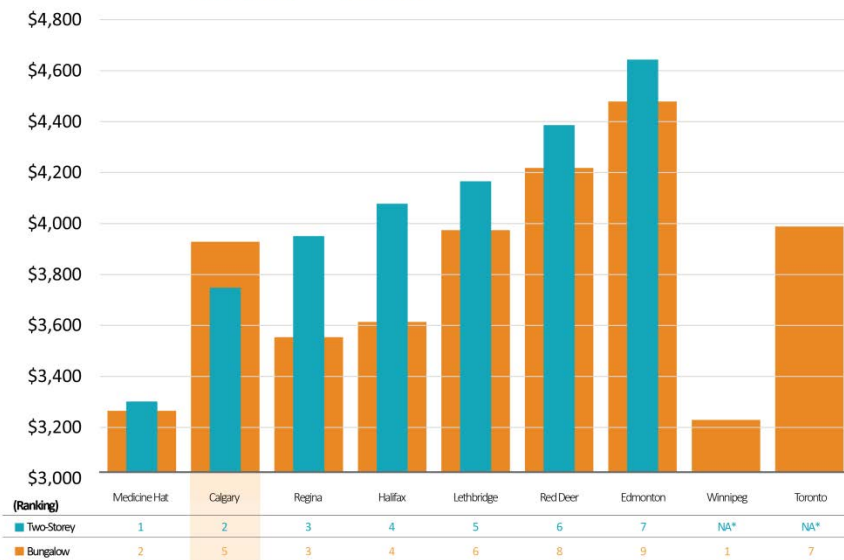


**Municipal Property Tax for a Representative Two-Storey and Bungalow House in 2013 - Canadian Cities**



NA\* = No Data provided for Toronto, Vancouver and Winnipeg.

**Combined Municipal Property Tax and Utility Charges for a Representative Two-Storey and Bungalow House in 2013 - Canadian Cities**



NA\* = No Data provided for Winnipeg and Toronto.

### Emerging issues and financial pressures

Although currently in a strong financial position, The City recognizes a number of emerging issues that must be considered in order to maintain its solid financial position over the 2015–2018 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. 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. The City’s key sources of revenue and expenditures are shown on page XIV.

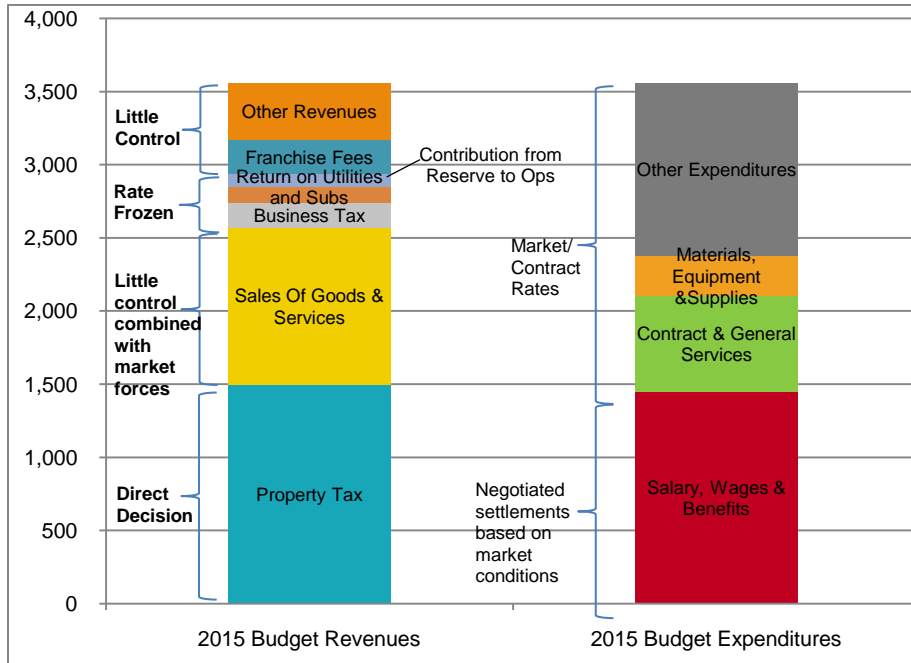
Property taxes comprise the largest single component of The City’s total revenue sources for the operating budget. The other components consist of sources that are either fixed or frozen, or sources over which The City has little control. This means that when inflation hits City expenditures, the property tax component must absorb a greater share of the increases in order for total City revenues to increase at the same pace as expenditures.

The rate of municipal inflation is another key financial pressure on The City’s budget. Unlike the Consumer Price Index (CPI), 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, contracts, and insurance. Negotiated settlements for several unions have resulted in wages rising above CPI. Southern Alberta’s flood of 2013, which was the largest insured loss in Canadian history, has significantly impacted the insurance marketplace in Canada. As a result, property insurance premiums for The City have increased substantially. As well, utilities such as natural gas and electricity are expected to increase at a higher rate than household inflation.

# Action Plan Summary



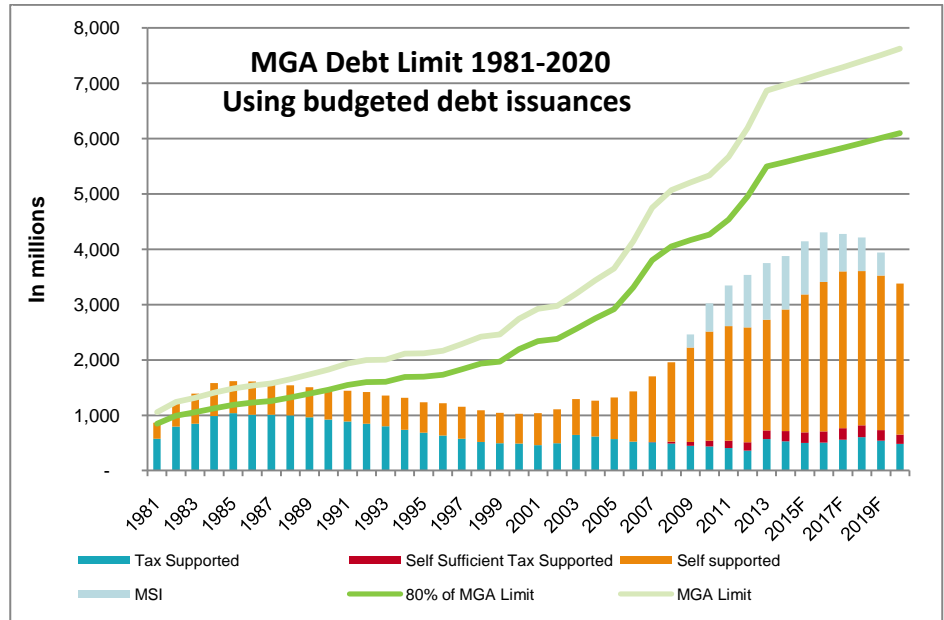
## The City of Calgary 2015 Revenues and Expenditures (\$ millions)



Rapid growth, rising costs and limited funding sources have combined to push debt levels higher. The historic and projected debt levels for The City are shown in the table on the right. The green solid line represents The City's internal debt limit which is 80 per cent of The City's legislated maximum debt level. The debt limit is based on The City's revenue and, therefore, will rise as City revenues increase. 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 Debt" represent The City's bridge-financing and advancing capital expenditures against future funding through the Province of Alberta's Municipal Sustainability Initiative (MSI). This bridge financing should be repaid over this budget cycle unless the Province again extends the timeline for distributing the MSI grants.

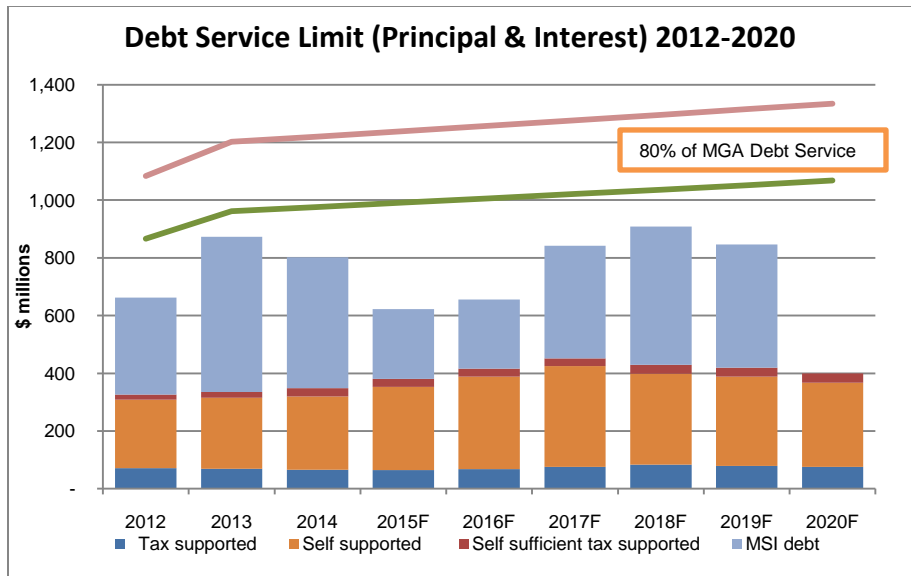
This chart shows that within the 2015–2018 period, The City must be especially mindful of the growing level of debt, driven largely by self-supported debt affecting water and wastewater facilities and advanced capital expenditures.

## The City of Calgary's historic and projected debt levels



In addition to the absolute level of debt, debt servicing (the annual principal and interest payments on debt) is a concern for The City. The City's calculated debt servicing costs, with the green line representing 80 per cent of The City's legislated debt service limit, is shown below. As this chart indicates, calculated debt servicing costs are the bigger concern relative to The City's debt limits over the 2015-2018 budget. The City must therefore carefully consider the impact that different debt structures have on the debt service calculation, in addition to the absolute amounts.

**Debt Service Limit (Principal & Interest) 2012-2020 using budgeted debt issuances**





## Council Priorities for 2015-2018



Calgary: a great place to make a living,  
a great place to make a life.

Fellow Calgarians:

Business plans and budgets are some of the most important documents we can create for our city. They provide a detailed roadmap for Calgary over the next four years—direction to over 15,000 City of Calgary employees and many community partners to deliver important daily services, programs, and infrastructure to 1,195,200 Calgarians.

This is your document. *Action Plan* is based on a month of engagement, and discussion with thousands of Calgarians. You told us about your priorities and Council, in turn, based its priorities on what we heard from you. From there, our colleagues in The City of Calgary produced a very thorough set of business plans and budgets.

Our biggest issue is managing growth. This is certainly better than the alternative, but it means we have to make smart decisions about how we grow to ensure prosperity and opportunity. In fact, since I've been your mayor, we have experienced three of the five largest annual population increases in our history. We have added an entire City of Red Deer two times over!

I'm proud that, together, we've produced an *Action Plan* that provides the services and infrastructure Calgarians need while keeping our property taxes among the lowest in Canada. Of course, we have a lot of work ahead of us, but we now have a solid foundation from which to start.

Sincerely,

Naheed K. Nenshi  
MAYOR

## COUNCIL PRIORITIES 2015 - 2018

### Our Vision

#### **Calgary: a great place to make a living, a great place to make a life.**

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas and place. Together, we continue to imagine Calgary and a community where:

- We are each connected to one another. Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for all of us.
- We are each connected to our places. We treasure and protect our natural environment. Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of our surroundings.
- We are each connected to our communities. Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone, and people move freely between them.
- We are each connected beyond our boundaries. We understand our impact upon and responsibility to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, throughout Canada and around the world.

We can make it happen!

With purpose, drive and passion, Calgary will be a model city, one that looks after the needs of today's citizens and those to come.

### A prosperous city

Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.

#### **Strategic Actions:**

##### **Economic Growth and Competitiveness**

- P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
- P2 Advance purposeful economic diversification and growth.
- P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.
- P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.

##### **Community Well-Being**

- P5 Seek out partnerships with other governments and community partners to achieve community well-being.
- P6 Increase affordable and accessible housing options.
- P7 Continue policies and programs to reduce the number of people living in poverty.
- P8 Respond to the needs of an aging population.
- P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.
- P10 Expand our library system and enhance access to technology and information.
- P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.



## A city of inspiring neighbourhoods

Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.

### Strategic Actions:

#### Public Safety

- N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.
- N2 Build resiliency to flooding.
- N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.

#### Great Neighbourhoods

- N4 Revitalize the role and ability of community associations, and use of community facilities.
- N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.
- N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.
- N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.
- N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.
- N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.
- N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.

## A city that moves

People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.

### Strategic Actions:

- M1 Implement and accelerate RouteAhead as transit funding becomes available.
- M2 Maximize the flow of traffic on the existing transportation network through the application of technology.
- M3 Invest in strategic road improvements in priority growth areas as funding becomes available.
- M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.
- M5 Improve the taxi system.

## A healthy and green city

We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

### Strategic Actions:

#### Natural Environment

- H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.
- H2 Encourage a broader range of innovative and clean energy technologies.
- H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.
- H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.
- H5 Protect and enhance our urban forest and natural landscape throughout Calgary.
- H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.

#### Healthy Living

- H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.
- H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.
- H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.

## A well-run city

Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

### Strategic Actions:

- W1 Finalize a new City Charter with the province.
- W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
- W3 Examine opportunities for alternative service delivery for competitiveness.
- W4 Balance demand for quality City services with affordable taxes.
- W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.
- W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.
- W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.
- W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.
- W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.



## STRATEGIC HIGHLIGHTS

The Department plans and budgets provide detailed information on how Council Priorities will be achieved over 2015 – 2018. Business plan actions and performance measures are organized by Council Priority, to more clearly show the alignment of Council Direction and Administration's response.

This section provides an overview of the proposed business plans and budgets as they relate to four specific areas of interest:

- Continuing work towards recovery from the 2013 Flood;
- Progress towards The City's long-term goals, and specifically the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP);
- Responding to the needs of growth; and
- Alignment of the business plans and budgets to the Leadership Team Strategic Plan, approved by Council on 2014 September 15.

### Continuing flood recovery

In June 2013, Calgary experienced the largest flood in our modern history. It had a devastating impact to the built, economic, natural and social environments. The full impact of the June 2013 flood to City infrastructure encompassed more than 200 projects needing repairs or restoration work originally estimated at approximately \$445 million. Since July 2013, almost half of the identified flood-impacted projects are complete or substantially complete, and another 72 projects in progress. The remaining projects are in various stages of planning. *Action Plan 2015-2018* identifies new capital requests costing \$81 million, along with an additional \$46 million in previously approved projects, to address flood recovery. A map outlining the location of these projects can be found in Figure 30 in the Supplemental Information document. *Action Plan* includes only projects for flood recovery.

### Making progress towards The City's long term goals

Five priority projects have been identified for 2015 – 2018 as being of particular importance in making headway towards achieving the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) goals for Calgary over the next 30 to 60 years. These projects, listed below, are intended to respond to the areas that are trending away from the MDP/CTP targets. The projects address multiple Council Priorities and will involve cross-departmental collaboration to be successfully completed.

#### 1. Centre City Funding & Implementation:

This priority aims to support, coordinate and fund existing Centre City implementation plans and strategies, including enhancing the attractiveness and usability of public assets, facilities and infrastructure; increasing their use for public enjoyment and attracting new investment by businesses to support the economic engine of Calgary; making it easier for citizens to use public spaces in the Centre City, and increasing the accessibility to and within the Centre City of both people and goods based on the CTP Sustainability Triangle.

#### 2. Corridor Program:

This project is aimed at realizing the potential of the city's Urban and Neighbourhood Corridors, as articulated in the MDP/CTP. This will involve employing a comprehensive "themed" approach that addresses the commonalities of all corridors, while respecting the uniqueness of each; scoping and reviewing policies and regulations affecting development in Urban and Neighbourhood Corridors; consolidating policy; considering new regulation and providing guidance for land use, urban design and development decisions.



**3. Green Line Transitway and RouteAhead Program:**

This priority involves coordinating planning and infrastructure investments for the Green Line rapid transit project (which connects the north to southeast transit corridor) and ensures that it proceeds as quickly and efficiently as possible.

**4. Redevelopment Implementation Plan:**

A more coordinated approach will be taken to ensure that sufficient redevelopment occurs to meet MDP/CTP targets. This will include determining requirements for land use planning, gaining a better understanding of infrastructure capacity and the levels of service necessary, brownfield issues, market analysis and other opportunities and constraints in our existing communities. The project will articulate what is required; formulate a sequenced approach to addressing each component, and coordinate work on those components.

**5. Watershed Protection and Land Use Planning:**

The MDP/CTP provides a high level of support for watershed protection and management. However, plans and policies are not always well-coordinated with those for land use to ensure effective implementation on the ground. Consequently, land use planning and development approval processes are often at odds with watershed protection objectives. Specific actions to support this include incorporation of watershed planning within planning documents, adoption of new stormwater runoff development targets, incorporation of Low Impact Development (LID) practices, and coordinated integration of setback guidelines and riparian protection in land use planning.

All five projects are included within the proposed business plans and budgets. More details on delivering on these initiatives can be found in the specific department plans and budgets.

**Responding to the needs of growth**

The City is continually servicing land to maintain a healthy inventory to meet the needs of the growing population. Business units from across the corporation have aligned their budgets and capital plans to support growth that matches the prioritized list of new growth areas. This represents a far greater level of corporate alignment than occurred in previous budget cycles.

The 2015-2018 Capital Budget contains new requests for approximately \$2.1 billion for investment in growth areas and is expected to result in the servicing of nearly 1,400 additional hectares of land, with the ability to house almost 100,000 people in the Developing Areas alone, not including the capacity in the Developed Areas. Investment in redevelopment and industrial areas has also been incorporated into the budget. Capital projects and operating impacts to service these areas are included in the 2015-2018 Capital and Operating Budgets.

A list of the projects supporting growth in the developing areas can be found in Figure 31 of the Supplemental Information document. The Supplemental Information also includes maps identifying each growth area corresponding to the growth area codes in each business unit's capital budget listing table and the location of capital projects. The City will continue to monitor growth and recommend adjustments to capital investment plans as required.



## LEADERSHIP TEAM STRATEGIC PLAN AND CONTRACT WITH COUNCIL

On 2014 September 15, City Council approved *the Leadership Team Strategic Plan and Contract with Council*. It outlined the planned innovations in how the organization will work in the future, in order to provide the best possible services and outcomes for our citizens.

The Leadership Team Strategic Plan and Contract comprises five main elements. These will be embedded in the work of Administration over the next four years and, for that reason, are also reflected in this *Action Plan*. This section provides an overview of the links between the Leadership Team Strategic Plan and *Action Plan 2015-2018*. In some cases, the Strategic Plan initiatives are well defined or already underway; in others, further refinement will be needed to clarify expectations or outcomes.

### 1. Establish a Cooperative and Meaningful Relationship with Council

This *Action Plan*, built around Council Priorities, is a cornerstone of the shared strategic agenda between Council and Administration. Over the next four years Administration will deliver on the commitments in the *Action Plan*, and will continue to work with Council in its determination of policy priorities and corporate direction. Accomplishments will be reported through a variety of new and existing methods, including the development of a citizen dashboard.

### 2. Develop a Collaborative Leadership and Workforce Culture

In addition to building a shared agenda with Council, the *Action Plan* has helped focus administrative leadership on common outcomes. The new organizational values of “Individual Responsibility and Collective Accountability” reflect a commitment to provide services across functional and organizational boundaries to build a collaborative workforce culture. Leaders will have the support and development opportunities to establish a culture that champions a diverse, inclusive and respectful workplace for employees and a progressive partnership with all Unions.

### 3. Better Serve our Citizens, Communities and Customers

Ninety percent of Calgarians say we are on the right track to building a better city. Citizens have also said that they want the organization to maintain focus on spending and demonstrating value, to invest appropriately in infrastructure, to engage citizens and to lead in management accountability.

In response, Administration has committed through this *Action Plan* to implement a performance management system that includes performance measurement, “zero-based” service reviews, service-based business plans and budgets, integrated risk management and individual performance appraisals. As well, we will develop a comprehensive strategy for citizen engagement and customer service delivery.

### 4. Focus Immediate and Collective Attention on Planning and Building a Great City

Using sound growth management policies to align decisions, *Action Plan* outlines Administration’s commitment to maximize limited resources in creating complete communities for all Calgarians. Administration will continue to seek out and improve relationships with all partners involved in the planning process. By working together and engaging in meaningful dialogue, Administration can continue progress towards the goals and objectives of the Municipal Development Plan.

### 5. Strengthen the Corporation’s Financial Position

Administration will continue regular reviews and updates of the Long-Range Financial Plan, to ensure progress towards the organization’s long-term financial sustainability. Specific actions related to financial forecasting and analysis, innovative financing techniques, debt management and investment will help to create an infrastructure investment strategy and generate more investment capital. Administration will also engage with the Government of Alberta on new fiscal and legislative policies, with the goal of securing a fiscal commitment from the Province.

## BUDGET OVERVIEW – Total City

The business plans and budgets together provide an outlook on what services citizens can expect from The City during the next four years. The budgets constitute the financial plan to support the business plans, which in turn reflect Council's Priorities for 2015-2018.

Maintaining services in response to strong population growth within the challenges of The City's financial restrictions continues to be the immediate challenge for The City of Calgary. Over the longer term, responding to changing demographics and maintenance of The City's aging infrastructure will continue to emerge as significant challenges. The *Action Plan* represents a public investment of \$22 billion to provide infrastructure and daily services to Calgarians between 2015 and 2018.

### 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 2015-2019 Capital Plan includes the full budget of projects that are anticipated to continue or commence in the 2015-2019 period. 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; enhance services and government legislation and regulations.

- The proposed five-year capital plan for 2015-2019 is \$7.6 billion (2012-2016 - \$5.7 billion). This includes \$5.3 billion for tax-supported operations and \$2.3 billion for Utilities. Half of the tax-supported capital plan (\$2.5 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 predominantly through government grants, new borrowings, and reserves.

The capital plan comprises projects that will address Council priorities.

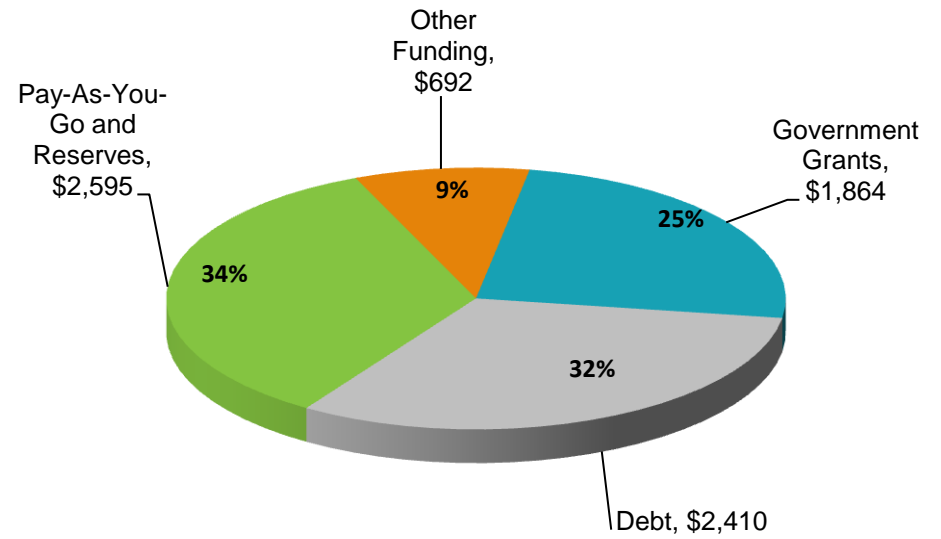
Examples of new capital requests include:

- A prosperous city: \$10.5 million for affordable housing, \$12.5 million for library lifecycle, \$51.6 million for the maintenance of recreation facilities and community associations, and \$86.9 million for industrial land development projects, Forest Lawn Creek and Point Trotter.
- A city of inspiring neighbourhoods: \$23.7 million for new fire stations, \$7.5 million for the upgrade of 9-1-1 technology to allow citizens to communicate with 9-1-1 using email, text, videos and pictures, \$8 million for enhanced regional pathways, as well as \$7.3 million for pathways lifecycle. In total, there is \$2.1 billion for infrastructure in growth areas.
- A city that moves: \$238.4 million for transit projects, \$239.7 million for Roads projects and \$1.16 billion for other Transportation Infrastructure projects.
- A healthy and green city: \$23.3 million for the implementation of Green Cart, \$4.4 million for environmental liabilities and remediation, \$56.7 million for Parks and Natural Areas, \$42.9 million for landfill remediation and infrastructure upgrades, \$129.5 million for water treatment plants, and \$65.9 million for Wastewater Treatment plants.
- A well-run city: \$13.7 million for asset and business management, \$60.1 million for accommodation lifecycle operations, \$19.4 million to improve engagement and communications, and \$188.8 million for community drainage improvement projects.



## Funding the 2015-2019 Proposed 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 debt, while internal sources include contributions from operations (Pay-As-You-Go) and specific reserves.
- The 2015-2019 capital plan is \$7.6 billion.
- The government programs and grants of \$1.9 billion primarily includes MSI (\$662 million) and related bridge financing, Basic Municipal Transportation Grant (BMTG) (\$692 million), Federal Gas Tax Fund (GTF) (\$316 million), the Green Transit Incentives Program (GreenTRIP) (\$112 million) and other (\$82 million). MSI monies are used to fund transportation, recreational, cultural and protective services projects, GreenTRIP monies to fund Transit projects, while the other monies are used primarily to fund transportation projects.
- Debt of \$2.4 billion is another main funding source for capital expenditures. Funding from debt is split among Utilities (\$1.7 billion) and tax-supported / self-supported operations (\$706 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 Pay-As-You-Go are \$2.6 billion.
- Contributions from the developers, Calgary Parking Authority and Acreage Assessments (included in Other Funding of \$692 million) help fund transportation projects.



**2015-2019 Capital Plan : \$7.6 billion**

**2014 Capital Budget : \$2.3 billion (not included in the above totals)**

## Operating Budget

The four-year operating budget represents the costs and funding required to provide for the ongoing operations of the City. The operating budget was based on considering a number of factors including an extensive citizen engagement process; statistics from the Conference Board of Canada and Statistics Canada; and a labour strategy approved by Council.

Gross expenditure (net of recoveries) is expected to exceed \$4 billion by 2018, an increase of over \$890 million from 2014. Almost 70 per cent of this increase is in the tax-supported areas, with the balance of the increase in the Utilities. Approximately \$50 million in efficiencies will be found over the four year period, the equivalent of an average 0.7 per cent annual tax increase over the cycle.

The number of Full Time Equivalent (FTE) positions is expected to increase by 670 to about 15,700. The majority of this increase is focused in citizen facing business units such as Fire (165), Transit (194), Utilities (73) and Waste & Recycling (57), in general to provide services to the growing population, although over a quarter of the increase is requested to improve service levels.

Total inflation is expected to increase net expenditure (net of recoveries and department specific revenues) by \$393 million by 2018. This is largely driven by increases in salary and wages, as well as rising utilities and higher insurance costs, the latter resulting largely from the 2013 flood.

Spending on the operating costs of new capital projects that will be complete in this budget cycle is expected to add another \$105 million, \$63 million of which is the result of capital projects that have been previously approved. About 70 per cent of the operating costs of new capital derive from growth or upgrade projects. The remaining costs are generated by new maintenance or service improvement capital projects.

Other service and budget increases are expected to add another \$81 million as The City provides service, in areas such as Transit (i.e. an addition of 210 thousand hours), along with public safety areas such as Police, bylaw enforcement and transit safety, to the growing population while maintaining more roads and parks in newly developed areas.

Through growth and rate increases, non-tax revenue is expected to rise by over \$370 million. This is driven in part annual increases in the water and wastewater rates, and in the stormwater drainage charges. Increases in the rates for these and other services are detailed in Figure 16 of the Supplemental Information document.

Growth in the property and business tax base is anticipated to add another \$44 million per year in tax revenue. Council's indicative property tax rate increase provides the remaining \$290 million, taking into account the onetime \$52 million rebate from 2014. The property tax increase will result in an increase to the average household of \$27 per month by 2018. Utility and recycling rate increases will add another \$48 per month.

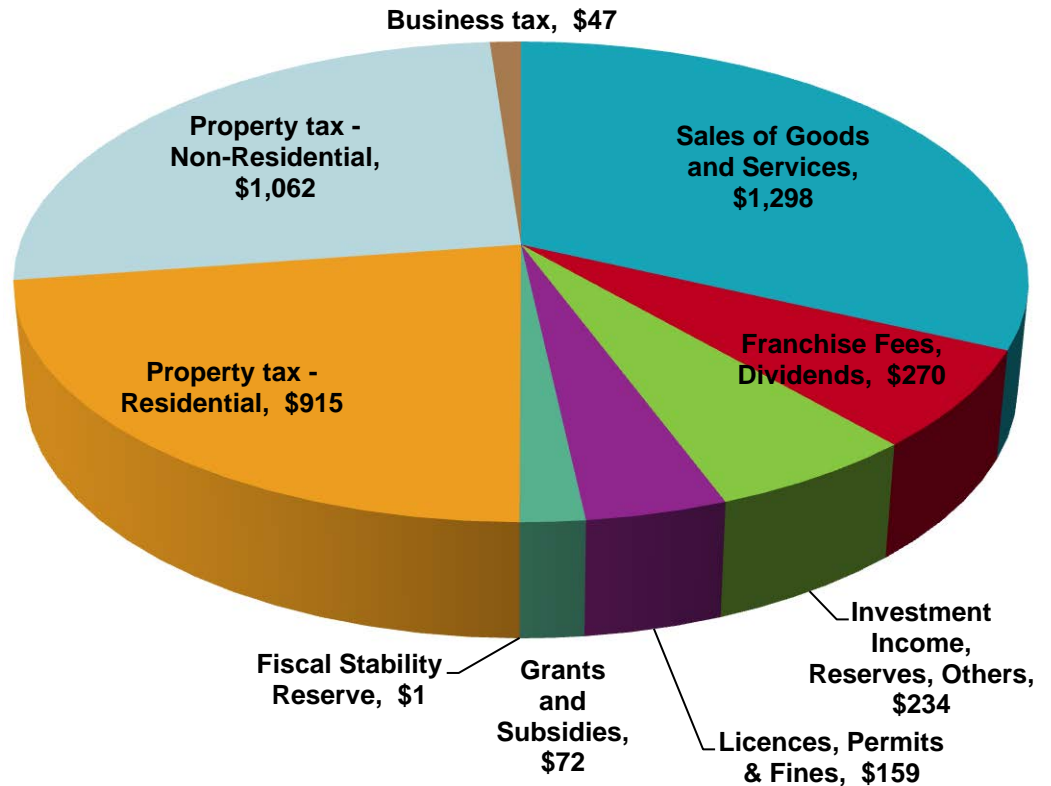
Within this tax rate, The City will be challenged to maintain some service levels such as street sweeping and preventive outreach programs. As well, the addition in transit hours is less than half of the target outlined in RouteAhead.

The operating budget pages also identify estimated projections for Tangible Capital Asset (TCA) depreciation. This represents an estimate of the depreciation on The City's infrastructure that will be reported in the annual financial report. Unless otherwise indicated, the depreciation estimates are presented only for information and are not directly included in the budget expenditures.



## Funding the 2018 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 32 per cent of the corporate total) is the sale of goods and services, of which approximately 59 per cent 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 50 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.

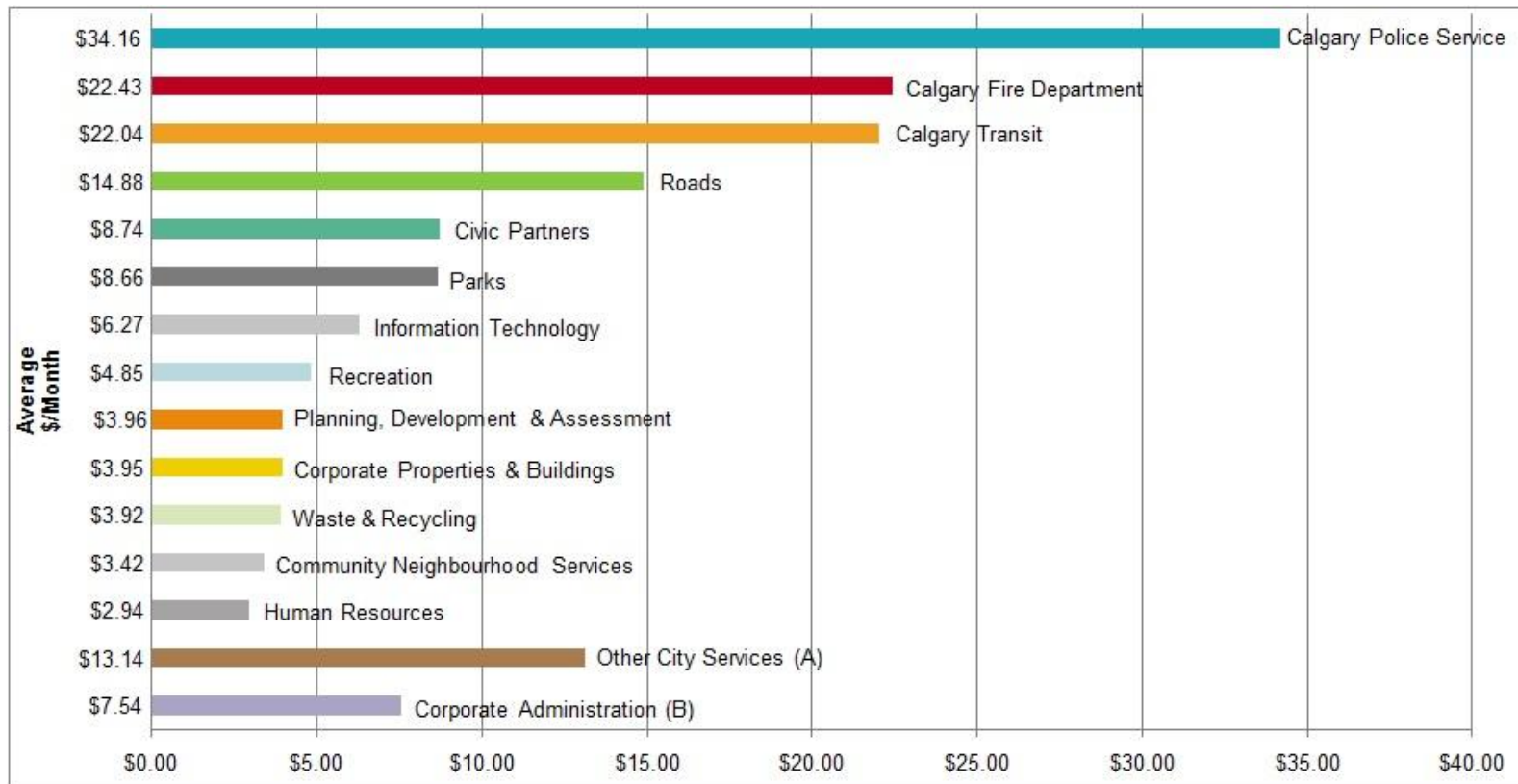


2018 Operating Budget Funding: \$4.06 billion

### Estimated monthly impact of property tax and selected rate increases on a typical Calgary household

	2015	2016	2017	2018
Property tax (based on 2014 Assessment of \$430,000)	\$5.95	\$6.60	\$6.85	\$7.20
Utilities	\$8.70	\$9.60	\$10.60	\$11.80
Waste & Recycling	\$0.20	\$0.20	\$6.70	\$0.20
<b>Total</b>	<b>\$14.85</b>	<b>\$16.40</b>	<b>\$24.15</b>	<b>\$19.20</b>

How Property Tax Dollars Are Spent Every Month For A Typical Calgary Household (2018)  
Total: \$160.90



- (A) Infrastructure & Information Services, Office of Land Servicing & Housing, Customer Service & Communications, Animal & By-law Services, Public Safety Communication (911), City Auditor's Office, Transportation Planning, Transportation Infrastructure, Water Resources/Water Services, Environment & Safety Management, Legislated Services including City Council
- (B) City Clerk's Office, City Manager's Office, Chief Financial Officer's Department, Law



## THE ACTION PLAN PROCESS

*Action Plan* is about connecting our long-term priorities and strategy, set by Calgary City Council, and translating these into actions implemented by City Administration. The business plans and budgets process associated with *Action Plan* – including approval of Council Priorities -- establishes a four-year strategic focus for investment and resources to ensure that Calgary remains a vibrant, prosperous city for decades to come.

Based in the Chief Financial Officer's Department and operating within the City Manager's Office, *Action Plan* is drafted and approved once every four years. A 12-month process results in Council approval and encompasses four key areas of activity:

- Council Priorities establish strategic direction.
- Departmental Business Plans implement Council direction with strategies, actions and performance targets.
- Budgets include revenues (i.e. tax rates, utility rates and user fees), and spending for both operating and capital budgets.
- Citizen Engagement and information on emerging issues and trends provides qualitative input into priorities and plans.

The *Action Plan* process also operates within existing legislative frameworks. Alberta's Municipal Government Act, for example, requires Council to adopt a balanced operating budget for each calendar year. Unlike other levels of government, The City cannot budget for a deficit.

### Multi-year business plans and budgets

Multi-year business planning and budgeting helps good cities to become great cities. With this process, The City co-ordinates resources and actions to implement long-term plan goals, and deliver services that are funded through budget allocations over the next few years, reflecting the direction set by elected councils and citizen engagement.

Approved by City Council in 2004, The City of Calgary launched its first multi-year planning process in 2006. The benefits of this multi-year approach include:

- Coordinating and approving funding to support long-term goals.
- Providing citizens with more certainty about the direction of City services, finances, taxation and utility rates levels.
- Strategic use of Council's time in reviewing plans and budgets, and the Administration's time in preparing them.
- Flexibility to adjust approved plans and budgets to respond to changing circumstances.
- Enabling City Administration to implement Council's vision over time – realizing the complexity of the corporate mandate and reinforcing accountability.

Council Priorities have been a central part of this process since 2006. In its first multi-year business plans and budgets, there were upwards of 80 different priorities. As the business planning and budgeting process has evolved, Council Priorities have remained central in providing direction.

In 2013, Council approved an integrated four-year approach to business planning and budgeting to reflect the new municipal electoral cycle of four-year terms. Under the 3-year business plans and budget cycles, flexibility was maintained to respond to changing circumstances through an annual adjustment process. Under the new four year cycle format for 2015-2018, additional flexibility has been incorporated in balance with the longer cycle.

### Annual adjustments: planning for a growing City

*Action Plan* is a living document that will adapt with Calgary's changing needs. As part of this process, The City reports to Council twice yearly on budget, performance and plans. Council approves adjustments to the current



four-year plan every November. Specifically, annual adjustments allow City Council and Administration to respond to emerging events and unexpected issues (economic, demographic, financial), and maintain the integrity of four-year plans and budgets.

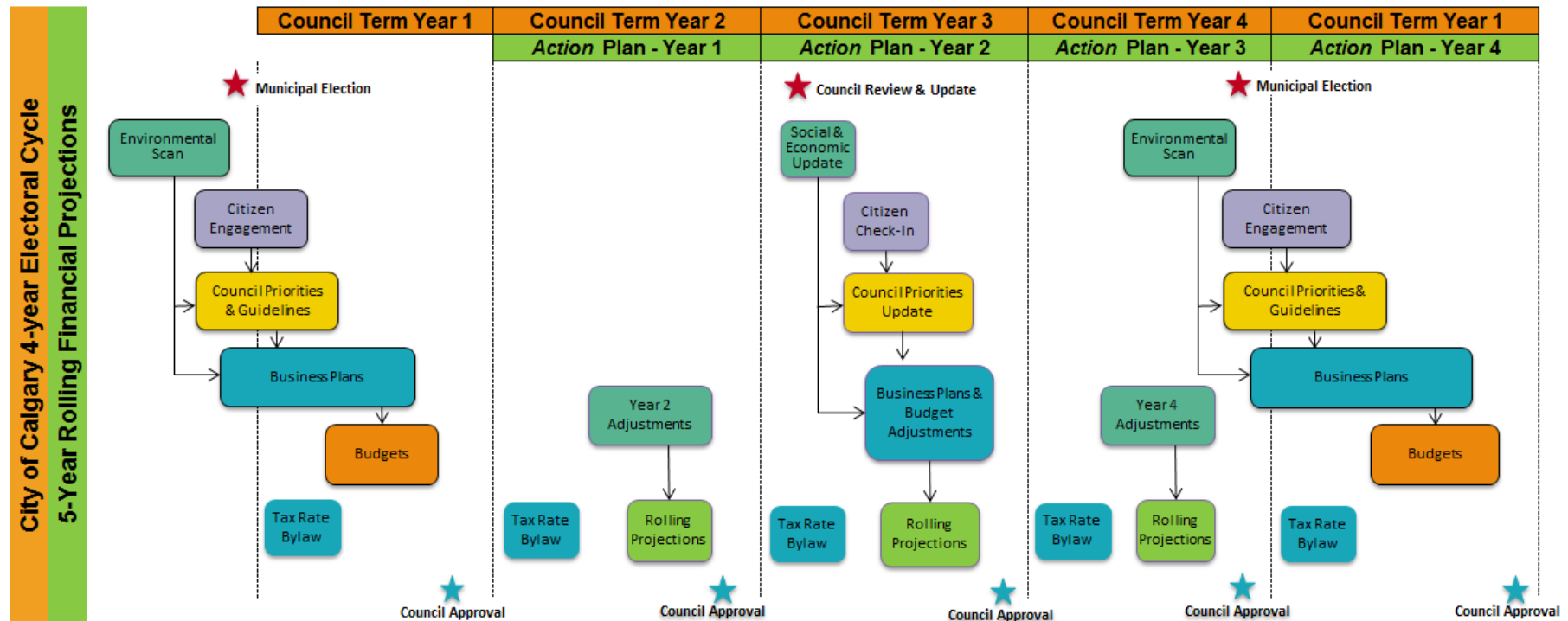
### Mid-Cycle Update

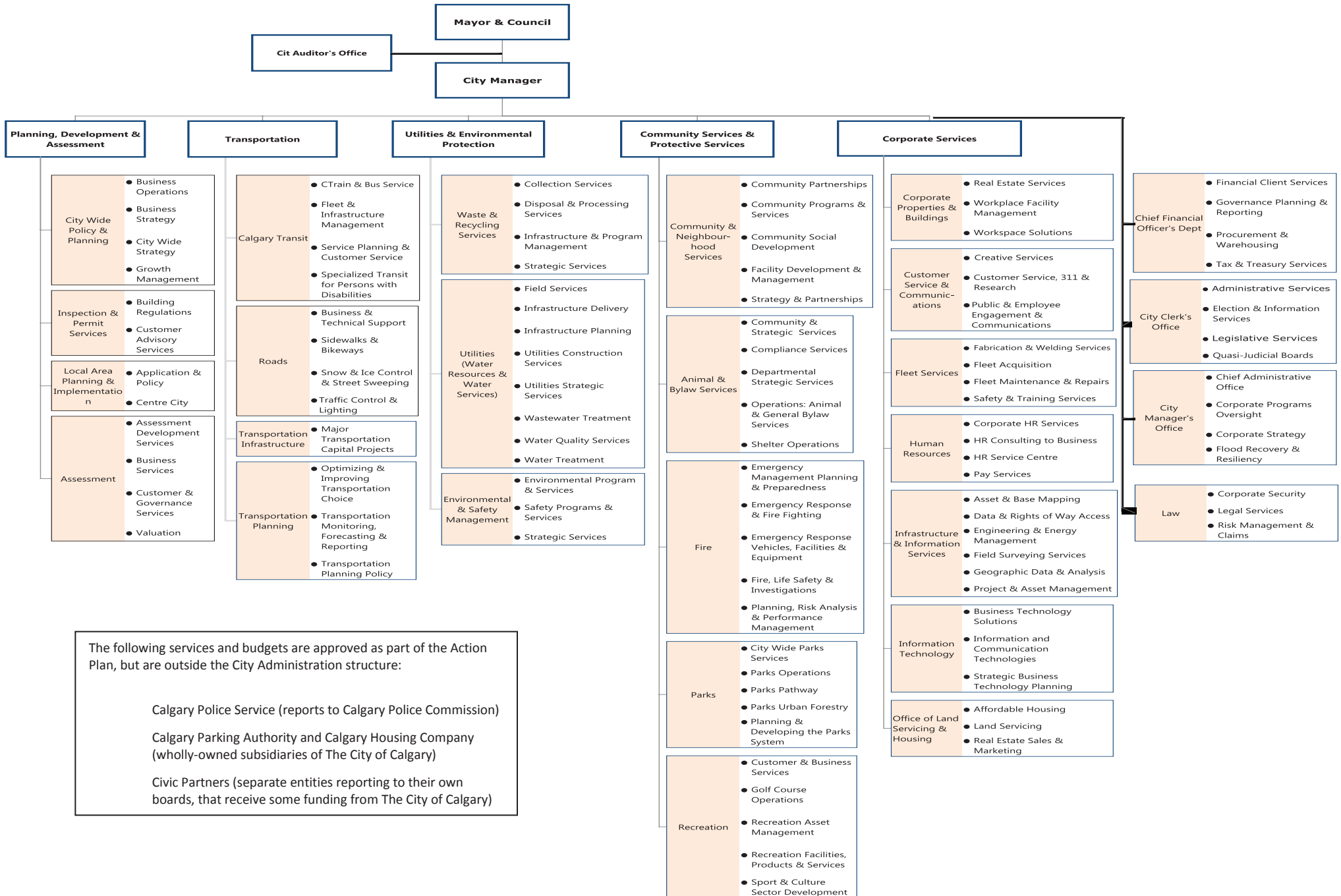
In addition to annual adjustments, a more comprehensive mid-cycle adjustment is being introduced for 2015-2018. This mid-cycle adjustment includes an updated review of the socio-economic outlook and opportunities to revisit Council Priorities and citizen engagement. This adjustment will be conducted in 2016, to enable changes to the second half of the cycle (years 2017 and 2018).

Mid-year and year-end accountability reports provide an update on the status of all Council Priorities major service initiatives, key accomplishments, department budget performance and upcoming challenges.

The City also prepares a Corporate Annual Report & Audited Financial Statements, as required by the Municipal Government Act. It includes a high-level review of accomplishments, as well as annual Financial Statements and the external Auditor's Report.

## City of Calgary 4-YEAR CYCLE





# Department Plans And Budgets





# Utilities & Environmental Protection



# Utilities & Environmental Protection

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### Utilities & Environmental Protection

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## LINES OF SERVICE

Collection Services
Disposal & Processing Services
Environmental Programs & Services
Field Services
Infrastructure Delivery
Infrastructure Planning
Infrastructure & Program Management
Safety Programs & Services
Utilities Construction Services
Utilities Strategic Services
Strategic Services - Environmental & Safety Management
Strategic Services - Waste & Recycling Services
Wastewater Treatment
Water Quality Services
Water Treatment

## Utilities & Environmental Protection - Overview

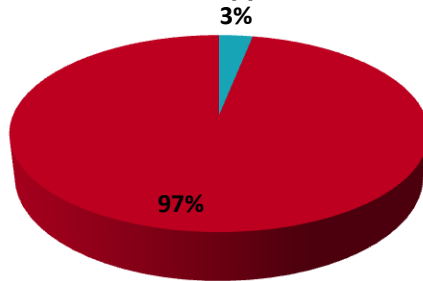
Utilities & Environmental Protection (UEP) protects public health and the environment and helps all employees work safely. UEP delivers integrated programs, services and facilities focusing on the environment, public health and workplace safety.

Services include: collection of residential waste; recycling services; composting and waste diversion programs; landfill management; contaminated site management; air quality management; greenhouse gas reduction; provision of safe, clean drinking water; treatment and disposal of wastewater, and protection of the river and watershed.

UEP leads The Corporation for workplace health and safety and environmental performance. Through developing corporate safety and environmental policies and implementing the Corporate Safety Strategy, UEP supports all City departments to continually improve safety performance and manage environmental risk.

UEP consists of four business units: Environmental & Safety Management (ESM); Waste & Recycling Services (WRS); and Water Resources and Water Services (UTIL).

**Utilities & Environmental Protection  
Share of Tax Supported Net Operating Budget  
City Wide Total Tax Support: \$1,657 Million**



■ Utilities & Environmental Protection ■ Other Tax Supported Operations

(City wide tax support amount is the average common revenues less corporate costs & debt servicing)

## Utilities & Environmental Protection - Overview

### Trends

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A review of trends and strategic risks informed the development of UEP's 2015-2018 business plan and budget. The significant trends and risks are categorized in six priority areas:

#### Customer Service and Stakeholder Relations

Trends indicate that customers want timely access to information, ease of doing business and value for services. UEP is committed to customer service excellence and providing consistent customer service levels to align with customer expectations.

#### Natural Resource Management

UEP will continue to manage regulatory risks to public health and the environment. Increasing pressures including greenhouse gas emissions, changing weather patterns, increases in flood severity, changes in water quality, drought, and growth will require additional focus to build public awareness of the shared responsibility for the environment.

#### Asset Management

The uncertainty related to growth, the ability to deliver capital programs and alignment with long-term Municipal Development Plan goals are strategic risks facing UEP. By managing and promoting growth to achieve social, environmental and financial capacities, UEP will ensure The City's growing asset base is maintained and protected.

#### Financial Management

The increasing utility and tax rates to meet growth could lead to affordability challenges. Being as efficient and effective as possible, reducing costs and focusing on value for money will ensure that UEP continues to deliver services at a fair price.

#### Workforce Management

Changes to the demographics of the workforce, combined with the increasing demand for labour in Calgary, will challenge the ability to attract and retain employees. UEP will focus on leadership practices and processes, adapting to the changing needs of the workforce and ensuring that employees thrive in a safe, supportive and challenging work environment.

#### Safety

UEP champions a safe work environment where safety is a shared responsibility and a core value for all employees, contractors and The Corporation. As the corporate leader for safety, UEP will create a strong safety culture; improve safety performance; and implement contractor safety management programs.

### Long-Term Plans

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This business plan demonstrates UEP's commitment to achieving Council Priorities and the long-term goals defined in the 2020 Sustainability Direction (2020 SD), the Municipal Development Plan (MDP) and imagineCALGARY. UEP will work with The Corporation and the community to achieve the 2020 SD objectives including: 80 per cent diversion of waste from City-run landfills by 2020; brownfields strategy; greenhouse gas reduction; water efficiency plan; and stormwater management strategy. UEP will support all departments to implement the Corporate Safety Strategy and to achieve the workforce target to be best in class for Canadian municipalities for recordable injury rates. For 2015-2018, the Utilities' actions include leading the MDP/CTP - Watershed Protection/Land Use Planning initiative.



## Utilities & Environmental Protection - Overview

### Citizen Engagement

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UEP's actions reflect the Action Plan engagement results, where citizens identified as priorities: protecting the environment, maintaining service levels, efficiency and effectiveness, the responsible use of water, recycling programs and services, demonstrating value, and integrated planning. UEP's plan demonstrates efficiency, a citizen focused approach and a commitment to services that add value to citizens' lives.

### Council Priorities

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UEP is committed to Council Priorities for 2015-2018 and closely aligns with three Priorities: a city of inspiring neighbourhoods; a healthy and green city; and a well-run city.

A city of inspiring neighbourhoods - UEP supports the infrastructure needs of a growing city and achieving the long-term goals of the MDP. UEP anticipates infrastructure requirements to support growth. UEP enhances The City's ability to prepare/respond to natural disasters, including building resiliency to flooding. UEP contributes to neighbourhood vitality by redeveloping brownfield sites and by supporting waste diversion at city events.

A healthy and green city - UEP works with the community, the region and The Corporation to achieve air, land, and water goals to protect and enhance the environment. UEP encourages clean air technologies to reduce GHG emissions from Corporate sources. UEP is committed to implementing the Green Cart Program, Multi-Family and ICI waste diversion to support the goal of 80 per cent diversion by 2020. UEP leads by example to protect public health and the environment, ensuring regulatory compliance. UEP builds public awareness of the shared responsibility for the environment.

A well-run city - UEP provides responsive quality services while balancing capacity and value for money. UEP is committed to customer service excellence and integrates customer feedback to drive program and service improvements. UEP focuses on sound financial practices and efficient and effective operations to ensure financial health now and in the future. UEP enables a flexible and adaptable workforce, where employees thrive in a safe, supportive and challenging work environment.

## Utilities & Environmental Protection - Strategies and Performance Measures for Council Approval

For Council Approval

### Utilities & Environmental Protection Commitment:

UEP supports the infrastructure needs of a growing city and enhances The City's capacity to prepare and respond to natural disasters.

Strategy Related to Council Outcome	Accountable BU
N2 Build resiliency to flooding.	UTIL
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	ESM, UTIL, WRS
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	UTIL
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	ESM, UTIL
N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.	UTIL
N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	UTIL
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	ESM, WRS

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM1 Projected remaining years of water treatment capacity.	10	6	5	5	5	5	5
N.PM2 Projected remaining years of wastewater treatment capacity.	6	5	4	3	4	3	3
N.PM3 Number of City-owned brownfields returned to productive community use via redevelopment, disposition, or interim activities.	NA	NA	2	2	2	2	2

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

**Utilities & Environmental Protection Commitment:**

UEP supports the infrastructure needs of a growing city and enhances The City's capacity to prepare and respond to natural disasters.

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Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Council Strategy N6 - Manage and promote growth to achieve the best possible social, environmental and economic outcomes, aligns with the goals of the MDP including adequate land supply (planned and serviced). Performance Measures N.PM1, PM2 - Projected remaining years of water and wastewater treatment capacity, identify infrastructure requirements to support growth.

Council Strategy N8 - Make it easier to build developments that meet our MDP and CTP objectives, contributes to the achievement of long-term plans. UEP's 2015-2018 business plan actions integrate watershed protection with land use planning, one of five MDP/CTP initiatives prioritized by the Director's Integrated Growth Committee (DIGC).

Performance Measure N.PM3 - Number of City-owned brownfields returned to productive community use, measures progress for the following 2020 SD target: By 2020, The City has demonstrated the viability of brownfield redevelopment through interim uses, disposition or redevelopment of 12 City-owned brownfields.



**Utilities & Environmental Protection Commitment:**  
 UEP works with the community, the region and The Corporation to achieve air, land, and water goals to help conserve, protect and enhance the environment.

A healthy and green city  
 We steward our air, land, and water while encouraging  
 healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Accountable BU
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	WRS
H2 Encourage a broader range of innovative and clean energy technologies.	ESM
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	ESM, UTIL
H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.	UTIL
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	ESM, UTIL, WRS
H10 Lead by example and manage regulatory risks to protect public health and the environment.	ESM, UTIL, WRS

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM1 Annual waste collected per household (kilograms).	683	695	695	695	688	565	461
H.PM2 Annual waste landfilled per capita (kilograms).	556	583	582	584	543	507	410
H.PM3 Annual waste diverted from landfills through City of Calgary programs per capita (kilograms).	91	91	85	82	81	106	132
H.PM4 Greenhouse gas (GHG) emissions from vehicle fuel use for The City's operations to be returned to 2012 levels (kilotonnes equivalent carbon dioxide - CO2e).	110 kt CO2e	113 kt CO2e	114 kt CO2e	114 kt CO2e	116 kt CO2e	118 kt CO2e	110kt CO2e



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UEP works with the community, the region and The Corporation to achieve air, land, and water goals to help conserve, protect and enhance the environment.

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM5 Provincial regulations met for treated drinking water quality.	98%	100%	100%	100%	100%	100%	100%
H.PM6 Provincial regulations met for treated wastewater.	100%	96%	100%	100%	100%	100%	100%
H.PM7 Single family average daily water consumption per person (litres per capita per day).	237	231	228	<227	<223	<219	<215
H.PM8 Annual river water withdrawals (megalitres).	178,458	178,530	185,000	<215,000	<215,000	<215,000	<215,000
H.PM9 Total suspended solids (TSS) loading from stormwater to the river (kg/day).	NA	NA	39,500	<41,300	<41,300	<41,300	<41,300

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Council Strategy H1 - Implement the green cart program, multi-family recycling strategy, and reduce ICI waste and Performance Measure H.PM3 - Waste diverted through City of Calgary programs supports the 2020 SD goal of achieving 80 percent waste diversion from City-run landfills by 2020.

Council Strategy H2 - Encourage a broader range of innovative and clean energy technologies and Performance Measure H.PM4 - Greenhouse gas emissions (GHG) from vehicle fuel use for The City's operations supports the 2020 SD goal of reducing GHG emissions by 20% from 2005 baseline by 2020. GHG emissions from vehicle fuel use are projected to increase annually from 2015-2017 however the replacement of vehicles in 2017 is expected to return levels to the 2012 baseline by 2018.

Council Strategy H6 - Continue to build public awareness and understanding of our shared responsibility for the environment and Performance Measures: H.PM5 Provincial regulations for treated drinking water; H.PM6 Treated wastewater; H.PM7 Single family daily consumption; H.PM8 Annual river water withdrawals; H.PM9 Total suspended solids, supports 2020 SD water quality/quantity targets.



## Utilities & Environmental Protection - Strategies and Performance Measures for Council Approval

For Council Approval

### Utilities & Environmental Protection Commitment:

UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Accountable BU
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	ESM, UTIL, WRS
W3 Examine opportunities for alternative service delivery for competitiveness.	WRS
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	ESM, UTIL, WRS
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	ESM, UTIL, WRS
W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.	ESM, UTIL, WRS
W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.	ESM, UTIL, WRS
W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.	ESM, UTIL, WRS

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM1 Per cent of water, wastewater and drainage systems assessed to be in fair or better condition.	96%	95%	95%	95%	95%	95%	95%
W.PM2 Number of City-owned properties assessed for potential environmental risk and liability.	NA	NA	75	150	150	150	150
W.PM3 Annual operating and maintenance (O&M) cost of waste collection per household.	\$83	\$88	\$91	\$88	\$88	\$74	\$58
W.PM4 Annual operating and maintenance (O&M) cost of waste disposed at landfills per tonne.	\$38	\$39	\$40	\$40	\$44	\$47	\$60

A prosperous city

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A city that moves

A healthy and green city

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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM5 Annual water treatment and distribution operations and maintenance (O&M) cost per capita.	\$58	\$57	\$58	\$53	\$53	\$53	\$53
W.PM6 Annual wastewater collection and treatment operations and maintenance (O&M) cost per capita	\$52	\$53	\$58	\$60	\$61	\$63	\$69
W.PM7 Annual stormwater collection operations and maintenance cost per capita.	NA	NA	\$8	\$11	\$14	\$15	\$16
W.PM8 Total debt for water, wastewater and drainage utilities (billions).	\$1.6B	\$1.6B	\$1.8B	<\$2.3B	<\$2.3B	<\$2.3B	<\$2.3B
W.PM9 Calgarians' satisfaction with residential garbage collection.	94%	95%	93%	93%	93%	85%	90%
W.PM10 Calgarians' satisfaction with residential blue cart collection.	90%	90%	90%	90%	90%	90%	90%
W.PM11 Calgarians' satisfaction with drinking water quality.	95%	94%	90%	94%	94%	92%	92%
W.PM12 Per cent of customers that experience zero water service interruptions in the past year.	98%	98%	98%	96%	96%	96%	96%
W.PM13 Per cent of customers that experience zero wastewater service back-ups in the past year.	98%	97%	98%	98%	98%	98%	98%
W.PM14 UEP 311 service requests completed on time.	96%	98%	93%	90%	90%	90%	90%
W.PM15 UEP employees that know what is expected of them in providing excellent customer service.	78%	82%	75%	80%	80%	80%	80%



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM16 Annual Total Recordable Injury Frequency (TRIF) throughout The Corporation.	9.1	9.5	9.5	9.2	9.1	8.9	8.8
W.PM17 Annual average number of days lost per Lost Time Claim (LTC) throughout The Corporation.	NA	20	20	20	20	19	19
W.PM18 Annual average number of days lost per Lost time Claim (LTC) throughout UEP.	NA	22	21	21	20	18	17
W.PM19 Annual Lost Time Claims frequency throughout The Corporation.	4.5	3.9	3.8	3.8	3.7	3.5	3.4
W.PM20 Annual Lost Time Claims frequency throughout UEP.	3.3	3.6	3.3	3.3	3.1	2.8	2.6
W.PM21 Number of assigned departmental workstations decreased.	NA	NA	NA	0	0	0	72



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**Alignment of Strategies and Performance Measures to Long-Term Plans**

Council Strategy W7 - Continue to transform the organization to be more citizen-focused in its approach and delivery of service is supported by UEP's departmental actions to implement a Customer Service Strategy in alignment with the Corporate Customer Service Framework. Performance Measures W.PM9, W.PM10, W.PM11, from the annual Citizen Satisfaction survey, will measure UEP's progress and ensure that Citizens continue to value the cores services that UEP provides like water quality, and garbage and recycling collection.

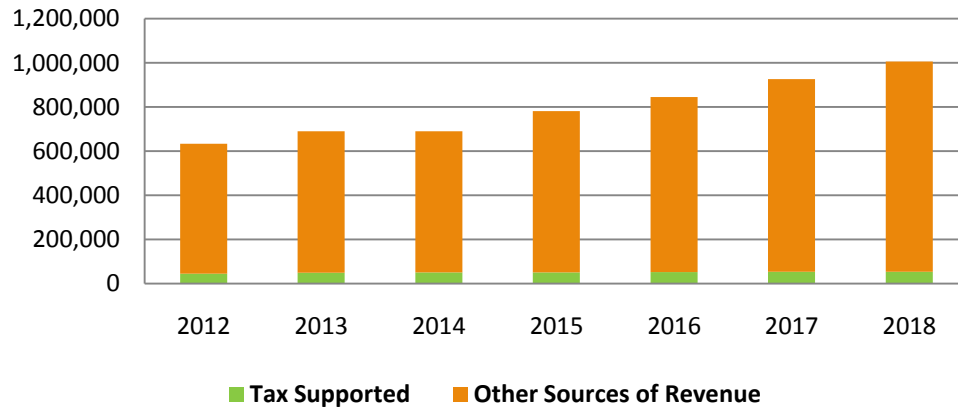
Council Strategy W9 - Strive to be an employer of choice with a focus on addressing The City's aging workforce and Performance Measure W.PM16 - Total Recordable Injury Frequency (TRIF) for The Corporation, measures progress on the achievement of the 2020 Sustainability Direction workforce target: By 2020, The City of Calgary's recordable injury rate is best in class for Canadian municipalities.



## Utilities & Environmental Protection - Operating Budget Overview

Utilities & Environmental Protection							
Total Operating Budget (\$000s) (Totals may not add due to rounding)							
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	664,805	729,378	727,040	825,336	891,057	978,476	1,063,786
Recoveries	(32,254)	(39,937)	(36,914)	(44,310)	(45,796)	(51,713)	(58,451)
Revenue	(587,539)	(640,739)	(640,319)	(731,363)	(794,221)	(874,253)	(952,318)
Net	45,012	48,703	49,807	49,662	51,040	52,511	53,017
FTEs	1,819.6	1,854.1	1,884.1	1,942.1	1,955.1	2,010.1	2,015.1

**Utilities & Environmental Protection  
Funding of Operating Expenditures (Net of Recoveries)  
(\$000s)**



### Operating Budget Highlights

Environmental & Safety Management's operating budget supports community and Corporate environmental stewardship and safety performance, and is funded through tax support. For 2015-2018, service levels will be maintained through increased efficiencies and by using a risk-based approach to work priorities.

Waste & Recycling Services provides waste management services and is funded through a combination of fees and property taxes. For 2015-2018, accommodating growth will be a challenge and WRS will continue to pursue operating efficiencies within existing collection programs to provide services to a growing city.

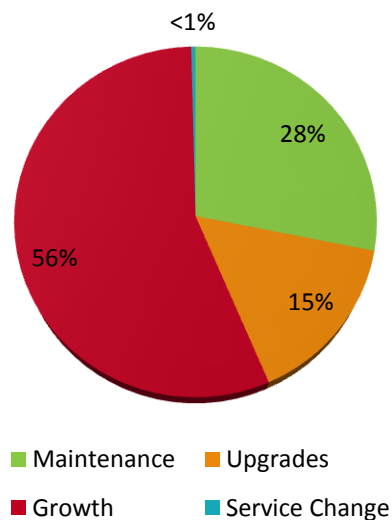
The Utilities provide water, wastewater and drainage services and are supported through utility rates and receive no support from property taxes. The revenue in the Utilities' operating budget provides funding for all operating and capital budget expenses as well as franchise fees and return on equity (ROE) payments to The City. The operating budget reflects the costs of meeting stringent regulatory requirements and supporting the infrastructure needs of a growing city. The Utilities will continue efforts to identify and action efficiencies and implement the findings from the Zero-Based Review.

## Utilities & Environmental Protection - Capital Budget Overview

Utilities & Environmental Protection							
Total Capital Budget (\$000s) (Totals may not add due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	566,198	328,380	153,516	26,392	11,190		519,478
<b>Breakdown of New Budget Requests</b>							
Maintenance/Replacement		76,863	120,972	153,974	96,362	79,336	527,507
Upgrades		46,700	65,555	84,717	63,080	28,532	288,584
Growth		26,178	206,649	277,244	199,549	339,223	1,048,843
Service Change		(33,067)	12,577	26,581	1,284	0	7,375
Total New Budget Requests		116,674	405,753	542,516	360,275	447,091	1,872,309
<b>Total Capital Budget</b>	566,198	445,054	559,269	568,908	371,465	447,091	2,391,787

\*2019+ includes projects which start within the 2015 - 2018 cycle and which are completed in years beyond 2018.

**Utilities & Environmental Protection  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$1,872 Million**



**Maintenance/Replacement** - WRS' Infrastructure Investment Plan (WRIP) and Utilities' Water Infrastructure Investment Plan (WIIP) identify requirements to maintain, protect and extend the life of infrastructure. For 2015-2018, 28 to 43 per cent of capital budgets are allocated to maintenance, supporting the Council Strategy of effectively managing The City's inventory of public assets.

**Upgrades** - Upgrades for 2015-2018 include: ESM investments in environmental and technology programs; WRS investments in Waste Management Facilities including landfill remediation and infrastructure upgrades; Utilities investments in flood resilient infrastructure, increases in sanitary upgrades and the Community Drainage Improvements (CDI) program. The upgrades support Council Priorities of a city of inspiring neighbourhoods, a healthy and green city and a well-run city.

**Growth** - To meet the infrastructure needs of a growing city, Utilities investments include maintaining a supply of serviced land, ensuring treatment capacity and expanding/extending pipe networks supporting the Council Strategy of managing and supporting growth.

**Service Change** - In WRS, investments are required to provide high quality waste and recycling services to citizens. Investments in the organics and biosolids composting facility and program infrastructure are required to implement the Green Cart Program.

# Environmental & Safety Management

Tab8

Tab7

Tab6

Tab5

Tab4

Tab3

Tab2

Tab1  
Environmental Safety  
Management

## UEP: Environmental & Safety Management - Overview

Environmental & Safety Management (ESM) takes a risk-based approach to providing leadership to City business units that ensures environmental stewardship, and continuously improves The City's occupational health and safety performance.

ESM champions initiatives in both City operations and within the community, to adopt sustainable behaviours, conserve energy, reduce emissions and reduce waste. ESM also assesses and manages the risk associated with City-owned contaminated sites to protect public health and demonstrate leadership in brownfield redevelopment.

Through its safety services, ESM supports all departments to improve safety performance by focusing on industry-wide benchmarking, understanding the causes of incidents through reporting and investigation, and investing in training.

ESM develops systems that track, audit and report on The City's environmental and safety targets, and forecasts issues and opportunities that may put The City at risk. Strategies are then developed to manage those risks in partnership with business units across the Corporation.

### **Environmental Programs & Services (EPS)**

Environmental Programs & Services works to improve The City's environmental performance, manages corporate risks and liabilities related to contaminated sites, and enables citizens to reduce their environmental impact to air quality, energy use and through reducing greenhouse gas emissions.

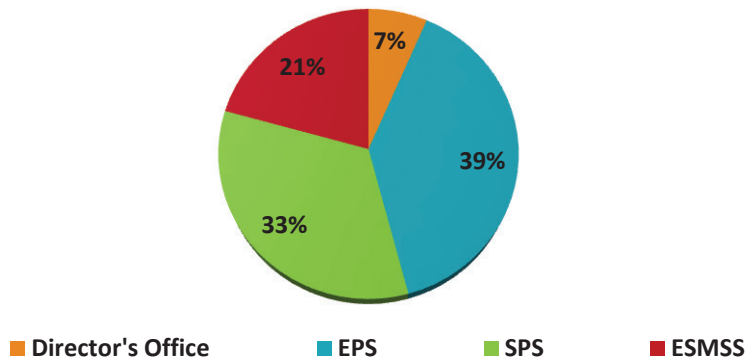
### **Safety Programs & Services (SPS)**

Safety Programs & Services promotes employee safety in all City operations in accordance with legislative requirements and standards.

### **Strategic Services (ESMSS)**

Strategic Services supports The City's environmental and safety commitments by planning, budgeting, assessing risk, auditing and reporting on progress.

**Environmental & Safety Management  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## UEP: Environmental & Safety Management - Overview

### Trends

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Calgarians are accepting greener modes of transportation such as shared vehicles and bicycles, and walking more by living closer to where they work and shop. While community greenhouse gas levels have increased, this trend toward citizens making greener lifestyle choices is expected to have a positive impact on community greenhouse gas levels. Similarly, solar and other clean energy options are becoming more affordable and readily available. These observable trends help shape programs and approaches to ESM's community initiatives and programs. A development trend towards a more compact urban form, through the Municipal Development Plan (MDP) and Transit Oriented Development (TOD) Framework, is creating an increased interest in brownfield (land underutilized due to environmental factors) redevelopment options. A continued trend towards transparency and accountability surrounding environment, health and safety will result in more detailed approaches to monitoring and reporting.

The profile of safety across The Corporation has increased throughout the current business cycle, creating momentum and a directive to make improvements in a number of key areas, including proactive safety risk management with a focus on areas of high risk.

Continuing with the trend of improving safety across The Corporation, the Corporate Safety Strategy (CSS) will drive significant change in safety management through to 2018. The CSS will guide safety performance in five strategic result areas: safety culture; leadership; governance; programs and services; and measurement and evaluation. ESM will work with business units to develop prioritized annual safety work plans to create alignment and line of sight from the business unit, back to the CSS and the accompanying Safety Strategic Action Plan.

ESM will lead the development of a comprehensive Contractor Safety Management Program that will address safety requirements and expectations throughout the entire process of contractor acquisition, contract execution and completion. It will provide guidance, tools, and support, to City of Calgary employees responsible for oversight of various types of contractors.

### Long-Term Plans

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ESM's initiatives are guided by sustainability targets to reduce greenhouse gases by 20 per cent by 2020, and 80 per cent by 2050. This direction comes from imagineCALGARY and the 2020 Sustainability Direction. ESM is working to reach these targets through The Corporate and Community Greenhouse Gas Reduction Plans, and by supporting the Corporate Energy Strategy. While community greenhouse gas emissions are increasing, there is an opportunity to build on positive trends identified in the community.

The City will lead by example by shifting operational vehicle use away from gasoline and diesel, and working with operational areas to identify and address environmental risks, and maximize new opportunities to reduce the environmental impact.

The CSS and Safety Strategic Action Plan create the framework for a long-term safety plan with strong safety risk management which will guide leadership and the implementation of safety programs and services. The initiative is also guided by 2020 Sustainability Direction targets to become the best in class for municipalities in regards to safety.

## UEP: Environmental & Safety Management - Overview

### Citizen Engagement

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Citizen engagement helps ESM shape community initiatives and programs that enable citizens to reduce their environmental impact. Citizen engagement revealed that responsible use of water and energy ranked high among their priorities, along with evaluating new energy sources like solar and wind.

Citizens also commented that The City should be reducing emissions of CO<sub>2</sub> from vehicles, and implementing policies to reduce pollution in Calgary. The City of Calgary has a number of programs to reduce fuel consumption through fuel-efficient driving practices, conducting trials of new technologies and fuel types (i.e. compressed natural gas and renewable diesel), and right-sizing vehicles. This results in less impact to air quality and reduced green house gas emissions. The City continues to support the Calgary Region Airshed Zone (CRAZ) and their efforts to reduce emissions of fine particulate matter and ozone in Calgary and area.

In addition, the results of imagineCALGARY's environmental summit revealed greenhouse gas reduction as a priority followed by integrated planning and increasing citizen connections to the natural environment.

### Council Priorities

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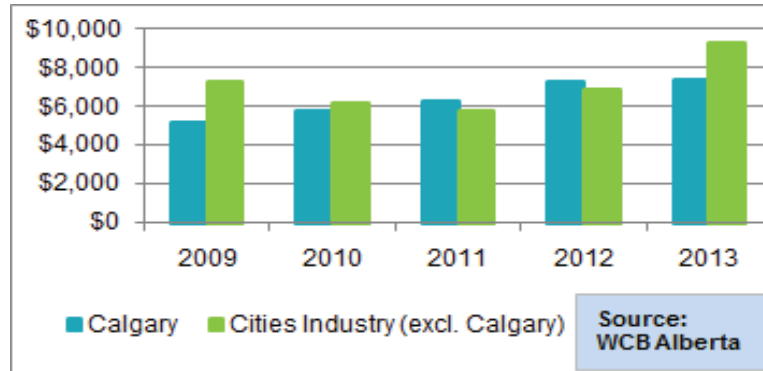
ESM is an integral contributor to the Council Priority of a healthy and green city. ESM enables The City and citizens to make environmental choices that reduce energy consumption and greenhouse gases, in order to meet Council-set targets and to reduce contributions to climate change. ESM contributes to inspiring neighbourhoods by ensuring brownfield sites are improved; Calgary's air quality remains high; and contaminated sites are assessed and managed to protect public safety. In a well-run city the health and safety of employees is protected. This includes identifying and addressing environmental, health and safety

risks; meeting or exceeding safety, workplace and environmental legislation and standards in operations and planning; and implementing corporate emergency response plans. In addition, ESM governs the safety and environmental auditing that ensures adherence to rigorous management systems, conservation of resources, environmental protection, strategic alignment of goals and business planning.



## UEP: Environmental & Safety Management - Benchmarking

### Average Cost Per Lost Time Claim



The Average Cost per Lost Time Claim benchmark is a comparison of The City of Calgary's costs with that of 29 other Alberta organizations in the same industry group monitored by the Workers' Compensation Board (WCB).

### Learning and Best Practices

The increased focus by The City on managing work-related injuries that result in time away from the job has had a positive effect on lowering the cost of lost time claims. Wage replacement is the largest component of this cost, so quickly and safely returning a worker to the job has a significant impact on the cost. The City is improving its process to identify work opportunities when an injured worker temporarily cannot fulfill their regular job duties.

### Improvement Initiatives & Action Plan 2015-2018

Actions will be targeted at high risk operational business units based on trends identified through reporting. Beyond reducing the average cost of work-related lost time claims, The City's objective is to prevent work-related injuries from occurring.

**UEP: Environmental & Safety Management - Actions for Council Approval**

For Council Approval

**Utilities & Environmental Protection Commitment:**  
 UEP supports the infrastructure needs of a growing city and enhances The City's capacity to prepare and respond to natural disasters.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Implement the Corporate Emergency Response Plan program to mitigate risk and minimize business disruption.	ESMSS
	N3.2 Develop and implement a comprehensive business continuity program to address key risks.	EPS, ESMSS, SPS
	N3.3 Address oil and gas matters in a coordinated, informed and consistent manner in order to protect public safety, the environment and The City's interests.	EPS
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	N6.1 Support The City's South Saskatchewan Regional Plan strategy to support regional sustainability.	ESMSS
	N6.2 Support a growing city in managing environmental needs, to achieve the long-term vision of the MDP and CTP.	EPS



# UEP: Environmental & Safety Management - Actions for Council Approval

For Council Approval

## Utilities & Environmental Protection Commitment:

UEP supports the infrastructure needs of a growing city and enhances The City's capacity to prepare and respond to natural disasters.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.1 Develop processes to facilitate returning City-owned brownfield sites to productive use in order to support urban vitality and environmental protection.

EPS

N9.2 Introduce a strategic approach to diverting waste from the public realm to support urban vitality.

ESMSS



**UEP: Environmental & Safety Management - Actions for Council Approval**

For Council Approval

**Utilities & Environmental Protection Commitment:**

UEP works with the community, the region and The Corporation to achieve air, land, and water goals to help conserve, protect and enhance the environment.

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Design and deliver programs to engage the community to advance the goal of reducing community greenhouse gases.	EPS
	H2.2 Identify partnership and funding opportunities for energy efficiency and air quality-related initiatives throughout the community.	EPS
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	H3.1 Collaborate with partners in the development of climate change models for the region to gain a broader perspective.	ESMSS
	H3.2 Develop a comprehensive climate adaptation plan and implementation tools to reduce future impacts.	ESMSS
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	H6.1 Assume a leadership role in educating and engaging the public to create awareness of links between energy consumption and GHGs, air quality, and climate change.	EPS



**UEP: Environmental & Safety Management - Actions for Council Approval**

For Council Approval

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**Utilities & Environmental Protection Commitment:**

UEP works with the community, the region and The Corporation to achieve air, land, and water goals to help conserve, protect and enhance the environment.

H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.

H6.2 Promote brownfield redevelopment achievements to increase public awareness of improved urban vitality and environmental conditions within the city.

EPS

H10 Lead by example and manage regulatory risks to protect public health and the environment.

H10.1 Minimize the environmental impacts from City operations and capital projects, showcasing innovative and practical solutions to show leadership.

EPS, ESMSS, SPS

H10.2 Promote the implementation of the Industrial, Commercial & Institutional Waste Diversion Strategy as a Corporation to lead by example.

EPS

H10.3 Reduce GHG emissions from Corporate sources to be an example for other corporations and municipalities.

EPS



UEP: Environmental & Safety Management - Actions for Council Approval

For Council Approval

**Utilities & Environmental Protection Commitment:**  
 UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Continually improve on plans and practices to manage financial health.	EPS, ESMSS, SPS
	W2.2 Leverage tools and technology to support operations and realize efficiencies.	EPS, ESMSS, SPS
	W2.3 Measure, benchmark and report our performance to drive continuous improvement and support decision making.	EPS, ESMSS, SPS
	W2.4 Adopt flexible work options that results in reducing assigned workstations in order to optimize administrative spaces.	EPS, ESMSS, SPS
	W2.5 Participate in a Zero-Based Review in order to realize improvements to service efficiency and effectiveness.	EPS, ESMSS, SPS



For Council Approval

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**Utilities & Environmental Protection Commitment:**  
 UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Understand citizen expectation of The City's leadership on the environment to inform the design of programs.

EPS

W5.2 Integrate feedback from customers and stakeholders to drive programs and service improvements and enable two way communications.

EPS, ESMSS, SPS

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Assess The Corporation's risks and liabilities related to contaminated sites to inform appropriate management practices.

EPS

W6.2 Use tools such as management systems and auditing to minimize environmental, health and safety (EHS) risks.

EPS, ESMSS, SPS

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Support the implementation of a Customer Service strategy in alignment with the Corporate Customer Service framework.

EPS, ESMSS, SPS

W7.2 Work with citizens and stakeholders to provide efficient and effective service.

EPS, ESMSS, SPS



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**Utilities & Environmental Protection Commitment:**

UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Ensure effective cross departmental coordination for improved service delivery.

EPS, ESMSS, SPS

W8.2 Collaborate across the organization to deliver risk based programs and services that align with budgets and resources.

EPS, ESMSS, SPS

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Enable a flexible and adaptable workforce to support achievement of business goals.

EPS, ESMSS, SPS

W9.2 Foster a workplace culture where employees feel supported and see how they contribute to achieving business goals.

EPS, ESMSS, SPS

W9.3 Strengthen leadership effectiveness.

EPS, ESMSS, SPS

W9.4 Lead The Corporation in the implementation of the Corporate Safety Strategy to demonstrate a commitment to the safety of all employees.

SPS





# UEP: Environmental & Safety Management - Actions for Council Approval

For Council Approval

## Utilities & Environmental Protection Commitment:

UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.5 Implement a Contractor Safety Management Program to mitigate risk to the Corporation.

SPS

W9.6 Prioritize occupational health, safety and wellness in operational planning and activities to foster a complete culture of engaged employee safety.

EPS, ESMSS, SPS



## UEP: Environmental & Safety Management - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	1,252	905	2.0	1,003	276	2.0	1,003	276	2.0	1,003	276	2.0	1,003	276	2.0
Environmental Programs & Services	5,769	4,341	26.6	5,924	4,305	26.6	5,984	4,365	26.6	6,082	4,464	26.6	6,078	4,460	26.6
Safety Programs & Services	4,521	2,840	30.0	4,837	2,798	31.0	5,036	2,992	31.0	5,245	3,196	31.0	5,347	3,298	31.0
Strategic Services	2,498	2,162	16.0	3,313	3,163	16.0	3,189	3,189	16.0	3,293	3,143	16.0	3,148	3,148	16.0
Total Business Unit	14,040	10,248	74.6	15,077	10,543	75.6	15,211	10,822	75.6	15,624	11,079	75.6	15,576	11,181	75.6

In 2015-2018, ESM's operating budget will increase by a total of \$1,083 thousand over four years (excluding one-time funding of \$150 thousand in 2014), of which \$687 thousand is to fulfil the negotiated union salary increases, and \$396 thousand is to support corporate safety requirements as a result of growth and legislated requirements. The number of FTEs will increase by one Safety Advisor to support capital projects within the Utilities business unit. There is no impact to ESM's operating budget as the cost of the FTE will be recovered from the Utilities.

ESM's operating budget is reflective of community and Corporate leadership in environmental stewardship and safety performance. ESM re-organized in 2013 to adapt to changing needs and requirements for service delivery for safety and the environment. All Safety Advisor positions were re-aligned from individual business units to ESM to

streamline information, training, support and collaboration to more effectively deliver safety services throughout The Corporation. During 2015-2018, ESM will increase The Corporation's safety capacities and resiliency including the implementation of comprehensive Emergency Response Plans. Environmental programs will focus on moving beyond pilot projects and fully implementing programs with internal business unit partners.

Accommodating increasing requests for services is a challenge across The Corporation. Though ESM will not be directly impacted by population growth, the internal customers that ESM serves will be. Throughout the 2015-2018 business cycle, ESM will continue to identify and implement opportunities to be more efficient and accommodate increased demands.

## UEP: Environmental & Safety Management - Lines of Service

All \$ values are in Thousands (\$000)

Environmental Programs & Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,769	4,341	26.6	5,924	4,305	26.6	5,984	4,365	26.6	6,082	4,464	26.6	6,078	4,460	26.6

Environmental Programs & Services (EPS) contributes to the Council Priority of a healthy and green city through programs aimed at reducing greenhouse gas emissions and energy consumption. EPS builds programs and processes that promote "green technology", raise awareness of environmental stewardship and encourage citizens to reduce their environmental impact. Financial resources also help to create a city of inspiring neighbourhoods by supporting the clean-up and restoration of City-owned contaminated properties for future community benefit and urban vitality. EPS supports a growing city in managing environmental needs to achieve the long-term vision of the MDP and CTP.

In 2015-2018, EPS will continue to refine the focus of on-going initiatives. City business units will receive assistance to report financial liabilities associated with the management and remediation work of contaminated sites to comply with newly introduced public sector accounting standards. As well, EPS will focus on stabilizing Corporate greenhouse gas emissions from vehicle fuels while continuing to meet increased service needs. In addition, EPS will enhance land stewardship programs to address the potential environmental impacts of utility work on City-owned properties.

Safety Programs & Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,521	2,840	30.0	4,837	2,798	31.0	5,036	2,992	31.0	5,245	3,196	31.0	5,347	3,298	31.0

Safety Programs & Services (SPS) supports a well-run city through the protection of the health and safety of employees. SPS leads the Corporate Safety Strategy and champions proactive initiatives aimed at preventing work related injury and illness. Additionally, SPS supports compliance with Occupational Health and Safety regulations by providing employee programming and meeting safety training standards. The Health, Safety and Wellness Reserve fund is used to supplement funding for innovative safety initiatives and service improvements.

SPS provides all City departments with health and safety support and advice on policy, strategy and leadership. This support is provided through programs and services that assist management and employees

to understand and manage hazards and risks associated with its business operations. SPS recommends strategies to improve overall health and safety performance and reduce work-related injuries and illnesses in the workplace. An additional Safety Advisor FTE recovered from Utilities will support UEP capital projects.

In addition to safety support directly in the business units, SPS provides risk-based, corporate health and safety programs such as ergonomics, noise management and occupational hygiene. These programs ensure that all employees have access to these services consistently across The City.

Strategic Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	2,498	2,162	16.0	3,313	3,163	16.0	3,189	3,189	16.0	3,293	3,143	16.0	3,148	3,148	16.0

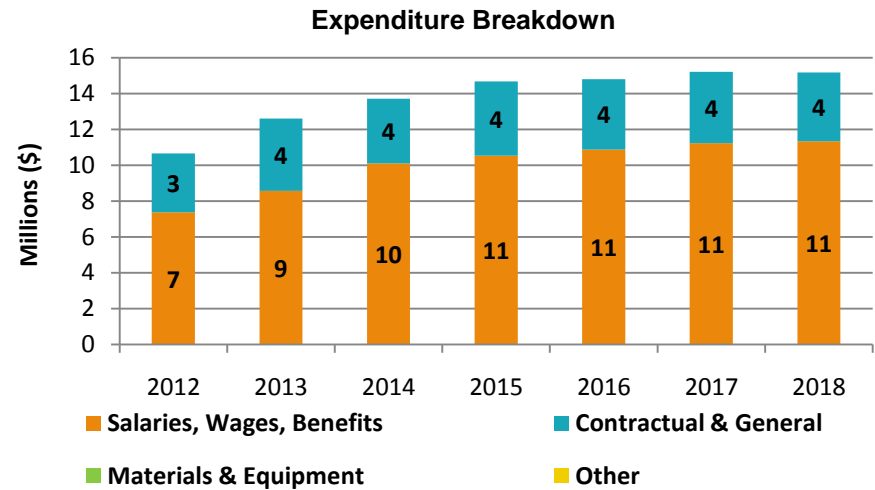
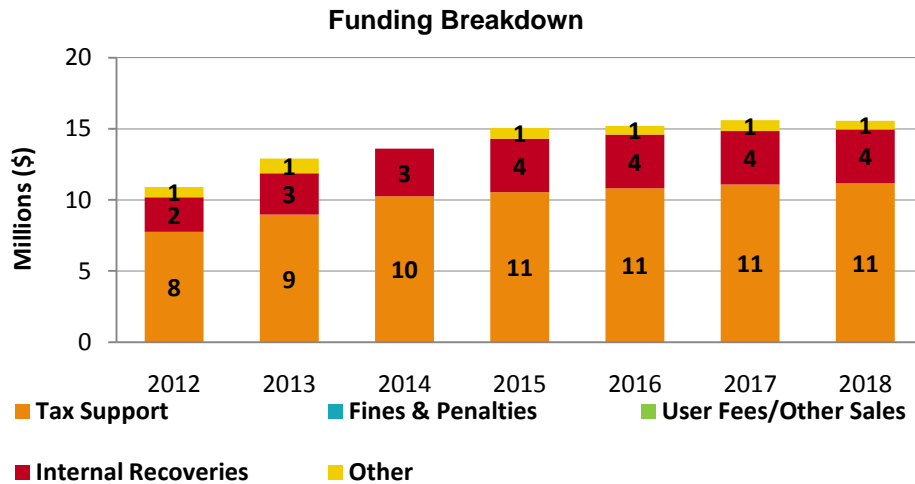
Strategic Services (ESMSS) supports the Council Priority of a well-run city by ensuring adherence to increasingly rigorous environmental and safety standards. ESMSS provides expertise to support auditing; environmental and safety performance tracking; and governance and development of new frameworks to meet changing regulations. Development of climate change models for the region, including the South Saskatchewan Regional plan, supports a broader perspective and long-term sustainability.

Due to increasingly stringent environmental and safety regulatory

requirements, ESMSS has increased its oversight to ensure more consistent environmental, health and safety controls to reduce risk in The City's operational activities. ESMSS works across business units and departments to address gaps in legislated activities such as emergency response planning, worker injury reporting and recording processes and tools. This requires coordination and leadership, and working with City operational areas to develop and implement programs to ensure The City remains a leader in protecting its employees and the environment.

## UEP: Environmental & Safety Management - Breakdown of the Operating Budget

*Totals may not match due to rounding*



**Funding Breakdown** - ESM is funded through tax support for approximately 70 per cent of the operating budget. External sources of revenue are obtained from providing access to environmental site data through the EnviroSite system, and from processing Licenses of Occupation(LOC) for others to access City-owned land for purposes of environmental investigation and remediation. Recoveries are received for services provided to internal clients primarily for Safety Advisor positions.

**Expenditures** - Approximately 70 per cent of ESM's expenditures are to support staff (salaries, wages, and benefits). Contractors and consultants are used to provide specialized expertise when needed, particularly in the area of contaminated site evaluation and remediation.

ESM has maintained relatively constant funding and expenditure levels, and through the previous two business cycles, has balanced the budget through increased efficiencies and a risk-based approach to work priorities. This resulted in a reduction of 6.4 FTEs from 2009 to 2014. In late 2013, the Safety Advisor position and supporting resources across The City were moved from other business units into ESM's Safety Programs & Services, resulting in a net increase of 13 FTEs, and a net budget of \$1.274 million.

**UEP: Environmental & Safety Management - Breakdown of the Net Operating Budget***Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	10,248	10,543	10,822	11,079
Less: Previous Year One Time	(150)	(150)	(100)	0
Base	10,098	10,393	10,722	11,079
Efficiency Gains	(190)	(29)	(1)	(4)
Inflation	201	230	261	4
Service and Budget Increase	184	100	98	102
Operating Impact of Previously Approved Capital	67	0	0	0
Operating Impact of New Capital (Incremental)	33	27	0	0
Re-alignments	0	0	0	0
One Time	150	100	0	0
<b>Total Budget Change</b>	<b>445</b>	<b>429</b>	<b>357</b>	<b>102</b>
<b>Total Budget</b>	<b>10,543</b>	<b>10,822</b>	<b>11,079</b>	<b>11,181</b>

ESM is not impacted directly by growth of population, but the need for safety and environmental services increases accordingly with the growth of business units providing direct service to Calgarians.

The efficiency gain of \$190 thousand in 2015 is primarily from reducing budgeted internal charges that did not reflect actual service levels. The inflationary increases for 2015-2017 consist of both the negotiated union salary increases and the annual increases to security and insurance costs. The 2018 value reflects only the security and insurance costs.

The budget reflects the operating costs of capital projects associated with licensing updates, systems upgrades, safety equipment and

environmental monitoring systems. The operating impacts also include the maintenance of a new program associated with previously approved capital.

The operating budget for service growth needs will be absorbed within ESM's current budget allocation, primarily by reprioritizing to ensure Council Priorities are resourced appropriately, and seeking additional efficiencies within ESM teams by consolidating workplans and projects. Program growth and community programming will be offered by increasing recoveries and revenues through external sponsorship, and by pursuing one-time funding for special projects/programs.

<b>TCA Depreciation (\$000s) - Environmental &amp; Safety Management</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
554	601	509	587

*TCA Depreciation content is presented for information only.*

UEP: Environmental & Safety Management - Operating Budget for Council Approval

For Council Approval

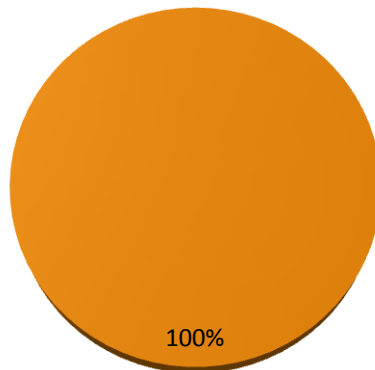
<b>Environmental &amp; Safety Management</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	10,913	12,931	14,040	14,927	150	15,077	15,111	100	15,211	15,624	0	15,624	15,576	0	15,576
Recoveries	(2,448)	(2,916)	(3,347)	(3,764)	0	(3,764)	(3,769)	0	(3,769)	(3,774)	0	(3,774)	(3,774)	0	(3,774)
Revenue	(719)	(1,051)	(445)	(770)	0	(770)	(620)	0	(620)	(770)	0	(770)	(620)	0	(620)
Net	7,746	8,964	10,248	10,393	150	<b>10,543</b>	10,722	100	<b>10,822</b>	11,079	0	<b>11,079</b>	11,181	0	<b>11,181</b>
FTEs	62.6	76.6	74.6	75.6	0.0	<b>75.6</b>	75.6	0.0	<b>75.6</b>	75.6	0.0	<b>75.6</b>	75.6	0.0	<b>75.6</b>

## UEP: Environmental & Safety Management - Capital Budget Overview

Environmental & Safety Management						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	714	1,061	1,116	1,507	0	4,398
Total Business Unit Capital Budget	714	1,061	1,116	1,507	0	4,398

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

### Environmental & Safety Management New Capital Budget Requests by Project Type (2015-\*2019+) Total \$4 Million



■ Upgrades

**Upgrades** - Both the Environmental and Technology Capital Programs of ESM are of the Upgrade Project Type. The majority of the planned spending is to improve upon the assets associated with the Emergency Response Program (ERP) and to purchase new assets to improve The City's fleet and property assets.

Almost half of the Capital budget of ESM is aligned with the Council Priority a city of inspiring neighbourhoods, largely from the ERP projects to enhance the ability to respond to emergency situations. Three other capital projects align with this Council Priority including strategies to improve public spaces and manage growth to support social, environmental and economic outcomes through upgrades to City properties through Green Office initiatives, community centre solar panel projects, and actions to facilitate the return of Brownfield properties to productive use.

The remainder of ESM's Capital projects are aligned and support Council Priorities of a well-run city and a healthy and green city.



## UEP: Environmental & Safety Management - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Pay-As-You-Go</i>	714	1,061	1,116	1,507	0	4,398
<b>Total Funding</b>	<b>714</b>	<b>1,061</b>	<b>1,116</b>	<b>1,507</b>	<b>0</b>	<b>4,398</b>

Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+
2015-2018 Operating Budget	33	60	60	60	N/A
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	360

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
815-12F	Technology	U	C			1,863	489	466	316	592	-	1,863	
815-14F	Environmental Programs	U	C			2,535	225	595	800	915		2,535	
<b>Total Program 815 : Environmental Liabilities &amp; Remediation</b>				-	-	4,398	714	1,061	1,116	1,507	-	4,398	
<b>Operating impact of capital of Program 815</b>													
	2015-2018 Operating Budget		O1				33	60	60	60	N/A	213	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	360	360	
				-	-	4,398	714	1,061	1,116	1,507	-	4,398	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

## Explanation of Budget Requests

### **Program 815 : Environmental Liabilities & Remediation**

#### **Project 815-12F: Technology**

**New budget request** of \$1.863 million, with funding from Pay-As-You-Go, with the majority of this Technology program aligned with the Council Priority of a city of inspiring neighbourhoods and the action plan strategy to respond to emergency situations, pandemics, and natural disasters. In fact, the projects are directly aligned with ESM's action to upgrade the Corporate Emergency Response Plan program. The majority of the other projects in the Technology program are aligned with the Council Priority of a well-run city and strategies to effectively manage the City's inventory of public assets, strive to be an employer of choice with a focus on addressing The City's aging workforce, and the strategy to increase collaboration across the organization, including alignment of budgets with service delivery to achieve Council Priorities. These Technology projects support ESM's actions to lead the Corporation in the implementation of the Corporate Safety Strategy, and to use tools such as management systems and auditing to minimize environmental, health and safety (EHS) risks.

**Operating impact of capital:** None

#### **Project 815-14F: Environmental Programs**

**New budget request** of \$2.535 million, with funding from Pay-As-You-Go, has the majority of the new Environmental Programs demand aligned with Council Priority a healthy and green city. These projects are likewise aligned with strategies that protect public health and the environment including a broader range of clean energy alternatives, the strategy to lead by example and manage regulatory risks to protect public health and the environment, and also the strategy to improve public spaces and manage growth to support social, environmental and economic outcomes. These capital projects are directly aligned with ESM actions to reduce community and Corporate greenhouse gas emissions, actions to minimize the environmental impacts from City operations and capital projects, and the action to promote the implementation of the ICI Waste Diversion Strategy.

**Operating impact of capital:** This program requires \$213 thousand in operating costs for the 2015 - 2018 budget cycle; operating costs of \$360 thousand in 2019 - 2024.

**UEP: Environmental & Safety Management - Capital Budget for Council Approval**

For Council Approval
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<b>Environmental &amp; Safety Management</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	2,703	0	0	0	0	0	0
Projects Requiring Approval							
<i>Program 815 : Environmental Liabilities &amp; Remediation</i>		714	1,061	1,116	1,507	0	4,398
<b>Total Projects Requiring Approval</b>		<b>714</b>	<b>1,061</b>	<b>1,116</b>	<b>1,507</b>	<b>0</b>	<b>4,398</b>
Total Capital Budget	2,703	714	1,061	1,116	1,507	0	4,398

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Waste & Recycling Services

Tab8

Tab7

Tab6

Tab5

Tab4

Tab3

**Waste & Recycling  
Services**

Tab1

## UEP: Waste & Recycling Services - Overview

Waste & Recycling Services (WRS) is responsible for The City's solid waste management services, which includes providing residential and commercial collection, managing active and inactive landfill sites and operating recycling, composting and other waste diversion programs. These operating and capital costs are funded through a combination of self-supporting fees and property taxes. WRS develops and implements strategies, programs and facilities that support progress towards the Council-approved goal of 80 per cent diversion of waste from City-run landfills by 2020 (80/20 by 2020). WRS also develops and delivers education programs to support citizens to reduce, reuse and recycle. In 2017, WRS will implement a Green Cart Program (single family residential organics) to collect organic material from single-family homes and deliver it to a City-owned composting facility that is privately designed, built and operated to handle food and yard waste, and biosolids.

### Collection Services (WRCS)

Provide collection services for residential waste and recycling (black, blue and green cart service), some commercial waste, Community Recycling Depots, community clean-ups, and festivals and events.

### Disposal & Processing Services (DPS)

Manage the operations of The City's three active waste management facilities as well as inactive landfills to protect public health and the environment.

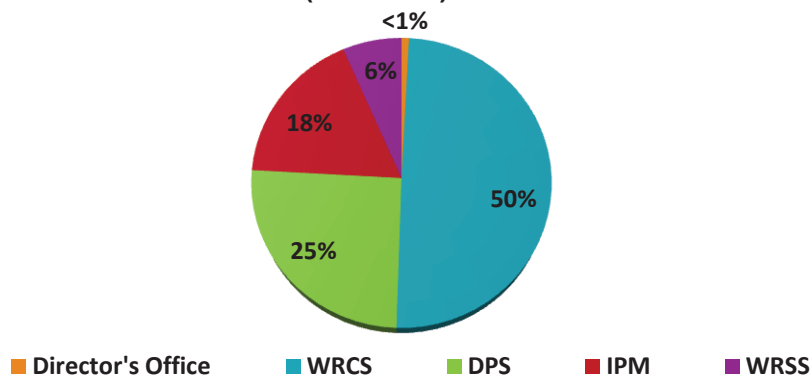
### Infrastructure & Program Management (IPM)

Develop and manage waste diversion programs and provide infrastructure planning, project delivery and asset management.

### Strategic Services (WRSS)

Provide strategic planning services to support maximum waste diversion in all sectors (single-family, multi-family, construction & demolition, and industrial, commercial & institutional).

**Waste & Recycling Services  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## UEP: Waste & Recycling Services - Overview

### Trends

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The primary trends and strategic risks affecting Waste & Recycling Services (WRS) during 2015-2018 relate to city growth, inflationary pressures, regulatory requirements, workforce and customer service. Development of new housing has the largest impact on WRS' capacity to provide collection services. Depending on the pace and location of new housing, an additional collection vehicle is required for every 3,500 to 3,800 new homes for both blue and black cart collection. The costs of a vehicle's capital, maintenance, fuel and operator are all subject to inflationary and growth pressures which will impact WRS' operating budget requirement. WRS is facing increased costs to maintain and operate its fleet. Service level agreements and metrics are under review to identify areas to minimize inflationary pressures for 2015-2018. Environmental regulations have become more stringent in recent years, requiring investments to upgrade, monitor and maintain assets on waste management facilities. WRS is investing funds to maintain and reduce infrastructure gaps and manage the expanding customer base, while continuing to provide high quality service at affordable rates. Workforce trends suggest retirements will increase, leading to higher demand for qualified staff at all levels of the organization. WRS will use innovative recruitment and retention strategies to retain staff and continue providing high quality services to citizens.

WRS has considered strategic risks, trends, citizen engagement and industry research in the development of the 2015-2018 plan. These trends are being addressed to balance service delivery with customer expectations.

### Long-Term Plans

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In 2007, Council adopted the goal to divert 80 per cent of waste from City-run landfills by 2020 in support of the long-term vision of "Leading the community toward zero waste". The City's 80/20 by 2020 goal aligns with the objectives of the Municipal Development Plan (MDP) and the 2020 Sustainability Direction. In support of long-term goals, WRS continues to encourage residents to reduce, reuse and recycle through education and programs. WRS will measure waste collected per household in the 2015-2018 business cycle to gauge the effectiveness of residential programs. WRS will implement a Green Cart Program, a Multi-Family Recycling Strategy, and an Industrial, Commercial and Institutional (ICI) Waste Diversion Strategy and continue to work with the Construction and Demolition sector. WRS will measure waste landfilled per capita which is influenced by all sectors. WRS will continue to measure and report the waste diverted per capita from landfills through City of Calgary programs, including Blue Cart, Green Cart, Household Hazardous Waste drop-offs, community clean-ups, material sorting areas, leaf and pumpkin composting, electronics, biosolids composting and Christmas tree mulching. These programs help reduce waste to landfill and make progress toward the 2020 Sustainability Direction target, the MDP goals and the imagineCALGARY target.

## UEP: Waste & Recycling Services - Overview

### Citizen Engagement

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WRS' actions are informed by ongoing citizen and stakeholder engagement. Engagement during the Action Plan process indicated that customers are very satisfied with blue and black cart collection services and City-operated recycling services. The introduction of a residential Green Cart Program in 2017 will address the Action Plan engagement results, which indicate that residential customers support a comprehensive composting program to divert food and yard waste. Stakeholder engagement in the Multi-Family and Industrial, Commercial and Institutional (ICI) sectors resulted in the approved strategies supported by private industry which balance cost effectiveness and flexibility. These strategies will pave the way for on-site separation and storage of recyclables, development of organics programs and eventual bans on divertible material. WRS also engaged waste management facility customers in 2012 and used the results to improve communication, facilities, and operations to achieve better customer service. WRS will continue to engage citizens and stakeholders and provide high quality customer service for new and existing programs throughout the 2015-2018 business cycle.

### Council Priorities

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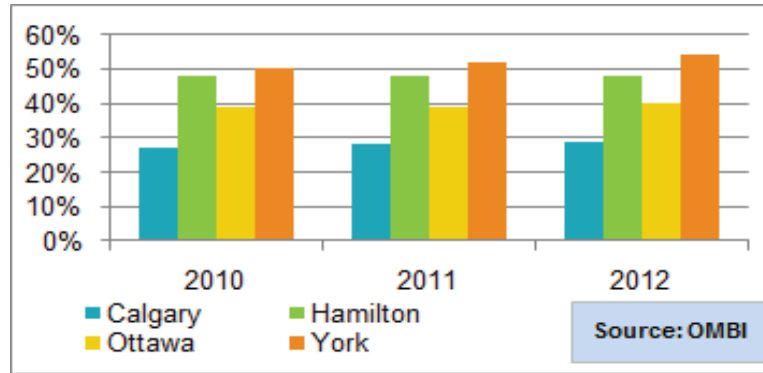
WRS will lead the Council Strategy to implement the Green Cart Program, and Multi-Family Recycling Strategy as well as reduce ICI waste in City-run landfills. WRS will construct an organics and biosolids composting facility as a joint effort with Water Services & Water Resources to divert organic material from landfills, manage biosolids, and support the implementation of a Green Cart Program in 2017. WRS will also implement the Multi-Family Recycling Strategy in alignment with the Council Strategy, which will require multi-family buildings to have on-site recycling. The basis of this strategy is the amendment and implementation of the Waste and Recycling Bylaw 20M2001 that will ensure a minimum standard of recycling across the city. WRS will play

a role in providing communication, education, monitoring and stakeholder engagement to maximize the capture of recyclables from this sector. Similarly, WRS will implement the ICI Waste Diversion Strategy, which will include a comprehensive set of diversion tools for all materials in the ICI sector. Further amendments to the Waste and Recycling Bylaw 20M2001 are planned to maximize diversion of ICI waste materials including mandatory source separation, differential tipping fees and eventual material bans. WRS will understand the costs of doing business and look for further opportunities to be an efficient and effective waste management business in support of Council Priorities under a well-run city. WRS will ensure citizens are engaged in decisions that affect the services they receive. WRS will support the action to effectively manage The City's inventory of public assets by implementing an infrastructure investment plan and asset management plan. These will allow WRS to maintain assets, meet regulatory requirements, provide services and keep pace with the city's growth.



## UEP: Waste & Recycling Services - Benchmarking

### Per cent of Residential Solid Waste Diverted Away from Landfills



Compared to other major cities, Calgary diverts less waste than the 43 per cent average.

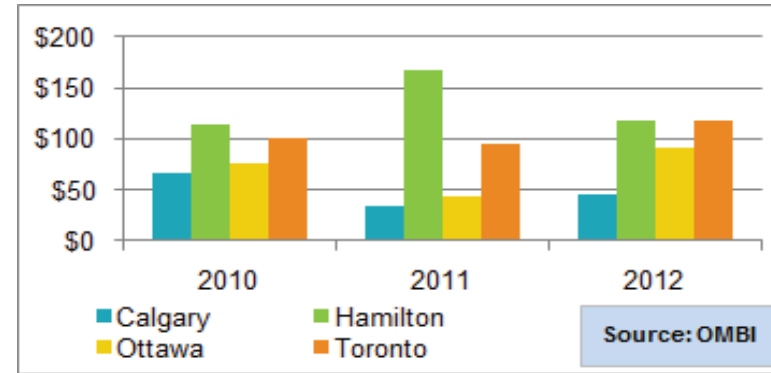
#### Learning and Best Practices

Calgary has implemented many best practices including blue cart recycling; education and outreach, Community Recycling Depots and material sorting areas at waste management facilities, which encourage diversion of electronics, metal and household hazardous waste. WRS investigated organics diversion in other municipalities and undertook a Green Cart pilot. Based on the results of pilot, Council approved the construction of a compost facility for residential food and yard waste, and biosolids, with implementation of a Green Cart Program in 2017. Residential organics diversion is a key component for Calgary to increase diversion rates.

#### Improvement Initiatives & Action Plan 2015-2018

WRS will continue to fund education and diversion programs and add resources for the implementation of a Green Cart Program. These actions will increase residential diversion rates for Calgary to levels similar to cities with organics diversion programs.

### Total Cost for Solid Waste Disposal per Tonne



Costs in Calgary are increasing as anticipated due to the cumulative impacts of the decreasing volume of waste generated, increased diversion, compliance with increasingly stringent regulations, and increased service levels. Several factors may influence the variation in costs between comparable cities such as the method of disposal, cost of transporting waste and the complexity of operations.

#### Learning and Best Practices

Landfill efficiency and effectiveness has been improved through the right-sizing of equipment, use of hybrid bulldozers to reduce fuel, and new technologies to maximize landfill cell compaction and utilization. In response to increasing regulatory requirements and best practices, WRS has invested in infrastructure to recover leachate, capture landfill gas and manage stormwater.

#### Improvement Initiatives & Action Plan 2015-2018

WRS will survey customers to obtain feedback on ways to improve programs. WRS will also investigate ways to optimize the use of the three waste management facilities.

**UEP: Waste & Recycling Services - Actions for Council Approval**

For Council Approval

**Utilities & Environmental Protection Commitment:**

UEP supports the infrastructure needs of a growing city and enhances The City's capacity to prepare and respond to natural disasters.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Develop a comprehensive business continuity plan.	DPS, IPM, WRCS, WRSS
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	N3.2 Continually improve existing emergency management program to manage risks.	DPS, IPM, WRCS, WRSS
	N9.1 Provide collection service for community clean-up events.	WRCS
	N9.2 Provide waste removal, recycling and organics recovery for city-wide events and festivals.	WRCS



**UEP: Waste & Recycling Services - Actions for Council Approval**

For Council Approval

**Utilities & Environmental Protection Commitment:**  
 UEP works with the community, the region and The Corporation to achieve air, land, and water goals to help conserve, protect and enhance the environment.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	H1.1 Implement a residential Green Cart Program.	IPM, WRCS
	H1.2 Design and construct a residential organics and biosolids composting facility to support 2017 implementation of a Green Cart Program.	IPM
	H1.3 Implement the Multi-Family Recycling Strategy.	DPS, IPM, WRCS, WRSS
	H1.4 Implement the Industrial, Commercial and Institutional Waste Diversion Strategy.	DPS, IPM, WRCS, WRSS
	H1.5 Develop and implement sector and material strategies to maximize diversion.	WRSS



**UEP: Waste & Recycling Services - Actions for Council Approval**

For Council Approval

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

**Utilities & Environmental Protection Commitment:**

UEP works with the community, the region and The Corporation to achieve air, land, and water goals to help conserve, protect and enhance the environment.

H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.

H6.1 Collaborate and create partnerships to achieve reduction and diversion outcomes.

DPS, IPM, WRCS, WRSS

H6.2 Manage and improve existing diversion programs to achieve 80/20 by 2020.

DPS, IPM, WRCS

H6.3 Deliver educational programs to foster behaviour change and enhance public awareness of resource management.

WRSS

H10 Lead by example and manage regulatory risks to protect public health and the environment.

H10.1 Operate Waste Management Facilities to ensure compliance with regulatory requirements.

DPS

H10.2 Mitigate the impacts of business on air, land and water.

DPS, IPM, WRCS, WRSS

H10.3 Support the corporate energy strategy through energy efficiency and review of generation opportunities.

DPS, IPM, WRCS, WRSS



## UEP: Waste & Recycling Services - Actions for Council Approval

For Council Approval

### Utilities & Environmental Protection Commitment:

UEP works with the community, the region and The Corporation to achieve air, land, and water goals to help conserve, protect and enhance the environment.

H10 Lead by example and manage regulatory risks to protect public health and the environment.

H10.4 Explore opportunities for expansion of alternative fuels for WRS fleet to reduce greenhouse gas (GHG) emissions.

DPS, WRCS

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

**UEP: Waste & Recycling Services - Actions for Council Approval**

For Council Approval

**Utilities & Environmental Protection Commitment:**

UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Continually improve on plans and practices to manage financial health.	DPS, IPM, WRCS, WRSS
	W2.2 Measure, benchmark and report performance to drive continuous improvement and support decision making.	DPS, IPM, WRCS, WRSS
	W2.3 Leverage tools and technology to support operations and realize efficiencies.	DPS, IPM, WRCS
	W2.4 Optimize utilization and improve availability of WRS fleet.	DPS, WRCS
	W2.5 Change residential garbage collection frequency from weekly to every two weeks with introduction of Green Cart collection.	WRCS
	W2.6 Utilize route design and collection service improvements to accommodate growth in new communities.	WRCS



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**Utilities & Environmental Protection Commitment:**

UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

<p>W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.</p>	<p>W2.7 Complete a cost of service study to assess the rates and fees allocated to each customer group.</p>	<p>WRSS</p>
	<p>W2.8 Adopt flexible work options that results in reducing assigned workstations in order to optimize administrative spaces.</p>	<p>DPS, IPM, WRCS, WRSS</p>
<p>W3 Examine opportunities for alternative service delivery for competitiveness.</p>	<p>W3.1 Implement the public-private-partnership (P3) model for delivery and operation of organics and biosolids composting facility.</p>	<p>IPM</p>
	<p>W3.2 Implement outcomes of the collection service review.</p>	<p>WRCS, WRSS</p>
<p>W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.</p>	<p>W5.1 Integrate feedback from customers and stakeholders to drive programs and service improvements and enable two-way communication.</p>	<p>DPS, IPM, WRCS, WRSS</p>
	<p>W5.2 Continue to engage citizens to understand the value of WRS services to inform decision making.</p>	<p>DPS, IPM, WRCS, WRSS</p>



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For Council Approval

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**Utilities & Environmental Protection Commitment:**

UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Implement a strategic, long-range infrastructure investment plan which continues progress toward 80 per cent diversion of waste from City-run landfills by 2020.

DPS, IPM

W6.2 Develop and implement asset management plans to maintain assets, meet regulatory requirements, provide services and keep pace with growth.

DPS, IPM

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Support the implementation of a Customer Service Strategy in alignment with the Corporate Customer Service Framework.

DPS, IPM, WRCS, WRSS

W7.2 Empower staff to continue to deliver excellent customer service as part of The City's culture.

DPS, IPM, WRCS, WRSS

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Ensure effective collaboration of capital projects across all departments.

DPS, IPM, WRCS, WRSS

W8.2 Ensure effective collaboration of operations across all departments for service delivery.

DPS, IPM, WRCS, WRSS





**UEP: Waste & Recycling Services - Actions for Council Approval**

For Council Approval

**Utilities & Environmental Protection Commitment:**

UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Enable a flexible and adaptable workforce to support achievement of business goals.

DPS, IPM, WRCS, WRSS

W9.2 Foster a workplace culture where employees feel supported and see how they contribute to achieving business goals.

DPS, IPM, WRCS, WRSS

W9.3 Strengthen leadership effectiveness.

DPS, IPM, WRCS, WRSS

W9.4 Implement the Corporate Safety Strategy.

DPS, IPM, WRCS, WRSS

W9.5 Prioritize occupational health, safety and wellness in operational planning and activities to foster a complete culture of engaged employee safety.

DPS, IPM, WRCS, WRSS



## UEP: Waste & Recycling Services - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	1,550	1,550	3.0	1,153	1,153	3.0	1,169	1,169	3.0	1,187	1,187	3.0	1,202	1,202	3.0
Major Revenues	0	(81,262)	0.0	0	(91,338)	0.0	0	(94,829)	0.0	0	(108,768)	0.0	0	(124,457)	0.0
Capital Costs	2,697	2,697	0.0	7,192	7,192	0.0	12,161	12,161	0.0	14,139	14,139	0.0	14,308	14,308	0.0
Contributions to Reserves	13,211	13,211	0.0	12,825	12,002	0.0	8,709	6,152	0.0	5,914	(551)	0.0	16,146	16,090	0.0
Collection Services	61,030	54,905	355.2	62,681	57,102	356.2	65,450	59,861	358.2	78,251	72,651	392.2	76,779	71,169	395.2
Disposal & Processing Services	32,327	30,525	155.0	33,623	31,309	158.0	35,040	32,726	160.0	37,370	35,056	163.0	38,476	36,163	163.0
Infrastructure & Program Management	16,686	9,837	32.5	18,190	12,154	35.5	19,503	13,466	35.5	28,433	17,962	38.5	33,989	17,378	38.5
Strategic Services	7,056	7,026	27.3	9,191	9,164	30.3	9,156	9,129	30.3	9,400	9,373	30.3	9,629	9,602	30.3
Total Business Unit	134,557	38,489	573.0	144,854	38,737	583.0	151,187	39,836	587.0	174,694	41,050	627.0	190,529	41,454	630.0

The tax-supported portion of the WRS budget is used to fund residential garbage collection, and Community Recycling Depots (CRDs). In 2014, \$38.5 million funded residential garbage collection for 310,000 single-family residences, 76,000 condominium units and 47 CRDs. For 2015-2018, accommodating growth will be a challenge and WRS will pursue operating efficiencies within existing collection programs to service new homes. Efficiencies realized in CRD operations \$350 thousand will be reinvested into the implementation of Multi-Family Recycling. The 2015-2018 operating budget allows WRS to deliver a new Green Cart Program to single-family residences in 2017. Savings from the change in residential garbage collection to once every two weeks will offset the costs of the Green Cart Program. Food and yard waste diversion is necessary to reduce long-term landfill liabilities and extend the life of The City's waste management facilities. The organics and biosolids composting facility will also address the need to manage increasing volumes of biosolids produced at The City's wastewater

treatment plants.

The 2015-2018 operating budget and associated fees will enable WRS to implement the Green Cart Program (38 FTEs), deliver collection service (5 FTEs), and meet regulatory and operational requirements of The City's three waste management facilities (8 FTEs). WRS will deliver existing diversion programs, implement Multi-Family Recycling and reduce ICI waste from landfills in accordance with the Council Strategic Action (4 FTEs). Additionally, WRS will implement a long-range infrastructure investment plan to maintain assets, meet regulatory requirements, provide services and keep pace with growth (2 FTEs). WRS will continue to move forward on the reduction and reuse of materials from construction and demolition activities. In 2015-2018, WRS will improve its financial plans and practices and continue to undertake performance measurement, reporting and benchmarking to continue progress towards the goal of achieving 80 per cent diversion of waste from City-run landfills by 2020.

## UEP: Waste & Recycling Services - Lines of Service

All \$ values are in Thousands (\$000)

Collection Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	61,030	54,905	355.2	62,681	57,102	356.2	65,450	59,861	358.2	78,251	72,651	392.2	76,779	71,169	395.2

Collection Services (WRCS) collects waste and recycling for residential customers (blue, black and green carts) and for Community Recycling Depots, community clean-ups, festivals, events and some commercial waste. WRCS will maintain strong customer satisfaction levels and deliver efficient and timely collection services to citizens in the blue and black cart collection programs. The introduction of a Green Cart Program in 2017 will address the Action Plan engagement results which indicate residential customers want a comprehensive composting program. The cost of implementation of a Green Cart Program will be offset by the savings resulting from a change in Black Cart collection frequency to

once every two weeks. WRCS will continue to pursue operating efficiencies within existing collection programs to provide residential blue and black cart collection service to new homes at affordable rates. WRCS will continue to operate community collection programs (recycling depots, Christmas Tree Program, Leaf & Pumpkin Program, festivals, and community clean-ups) to make progress on reduction of waste to landfills and support the Council Strategic Action to build public awareness and understanding of our shared responsibilities to conserve and protect the environment.

Disposal & Processing Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	32,327	30,525	155.0	33,623	31,309	158.0	35,040	32,726	160.0	37,370	35,056	163.0	38,476	36,163	163.0

Disposal & Processing Services (DPS) manages operations of The City's three active waste management facilities and inactive landfills to ensure compliance with operating approvals and applicable regulatory requirements. The operation includes receiving, managing and disposal of municipal and non-hazardous industrial waste; receiving and managing materials from City, community and provincial diversion programs; and collecting, transporting, recycling and disposal of household hazardous waste. DPS will lead by example through safe and environmentally responsible operation and maintenance of City-owned landfills and long-term care of The City's inactive landfill sites. DPS will

play a critical role in mitigating the impact of the WRS business on air, land and water through development and continual improvement of leachate, stormwater and landfill gas management systems. Upgrades and enhancements of on-site diversion opportunities at waste management facilities will help reduce the volume of materials landfilled. DPS will engage customers in all sectors during the 2015-2018 business cycle to maintain high satisfaction levels and support the Council Priority to regularly collaborate and engage citizens to encourage participation in City decision-making.

All \$ values are in Thousands (\$000)

Infrastructure & Program Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	16,686	9,837	32.5	18,190	12,154	35.5	19,503	13,466	35.5	28,433	17,962	38.5	33,989	17,378	38.5

Infrastructure & Program Management (IPM) develops and manages waste diversion programs and provides infrastructure planning, project delivery and asset management. This includes management of contracted services and public-private partnerships. IPM also coordinates 311 intake and responses for WRS. In 2015-2018, IPM will implement and update the WRS Infrastructure Investment Plan to maintain assets, meet increasingly stringent regulatory requirements, provide reliable and high quality waste and recycling services, and keep pace with growth. This will support the Council Strategic Action to effectively manage The City's inventory of public assets. IPM will coordinate the design and construction of the residential organics and biosolids composting facility as well as develop and facilitate

implementation of the Green Cart Program. IPM will leverage tools and technology to support operations and realize efficiencies. IPM will continue to engage the Construction and Demolition sector to increase recycling and reuse of materials. Further reduction of materials sent to landfills will be accomplished through the implementation of the Multi-Family Recycling Strategy and the ICI Waste Diversion Strategy. These actions will continue progress toward the 80/20 by 2020 waste diversion goal and support the achievement of the Council Strategic Action to implement the Green Cart Program and Multi-Family Recycling Strategy, and reduce Industrial, Commercial and Institutional waste in landfills.

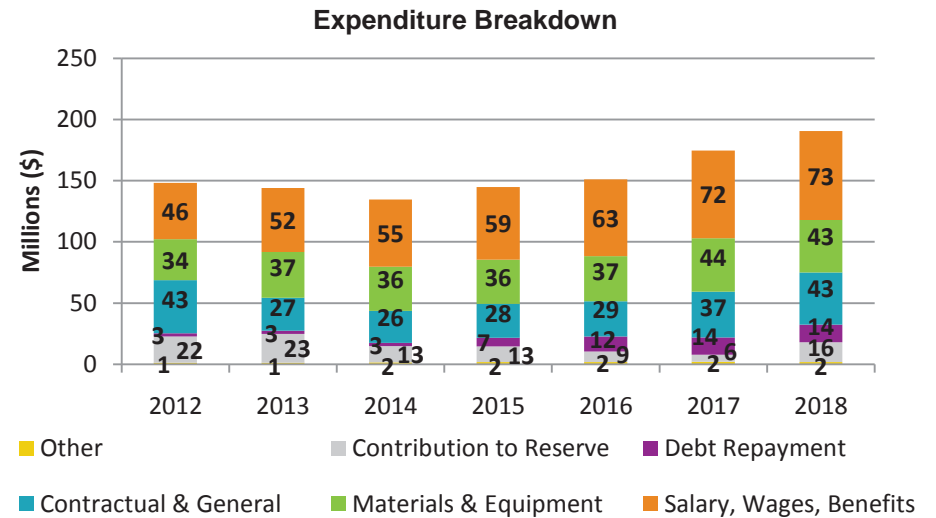
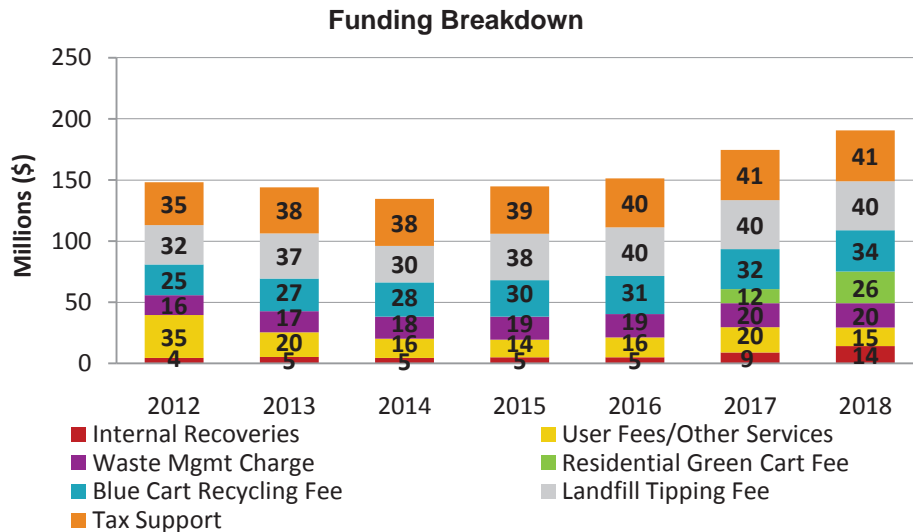
Strategic Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	7,056	7,026	27.3	9,191	9,164	30.3	9,156	9,129	30.3	9,400	9,373	30.3	9,629	9,602	30.3

Strategic Services (WRSS) develops and implements sector and material strategies and will develop a long-term strategy beyond 80/20 by 2020 to support the imagineCALGARY goal of diverting 85 per cent of waste generated within Calgary from landfills by 2036. Ongoing engagement with citizens and customers will provide input for the design and implementation of services to increase diversion by reducing, reusing and recycling. This supports the Council Priority to regularly collaborate and engage citizens to encourage participation in City decision making. WRSS provides educational programs for the business unit to foster behaviour change and enhance public awareness of waste management to support the Council Priority to conserve and protect the environment.

WRSS undertakes planning, research, and engagement to develop and update policies and ensure programs and services are financially sustainable. This includes development and reporting of benchmarking and performance measures to support decision making and risk mitigation. In 2015-2018, WRSS will undertake a cost of service study to support the Council Strategy to be as efficient and effective as possible, reducing costs and focusing on value for money. WRSS leads environmental, health and safety initiatives and supports customer service and employee development for the business unit. Partnerships with other municipalities and organizations provide opportunities to share information and improve waste management practices.

## UEP: Waste & Recycling Services - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Tax support provides operating funding for residential garbage collection, and Community Recycling Depots. All other programs are funded through revenues from the Blue Cart Recycling Fee, Waste Management Charge (WMC), Landfill Tipping Fee, User Fees/Other Services. The 2015-2018 rates and fee structure will provide WRS with the appropriate funding to deliver diversion programs in alignment with the 80/20 by 2020 goal and ensure operational, capital and liability requirements are met for waste management facilities.

**Expenditures** - Salary, wages and benefits are an average of 41 per cent of the WRS 2015-2018 budget. An increase in 2017 is required for the implementation of the Green Cart Program. Inflationary and growth

pressures have resulted in increased Materials and Equipment charges. Debt repayment is increasing due to the borrowing required for the organics and biosolids composting facility.

**User Fees / Charges / Utility Rates** - The WMC will remain at \$4.90 per household per month. The Blue Cart Recycling Fee will increase annually by \$0.20/household/month in 2015-2018 to cover inflationary pressures on the operating costs of the Blue Cart Program. In 2017, WRS will add a Residential Green Cart Fee of \$6.50/household per month to cover program costs. The Landfill Tipping Fee will increase annually by \$3/tonne/year in 2015-2018 to meet inflationary pressures and maintain a pricing incentive to encourage private development of diversion opportunities. Fees for 2015-2018 are detailed in Attachment 2.

## UEP: Waste & Recycling Services - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	38,489	38,737	39,836	41,050
Less: Previous Year One Time	0	0	0	0
Base	38,489	38,737	39,836	41,050
Efficiency Gains	(350)	0	(4,800)	(5,300)
Inflation	1,602	2,420	2,684	3,314
Service and Budget Increase	(562)	(1,601)	(3,841)	(2,851)
Operating Impact of Previously Approved Capital	476	184	6,776	5,241
Operating Impact of New Capital (Incremental)	0	96	395	0
Re-alignments	(918)	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>248</b>	<b>1,099</b>	<b>1,214</b>	<b>404</b>
<b>Total Budget</b>	<b>38,737</b>	<b>39,836</b>	<b>41,050</b>	<b>41,454</b>

A change in Black Cart collection frequency to every other week results in savings in 2017 and 2018 to be re-invested in the Green Cart Program to reduce the monthly fee. Efficiencies realized in CRD operations in 2015 will be reinvested into the implementation of the Multi-Family Recycling Strategy.

Inflation is budgeted for salary and wage, communication expenses, materials and commodities, fuel and oil, and utility expenses for self-supported programs. Since WRS is primarily self-supported through rates and fees, the service and budget increases include the revenue required to fund all operating expenditures.

Increases for Landfill Tipping Fee, Waste Management Charge and Blue

Cart Recycling Fee are due to changes in tonnages and households. A new Green Cart Fee is required in 2017. Debt repayment increases due to borrowing costs for the organics and biosolids composting facility, with partial cost recovery from the Utilities commencing in 2017. Increases in salary & wage are for new staff for the Blue Cart Program and waste management facilities. Vehicle & maintenance increases due to fleet costs.

The budget reflects the operating costs of capital projects in alignment with the WRIIP. In 2017 and 2018, operating impact of previously approved capital increases due to operation and maintenance costs of the new organics and biosolids composting facility.

<b>TCA Depreciation (\$000s) - Waste &amp; Recycling Services</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
9,212	10,358	14,142	16,835

TCA Depreciation content is presented for information only.

UEP: Waste & Recycling Services - Operating Budget for Council Approval

For Council Approval

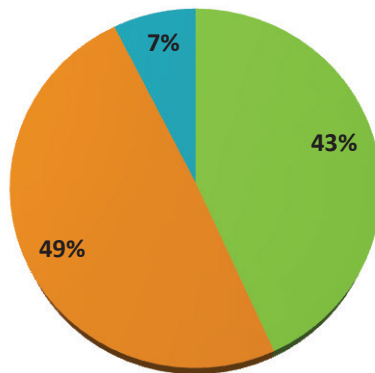
<b>Waste &amp; Recycling Services</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	148,190	144,051	134,557	144,854	0	144,854	151,187	0	151,187	174,694	0	174,694	190,529	0	190,529
Recoveries	(4,487)	(5,226)	(4,518)	(5,080)	0	(5,080)	(5,080)	0	(5,080)	(9,080)	0	(9,080)	(14,205)	0	(14,205)
Revenue	(108,538)	(101,175)	(91,550)	(101,037)	0	(101,037)	(106,271)	0	(106,271)	(124,564)	0	(124,564)	(134,870)	0	(134,870)
Net	35,165	37,650	38,489	38,737	0	38,737	39,836	0	39,836	41,050	0	41,050	41,454	0	41,454
FTEs	548.5	561.0	573.0	583.0	0.0	583.0	587.0	0.0	587.0	627.0	0.0	627.0	630.0	0.0	630.0

## UEP: Waste & Recycling Services - Capital Budget Overview

Waste & Recycling Services						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	125,245	92,864	4,292	4,490	0	226,891
Total New Capital Budget Requests	(24,987)	31,857	54,745	26,260	11,302	99,177
Total Business Unit Capital Budget	100,258	124,721	59,037	30,750	11,302	326,068

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Waste & Recycling Services  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$99 Million**



■ Maintenance ■ Upgrades ■ Service Change

**Maintenance/Replacement** - Investments will maintain, protect and extend the life of infrastructure. This includes replacement of collection carts and bins to keep infrastructure operating to meet its intended purpose, and maintenance of landfill infrastructure to protect public health and the environment.

**Upgrades** - Investments in infrastructure will allow WRS to operate waste management facilities in compliance with regulatory requirements. This includes landfill remediation and infrastructure upgrades to mitigate the impact of the business on air, land and water. An asset management program and collection route optimization enhancements will support Council Priority of a well-run city.

**Growth** - Investments in growth are reflected in the maintenance/replacement project type.

**Service Change** - Investments are required to provide reliable and high quality waste and recycling services to citizens. Investment in the organics and biosolids composting facility and program infrastructure are required to implement the Green Cart Program. These support the Council Strategic Action to implement the green cart program under a healthy and green city. Additional investments in information technology systems support enhanced customer service.



## UEP: Waste & Recycling Services - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Federal Gas Tax Fund (GTF)</i>	8,110	7,102	16,800	16,800	8,525	57,337
<i>Capital Reserves</i>	(30)	8,960	18,461	9,460	2,777	39,628
<i>Self-supported Debt</i>	(33,067)	15,795	19,484	0	0	2,212
<b>Total Funding</b>	<b>(24,987)</b>	<b>31,857</b>	<b>54,745</b>	<b>26,260</b>	<b>11,302</b>	<b>99,177</b>
<hr/>						
Total Operating Impacts of Capital (Cumulative)						
2015-2018 Operating Budget	0	96	491	491	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	2,946	

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
256-000	Landfill/Treatment Infrastructure	M	A	58,236	53,473	-	(2,211)	2,211	-	-	-	-	
256-000	Landfill/Treatment Infrastructure	M	C			42,912	-	6,139	22,323	13,428	1,022	42,912	
<b>Total Program 256 : Landfill/Treatment Infrastructure</b>				58,236	53,473	42,912	(2,211)	8,350	22,323	13,428	1,022	42,912	
<hr/>													
257-000	Diversion Infrastructure	S	A	30,434	157,647	(15,958)	(33,067)	12,009	5,100	-	-	(15,958)	
257-000	Diversion Infrastructure	S	C			23,333		568	21,481	1,284		23,333	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 257 : Diversion Infrastructure</b>				30,434	157,647	7,375	(33,067)	12,577	26,581	1,284	-	7,375	
<b>Operating impact of capital of Program 257</b>													
	2015-2018 Operating Budget		O1				-	96	396	396	N/A	888	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	2,376	2,376	
258-000	Facilities & Equipment	U	A	96,358	15,771	15,958	10,291	5,667	-	-	-	15,958	
258-000	Facilities & Equipment	U	C			32,932	-	5,263	5,841	11,548	10,280	32,932	
<b>Total Program 258 : Facilities &amp; Equipment</b>				96,358	15,771	48,890	10,291	10,930	5,841	11,548	10,280	48,890	
<b>Operating impact of capital of Program 258</b>													
	2015-2018 Operating Budget		O1				-	-	95	95	N/A	190	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	570	570	
				185,028	226,891	99,177	(24,987)	31,857	54,745	26,260	11,302	99,177	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

## Explanation of Budget Requests

### Program 256 : Landfill/Treatment Infrastructure

#### Project 256-000 Landfill/Treatment Infrastructure

**Previously approved budget up to 2014** of \$58.236 million which represents spending to the end of 2014 for replacement and maintenance of landfills, leachate collection system, landfill cells, and remediated areas, with funding from Federal Gas Tax Fund (GTF) grant of \$21.946 million, Waste & Recycling Services Reserve of \$32.790 million and Pay-As-You-Go \$3.500 million.

**Previously approved budget for Future Years** of \$53.473 million for completion of landfill remediation work, leachate collection system, and landfill cell construction, with funding from GTF grant of \$32.783 million, Waste & Recycling Services Reserve of \$17.690 million and self-supported debt of \$3.000 million.

**A deferral** of \$2.211 million of the pre-approved budget from 2015 to 2016 for East Calgary Landfill remediation project due to revised work-plan and project re-prioritization, with funding from Waste & Recycling Services Reserve.

**A funding switch** of \$6.690 million of 2015 pre-approved budget and \$8.698 million of 2016 pre-approved budget from Waste & Recycling Services Reserve to Gas Tax Fund (GTF) grant for landfill leachate treatment and remediation projects to better fit funding needs.

**New budget request** of \$42.912 million for replacement and maintenance of landfill, leachate collection system, landfill cells, and remediated areas, with funding from Federal Gas Tax Fund (GTF) grant of \$29.474 million, Waste & Recycling Services Reserve of \$3.472 million and self-supported debt of \$9.966 million.

**Operating impact of capital:** None.

### Program 257 : Diversion Infrastructure

#### Project 257-000 Diversion Infrastructure

**Previously approved budget up to 2014** of \$30.434 million which represents spending to the end of 2014 for the design and build of an indoor composting facility, design and build of an organics waste collection/handling system comprised of organics carts, organics campus site development, and lifecycle replacement of Blue Cart, with funding from Waste & Recycling Services Reserve of \$13.173 million and self-supported debt of \$17.261 million.

**Previously approved budget for Future Years** of \$157.647 million for the completion of the indoor composting and biosolids facility and the organic campus site development with funding from self-supported debt and Waste & Recycling Services Reserve.

**A transfer** of \$15.958 million of the pre-approved budget from Program 257 Diversion Infrastructure to Program 258 Facilities & Equipment as the funds for Blue Cart infrastructure including transfer station are no longer required in Program 257 and can be used to support funding for asset management systems, upgrade of landfill infrastructure, and information technology systems to support enhanced customer service, with funding from Waste & Recycling Services Reserve of \$12.994 million and self-supported debt of \$2.964 million.

**A deferral** of \$17.109 million of the pre-approved budget from 2015 to 2016 and 2017 for the residential composting facility due to a revised work-plan, with funding from self-supported debt.

**New budget request** of \$23.333 million for Green Cart purchase with the implementation of the Green Cart Program in 2017 and growth and lifecycle replacement of blue carts, with funding from Waste & Recycling Services Reserve of \$12.350 million and self-supported debt of \$10.983 million.

**Operating impact of capital:** This program requires \$888 thousand in operating costs for the 2015-2018 budget cycle and \$2.376 million for 2019-2024.

## Program 258 : Facilities & Equipment

### Project 258-000 Facilities & Equipment

**Previously approved budget up to 2014** of \$96.358 million which represents spending to the end of 2014 for building scalehouse, operations depot and truck shelter at the 3 City 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 garbage collection carts and bins, with funding from GTF grant of \$59.512 million, Waste & Recycling Services Reserve of \$33.946 million and self-supported debt of \$2.900 million.

**Previously approved budget for Future Years** of \$15.771 million for the completion of East Calgary Operation Depot, Zhamol land acquisition, IT asset upgrade and replacement with funding from GTF grant, self-supported debt and Waste & Recycling Services Reserve.

**A transfer of** \$15.958 million of the pre-approved budget from Program 257 Diversion Infrastructure to Program 258 Facilities & Equipment as the funds for Blue Cart infrastructure including transfer station station are no longer required in Program 257 and can be used to support funding for asset management systems, upgrade of landfill infrastructure, and information technology systems to support enhanced customer service, with funding from Waste & Recycling Services Reserve of \$12.994 million and self-supported debt of \$2.964 million. .

**A deferral of** \$5.667 million of the pre-approved budget from 2015 to 2016 for landfill infrastructure upgrade, asset management systems, information technology systems and lifecycle replacement of collection carts and bins due to revised work-plan and project re-prioritization, with funding from Waste & Recycling Services Reserve.

**A funding switch of** \$15.473 million of 2015 pre-approved budget from Waste & Recycling Services Reserve of \$8.110 million and from self-supported debt of \$7.363 million to Gas Tax Fund (GTF) grant; and \$1.000 million of 2016 pre-approved budget from Waste & Recycling Services Reserve to Gas Tax Fund (GTF) grant for landfill gas collection systems, landfill stormwater management and landfill facilities and infrastructure projects to better fit funding needs.

**New budget request** of \$32.932 million for landfill building upgrade and maintenance, operations facilities, landfill gas collections systems, East Calgary Drainage Master Plan, IT asset upgrade and replacement, public arts and growth and lifecycle replacement of garbage collection carts and bins, with funding from GTF grant of \$19.753 million and Waste & Recycling Services Reserve of \$13.179 million.

**Operating impact of capital:** This program requires \$190 thousand in operating costs for the 2015-2018 budget cycle and \$570 thousand for 2019-2024.

UEP: Waste & Recycling Services - Capital Budget for Council Approval

For Council Approval

<b>Waste &amp; Recycling Services</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	69,800	125,245	92,864	4,292	4,490	0	226,891
<b>Projects Requiring Approval</b>							
<i>Program 256 : Landfill/Treatment Infrastructure</i>		(2,211)	8,350	22,323	13,428	1,022	42,912
<i>Program 257 : Diversion Infrastructure</i>		(33,067)	12,577	26,581	1,284	0	7,375
<i>Program 258 : Facilities &amp; Equipment</i>		10,291	10,930	5,841	11,548	10,280	48,890
<b>Total Projects Requiring Approval</b>		<b>(24,987)</b>	<b>31,857</b>	<b>54,745</b>	<b>26,260</b>	<b>11,302</b>	<b>99,177</b>
Total Capital Budget	69,800	100,258	124,721	59,037	30,750	11,302	326,068

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Utilities (Water Resources and Water Services)

Tab8

Tab7

Tab6

Tab5

Tab4

Tab3  
**Utilities**

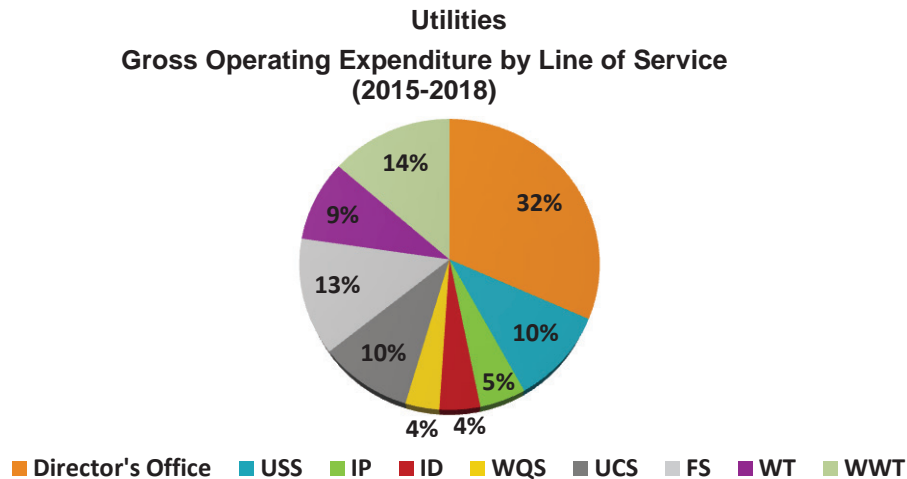
Tab2

Tab1

## UEP: Utilities - Overview

The Utilities consist of the Water Resources and Water Services business units and together they deliver water, wastewater and drainage services in an operational model where all operating and capital budget expenses are funded through utility billing, not 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. Treatment plants, and collection and distribution systems are operated and maintained to ensure regulatory requirements are met and public health, property and the environment are protected. The Utilities have a responsibility to manage natural resources and work with watershed partners to protect river water quality and quantity.

The Gross Operating Expenditures shown do not include capital related expenses. The majority of the Director's Office expenditures are related to the franchise fee, return on equity and contributions to the Utilities' sustainment reserve.



Values may not sum to 100%, due to rounding.

### Utilities Strategic Services (USS)

Develop and implement plans and policies to address risks and opportunities related to water resource management.

### Infrastructure Planning (IP)

Planning and asset management for water, wastewater, and stormwater infrastructure and river systems.

### Infrastructure Delivery (ID)

Project management, engineering and inspection services for water, wastewater and drainage infrastructure projects.

### Water Quality Services (WQS)

Provide analytical, monitoring and technical expertise to The City, the general public, and external partners.

### Utilities Construction Services (UCS)

Construction, repair and replacement of the linear water distribution, wastewater collection and drainage systems.

### Field Services (FS)

Operation and maintenance of the water distribution, wastewater collection and drainage systems.

### Water Treatment (WT)

Treatment and distribution of drinking water.

### Wastewater Treatment (WWT)

Collection and treatment of wastewater, and management of Biosolids.



## UEP: Utilities - Overview

### Trends

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A review of the trends and risks helped guide planning of the actions outlined in the 2015-2018 business plan and budget. In the past decade, Calgary and surrounding regions have experienced a trend of higher than anticipated growth which advances the need for supporting infrastructure as well as the pressure to manage assets and deliver service levels within available funding resources. In addition, increasingly stringent regulatory requirements require the Utilities to collaborate with partners, the region and regulators to enhance environmental performance and to contribute to regulatory decision-making. The level of service provided by the drainage program will be advanced through a focus on asset management best practices, an accelerated community drainage infrastructure program, and implementation of low impact development and riparian strategies. To support resiliency, the Utilities will update and maintain business continuity and emergency preparedness and response plans, and develop capacity to address risks and to respond and recover from emergencies. To address changing demographics and an increasingly diverse workforce, the Utilities will strengthen leadership effectiveness, and foster a supportive culture where employees see how they contribute to business goals.

### Long-Term Plans

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The Utilities are responsible for \$38 billion of City-owned assets, representing over half of The Corporation's total assets. An asset management foundation is used to determine the blend of policy, operational activity, asset maintenance and capital investment necessary to meet service level objectives within the financial capacity of the Utilities. This results in system resiliency, service reliability and financial efficiency. Increasing the financial capacity and sustainability of the Utilities aligns with The City's Long Range Financial Plan, 2020 Sustainability Direction and Municipal Development Plan (MDP). As the Utilities work to achieve the financial targets for water,

wastewater and drainage over the 2015-2018 timeframe, improving the overall performance and financial health of the Utilities will remain a priority. The Utilities will continue to look for opportunities for efficiency and effectiveness improvements through zero-based reviews and a focus on measuring and benchmarking performance to drive continuous improvement.

A priority for the Utilities is continuing to achieve watershed management objectives around water quality and water quantity in support of the 2020 Sustainability Direction, Water Efficiency Plan and Stormwater Management Strategy. Ongoing focus to implement a whole systems approach to manage environmental risks will be achieved by creating alignment between preparedness and natural resource plans. Identifying measures to integrate watershed protection with land use planning will also continue to be a priority. This includes the incorporation of low impact development source control practices in land development. In addition, the Utilities will continue to operate facilities and systems to ensure compliance with regulatory requirements and to mitigate the impacts on air, land and water.

The Utilities will contribute to the achievement of the MDP and CTP by aligning to the Corporate Framework for Growth and Change. The Utilities will ensure adequate land supply, identify infrastructure investments requirements, and support the negotiation of the standard development agreement and a funding strategy for redevelopment to support growth in developing, developed and industrial areas.

## UEP: Utilities - Overview

### Citizen Engagement

Qualitative feedback was collected through various citizen engagement input streams to build the Utilities' business plan and budget. A key theme was the importance of maintaining service levels, which the Utilities achieve through the ongoing commitment to provide quality water, wastewater and drainage services.

A key citizen-identified priority was for The City to enable two-way communication. This is a focus for the Utilities, and is addressed by actions to integrate feedback from customers and stakeholders to drive programs and service improvements.

The Utilities' plan demonstrates UEP's commitment to implement a customer service strategy in alignment with the Corporate Customer Service Framework, and to provide quality services that add value to citizens' lives. The Utilities' plan addresses citizen requests for ongoing education and engagement to demonstrate to citizens the value they are getting for the services provided.

### Council Priorities

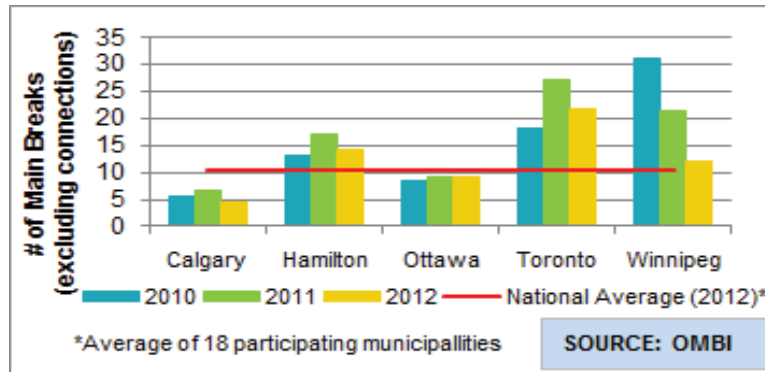
The Utilities are committed to and aligned with Council Priorities for 2015-2018. The Utilities will play a significant role in the development of a healthy and green city. A key area of focus for 2015-2018 will be to lead the Council Strategy H3 to manage the interrelationships between flood protection, water quality and quantity, and land use. The Utilities have actions supporting this strategy including strengthening the performance and condition of the drainage line of service, and progressing the biosolids and residuals management strategy. UEP is committed to leading Council's Strategy H6 to continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment. Key actions for the Utilities include proactively seeking and collaborating with partners to protect natural resources, and fostering behaviour change through both broad and targeted community environmental programs and ongoing education.

The Utilities are also aligned with the Council Priority of a city of inspiring neighbourhoods. The Utilities are committed to manage and promote growth through support of the Corporate Framework for Growth and Change. The Utilities have aligned the Water Infrastructure Investment Plan (WIIP) with the framework's prioritized and sequenced lists so that capital investments are allocated to support a growing city. In addition, the Utilities will continue to invest in priority flood resilient infrastructure and implement the recommendations from the Flood Expert Management Panel as directed.

The Utilities continue to build actions and focus areas for 2015-2018 to support the priority of a well-run city. Key actions include continued focus on ensuring maximum value from the WIIP through advancement of asset management plans and continuing to build strategies to effectively deliver the capital plan. The Utilities will continue to collaborate with partners across the Corporation for alignment of service delivery to citizens.

## UEP: Utilities - Benchmarking

### Water Main Breaks Per 100 km of Water Distribution Pipe



Based on research published by the Ontario Municipal Benchmarking Initiative (OMBI), Calgary Utilities trend below the OMBI group average in the number of main breaks per 100 km for its water distribution system (compared against 18 total municipalities).

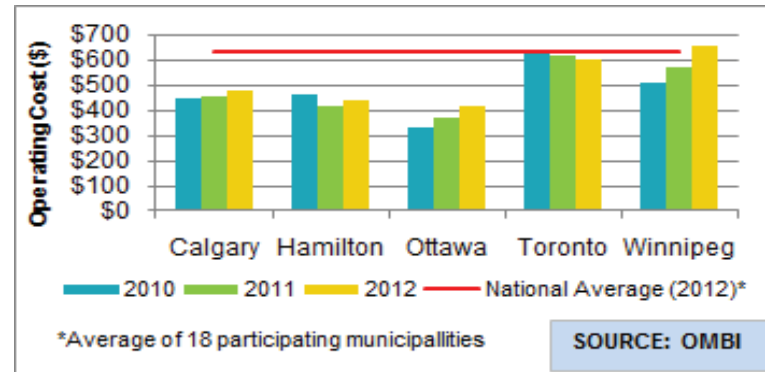
#### Learning and Best Practices

The Utilities' strong performance can be attributable to proactive asset management and investment in capital maintenance programs. The number of main breaks in Calgary's water distribution system has fallen by 85 per cent over the last 30 years. During this time the network has doubled in length to approximately 5,000 km.

#### Improvement Initiatives & Action Plan 2015-2018

Through Action Plan 2015-2018, the Utilities will continue to develop and deliver capital maintenance programs which aim to investigate and reduce potential main breaks. In addition, the Utilities continue to refine a sophisticated GIS based risk model to improve the quality of data used to develop the capital maintenance programs. Through 2015-2018, the Utilities will apply best practices from the Water Asset Management program to the Drainage line of service.

### Operating Cost of Wastewater Collection and Treatment



Based on research published by the Ontario Municipal Benchmarking Initiative (OMBI), Calgary Utilities trend below the OMBI group average in operating cost for wastewater collection & treatment per megalitre treated (compared against 18 total municipalities).

#### Learning and Best Practices

The Utilities' performance is largely attributable to maintenance efficiencies and advanced treatment technologies used in the plants.

#### Improvement Initiatives & Action Plan 2015-2018

Through Action Plan 2015-2018, the Utilities will implement improvements to maintenance management practices, continue to implement operating and maintenance optimization and upgrade projects, and enhance energy management plans. The Utilities will continue to strive for efficiency and effectiveness in alignment with the Water Services and Water Resources Zero-Based Review recommendations.

UEP: Utilities - Actions for Council Approval

For Council Approval

**Utilities & Environmental Protection Commitment:**  
 UEP supports the infrastructure needs of a growing city and enhances The City's capacity to prepare and respond to natural disasters.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N2 Build resiliency to flooding.	N2.1 Implement recommendations from the Flood Expert Management Panel as directed.	FS, ID, IP, UCS, USS, WQS, WT, WWT
	N2.2 Continue to invest in priority flood resilient infrastructure to reduce the impact of and vulnerability to future events.	ID, IP
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Update and maintain business continuity and emergency preparedness and response plans to address key risks.	FS, ID, IP, UCS, USS, WQS, WT, WWT
	N3.2 Develop capacity and capability to respond to and effectively recover from emergencies.	FS, ID, IP, UCS, USS, WQS, WT, WWT
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	N5.1 Anticipate and identify infrastructure investment requirements to support growth.	IP



**UEP: Utilities - Actions for Council Approval**

For Council Approval

**Utilities & Environmental Protection Commitment:**

UEP supports the infrastructure needs of a growing city and enhances The City's capacity to prepare and respond to natural disasters.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.1 Support and align to the Corporate Framework for Growth and Change.

IP, USS

N6.2 Ensure adequate land supply (planned and serviced) in developing, developed and industrial areas.

ID, IP, USS

N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.

N7.1 Support The Corporation in the negotiation of the Standard Development Agreement and an aligned funding model.

IP, USS

N7.2 Support The Corporation in the negotiation of a funding strategy for redevelopment.

IP, USS

N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.

N8.1 Support the development of measures to integrate watershed protection with land use planning.

ID, IP, USS, WQS

N8.2 Support incorporation of Low Impact Development source control practices in public land development and redevelopment.

FS, ID, IP, USS, WQS



UEP: Utilities - Actions for Council Approval

For Council Approval

**Utilities & Environmental Protection Commitment:**  
 UEP works with the community, the region and The Corporation to achieve air, land, and water goals to help conserve, protect and enhance the environment.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	H3.1 Align preparedness and natural resource plans to implement a whole systems approach to manage the interrelationships between flood protection, water quality and quantity, and land use.	FS, ID, IP, UCS, USS, WQS, WT, WWT
	H3.2 Continue to strengthen the strategy and actions for the Drainage line of service to improve its overall performance and condition.	FS, ID, IP, USS, WQS
	H3.3 Implement and measure progress on a biosolids and residuals management strategy.	ID, IP, WQS, WT, WWT
H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.	H4.1 Collaborate with staff and regulators to enhance environmental performance and contribute to regulatory decision-making.	FS, ID, IP, UCS, USS, WQS, WT, WWT
	H4.2 Support the implementation of the Calgary Metropolitan Plan through an integrated approach to the watershed.	IP, USS



For Council Approval

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

**Utilities & Environmental Protection Commitment:**

UEP works with the community, the region and The Corporation to achieve air, land, and water goals to help conserve, protect and enhance the environment.

H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.

H6.1 Proactively seek and collaborate with partners to conserve and protect air, land and water resources.

FS, ID, IP, UCS, USS, WQS, WT, WWT

H6.2 Foster behaviour change through program innovation, removing barriers and ongoing education.

USS, WQS

H10 Lead by example to protect public health and the environment

H10.1 Operate facilities and systems to ensure compliance with regulatory requirements and to protect public health and mitigate the impacts of our business on air, land and water.

FS, ID, IP, UCS, USS, WQS, WT, WWT

H10.2 Effectively use research to improve decision-making and environmental performance.

FS, ID, IP, UCS, USS, WQS, WT, WWT



UEP: Utilities - Actions for Council Approval

For Council Approval

**Utilities & Environmental Protection Commitment:**

UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Continually improve on financial plans and practices to manage financial health.	FS, ID, IP, UCS, USS, WQS, WT, WWT
	W2.2 Measure, benchmark and report performance to drive continuous improvement and support decision-making.	FS, ID, IP, UCS, USS, WQS, WT, WWT
	W2.3 Leverage tools and technology to support operations and realize efficiencies.	FS, ID, IP, UCS, USS, WQS, WT, WWT
	W2.4 Develop, Implement and measure progress on an Energy Management Plan.	FS, ID, IP, USS, WT, WWT
	W2.5 Implement recommendations from the Water Services Zero Based Review.	FS, UCS, USS, WT, WWT
	W2.6 Participate in a Water Resources Zero Based Review to explore opportunities for improvements to service efficiency and effectiveness.	ID, IP, USS, WQS





UEP: Utilities - Actions for Council Approval

For Council Approval

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**Utilities & Environmental Protection Commitment:**  
UEP delivers excellent services at a fair price and engages with citizens and customers to improve decision making, to demonstrate value and to align with expectations.

W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.7 Conduct a Cost of Service Study for Water, Wastewater and Drainage Services.	IP, USS
	W2.8 Adopt flexible work options that results in reducing assigned workstations in order to optimize administrative spaces.	FS, ID, IP, UCS, USS, WQS, WT, WWT
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	W5.1 Integrate feedback from customers and stakeholder to drive programs and service improvements, and enable two-way communication.	FS, ID, IP, UCS, USS, WQS, WT, WWT
	W5.2 Provide responsive and quality service while balancing capacity and value for money.	FS, ID, IP, UCS, USS, WQS, WT, WWT
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	W6.1 Ensure maximum value from the Infrastructure Investment Plan.	FS, ID, IP, UCS, USS, WQS, WT, WWT
	W6.2 Maintain levels of service through reliable and resilient infrastructure.	FS, ID, IP, UCS, USS, WQS, WT, WWT



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W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.3 Ensure the effective coordination and delivery of infrastructure investments.

FS, ID, IP, UCS, USS, WQS, WT, WWT

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Support the implementation of a Customer Service Strategy in alignment with the Corporate Customer Service Framework.

FS, ID, IP, UCS, USS, WQS, WT, WWT

W7.2 Empower staff to continue to deliver excellent customer service as part of The City's culture.

FS, ID, IP, UCS, USS, WQS, WT, WWT

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Ensure effective coordination for delivery of capital projects across Departments.

ID, IP, UCS, USS, WQS, WT, WWT

W8.2 Collaborate across Departments for alignment of service delivery to citizens.

FS, ID, UCS, WT, WWT



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W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Enable a flexible and adaptable workforce to support achievement of business goals.

FS, ID, IP, UCS, USS, WQS, WT, WWT

W9.2 Strengthen leadership effectiveness.

FS, ID, IP, UCS, USS, WQS, WT, WWT

W9.3 Foster a supportive culture where employees see how they contribute to achieving business goals.

FS, ID, IP, UCS, USS, WQS, WT, WWT

W9.4 Support and align to the Corporate Safety Strategy.

FS, ID, IP, UCS, USS, WQS, WT, WWT

W9.5 Prioritize occupational health, safety and wellness in operational planning and activities to foster a complete culture of engaged employee safety.

FS, ID, IP, UCS, USS, WQS, WT, WWT



**UEP: Utilities - Lines of Service**

<b>Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)</b>															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	117,838	110,300	31.0	122,070	115,849	31.0	126,658	120,231	31.0	131,632	124,977	31.0	137,001	130,128	31.0
Major Revenues	0	(540,469)		0	(624,063)		0	(681,809)		0	(743,370)		0	(811,249)	
Capital Costs	224,106	224,106		283,392	283,392		324,929	324,929		351,720	351,720		358,423	358,423	
Contributions to Reserves	9,857	9,857		233	233		228	228		18,232	18,232		59,494	59,494	
Utilities Strategic Services	30,315	29,875	102.8	40,430	39,589	110.8	41,568	40,701	110.8	43,032	42,135	110.8	44,495	43,570	110.8
Infrastructure Planning	13,360	6,303	70.0	17,399	8,952	79.0	19,144	10,382	79.0	20,681	11,566	80.0	21,891	12,247	80.0
Infrastructure Delivery	13,573	4,199	88.5	15,728	4,464	99.5	16,892	4,662	103.5	17,935	4,826	106.5	18,534	4,980	106.5
Water Quality Services	12,289	11,778	86.0	13,280	12,959	90.0	14,453	14,120	93.0	14,927	14,580	93.0	15,370	15,010	93.0
Utilities Construction Services	36,796	28,940	232.1	38,498	31,048	232.1	39,396	31,728	232.1	40,367	32,455	232.1	41,293	33,151	232.1
Field Services	44,912	42,587	332.8	47,188	44,338	339.8	51,924	49,010	341.8	55,737	52,751	343.8	57,426	54,372	345.8
Water Treatment	32,882	31,872	119.0	35,979	33,873	123.0	36,675	34,908	123.0	37,432	35,592	123.0	38,141	36,233	123.0
Wastewater Treatment	41,704	41,164	171.3	50,443	49,366	175.3	52,028	50,910	175.3	55,700	54,536	184.3	64,849	63,641	184.3
Total Business Unit	577,632	512	1,233.5	664,640	0	1,280.5	723,895	0	1,289.5	787,395	0	1,304.5	856,917	0	1,306.5

Meeting the needs of a city experiencing unprecedented growth, while keeping pace with increasingly stringent regulatory requirements will challenge the Utilities' current operations. The Utilities' budget for 2015-2018 focuses on the delivery of an expanded capital program and the operation of new infrastructure. The budget advances the development of an enhanced Drainage line of service. The budget was developed in consideration of volatility in energy rates, increased energy consumption required to operate new infrastructure, the diversified biosolids management program, and increases required to achieve

compliance to the Utilities' financial targets by 2018.

The Utilities are committed to optimizing existing resources through efficiency and effectiveness initiatives, but will require 73 new FTEs in order to achieve the objectives set within the four year plan. Of these FTEs, 25 will support the delivery of capital programs, 12 will support the operation of new and upgraded wastewater treatment infrastructure as well as composting of biosolids in 2017-2018, and 36 will support the implementation of an enhanced Drainage line of service.

## UEP: Utilities - Lines of Service

All \$ values are in Thousands (\$000)

Utilities Strategic Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	30,315	29,875	102.8	40,430	39,589	110.8	41,568	40,701	110.8	43,032	42,135	110.8	44,495	43,570	110.8

Utilities Strategic Services (USS) develops and implements plans and policies to address risks and opportunities related to water resource management and infrastructure including water quantity, quality, impacts of climate change and natural disasters. This includes managing risks to ensure sufficient water resources are available to meet city and regional demands. USS also develops resource management and preparedness plans for business continuity and emergency response.

To ensure consistent customer service and effective contract management, USS manages customer service and stakeholder relations in alignment to the Corporate Customer Service Framework. USS manages the business and budget planning process and performance management to support Utilities' business goals. This includes effectively managing finances, facilities, vehicles, information and administrative services.

Infrastructure Planning	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	13,360	6,303	70.0	17,399	8,952	79.0	19,144	10,382	79.0	20,681	11,566	80.0	21,891	12,247	80.0

Infrastructure Planning (IP) plans and evaluates for water, wastewater and drainage infrastructure in developing, developed and industrial areas to support the growth and development objectives of The City. This includes prioritizing infrastructure investments to manage short and long term business risks while ensuring levels of service are maintained or improved. IP incorporates resiliency in the planning and design of infrastructure to maintain or enable recovered services during and after adverse events and planned interruptions for maintenance and repair. Water policies and servicing requirements in the Corporate land-use planning process are represented by IP. Review and evaluation services

are provided by IP to new development and redevelopment to ensure plans achieve both design requirements and the lowest lifecycle costs. IP develops engineered solutions for riparian and riverbank protection and provides engineering knowledge and input to issues related to rivers and creeks. In addition, IP plans and implements asset management programs such as condition and risk assessments, and the associated rehabilitation and replacement programs for water, wastewater and drainage infrastructure. To support the Energy Management Strategy, IP identifies, implements and measures progress towards reduced energy consumption.

Infrastructure Delivery	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	13,573	4,199	88.5	15,728	4,464	99.5	16,892	4,662	103.5	17,935	4,826	106.5	18,534	4,980	106.5

Infrastructure Delivery (ID) provides project management, engineering drainage infrastructure. This includes providing internal engineering services to continually improve operational and maintenance efficiencies. To safeguard The City's interests, ID manages the external contractor process for construction of utilities on City rights of way. ID conducts certificate inspections for developers under development agreements

and inspection services for the delivery of water, wastewater and with The City. To achieve more consistent, transparent and accountable delivery of capital projects, ID supports the implementation, embedment and sustainment of the Corporate Project Management Framework (CPMF) within the Utilities, including change management.

Water Quality Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	12,289	11,778	86.0	13,280	12,959	90.0	14,453	14,120	93.0	14,927	14,580	93.0	15,370	15,010	93.0

Water Quality Services (WQS) provides scientific, technical and regulatory services and expertise to protect the environment, public health and City infrastructure. This includes auditing, tracking and maintaining water quality data, trends and environmental performance. WQS maintains regulatory relationships and reports on water, wastewater, stormwater and biosolids to meet environmental and health related legislation. To ensure compliance with Bylaws and promote best

practices, WQS monitors, inspects and verifies industry and community activities and updates Bylaws as required. WQS identifies and manages environmental risks through an Environmental Management System (ISO 14001) and nationally accredited laboratories (ISO 17025.) In addition, WQS facilitates applied research and partnerships to continually improve resource management strategies and capital infrastructure investments.

Utilities Construction Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	36,796	28,940	232.1	38,498	31,048	232.1	39,396	31,728	232.1	40,367	32,455	232.1	41,293	33,151	232.1

Utilities Construction Services (UCS) constructs, repairs and replaces linear water distribution, wastewater collection and drainage infrastructure. This includes repairs to water mains, sanitary sewers and storm sewers to restore service, protect public health and private property. During service disruptions, UCS delivers emergency potable

water supply and provision of temporary water connections to customers. UCS delivers water, wastewater and drainage capital projects to replace aging infrastructure and upgrade existing infrastructure. To ensure efficient service delivery, UCS continually invests in technology, such as trenchless repair methods.

Field Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	44,912	42,587	332.8	47,188	44,338	339.8	51,924	49,010	341.8	55,737	52,751	343.8	57,426	54,372	345.8

Field Services operates and maintains the water distribution, wastewater collection and drainage systems in order to maintain levels of service distribution of water to and collection of wastewater from residential, industrial, commercial, institutional and regional customers. FS provides customer support for water, wastewater and drainage infrastructure and service concerns, including emergency response to water and wastewater service interruptions. To ensure the provision of service and reliability of infrastructure, FS maintains water, wastewater and stormwater pipes. To increase the efficiency of service delivery, FS

and to ensure compliance with regulations. This includes protecting property and roadways from stormwater flooding and maintaining the continually invests in field technology including expanded use of cameras for the investigation of infrastructure problems and streamlining field crew dispatch methods. This builds on the progress that has been made to make it easier for customers to submit 311 Service Requests and access information related to water, wastewater and drainage services.

Water Treatment	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	32,882	31,872	119.0	35,979	33,873	123.0	36,675	34,908	123.0	37,432	35,592	123.0	38,141	36,233	123.0

Water Treatment (WT) operates the water treatment plants, transmission pumping, and reservoir storage facilities to ensure a clean, safe and reliable water supply to residential, industrial, commercial, institutional and regional customers. This includes the maintenance of water treatment plants, transmission pumping and reservoir storage facilities to ensure the reliable performance of infrastructure. WT operates and maintains the Glenmore Dam to manage a reliable raw

water supply in the reservoir, maintain environmental flows on the lower Elbow River and reduce the impacts of flood events.

To ensure compliance with more stringent regulations, enhance safety and better address high source water turbidity events, WT continually invests in infrastructure and process upgrades at the water treatment plants.

Wastewater Treatment	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	41,704	41,164	171.3	50,443	49,366	175.3	52,028	50,910	175.3	55,700	54,536	184.3	64,849	63,641	184.3

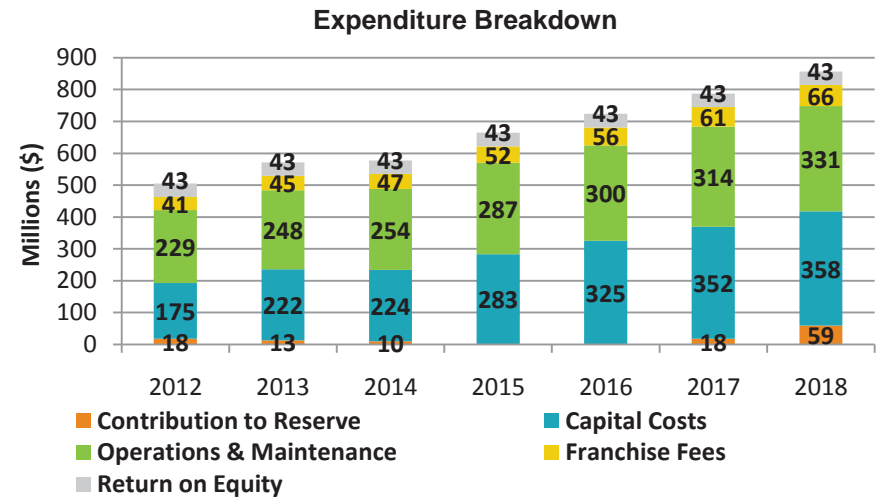
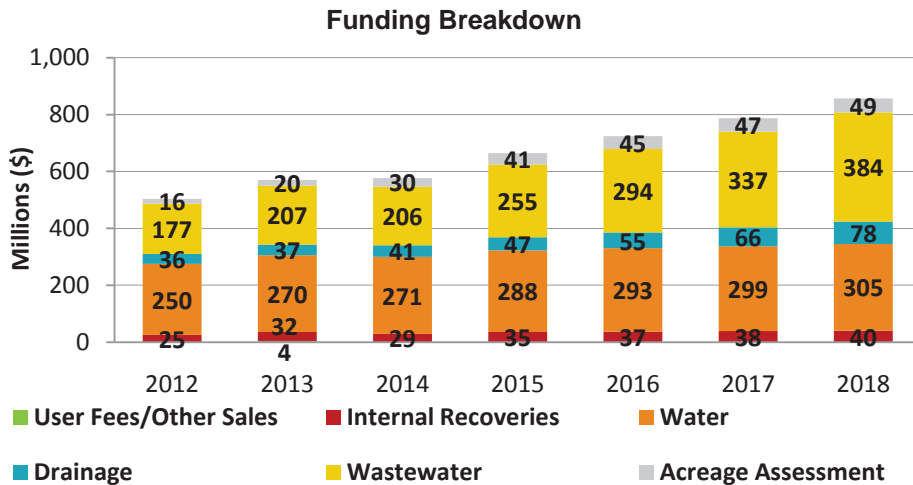
Wastewater Treatment (WWT) receives and treats wastewater from residential, industrial, commercial, institutional and regional customers to meet regulatory requirements and protect public health and the environment. This includes the expansion of the beneficial reuse program for biosolids, the nutrient-rich by-product of wastewater treatment, to compliment the capacity of the Calgro biosolids land application program. WWT maintains the wastewater treatment facilities to ensure the longevity and performance of infrastructure. To maintain current service levels and manage increased plant loadings as a result of

growth, WWT makes capital investments at the wastewater treatment plants, and utilizes effective processes and technology. WWT also operates the new treated effluent pumping station, which supplies the ENMAX Energy Centre with treated process water, and the new Headworks facility, equipped with more modern equipment, to improve plant processes. To increase energy efficiency of the wastewater treatment plants, WWT continually invests in new processes and technology.



## UEP: Utilities - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - The funding sources are made up of revenue from the sales of goods & services from Water, Wastewater and Drainage rates and fees, acreage assessments, and internal recoveries from the capital program that support the delivery of capital projects. These provide the required funding sources to meet the operational and capital requirements, while working towards compliance to the Utilities and drainage financial targets.

**Expenditures** - Capital expenditures are primarily made up of debt repayment and depreciation associated with the increase to the capital program required to maintain assets, meet increasingly stringent regulatory requirements, provide reliable and high quality services, and keep pace with growth. The operating expenditures include the FTEs and operation and maintenance costs related to new infrastructure, such as increased energy consumption. In addition, the contribution to reserve increases over the business cycle to achieve the financial target of

building a sustainment reserve equal to 10 per cent of total revenue.

### **User Fees / Charges / Utility Rates** - Rates:

- The rate increase allows the Utilities to work toward achievement of long term financial health, maintaining debt within corporate thresholds, as well as meeting the funding requirements for cash financing of capital investments.
- The combined water and wastewater rate increase is 8.3% for each year of 2015-2018. Specifically:
  - Water rate increase: 2.0% in 2015, 2.0% in 2016, 2.0% in 2017, 2.0% in 2018
  - Wastewater rate increase: 16.9% in 2015, 15.8% in 2016, 14.9% in 2017, 14.2% in 2018
  - Monthly drainage charge: \$10.96 for 2015, \$13.05 for 2016, \$15.54 for 2017, \$18.51 in 2018.
- The Utility rates and fees for 2015-2018 are detailed in Attachment 2.

## UEP: Utilities - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	512	0	0	0
Less: Previous Year One Time	(512)	0	0	0
Base	0	0	0	0
Efficiency Gains	0	0	(750)	(1,050)
Inflation	2,686	3,993	4,639	4,034
Service and Budget Increase	(11,135)	(10,783)	(13,042)	(11,683)
Operating Impact of Previously Approved Capital	7,895	1,466	2,623	3,717
Operating Impact of New Capital (Incremental)	554	5,324	6,530	4,982
Re-alignments	0	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Efficiency gains have been incorporated into the Utility's operating budget that will be realized by 2018 through more effective utilization of existing fleet and implementation of an energy management plan. This will be used to offset increased costs associated with growth, inflation and operational needs. Implementation of the recommendations from the Water Services Zero-Based Review may also result in increased operational efficiency by the end of the business cycle. The inflation is primarily the increases for salary, wage and fringe benefits of existing FTEs. Since the Utilities are self-supported, the service and budget increases include the revenue required to fund all operating expenditures and results in a net zero budget. The budget increases reflect increased

insurance premiums and the enhanced biosolids management program that supports organics composting in 2017 – 2018. Operating impacts include budget and FTEs for the operation and maintenance of new infrastructure associated with previously approved capital, including additional budget to account for increased energy consumption of the new infrastructure. An expanded capital program for the 2015-2018 business cycle has also resulted in the addition of FTEs and budget that are required to deliver on the new capital program. The operating impact of new principal and interest payments related to new capital investments have been included.

<b>TCA Depreciation (\$000s) - Utilities</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
92,785	99,719	107,868	113,969

TCA Depreciation content is presented for information only. The Utilities are self supported and the TCA depreciation is funded through its operating budget.

UEP: Utilities - Operating Budget for Council Approval

For Council Approval

<b>Utilities</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	505,045	571,713	577,632	664,640	0	664,640	723,895	0	723,895	787,395	0	787,395	856,917	0	856,917
Recoveries	(25,177)	(31,668)	(28,796)	(35,084)	0	(35,084)	(36,565)	0	(36,565)	(38,476)	0	(38,476)	(40,089)	0	(40,089)
Revenue	(478,282)	(538,499)	(548,324)	(629,556)	0	(629,556)	(687,330)	0	(687,330)	(748,919)	0	(748,919)	(816,828)	0	(816,828)
Net	1,586	1,546	512	0	0	0	0	0	0	0	0	0	0	0	0
FTEs	1,205.5	1,213.5	1,233.5	1,280.5	0.0	1,280.5	1,289.5	0.0	1,289.5	1,304.5	0.0	1,304.5	1,306.5	0.0	1,306.5

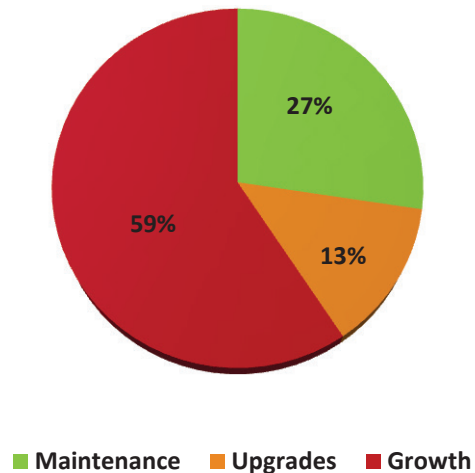
## UEP: Utilities - Capital Budget Overview

Utilities						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	203,135	60,652	22,100	6,700	0	292,587
Total New Capital Budget Requests**	141,076	372,706	486,655	332,508	435,789	1,768,734
Total Business Unit Capital Budget	344,211	433,358	508,755	339,208	435,789	2,061,321

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

\*\*Total Utilities self-supported debt, including that required for the requested capital budget, will not exceed approved borrowing limits.

**Utilities**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$1,769 Million**



**Maintenance/Replacement** - The Water Infrastructure Investment Plan (WIIP) supports the capital maintenance necessary to keep current infrastructure operational, supporting the Council Strategic Action of effectively managing The City's inventory of public assets. The WIIP encompasses multiple programs including watermain replacement programs, condition assessments, and corrosion protection programs, as well as capital maintenance programs designed to reduce the risk of unplanned service interruptions while providing services to citizens at an optimal cost.

**Upgrades** - Investments in stormwater and sanitary system upgrades as well as flood resiliency support the Council Priority of a city of inspiring neighbourhoods. A significant increase in investment for community drainage improvements and sanitary upgrades will increase levels of service in older communities towards modern service standards. Investments in flood resilient infrastructure such as lift stations and stormwater outfall improvements will increase resiliency of the Utilities' services during extreme events.

**Growth** - To ensure capacity is in place to meet the needs of forecasted population growth, significant investments are planned to maintain a supply of serviced land, ensure adequate treatment capacity and to expand and upgrade pipe networks. The WIIP aligns with the Corporate Framework for Growth and Change, part 5 of the 2009 Municipal Development Plan and supports Council's strategy to manage and promote growth.

**UEP: Utilities - Capital Budget Overview**

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Other Government Grants	26,610	15,000	7,000	2,000	0	50,610
Private Contributions/Developers Loans	4,616	5,863	27,186	6,736	18,252	62,653
Capital Reserves	95,603	88,040	92,409	88,940	0	364,992
Self-supported Debt	14,247	263,803	360,060	234,832	417,537	1,290,479
<b>Total Funding</b>	<b>141,076</b>	<b>372,706</b>	<b>486,655</b>	<b>332,508</b>	<b>435,789</b>	<b>1,768,734</b>

Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+
2015-2018 Operating Budget	554	5,878	12,408	17,390	N/A
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	157,670

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

Flood Projects in yellow

**Capital Budget Listing (by Program - Project) (\$000s)**

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
891-000	Water Treatment Plants	M	A	445,987	29,900	(24,300)	(24,300)					(24,300)	City-Wide
891-000	Water Treatment Plants	M	C			129,536	23,823	42,859	50,482	12,372		129,536	City-Wide
<b>Total Program 891 : Water Treatment Plants</b>				<b>445,987</b>	<b>29,900</b>	<b>105,236</b>	<b>(477)</b>	<b>42,859</b>	<b>50,482</b>	<b>12,372</b>	<b>-</b>	<b>105,236</b>	
<b>Operating impact of capital of Program 891</b>													
	2015-2018 Operating Budget		O1				136	1,506	3,319	3,501	N/A	8,462	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	21,006	21,006	
892-000	Water Distribution Network	M	C			313,371	39,483	53,563	73,609	68,402	78,314	313,371	Multiple

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 892 : Water Distribution Network</b>				-	-	313,371	39,483	53,563	73,609	68,402	78,314	313,371	
<b>Operating impact of capital of Program 892</b>													
	2015-2018 Operating Budget		O1				68	907	2,624	4,366	N/A	7,965	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	36,030	36,030	
894-000	Wastewater Treatment Plants	G	A	627,792	194,359	648,541	(54,029)	96,888	191,271	135,668	278,743	648,541	City-Wide
894-000	Wastewater Treatment Plants	G	C			65,920	24,555	20,757	10,342	10,266		65,920	City-Wide
<b>Total Program 894 : Wastewater Treatment Plants</b>				627,792	194,359	714,461	(29,474)	117,645	201,613	145,934	278,743	714,461	
<b>Operating impact of capital of Program 894</b>													
	2015-2018 Operating Budget		O1				104	489	489	489	N/A	1,571	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	38,834	38,834	
895-000	Wastewater Collection Network	G	A	332,136	48,960	71,387	23,077	34,880	13,430			71,387	Multiple
895-000	Wastewater Collection Network	G	C			262,995	32,575	54,124	62,201	53,615	60,480	262,995	Multiple
<b>Total Program 895 : Wastewater Collection Network</b>				332,136	48,960	334,382	55,652	89,004	75,631	53,615	60,480	334,382	
<b>Operating impact of capital of Program 895</b>													
	2015-2018 Operating Budget		O1				110	1,508	3,363	5,131	N/A	10,112	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	38,382	38,382	
897-000	Drainage Facilities & Network	U	C			188,800	26,244	38,358	63,883	42,063	18,252	188,800	Multiple

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 897 : Drainage Facilities &amp; Network</b>				-	-	188,800	26,244	38,358	63,883	42,063	18,252	188,800	
<i>Operating impact of capital of Program 897</i>													
	2015-2018 Operating Budget		O1				136	1,468	2,613	3,903	N/A	8,120	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	23,418	23,418	
899-000	Facilities, Equipment & Technology	U	C			46,496	9,580	15,077	13,877	7,962		46,496	
<b>Total Program 899 : Facilities, Equipment &amp; Technology</b>				-	-	46,496	9,580	15,077	13,877	7,962	-	46,496	
952-001	Flood-Water	M	C			15,120	5,400	5,400	3,240	1,080	-	15,120	
952-002	Flood-Wastewater	M	C			15,930	6,210	5,400	3,240	1,080	-	15,930	
952-003	Flood-Drainage	M	C			34,938	28,458	5,400	1,080	-	-	34,938	
<b>Total Program 952 : 2013 Flood Related Projects</b>				-	-	65,988	40,068	16,200	7,560	2,160	-	65,988	
				1,405,915	273,219	1,768,734	141,076	372,706	486,655	332,508	435,789	1,768,734	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

## Explanation of Budget Requests

### **Program 891 : Water Treatment Plants**

**Previously approved Budget up to 2014** of \$445.987 million which represents the estimated spending to the end of 2014 with funding from Utility sustainment reserve and self-supported debt. Previously approved budget includes ongoing rehabilitation and replacement of equipment at two Water Treatment Plants as well as required upgrades to service a growing population.

**Previously approved Budget for Future Years** of \$29.900 million for Bearspaw UV, Glenmore Actiflo and Bearspaw Actiflo projects required to ensure adequate water treatment. Relinquishment of budget request of \$24.300 million due to the revised timing for Bearspaw UV pending review of the regulatory requirements by the Province. The funding for these projects is self-supported debt.

**New Budget Request** of \$129.536 million with funding from Utility sustainment reserve and self-supported debt to continue to meet the water treatment demands of a growing Calgary and Regional customer base. The new budget request includes asset maintenance programs to ensure reliability of two Water Treatment Plants, ensures compliance with regulatory approvals and provides resiliency of services.

**Operating impact of capital:** This program requires \$8.462 million in operating costs for the 2015-2018 budget cycle and \$21.006 million for 2019-2024 primarily driven by debt principal repayment and interest charges for new capital.

### **Program 892 : Water Distribution Network**

**New Budget Request** of \$313.371 million with funding from Utility sustainment reserve, self-supported debt, and private contribution to continue to supply clean, safe drinking water in compliance with increasingly stringent regulatory requirements. The new budget request provides sufficient land supply to allow for continued development of new communities, includes asset maintenance programs to limit future watermain breaks and customer disruptions, ensures the drinking water quality is maintained within the distribution system and includes upgrades to improve water pressure and flows to ensure continued customer satisfaction. New budget requires \$235.057 million for the 2015-2018 budget cycle; \$20.041 million in 2019; \$39.978 million in 2020; \$18.295 million in 2021.

**Operating impact of capital:** This program requires \$7.965 million in operating costs for the 2015-2018 budget cycle and operating costs of \$36.030 million for 2019-2024 primarily driven by debt principal repayment and interest charges for new capital.



## Program 894 : Wastewater Treatment Plants

**Previously approved Budget up to 2014** of \$627.792 million which represents the estimated spending to the end of 2014 with funding from Utility sustainment reserve and self-supported debt. Previously approved budget includes ongoing rehabilitation and replacement of equipment at three Wastewater Treatment Plants as well as required upgrades to service a growing population.

**Previously approved Budget for Future Years** of \$194.359 million for the Bonnybrook Capacity Upgrade project and engineering design for the Bonnybrook Plant D Expansion required to ensure adequate Wastewater treatment capacity for a growing City. In addition, there is a previously approved budget for the Dewatering Facility required as part of The City's composting and biosolids strategy. The funding for these projects is self-supported debt. **New budget request** of \$648.541 million increase to the \$194.359 million pre-approved budget for Wastewater Treatment Plants. The majority of these funds are for Bonnybrook Plant D Expansion to complete the project as the pre-approved budget was only for engineering design. New budget requires \$369.798 million for the 2015-2018 budget cycle; \$148.385 million in 2019; \$88.818 million in 2020; \$37.026 million in 2021; \$4.514 million in 2022. The funding for these projects is self-supported debt.

**New Budget Request** of \$65.920 million with funding from Utility sustainment reserve and self-supported debt to treat and manage wastewater and biosolids in order to protect public health and the environment, and remain in compliance with all regulatory requirements. The new budget request includes plant upgrades to continue to meet the demands of a growing Calgary and Regional Customer base, includes asset maintenance programs to ensure reliability of three Wastewater Treatment Plants and ensures foreseeable regulatory requirements will be met.

**Operating impact of capital:** This program requires \$1.571 million in operating costs for the 2015-2018 budget cycle primarily driven by debt principal repayment and interest charges for new capital. Operating budget of \$38.834 million is also required for 2019-2024 primarily for energy costs and resources to operate a growing asset base.

## Program 895 : Wastewater Collection Network

**Previously approved Budget up to 2014** of \$332.136 million which represents the estimated spending to the end of 2014 with funding from Utility sustainment reserve, self-supported debt and private contribution. Previously approved capital includes ongoing rehabilitation and replacement of wastewater collection infrastructure as well as capacity upgrades to service a growing City.

**Previously approved Budget for Future Years** of \$48.960 million for Bowness Sanitary Sewer Upgrade and for Nose Creek Trunk Upgrades required to ensure appropriate wastewater collection capacity to service a growing City. The funding for these projects is self-supported debt. **New Budget Request** of \$71.387 million increase to the pre-approved budget for Wastewater Collection Network. Additional funds are required to complete the Nose Creek Trunk Upgrade as the pre-approved budget was only for a portion of the project. The funding for these projects is self-supported debt.

**New Budget Request** of \$262.995 million with funding from Utility sustainment reserve, self-supported debt, and private contribution to ensure reliable Wastewater collection services for customers by minimizing risks of sewer backups. The new budget request provides sufficient serviced land to allow for continued development, ensures appropriate asset maintenance programs to limit wastewater sewer main failures and provides increased level of service in older communities most at risk of sewer back-ups. New budget requires \$202.515 million for the 2015-2018 budget cycle; \$25.245 million in 2019; \$35.235million in 2020.

**Operating impact of capital:** This program requires \$10.112 million in operating costs for the 2015-2018 budget cycle and operating costs of \$38.382 million for 2019-2024 primarily driven by debt principal repayment and interest charges.

### **Program 897 : Drainage Facilities & Network**

**New Budget Request** of \$188.800 million with funding from Utility sustainment reserve, self-supported debt, and private contribution to protect watershed and river habitats by reducing Calgary's stormwater impacts on the river systems. This new budget request will provide sufficient serviced land to allow for the continued development of new communities, as well as providing the asset maintenance programs necessary to operate existing stormwater facilities effectively. In addition, this new budget request reduces sediment loadings and provides increased levels of service in the older communities most at risk of drainage back-ups. New budget requires \$170.548 million for the 2015-2018 budget cycle; \$8.694 million in 2019; \$9.558 million in 2020.

**Operating impact of capital:** This program requires \$8.120 million in operating costs for the 2015-2018 budget cycle and \$23.418 million for 2019-2024. This is driven by increased FTEs and fleet to maintain a growing asset base, debt principal repayment and interest charges for new capital.

### **Program 899 : Facilities, Equipment & Technology**

**New Budget Request** of \$46.496 million with funding from Utility sustainment reserve to support efficient and effective operations of the Utilities. The new budget request provides maintenance of facilities and replacement of outdated technology and equipment, provides automated control systems and other critical monitoring equipment required to ensure compliance and includes investment in technology to increase effectiveness and efficiency.

**Operating impact of capital:** None.

## Program 952 : 2013 Flood Related Projects

### **Flood Waterworks:**

**New budget Request** of \$15.120 million for flood recovery of water utility underground river crossings that have been impacted by the 2013 flood. Additional funds are needed due to the changes in the riverbed as a result of the flood. There are some pipelines that have reduced ground cover which pose a risk of failure if left unprotected. A failure would directly impact the environment and the level of service. The repairs must meet the Alberta Environment Sustainable Resources regulations to protect underground river crossings to the 1:100 year scour level plus freeboard. This is funded by Utility sustainment reserve and government grant.

### **Flood Wastewater:**

**New budget Request** of \$15.930 million for flood recovery of sanitary utility underground river crossings that have been impacted by the 2013 flood. Additional funds are needed due to the changes in the riverbed as a result of the flood. There are some pipelines that have reduced ground cover which pose a risk of failure if left unprotected. A failure would directly impact the environment and the level of service. The repairs must meet the Alberta Environment Sustainable Resources regulations to protect underground river crossings. Additional funds are also requested to cover the maintenance period for the sanitary lift stations that were impacted by the flood to ensure that the repairs are maintaining the level of service expected by the communities. This is funded by Utility sustainment reserve and government grant.

### **Flood Drainage:**

**New Budget Request** of \$34.938 million for flood recovery of the critical, high, and moderate erosion sites, stormwater outfalls, stormwater ponds, and storm water lift stations that were impacted by the 2013 flood. This flood recovery work will ensure the adequate repair and protection of assets to ensure the level of services is maintained for the communities. Additional funds are also requested to cover the maintenance period for the storm lift stations that were impacted by the flood that have since been repaired. This is funded by Utility sustainment reserve and government grant.

**Operating impact of capital:** None.

UEP: Utilities - Capital Budget for Council Approval

For Council Approval

<b>Utilities</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	493,695	203,135	60,652	22,100	6,700	0	292,587
<b>Projects Requiring Approval</b>							
<i>Program 891 : Water Treatment Plants</i>		(477)	42,859	50,482	12,372	0	105,236
<i>Program 892 : Water Distribution Network</i>		39,483	53,563	73,609	68,402	78,314	313,371
<i>Program 894 : Wastewater Treatment Plants</i>		(29,474)	117,645	201,613	145,934	278,743	714,461
<i>Program 895 : Wastewater Collection Network</i>		55,652	89,004	75,631	53,615	60,480	334,382
<i>Program 897 : Drainage Facilities &amp; Network</i>		26,244	38,358	63,883	42,063	18,252	188,800
<i>Program 899 : Facilities, Equipment &amp; Technology</i>		9,580	15,077	13,877	7,962	0	46,496
<i>Program 952 : 2013 Flood Related Projects</i>		40,068	16,200	7,560	2,160	0	65,988
<b>Total Projects Requiring Approval</b>		<b>141,076</b>	<b>372,706</b>	<b>486,655</b>	<b>332,508</b>	<b>435,789</b>	<b>1,768,734</b>
Total Capital Budget	493,695	344,211	433,358	508,755	339,208	435,789	2,061,321

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

**Utilities & Environmental Protection: General Manager - Operating Budget for Council Approval**

For Council Approval

<b>Utilities &amp; Environmental Protection: General Manager</b>															
<b>Total GM Operating Budget (\$000s) (Totals may not add due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	657	683	811	764	0	764	764	0	764	764	0	764	764	0	764
Recoveries	(142)	(127)	(253)	(382)	0	(382)	(382)	0	(382)	(382)	0	(382)	(382)	0	(382)
Revenue	0	(14)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	515	542	558	382	0	382	382	0	382	382	0	382	382	0	382
FTEs	3.0	3.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0

# Transportation



# Transportation

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## LINES OF SERVICE

Business & Technical Support
CTrain & Bus Service
Fleet & Infrastructure Management
Major Transportation Capital Projects
Optimizing & Improving Transportation Choice
Roadway & Bridge Infrastructure
Service Planning & Customer Service
Sidewalks & Bikeways
Snow & Ice Control & Street Sweeping
Specialized Transit for Persons with Disabilities
Traffic Control & Lighting
Transportation Monitoring, Forecasting & Reporting
Transportation Planning Policy

## Transportation - Overview

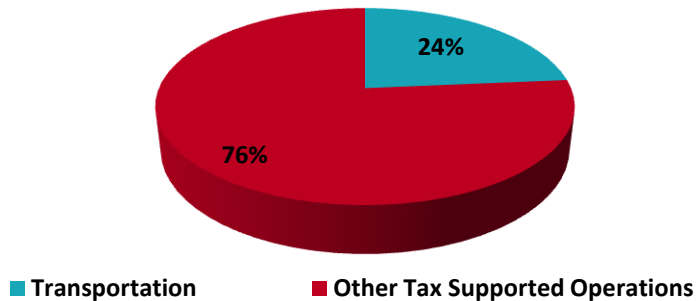
Transportation provides a safe, customer-focused and efficient system that provides a variety of transportation choices to move people and goods in an economically and environmentally sustainable manner. Together the department plans, designs, builds, operates and maintains local transportation networks and services that support all modes of travel. This includes pedestrian, cycling and transit facilities, major roads, expressways and interchanges with the future in mind. Transportation monitors and forecasts travel demand, promotes sustainable urban development and promotes transit, carpooling, working from home, walking and cycling to ease traffic volume growth.

Transportation capital projects are prioritized through the collection and analysis of travel information, citizen engagement and collaboration with partners (including the Calgary Parking Authority and the Government of Alberta). Project management excellence is demonstrated by delivering projects on time, on budget and with high quality standards.

Calgary Transit delivers and maintains a safe, reliable public transit network providing 2.8 million hours of service per year using community shuttles, bus, Bus Rapid Transit (BRT) and CTrain. This includes providing specialized transportation services for people with disabilities in partnership with service providers.

Roads optimizes traffic operations and designs roadway upgrades to enhance traffic flow. They build, maintain and repair roadways (approximately 16,000 lane km), streetlights, sidewalks, bikeways, medians, curbs and gutters. This includes snow and ice control, spring clean-up/street cleaning and pavement markings. They also manage detours, monitor traffic, and adjust traffic signal timing balancing traffic flow with construction needs and safety.

**Transportation**  
**Share of Tax Supported Net Operating Budget**  
**City Wide Total Tax Support: \$1,657 Million**



(City wide tax support amount is the average common revenues less corporate costs & debt servicing)



## Transportation - Overview

### Trends

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Calgary continues to experience a sustained period of prosperity. Investment in transportation infrastructure continues although at a slower pace than the previous budget cycle. Growth in the economy and population has increased the use of our networks. The increase in demand for transportation services creates a challenge of balancing funding for increased service and new capacity with the priority of maintaining the quality and reliability of existing infrastructure. This business plan has the highest level of commitment to maintaining the health of our existing systems.

Calgarians ask for more than just a system, they wish to see their city as a good steward for their natural environment as well as an innovator seeking out application of the latest technology to improve customer convenience. A customer's experience is influenced by what and how the service is delivered and how the customer interfaces with the service. Access to data via wireless devices has shaped customers' expectations of getting real-time information in a convenient, easy-to-use way. Transportation continues to look for ways to improve service through customer feedback (e.g. Calgary Transit's Customer Advisory Committee) and provision of information via technology.

Calgary's senior and immigrant population is growing and have unique needs. A portion of these older adults live alone and/or have a disability. This will have implications to how Transportation plans, designs, builds, operates and maintains transportation facilities and services. Transportation-related accessibility will be an important consideration for The City's Age Friendly Strategy. Calgary continues to be a top immigration destination in Canada which challenges communications with customers. Adapting to the diverse language and cultural needs of customers will be critical. There are similar demographic shifts among our workforce and strategic workforce plans will help address these changing needs.

### Long-Term Plans

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Together with imagineCALGARY, the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP) provide a 60-year strategy for the kind of city Calgarians have said they want. Transportation stewards the CTP which aims to make it easier and more inclusive to travel around Calgary as population grows. Key areas of focus (safe, customer-focused, efficient and sustainable) and actions identified support all CTP goals. Transportation is a member of the Directors' Integrated Growth Committee (DIGC) who identified five key 2015-2018 projects that align with MDP, CTP and growth management. A major focus of this business plan period will be the implementation of the Green Line Transitway. This will include leading and supporting the transit facilities as well as the evolution of urban corridors.

Work continues toward 2020 Sustainability Direction (2020 SD) goals by enabling greenhouse gas emission reductions through increased transportation choice, supporting complete communities and strategic redevelopment in priority areas, and providing a safe, reliable and affordable public transit, focusing on developing the Primary Transit Network (frequent, reliable and convenient service). By facilitating goods movement and emergency service response times, optimizing the existing transportation system and working to secure sustainable sources of funding, Transportation continues to support 2020 SD.

RouteAhead provides strategic direction for public transit in Calgary for the next 30 years and is aligned with MDP, CTP and 2020 SD. Key actions and performance measures identified in Action Plan 2015-2018 aim to deliver on RouteAhead's core principles: customer experience, network planning and financing public transit.

## Transportation - Overview

Keeping Calgarians on the move, whether by foot, bicycle, public transit or vehicles, requires long-term planning and investments in a variety of infrastructure, from new construction to maintenance of existing systems. Investing in Mobility defines the strategic priority and timing of transportation-related capital projects over the next 10 years. This plan has informed the 2015-2018 capital project list.

### Citizen Engagement

An efficient and reliable public transit network was identified as the top priority consistently across the Action Plan engagement results. Citizens are looking for more affordable ways to commute to work and realize the important role public transit plays for increasing accessibility to services and amenities across the city's growing footprint. Projects that will address this priority include the Green Line Transitway and investments in refurbishing and buying new Light Rail Vehicles (LRVs) to enable four-car train service. Calgarians have told us that transit fares need to recognize their varied means and the importance of the mobility which transit provides them. Other transportation-related priorities identified by citizens included a well-managed road network, improved pedestrian networks to access local amenities, and expanded cycling infrastructure. There was distinct preference for pedestrian and bike routes the closer one lived to the core as such the Cycle Track Pilot project and Pedestrian Strategy are key actions for 2015-2018. A new approach to traffic flow improvement projects is included as part of the Investing in Mobility plan.

Maintaining service levels and demonstrating value was a common theme along with making information easy to understand and accessible. Transportation has adopted more citizen-facing performance measures and identified actions to provide more real-time data to customers. Citizens indicated a desire for an integrated approach to planning, land development and transportation. Actions outlined

demonstrate better collaboration in accommodating growth as well as jointly communicating and explaining strategic goals.

### Council Priorities

CTP/MTP plans outline an integrated transportation system that supports land use, provides increased mobility choices for citizens, promotes vibrant, connects communities, protects the natural environment, and supports a prosperous and competitive economy. This aligns well with all Council Priorities, most prominently contained in a city that moves.

Transportation leads four Council Strategic Actions under a city that moves and supports twenty-four across all five of the Council Priorities. Three of four of these Council Strategic Actions acknowledge funding availability as a critical ingredient for success. Significant contributions to both a city of inspiring neighbourhoods (closely aligned with MDP/CTP goals) and a well-run city are evident. A focus on safe, customer-focused, efficient and sustainable internal practices will translate to better transportation service for citizens.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

**Transportation Commitment:**  
Transportation facilitates the efficient movement of people and goods which contributes to creating a great place to live and work.

Strategy Related to Council Outcome	Accountable BU
P1 Strengthen Calgary’s position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	CT, RDS, TI, TP
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	RDS, TP
P8 Respond to the needs of an aging population.	CT, TI
P10 Enhance access to technology and information.	CT, RDS, TP

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM1 Travel time reliability on major transportation corridors and primary goods movement routes.	NA	NA	NA	TBD	TBD	TBD	TBD
P.PM2 Per cent of new and existing development within 400m of transit service.	NA	NA	NA	88%	89%	90%	91%



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there is opportunity for all, and the best place in Canada  
to start and grow a business.

**Transportation Commitment:**

Transportation facilitates the efficient movement of people and goods which contributes to creating a great place to live and work.

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Identified strategies support community well-being and a prosperous community reflected in the 2020 Sustainability Direction. Transportation accessibility needs of the aging population and the importance mobility contributes to their quality of life. imagineCALGARY's vision of a great place to live and work includes providing an efficient, accessible and affordable transportation system for people and goods which allows businesses and citizens to thrive.

Both performance measures align with the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP). Travel time reliability (P.PM1) is a MDP/CTP supplementary indicator which can help businesses predict movement of goods and thus expected delivery times critical to their operations. The Calgary Economic Development (CED) 10-year strategy specifically cites intensification and Transit Oriented Development (P.PM2) as City goals.

These are both new performance measures without historical data. Targets have been established where appropriate, others will be determined once a baseline is established in 2015.



# Transportation - Strategies and Performance Measures for Council Approval

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Transportation Commitment:**  
Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

Strategy Related to Council Outcome	Accountable BU
N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	CT, RDS, TI, TP
N2 Build resiliency to flooding.	RDS, TI
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	CT, RDS, TI, TP
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	CT, RDS, TP
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	CT, RDS, TI, TP
N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.	TP
N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	CT, RDS, TI
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	CT, RDS, TI, TP

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM1 Average safety ratings of Calgary Transit services.	7.8	8.0	8.1	8.2	8.3	8.3	8.3
N.PM2 Per cent of population that live within 400m of the Primary Transit Network (PTN).	12%	14%	14%	14%	14%	15%	15%



**Transportation Commitment:**  
 Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM3 Per cent of jobs that are located within 400m of the Primary Transit Network (PTN).	40%	40%	41%	41%	41%	42%	42%
N.PM4 Per cent of the roads swept during Spring Clean-Up program that achieve quality standards.	NA	99%	95%	95%	95%	95%	95%
N.PM5 Number of days to repair residential streetlights.	40	30	28	30	30	30	30
N.PM6 Kilometres of streets that meet Complete Streets Standards for arterial streets, urban and neighbourhood boulevards and parkways.	NA	NA	14	TBD	TBD	TBD	TBD
N.PM7 Per cent of development permit applications that are aligned with the Calgary Transportation Plan.	NA	NA	NA	TBD	TBD	TBD	TBD
N.PM8 Per cent of development permit applications reviewed by Transportation within the corporate time frame.	83%	82%	82%	85%	85%	87%	87%
N.PM9 Per cent of development permit applications located within activity centers and corridors.	NA	NA	NA	TBD	TBD	TBD	TBD



A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Transportation Commitment:**

Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Transportation supports eight strategies which focus on safety (N1), resiliency (N2 and N3), growth, changing community needs (N5 supports the Redevelopment Implementation Plan and Centre City Implementation) and urban vitality. N8 specifically references MDP/CTP and supports the Corridor Program, Centre City Implementation and Watershed Protection and Land Use Planning corporate growth priority projects.

Most of these performance measures are aligned with CTP. Per cent of population (N.PM2) and jobs (N.PM3) located within 400m of the Primary Transit Network (PTN), are MDP/CTP core indicators and 2015-2018 targets are more aggressive than those outlined identified in 2020 Sustainability Direction. The implementation of Complete Streets (N.PM6) is an MDP/CTP supplementary indicator. All performance measures related to development permit applications (N.PM7, N.PM8 and N.PM9) will help monitor processes that support CTP and growth management goals.

Transit service safety ratings (N.PM1) supports safety as a key area of focus for Transportation. Customer service measures such as quality of spring clean-up (N.PM4) and days to repair streetlights (N.PM5) help monitor services important to citizens.

Some new performance measures do not have historical data. Targets will be determined once a baseline is established in 2015.



# Transportation - Strategies and Performance Measures for Council Approval

For Council Approval

## Transportation Commitment:

Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Accountable BU
M1. Implement and accelerate RouteAhead as transit funding becomes available.	CT, RDS, TI, TP
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	CT, RDS, TI, TP
M3 Invest in strategic road improvements in priority growth areas as funding becomes available.	CT, RDS, TI, TP
M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.	CT, RDS, TI, TP

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
M.PM1 Number of CTrain delays greater than five minutes per 1,000 hours of service.	5.1	6.9	6.0	6.0	6.0	6.0	6.0
M.PM2 Average distance (km) between bus breakdowns.	7,180	6,361	6,500	7,000	7,300	7,800	8,000
M.PM3 Transit service hours per capita.	2.36	2.36	2.34	2.28	2.30	2.31	2.31
M.PM4 Passenger trips per transit service hour.	38.5	39.6	39.9	40.6	40.5	40.5	40.3
M.PM5 Annual Calgary Transit Ridership (millions of riders).	102.0	107.5	111.5	113.2	116.0	118.6	120.5
M.PM6 Per cent of roadway pavement that is in good or very good condition.	78%	84%	84%	84%	84%	83%	83%
M.PM7 Per cent of concrete sidewalks that are in good or very good condition.	98%	97%	97%	97%	97%	97%	97%





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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
M.PM8 Per cent of bridges that are in good or very good condition.	NA	NA	95%	95%	95%	95%	95%
M.PM9 Per cent of time that reasonable winter driving conditions are achieved following a snow event on major routes within 48 hours.	100%	100%	90%	92%	95%	95%	95%
M.PM10 Per cent of citizens that are not limited from being able to travel due to road conditions.	85%	NA	85%	88%	90%	91%	92%
M.PM11 Per cent of gravel lanes receiving at least one surface treatment during the Summer Roads program.	100%	100%	90%	92%	95%	95%	95%
M.PM12 Overall annual casualty collision rate per 100,000 population.	224	220	216	213	209	206	203
M.PM13 Vulnerable road user annual casualty collision rate per 100,000 population.	51	NA	NA	48	47	46	45
M.PM14 Per cent of Transportation Infrastructure projects delivered on time.	65%	70%	75%	80%	84%	87%	90%
M.PM15 Per cent of all day, all purpose trips made by walking, cycling, or transit.	22%	NA	NA	22.6%	22.8%	23.0%	23.2%
M.PM16 Per cent of trips going to the Centre City made by transit in the AM peak period.	48.4%	49.5%	NA	50.2%	50.6%	50.9%	51.3%



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**Alignment of Strategies and Performance Measures to Long-Term Plans**

Transportation leads four of the five the strategies under a city that moves, this is the department’s core business and closely aligns to Calgary Transportation Plan (CTP) goals. The Green Line Transitway project is a key priority.

The majority of Transportation’s performance measures are captured under this Council Priority and all align with aspects of MDP, CTP, RouteAhead, 2020 Sustainability Direction (2020 SD) and growth management. Transit service hours per capita (M.PM3) and all day, all purpose active mode trips (M.PM15) are both MDP/CTP core indicators. Supplementary MDP/CTP indicators include CTrain delays (M.PM1), annual transit ridership (M.PM5), roadway pavement and sidewalk condition (M.PM6 and M.PM7), winter driving conditions (M.PM9), annual collision rate (M.PM12 also an 2020 SD 2020 indicator) and transit trips to centre city (M.PM16). The condition of bridges (M.PM8) provides an broader perspective on the state of our road network assets. Delivering projects on time (M.PM14) and measuring mobility constraints due to road conditions (M.PM10) offers a citizen and customer-focused perspective on performance.

Some new performance measures do not have historical data. Targets have been established where appropriate and may be adjusted once a baseline is established in 2015.



**Transportation Commitment:**  
 Transportation evaluates innovative ways to affordably reduce our environmental impact when delivering transportation projects and services.

A healthy and green city  
 We steward our air, land, and water while encouraging  
 healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Accountable BU
H2 Encourage a broader range of innovative and clean energy technologies.	CT, RDS, TI
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	RDS, TI
H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.	TP

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM1 Average energy usage (Watts) per streetlight.	187	187	187	170	150	130	110
H.PM2 Per cent of construction waste from Transportation Infrastructure projects diverted from landfills.	90%	90%	95%	95%	95%	95%	95%
H.PM3 Per cent of Transportation Infrastructure projects requiring environmental plans that have approved plans in place prior to the start of construction.	NA	100%	100%	100%	100%	100%	100%
H.PM4 Fleet greenhouse gas emissions (Kg) per 1,000 kilometres.	1,333	1,340	1,345	1,345	1,345	1,345	1,345



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healthy lifestyles for all Calgarians.

**Alignment of Strategies and Performance Measures to Long-Term Plans**

All strategies and performance measures support the Calgary Transportation Plan (CTP) and 2020 Sustainability Direction (2020 SD) by maintaining a focus on improving the efficiency of transportation initiatives and operations. Construction waste diversion (H.PM2) is an MDP/CTP supplementary indicator. The fleet greenhouse gas emissions measure (H.PM4) aligns with 2020 SD targets. Reducing energy consumption contributes to a department-wide goal of providing a more efficient, affordable and sustainable transportation system.



## Transportation - Strategies and Performance Measures for Council Approval

For Council Approval

### Transportation Commitment:

Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Accountable BU
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	CT, RDS, TI, TP
W3 Examine opportunities for alternative service delivery for competitiveness.	CT, RDS, TI, TP
W4 Balance demand for quality City services with affordable taxes.	RDS
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	CT, RDS, TI
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	CT, RDS, TI, TP
W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.	CT, RDS, TI, TP
W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.	CT, RDS, TI
W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.	CT, RDS, TI, TP

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM1 Transportation's 311 service requests on-time completion rate.	85%	88%	90%	90%	90%	90%	90%
W.PM2 Per cent of Transportation capital budget spent.	65%	53%	65%	70%	72%	74%	76%
W.PM3 Transportation employee satisfaction index score.	114.6	111.6	112.0	112.0	113.0	114.0	115.0

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM4 Per cent of permanent new hires in Transportation retained after one year.	77%	70%	70%	71%	72%	73%	75%
W.PM5 Total Recordable Injury Frequency (TRIF) throughout Transportation.	NA	8.7	NA	9.3	8.9	8.6	8.2
W.PM6 Average number of days lost per accepted WCB claims across Transportation.	NA	NA	28	27	26	25	24
W.PM7 Number of assigned departmental workstations decreased.	NA	NA	NA	0	0	0	46
W.PM8 Per cent of employees that know what is expected of them in providing excellent customer service.	82%	82%	82%	84%	86%	88%	90%
W.PM9 Per cent of Transportation employees that feel their working conditions are safe.	65%	60%	60%	62%	64%	67%	70%
W.PM10 Per cent of Calgary Transit customers that rated services as good or excellent.	70%	75%	77%	78%	80%	80%	80%
W.PM11 Number of transit routes that perform below minimum expectations.	16	16	13	11	8	7	5
W.PM12 Per cent of Transportation Infrastructure projects delivered within budget.	95%	95%	95%	95%	95%	95%	95%
W.PM13 Cost per transit trip.	\$3.16	\$3.32	\$3.33	\$3.31	\$3.42	\$3.52	\$3.63
W.PM14 Calgary Transit operating cost per hour.	\$122	\$131	\$133	\$134	\$138	\$142	\$146
W.PM15 Roads maintenance cost per lane kilometre of road.	\$9,128	\$9,493	\$9,818	\$9,500	\$9,500	\$9,500	\$9,500



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**Transportation Commitment:**

Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Transportation is committed to improving how transportation projects and services are delivered to Calgarians. Strategies align with corporate direction and shared actions require collaboration with enabling services partners to develop and implement successfully.

These performance measures look to how services are delivered more effectively and efficiently to customers. Success in these areas will help achieve CTP, MDP and 2020 SD goals. Transportation's key areas of focus are well-represented. Employee safety frequency (W.PM5) and duration (W.PM6) measures will help monitor safety-related workplace performance. Timely 311 service request completion (W.PM1), employees' understanding of customer service (W.PM8) and Transit customer service ratings (W.PM10) will drive improvements to customer-focused service. Capital budget expenditure (W.PM2), project budget management (W.PM12) and other cost-related measures for transit trips (W.PM13), hourly transit operating (W.PM14) and road maintenance (W.PM15) help monitor operational efficiencies. This also includes reduced assigned workstations (W.PM7) and route performance (W.PM11). Employee satisfaction (W.PM3) and retention rates (W.PM4) help monitor Transportation's ability to deliver affordable, accessible transportation networks and services.

Targets have been established where appropriate and may be adjusted once a baseline is established in 2015.



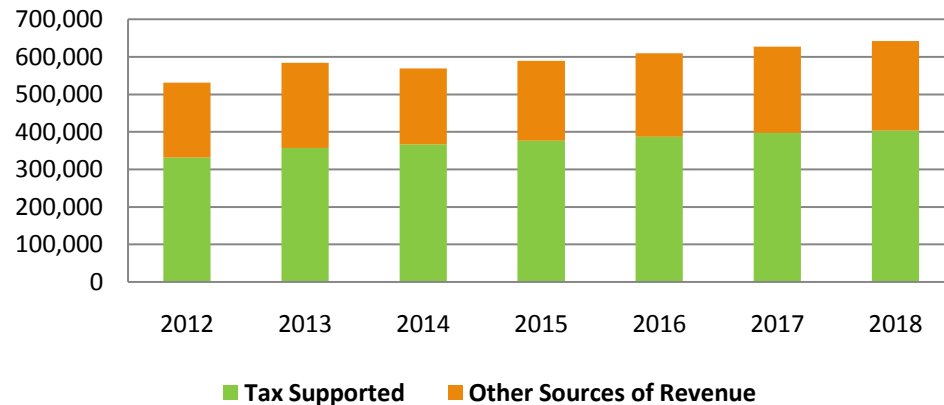
## Transportation - Operating Budget Overview

Transportation							
Total Operating Budget (\$000s) (Totals may not add due to rounding)							
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	598,237	652,839	626,250	645,817	666,262	684,176	698,935
Recoveries	(66,537)	(68,507)	(57,208)	(56,077)	(56,395)	(56,718)	(56,993)
Revenue	(200,409)	(227,577)	(201,888)	(213,487)	(222,466)	(229,681)	(237,765)
Net	331,291	356,756	367,154	376,252	387,400	397,776	404,176
FTEs	3,823.8	3,877.8	3,943.3	3,946.8	4,044.8	4,106.8	4,167.3

### Operating Budget Highlights

A slight increase in expenditures year-over-year (averaging approximately 2.7 per cent annually) can be partly attributed to 210,000 additional transit service hours and 98,000 Access Calgary specialized service trips over 2015-2018. Approximately 224 full-time equivalents have been added in order to deliver increased front-line service. Significant cost increases for inflation (e.g. diesel, insurance, utilities and contractual services) account for 57 per cent of the expenditure increase over the next four years. Demand for services continues to exceed available funding. Additional growth (approximately 29 per cent of the expenditure increase) is partially offset by efficiency gains. The operating impact of capital accounts for 14 per cent of the expenditure increase. Modest fare increases over the four years will help Calgary Transit fund additional growth and inflationary costs.

Transportation  
Funding of Operating Expenditures (Net of Recoveries)  
(\$000s)



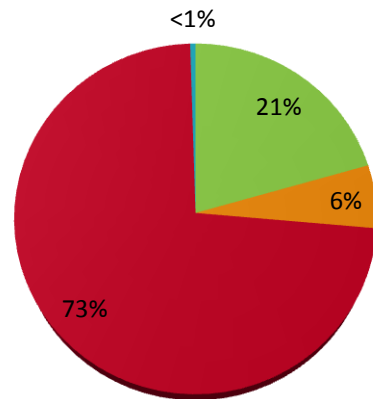


## Transportation - Capital Budget Overview

Transportation							
Total Capital Budget (\$000s) (Totals may not add due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	612,855	555,687	111,945	6,810	0		674,442
<b>Breakdown of New Budget Requests</b>							
Maintenance/Replacement		77,315	91,925	84,368	83,992	0	337,600
Upgrades		29,300	30,375	17,925	17,925	0	95,525
Growth		169,675	241,355	261,355	183,545	343,840	1,199,770
Service Change		2,000	2,000	2,000	2,000	0	8,000
Total New Budget Requests		278,290	365,655	365,648	287,462	343,840	1,640,895
<b>Total Capital Budget</b>	612,855	833,977	477,600	372,458	287,462	343,840	2,315,337

\*2019+ includes projects which start within the 2015 - 2018 cycle and which are completed in years beyond 2018.

**Transportation**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$1,641 Million**



■ Maintenance    ■ Upgrades  
■ Growth            ■ Service Change

**Maintenance/Replacement** - Key Calgary Transit projects include refurbishment of bus and Light Rail Vehicles as well as system and technology maintenance. Roads is investing in increased maintenance for streetlights, traffic signals, pavement and bridges while introducing additional maintenance for activity centres and corridors. Transportation Infrastructure (TI) will be overseeing the replacement of two bridges as well as several major road reconstructions.

**Upgrades** - Roads will continue to invest in technology and street improvements to improve traffic flow. TI will invest in operational improvements and noise attenuation improvements to reduce impacts and delays. Calgary Transit will undertake many upgrades to the transit system, including power systems, garage facilities and fare collection equipment to improve customer service and reliability.

**Growth** - Transit will lead the Green Line Transitway program, implement multiple bus rapid transit routes and expand the LRT fleet to enable four-car trains. Roads will continue to implement new signals, upgrade technology and safety improvements. TI projects include three interchanges, connecting roads to new communities and the integration with the ring road.

**Service Change** - TI will conduct pre-engineering studies for major capital projects.

# Calgary Transit

Tab8

Tab7

Tab6

Tab5

Tab4

Tab3

Tab2

Tab1  
Calgary Transit

## TRAN: Calgary Transit - Overview

Calgary Transit delivers safe, clean, and reliable public transit, providing more than 2.8 million hours of service each year. In 2013, Transit's fleet of buses and trains travelled more than 59 million kilometres and carried over 107 million customers, a 12 per cent increase over 2011 figures. Transit provides service on over 150 routes using community shuttles, bus, Bus Rapid Transit (BRT) and Light Rail Transit (LRT). In 2014, Transit has over 1,000 buses and shuttles, over 190 Light Rail Vehicles, 45 CTrain stations and four maintenance facilities. In partnership with several service providers, Access Calgary provides specialized transportation services for approximately 15,000 people with disabilities who cannot use regular bus and train service. Almost 3,000 employees work together to make sure customers receive friendly and high quality service each and every day.

### CTrain & Bus Service (CTBS)

Provide frequent, safe, convenient and affordable access to buses and trains that Calgarians can depend on.

### Fleet & Infrastructure Management (FIM)

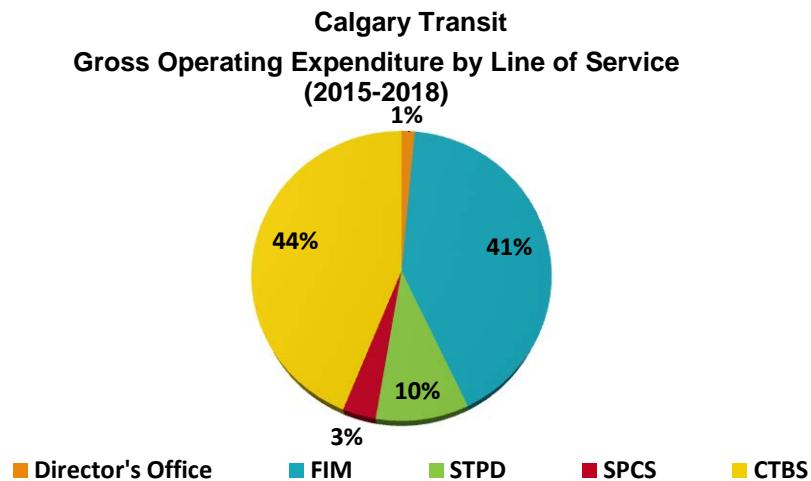
Provide a safe, clean and reliable transit fleet and infrastructure through effective lifecycle management and regular maintenance.

### Specialized Transit for Persons with Disabilities (STPD)

Make sure that Calgarians with disabilities who cannot use regular buses and trains, have an affordable and convenient travel option they can depend on.

### Service Planning & Customer Service (SPCS)

Develop routes, schedules and location of stops and stations in response to customer needs. Work with the community and customers to develop long-term plans for public transit.



Values may not sum to 100%, due to rounding.

## TRAN: Calgary Transit - Overview

### Trends

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Calgary continues to grow and Calgarians are seeking better travel alternatives to access activities and employment throughout the city. Expectations are high for a great transit service (as demonstrated during discussions on RouteAhead). Customers have asked for additional capacity, better frequency, more direct routes and access to better information about the system. Demographics are also changing with an aging population making more use of Access Calgary, and younger customers are waiting to obtain drivers licenses increasing their reliance on public transit.

Events occur that are both planned and unplanned, which affect transit system operation. These events place demands on Calgary Transit to respond quickly and effectively to ensure customers reach their destination and are informed of the situation along the way.

There continues to be volatility in key elements of providing transit service. Diesel fuel prices remain high and volatile. A similar situation exists with electricity prices. Unpredictable weather can have an effect on natural gas prices as well as transit service provision (e.g. snow clearing, bus movements on hills during snow events).

While some of Transit's infrastructure has been refurbished, there remains a large portion that is reaching an age where major refurbishments or replacement is required. Appropriate investment and effective lifecycle management will help improve the reliability of these assets.

Customer service is key to Transit's success. Combining effective service provision with adequate information and a focus on security is becoming ever more important for customers. Focus on the environment is intensifying in both the public and private sectors. Services offered by Transit contribute to a healthy environment by taking thousands of

vehicles off streets every day. Compared to older fleet vehicles, buses and trains have become efficient and clean, and further improvements are anticipated due to new vehicle purchases and new technology (e.g. natural gas and electric buses). Calgary Transit has a mature workforce and many employees are able to retire within the Action Plan timeframe. This trend is even more acute than the overall workforce and will challenge the organization to retain existing staff while attracting new recruits. In addition to demand growth, the city is also growing geographically. Customers wish to travel further, have more complex trips and require flexible options especially in the suburbs. Park and Ride is seen as a viable option but as demands grow the benefits must be weighed against more productive Transit Oriented Development (TOD).

### Long-Term Plans

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RouteAhead is a strategic plan to guide both operations and investment in transit over the next 30 years. It establishes a clear vision for transit in Calgary, and will be used by Council and Calgary Transit to make informed decisions regarding customer-centric improvements, capital and operating budgets, fares, service hours and other major business decisions. RouteAhead is aligned with the policy direction and strategic goals of the Municipal Development Plan (MDP), Calgary Transportation Plan (CTP), 2020 Sustainability Direction (2020 SD) and Council Priorities. Increases in service hours, improving reliability, introducing new technology, and improving accessibility are all examples of how Calgary Transit is working towards RouteAhead objectives.

Calgary Transit has a number of sustainability objectives and targets under the 2020 SD goals of smart growth and mobility choice. Some targets involve proximity to the Primary Transit Network, growth management, transit system efficiency and the number of service hours provided. Transit is also updating our bus fleet and expanding its facilities to accommodate natural gas powered vehicles. By meeting

## **TRAN: Calgary Transit - Overview**

these targets, Transit is helping the City achieve objectives of imagineCALGARY, a long-range urban sustainability plan.

The Green Line Transitway is part of the CTP's Primary Transit Network and is identified as a high priority in RouteAhead. The long-term vision for the Green Line Transitway is to have full build out of LRT service from the North Point station in North Central Calgary to the southeast in Seton. The Southeast Transitway is the first stage of the long-term development of the Green Line. The initial phases of pre-design commenced in 2014. Dedicated bus only lanes on the Southeast Transitway will provide customers with improvements in both travel time and reliability while preparing the CTrain right-of-way. The Southeast Transitway will give Transit customers the improvements they need today, and as population and employment continues to grow, will promote and attract the ridership required to make LRT a cost effective service option in the future.

### **Citizen Engagement**

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Transit was identified as the top priority in the Action Plan 2015-2018 public engagement campaign. Engagement participants identified reliability, schedules, on-time performance, system expansion, safety, funding, snow and ice control, and longer service hours as most important. The development of RouteAhead also involved significant citizen engagement, the results of which are referred to, and reviewed when planning the future of Calgary Transit. Transit has a number of actions under a city that moves, such as the Green Line Transitway, transit corridors and a new Peace Officer deployment model, that will help address citizen feedback. Finally, the Customer Advisory Group represents Transit's customers and meets regularly with Transit staff to help foster and sustain a culture of customer service and continuous innovation.

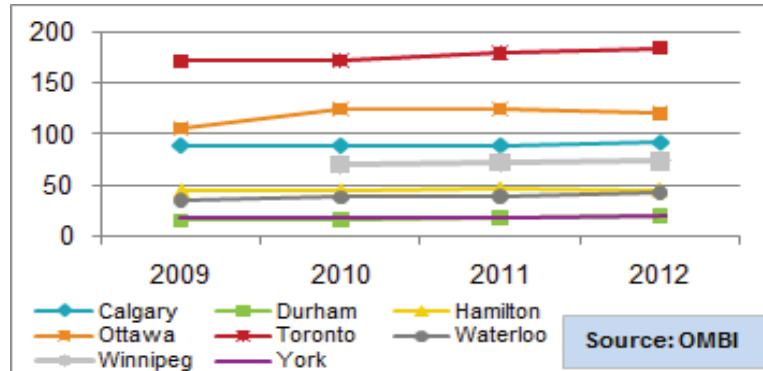
### **Council Priorities**

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Calgary Transit will lead, implement and accelerate RouteAhead where Transit funding is available. With Council directed funds, Transit will implement a variety of capital projects (e.g. four-car CTrain, new LRV and bus purchases, and Electronic Fare Payment) to achieve Council Priorities. Introduction of new service hours will be modest during Action Plan, but Transit will continue to monitor service and make adjustments to meet customer expectations. Other programs will continue to improve customer service, help deliver service on-time, keep customers and employees safe, sustain Transit assets, and improve the workforce.

## TRAN: Calgary Transit - Benchmarking

### Transit Trips per Capita



This benchmark helps measure public use of conventional transit service (bus & LRT) and serves as a reflection on the effectiveness of the service that Calgary Transit provides to the citizens of our city. This excludes specialized transit service such as that provided by Access Calgary.

### Learning and Best Practices

In 2013, Transit reported 91 trips per capita which is a 3.5 per cent increase over 2012 figures. For the purpose of Action Plan, Transit has identified six cities in Ontario, and one in Manitoba that have transit systems similar to Calgary's for benchmarking.

### Improvement Initiatives & Action Plan 2015-2018

RouteAhead contains several strategies for increasing use of the transit system including expanding the primary transit network, implementing new transit corridors, system optimization, improving reliability, and matching service with customer demand. During Action Plan, Transit will rely on a natural uptake in usage by customers which will be partially driven the forecasted growth of the city.

For Council Approval

**Transportation Commitment:**  
 Transportation facilitates the efficient movement of people and goods which contributes to creating a great place to live and work.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Implement new Rapid Transit routes identified in the RouteAhead strategic plan.	SPCS
	P1.2 Work with Calgary Regional Partnership on an accessible transportation strategy for people with disabilities across the region.	SPCS
	P1.3 Integrate Park and Ride Policies in the development of Transit Oriented Development (TOD) programs.	CTBS, SPCS
P8 Respond to the needs of an aging population.	P8.1 Deliver safe, accessible, efficient and effective Access Calgary service to meet customer demand by managing service provider market share, optimizing fleet mix and schedules to maximize productivity.	STPD
	P8.2 Increase accessibility to Transit stations, hubs, stops and services.	FIM, STPD





For Council Approval

**Transportation Commitment:**

Transportation facilitates the efficient movement of people and goods which contributes to creating a great place to live and work.

P10 Enhance access to technology and information.

P10.1 Provide customers with real-time data and historical statistics on the transit system and service using existing and new technologies.

CTBS, FIM, SPCS, STPD

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.



For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Transportation Commitment:**  
Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
<p>N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.</p>	<p>N1.1 Implement a Peace Officer deployment strategy to meet Public Safety and Enforcement targets and increase customer/employee perceptions of safety and security.</p>	<p>SPCS</p>
<p>N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.</p>	<p>N3.1 Update and implement emergency response and business continuity plans, which will allow Calgary Transit to be more effective in responding to emergency situations and severe weather challenges.</p>	<p>CTBS</p>
<p>N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.</p>	<p>N3.2 Implement the new Calgary Transit Operations Control Centre, which will improve Calgary Transit's ability to monitor system safety, efficiency and to manage emergency situations.</p>	<p>CTBS, FIM, SPCS, STPD</p>
<p>N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.</p>	<p>N5.1 Support programs that increase transit ridership, reduce traffic congestion, optimise use of the existing transportation network and improve Calgary's environment.</p>	<p>CTBS, SPCS</p>



For Council Approval

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and has the opportunity to participate in civic life.

**Transportation Commitment:**

Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.

N5.2 Support Transit Oriented Development (TOD) sites on Calgary Transit lands that align with park and ride policies.

SPCS

N5.3 Investigate Centre City transit solutions (e.g. Inner City Loop) to improve urban mobility.

CTBS, SPCS

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.1 Complete functional plans and support predesign/detailed design for 10-year RouteAhead rapid transit projects.

SPCS

N6.2 Implement service in new communities on a priority basis, as funding is available.

CTBS, SPCS, STPD

N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.

N8.1 Review development applications to enable delivery of quality transit service.

SPCS



For Council Approval

**Transportation Commitment:**

Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.1 Develop guidelines and standards for the design of transitway facilities, including urban design principles, and environmental best practices.

SPCS

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

For Council Approval

**Transportation Commitment:**  
 Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M1 Implement and accelerate RouteAhead as transit funding becomes available.	M1.1 Implement the Green Line Transitway project plan.	SPCS
	M1.2 Develop transportation policies, strategies and plans that align with RouteAhead and the Corporate Growth Management framework.	SPCS
	M1.3 Invest to expand service on the Primary Transit Network (PTN).	CTBS
	M1.4 Manage and reallocate service hours to existing routes with high demand for service.	SSPCE
	M1.5 Complete required improvements to Transit Operations, and Infrastructure to implement for four-car CTrain service.	FIM
	M1.6 Procure vehicles as outlined in the fleet acquisition plan to increase accessibility, replace older vehicles including 20 U2 Light Rail Vehicles (LRVs), and expand the fleet of community shuttles, buses and LRVs.	FIM



For Council Approval

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Transportation Commitment:**

Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

M1 Implement and accelerate RouteAhead as transit funding becomes available.

M1.7 Update the plan for expanding fleet maintenance and storage capacity to meet existing demand and plan for future growth.

FIM

M1.8 Review and update station cleaning programs to meet customer expectations and to properly maintain new capital infrastructure (e.g. Transitways, four-car platform extensions).

FIM

M1.9 Develop condition and maintenance standards for bus stops and stations that can be audited in accordance with industry best practices.

FIM

M1.10 Determine the benefits and costs of alternate scheduling strategies (e.g. frequency based) on the Primary Transit Network.

CTBS, SPCS

M1.11 Enhance services on mainline bus corridors to provide for increasing ridership (e.g. 18-metre articulated buses, Bus Rapid Transit (BRT) service).

CTBS, SPCS



For Council Approval

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Transportation Commitment:**  
 Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

M1 Implement and accelerate RouteAhead as transit funding becomes available.

M1.12 Market and promote transit services to increase ridership and improve community understanding of the social, economic and environmental benefits of transit.

SPCS

M1.13 Expand community partnership programs (e.g. Canadian Pacific Christmas Train) that result in the use of station areas for community-based activities.

SPCS

M1.14 Through ongoing commitment to Investing in Mobility, continue to advocate for transportation capital and operational funding from the Government of Alberta and the Government of Canada (e.g., Stoney Maintenance Facility, Building Canada Fund).

SPCS

M1.15 Implement the Calgary Transit Fare Strategy as directed by Council.

SPCS

M2 Maximize the flow of traffic on the existing transportation network through the application of technology.

M2.1 Implement Transit Priority Measures to decrease travel time and improve trip time reliability.

CTBS, SPCS



For Council Approval

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Transportation Commitment:**  
 Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

M3 Invest in strategic road improvements in priority growth areas as funding becomes available.

M3.1 Coordinate Plans with transportation network West and Southwest Ring Road design initiatives.

SPCS

M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.

M4.1 Improve active mode travel opportunities (e.g. bike parking at transit facilities, industrial sidewalks, etc.) and continue to install bike racks on buses and facilitate car share programs.

CTBS, FIM, SPCS





For Council Approval

**Transportation Commitment:**  
 Transportation evaluates innovative ways to affordably reduce our environmental impact when delivering transportation projects and services.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Maintain the Calgary Transit Fleet Plan to improve overall fleet fuel efficiency, reduce emissions, improve reliability, increase accessibility, and expand the number of community shuttles, buses and Light Rail Vehicles (LRVs).	FIM
	H2.2 Support the Stoney Transit Facility to be a class leader in reduced energy consumption, through emphasis on Leadership in Energy and Environmental Design (LEED) energy performance criteria, and on-site renewable energy generation.	FIM



For Council Approval

**Transportation Commitment:**  
 Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Participate in a Zero-Based Review, in an effort to identify potential improvements in service efficiency and effectiveness.	SPCS
	W2.2 Plan and implement projects that improve Transit reliability.	FIM, SPCS
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Evaluate contracts for advertising services, and renegotiate with providers to increase revenue and take advantage of system opportunities.	SPCS
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	W5.1 Engage members of the public in meaningful discussions about changes or improvements to transit service.	SPCS
	W5.2 Communicate the value for money (e.g. cost/benefit) of public transit through promotion and community activities.	SPCS



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Transportation Commitment:**  
 Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Apply and refine Asset Management plans including Tangible Capital Asset Improvement initiatives.

FIM

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Implement the Calgary Transit Customer Commitment and Customer Experience Strategy in alignment with the Corporate Customer Service Framework, including support of the Transit Customer Advisory Group.

SPCS, SSPCE

W7.2 Recognize staff who provide excellent customer service.

CTBS, FIM, SPCS, STPD

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Promote and foster business relationships throughout The Corporation that improve services and deliver value to customers.

CTBS, FIM, SPCS, STPD



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Transportation Commitment:**

Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Ensure compliance with safety legislation and corporate policies (e.g. Corporate Safety Strategy).

CTBS, FIM, SPCS, STPD

W9.2 Develop a strategic workforce plan to address changing demographics and retirements.

CTBS, FIM, SPCS, STPD

W9.3 Strengthen health management policies and procedures (e.g. return to work, duty to accommodate, etc.) and encourage wellness initiatives to ensure a healthy, productive workforce and reduce costs of service.

SPCS

W9.4 Lead a departmental health, safety and wellness culture by improving safety reporting and trends analysis to promote shared understanding and responsibility.

CTBS, FIM, SPCS, STPD



## TRAN: Calgary Transit - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	4,318	(171,936)	6.0	6,322	(179,353)	6.0	6,327	(187,852)	6.0	6,333	(194,587)	6.0	6,333	(201,696)	6.0
Fleet & Infrastructure Management	162,015	154,325	702.0	171,228	163,537	704.0	177,092	169,401	720.0	181,260	173,569	722.0	187,777	180,086	725.0
Specialized Transit for Persons with Disabilities	36,464	34,420	56.5	38,391	36,348	58.0	40,957	38,914	61.0	43,300	41,257	63.0	45,137	43,094	64.0
Service Planning & Customer Service	13,521	13,521	90.3	14,936	14,936	94.3	15,054	15,054	94.3	15,074	15,074	94.3	15,074	15,074	94.3
CTrain & Bus Service	179,895	179,680	2,021.7	180,995	180,781	2,014.7	187,637	187,422	2,084.7	192,505	192,290	2,133.7	196,956	196,741	2,181.2
<b>Total Business Unit</b>	<b>396,212</b>	<b>210,010</b>	<b>2,876.5</b>	<b>411,872</b>	<b>216,248</b>	<b>2,877.0</b>	<b>427,067</b>	<b>222,938</b>	<b>2,966.0</b>	<b>438,472</b>	<b>227,603</b>	<b>3,019.0</b>	<b>451,277</b>	<b>233,299</b>	<b>3,070.5</b>

Calgary Transit is faced with a situation where the costs of operating the transit system are increasing beyond what the current tax base is able to support. Growth of service hours in 2015 will be low, and service hour increases in 2016-2018 will be modest. Transit will continue to support other Business Units within the Transportation Department, and throughout the Corporation, with their projects and initiatives, and Transit will work toward meeting the objectives of the five key corporate initiatives identified by the Administration Leadership Team. There will be moderate increases in FTE's within Calgary Transit to accommodate service level changes, and the increased demands in maintaining a growing and aging transit system.

As was the case in previous business cycles, Transit will continue to seek opportunities for improving efficiencies and effectiveness. A Zero-Based Review will be conducted at Transit in 2015 which may identify some areas for improvements in later years of Action Plan.

The cost of diesel fuel, and the price of utilities (natural gas, electricity, and water) is steadily increasing, and at times can be volatile. Consumption rates also increased across The City mostly due to the colder than average winter in 2014. Electricity and natural gas consumption increased by seven per cent and 19 per cent respectively. As the transit system grows, and more service hours are provided, Transit will experience continued pressure to cover the cost of growth.

## TRAN: Calgary Transit - Lines of Service

All \$ values are in Thousands (\$000)

CTrain & Bus Service	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	179,895	179,680	2,021.7	180,995	180,781	2,014.7	187,637	187,422	2,084.7	192,505	192,290	2,133.7	196,956	196,741	2,181.2

Through effective management of over 2,000 employees, 2.8 million hours of bus and CTrain service is delivered to customers each year. Service optimization is a priority and is achieved by meeting service demand with supply, ensuring that the Transit fleet is being used strategically and low-performing routes are assessed. Transit service packages are designed to meet the strategic objectives outlined by City Council, and to meet the needs of a growing city. A lean operations model has been in place since the last business cycle and has proven to be effective in balancing service quality control and expenditure (e.g.

supervisor ratio of 70 operators per supervisor). Although effective, this model will need to be reviewed and updated in Action Plan to ensure an adequate balance of operators and supervisors is maintained. An increase in operating expenditures is identified in 2015 when the Electronic Fare Collection system comes into service. Transit was allotted Council-directed, one-time funds for the addition of 30,000 additional service hours in 2013 and 2014. In 2015, Transit will need to reduce 30,000 service hours on low-performing routes to make up for the gap that resulted from the one-time funding not being continued.

Fleet & Infrastructure Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	162,015	154,325	702.0	171,228	163,537	704.0	177,092	169,401	720.0	181,260	173,569	722.0	187,777	180,086	725.0

Maintaining buses, trains, stations, stops, tracks and power substations is a vital function that helps ensure the transit system is safe, reliable, clean, accessible, and that transit service meets our customers expectations. Transit is working within available funds to balance capital investment in new assets, and investing operating dollars in repair and refurbishment of existing assets. As assets age, Transit experiences higher costs for maintenance, repair and refurbishment. With the opening of Tuscany LRT station in September 2014 and the introduction of four-car train service in December 2015, there will be an increase in

the amount of maintenance required to sustain the transit system.

Costs for diesel fuel, electricity, and natural gas increased significantly in 2014, and there is no indication that the price for these resources will level off, or that price volatility will decrease. Fleet and Infrastructure Management is continually making efforts to ensure that older vehicles are used less frequently as they consume more fuel (diesel and electricity), however this strategy is less desirable than replacing older fleet altogether.

Service Planning & Customer Service	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	13,521	13,521	90.3	14,936	14,936	94.3	15,054	15,054	94.3	15,074	15,074	94.3	15,074	15,074	94.3

Strategic, long-range planning is an important function within Transit, as it helps to ensure that the future of Calgary Transit is properly aligned with the objectives of other city departments, our customers needs are understood and included in future plans, and that Council Priorities are properly addressed.

Operational planning helps ensure that existing transit service is easy to use, is efficient, and contributes to an effective transportation system through optimization initiatives. Developments to improve or change the transit system that are within a one to five-year time horizon, including new community plans, are managed through operational planning.

Providing excellent customer service is one of the foundational principles

at Calgary Transit, and staffing is required in order to address customer needs (e.g. Call Centre, Customer Service Centres, etc.).

A Customer Charter will be developed, which aligns with the Corporate Customer Service Framework, and will elevate the already high quality of customer service provided by Calgary Transit.

Transit will continue to develop new innovative long-term plans and make adjustments to service (frequency, routing and schedule) to meet the needs of Calgarians. However, investments in transit priority measures (signal priority, bus lanes), passenger amenities (stops and shelters) and security infrastructure (officers, cameras) will be limited in Action Plan.

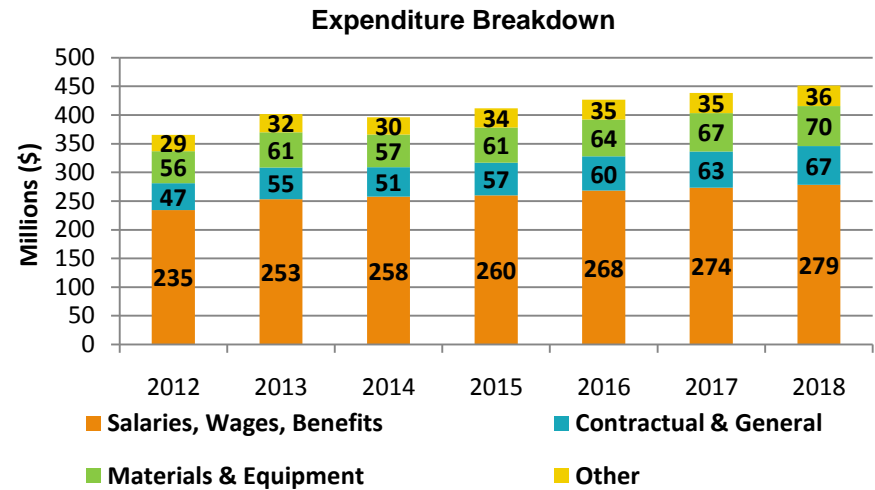
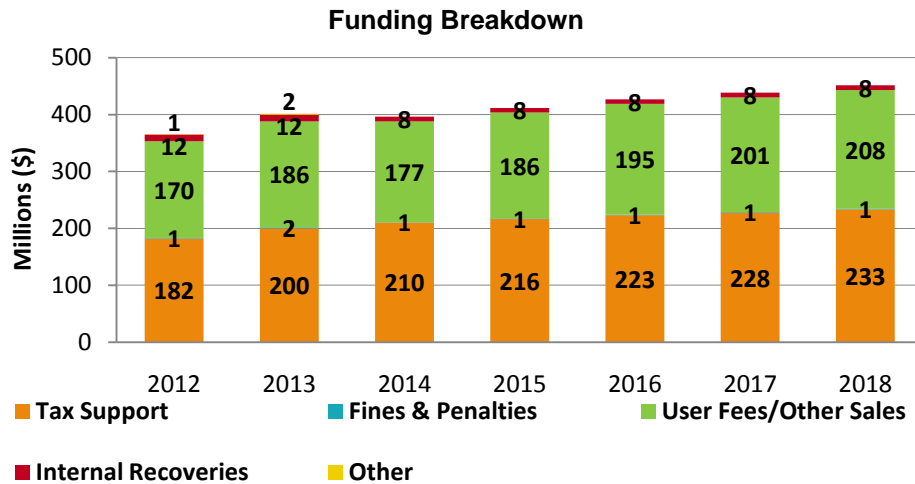
Specialized Transit for Persons with Disabilities	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	36,464	34,420	56.5	38,391	36,348	58.0	40,957	38,914	61.0	43,300	41,257	63.0	45,137	43,094	64.0

Access Calgary has experienced year-over-year growth, and this trend will continue throughout Action Plan. These services are an important part of the transit system, and help ensure that all customers can move throughout the city, specifically for customers with disabilities for whom regular bus and CTrain service is not an option. 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. Furthermore, Access Calgary is subjected to taxi meter rate increases or changes approved by Council. As the population increases and ages and the city boundary grows, the demand for Access Calgary service will also continue to rise. It will be challenging to meet all the demand and manage high customer expectations.

## TRAN: Calgary Transit - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Council direction was received through RouteAhead for Calgary Transit to maintain a 50/50 to 55/45 cost recovery ratio during Action Plan 2015-2018. This means that at least 50 per cent of transit funding must come from revenue (e.g. fares, parking fees, and advertising), and no more than 50 per cent of funding can come from taxes.

**Expenditures** - Approximately two-thirds of Calgary Transit's operating budget will go toward paying the salaries, wages, and benefits of approximately 3,000 employees. 15 per cent of Calgary Transit's operating budget is used for maintaining and operating fleet and

infrastructure, including parts, fuel and materials. Contractual and General expenditures include those related to Access Calgary service providers, Enmax, and City of Calgary Roads contract services (e.g. Snow and Ice Control and CTrain signals).

**User Fees / Charges / Utility Rates** - User Fees for 2015-2018 are detailed in Attachment 2 and are in accordance with the User Fees and Subsidies Policy (CFO010). To maintain the Long-term Recovery Rate Target of 30 per cent, and to help meet the cost recovery ratio target, Transit is recommending modest increases in User Fees.



**TRAN: Calgary Transit - Breakdown of the Net Operating Budget***Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	210,010	216,248	222,938	227,603
Less: Previous Year One Time	(2,350)	(515)	0	0
Base	207,660	215,733	222,938	227,603
Efficiency Gains	(2,250)	0	0	0
Inflation	4,031	1,228	1,443	395
Service and Budget Increase	4,582	4,053	2,864	3,001
Operating Impact of Previously Approved Capital	1,758	1,120	0	0
Operating Impact of New Capital (Incremental)	0	805	358	2,300
Re-alignments	(48)	0	0	0
One Time	515	0	0	0
<b>Total Budget Change</b>	<b>8,588</b>	<b>7,206</b>	<b>4,665</b>	<b>5,696</b>
<b>Total Budget</b>	<b>216,248</b>	<b>222,938</b>	<b>227,603</b>	<b>233,299</b>

Calgary Transit will generate \$2.25 million in efficiency gains in 2015 by removing 30,000 service hours from previous one-time funding. Further efficiencies throughout all Lines of Service may be identified as a result of the 2015 Zero-Based Review.

Inflationary increases identified in 2015 are expected to be higher than what is forecasted for 2016-2018. Prices for diesel and utilities are rising consistently, and can be volatile at times. As a result of the 2013 flood, insurance rates went up substantially across all City of Calgary Departments, and rate increases are passed on to the business units.

Modest growth in transit service is expected during Action Plan. Through Council directed funds, Transit Fares and increased ridership Calgary

Transit will add approximately 210,000 service hours over the 2015-2018 period, which is 38 per cent of the target set out in RouteAhead. New service hours will be allocated as follows: 38 per cent for service to add capacity on existing routes, 35 per cent to new communities, 14 per cent for new Rapid Transit Corridors, and 13 per cent for schedule adherence. Access Calgary will add approximately 98,000 trips during 2015-2018, which is 54 per cent of the target for the period. Continued efforts are needed to maximize benefit to customers of all investments.

New capital assets (e.g. Tuscany LRT station, Westbrook Centre, and Stoney Maintenance Facility) will be transferred to Calgary Transit and will result in increased operating cost of capital expenditures.

<b>TCA Depreciation (\$000s) - Calgary Transit</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
104,074	113,444	119,202	123,757

*TCA Depreciation content is presented for information only.*

TRAN: Calgary Transit - Operating Budget for Council Approval

For Council Approval

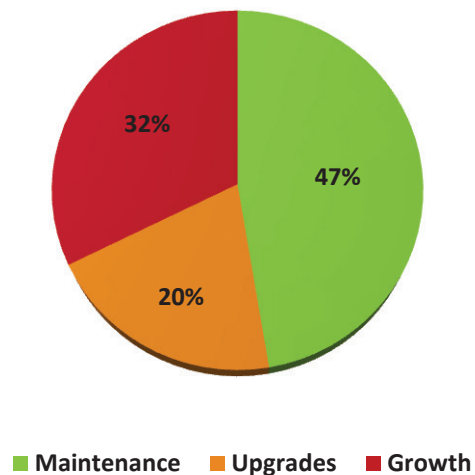
<b>Calgary Transit</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	365,414	401,535	396,212	411,872	0	411,872	427,067	0	427,067	438,472	0	438,472	451,277	0	451,277
Recoveries	(11,507)	(11,682)	(8,383)	(8,383)	0	(8,383)	(8,383)	0	(8,383)	(8,383)	0	(8,383)	(8,383)	0	(8,383)
Revenue	(172,004)	(189,648)	(177,819)	(187,756)	515	(187,241)	(195,745)	0	(195,745)	(202,485)	0	(202,485)	(209,594)	0	(209,594)
Net	181,903	200,205	210,010	215,733	515	216,248	222,938	0	222,938	227,603	0	227,603	233,299	0	233,299
FTEs	2,736.0	2,807.0	2,876.5	2,877.0	0.0	2,877.0	2,966.0	0.0	2,966.0	3,019.0	0.0	3,019.0	3,070.5	0.0	3,070.5

## TRAN: Calgary Transit - Capital Budget Overview

Calgary Transit						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	160,021	56,000	2,000	0	0	218,021
Total New Capital Budget Requests	52,330	79,480	52,573	53,997	0	238,380
Total Business Unit Capital Budget	212,351	135,480	54,573	53,997	0	456,401

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Calgary Transit  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$238 Million**



**Maintenance/Replacement** - 47 per cent of Calgary Transit's capital budget will be spent on maintenance programs that will help extend the life of assets that have reached or exceeded their life expectancy (e.g. LRT Infrastructure). Regular investment in Fleet and Infrastructure Management programs will also help improve reliability and reduce the risk of unforeseen large capital replacement costs (e.g. Train car refurbishment).

**Upgrades** - Certain components of the transit system have reached a point in their lifecycle where upgrades are required to meet new safety regulations, handle higher passenger loads and to meet customer expectations. In some cases, not upgrading these components can result in higher maintenance costs. 20 per cent of Calgary Transit's capital budget will go towards programs like the Traction Power Upgrade and Garage Lifecycle Rehabilitation, both of which are examples of how Transit is meeting Council's objectives of efficiency, affordability and high quality of service.

**Growth** - There is a growing expectation for all Calgarians to have access to high frequency and high quality public transit throughout the city. Strategic plans such as RouteAhead and Investing in Mobility provide clear direction for growing the transit system over the next ten years. 32 per cent of Calgary Transit's capital budget will be directed toward purchasing new buses and Light Rail Vehicles, building new maintenance facilities, and implementing new technology. These are only some examples of how Transit will meet customer needs in the future.

## TRAN: Calgary Transit - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Federal Gas Tax Fund (GTF)	9,669	42,150	39,500	39,500	0	130,819
Fuel Tax - Revenue Sharing	23,091	21,565	7,287	8,741	0	60,684
Municipal Sustainability Initiative (MSI)	15,700	10,000	0	0	0	25,700
Capital Reserves	138	138	138	138	0	552
Community & Recreation Levy	0	2,100	2,100	2,100	0	6,300
Pay-As-You-Go	3,532	3,202	3,548	3,518	0	13,800
Lifecycle Maintenance & Upgrade Reserve	200	325	0	0	0	525
<b>Total Funding</b>	<b>52,330</b>	<b>79,480</b>	<b>52,573</b>	<b>53,997</b>	<b>0</b>	<b>238,380</b>
<b>Total Operating Impacts of Capital (Cumulative)</b>						
2015-2018 Operating Budget	0	805	1,163	1,163	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	6,978	

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
563-001	Primary Transit Network Optimization	U	C			4,000	1,000	1,000	1,000	1,000		4,000	
<b>Total Program 563 : Primary Transit Network Optimization</b>				-	-	4,000	1,000	1,000	1,000	1,000	-	4,000	
-----													
564-001	Access Calgary Technology	M	C			3,350	500	950	950	950		3,350	
564-002	Transit Customer Service Tech. (Lifecycle)	M	C			5,425	1,450	1,325	1,325	1,325		5,425	
<b>Total Program 564 : CT Technology Upgrades</b>				-	-	8,775	1,950	2,275	2,275	2,275	-	8,775	
-----													

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
655-07W	Traction Power 4-Car Upgrades	U	A	37,590	3,500	26,000	16,000	10,000	-	-	-	26,000	City-wide
655-14W	LRT Lifecycle Asset Management	M	C			36,100	6,000	10,700	8,700	10,700		36,100	
655-17W	Rail Syst Lifecycle Asset Mgmt	M	C			11,480	1,730	3,250	3,250	3,250		11,480	
<b>Total Program 655 : Outside Plant and Support Systems</b>				37,590	3,500	73,580	23,730	23,950	11,950	13,950	-	73,580	
<b>Operating impact of capital of Program 655</b>													
	2015-2018 Operating Budget		O1				-	690	1,048	1,048	N/A	2,786	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	6,288	6,288	
656-04W	Buildings Lifecycle Asset Mgmt	M	C			9,100	1,600	2,500	2,500	2,500		9,100	
656-10W	Westbrook Building	G	A	10,472		25,000	12,500	12,500	-	-	-	25,000	City-wide
656-12W	Major Mtn Facilities Upgrades	U	C			10,000		6,000	2,000	2,000	-	10,000	City-wide
656-307	LRT Stations & Aux Bldgs Upgr	U	C			5,375	1,100	1,425	1,425	1,425		5,375	
<b>Total Program 656 : Buildings and Stations</b>				10,472	-	49,475	15,200	22,425	5,925	5,925	-	49,475	
<b>Operating impact of capital of Program 656</b>													
	2015-2018 Operating Budget		O1				-	115	115	115	N/A	345	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	690	690	
657-01W	Bus Refurbishment	M	C			14,800	4,200	3,400	4,000	3,200		14,800	
657-02W	LRV Refurbishment	M	C			29,860	5,000	7,550	8,543	8,767		29,860	
657-03W	Fleet & Equipment	M	C			2,800	700	700	700	700	-	2,800	
<b>Total Program 657 : Fleet and Equipment</b>				-	-	47,460	9,900	11,650	13,243	12,667	-	47,460	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
665-02W	Big Buses/Community Shuttle Buses	G	C			51,990	-	17,330	17,330	17,330	-	51,990	City-wide
<b>Total Program 665 : Buses/Community Shuttle Buses</b>				-	-	51,990	-	17,330	17,330	17,330	-	51,990	
-----													
668-01W	Fare Collection Equipment & System	U	C			3,100	550	850	850	850	-	3,100	
<b>Total Program 668 : Fare Collection Services</b>				-	-	3,100	550	850	850	850	-	3,100	
-----													
				48,062	3,500	238,380	52,330	79,480	52,573	53,997	-	238,380	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

### Explanation of Budget Requests

#### Program 563 : Primary Transit Network Optimization

##### Project 563-001: Primary Transit Network Optimization

**New Budget Request** of \$4 million for transit priority measures to improve travel time delays experienced by transit buses on bus rapid transit routes and CTrains. Project will be funded by Pay-As-You-Go.

**Operating Impact of Capital:** None.

## Program 564 : CT Technology Upgrades

### Project 564-001: Access Calgary Technology

**New Budget Request** of \$3.35 million to provide for lifecycle and replacement of systems and hardware that Access Calgary relies on to provide customers with high-quality, reliable service. This includes systems such as accessibility technology (mobile data terminals) on Access Calgary vehicles, radios, and other supporting computer software to manage day to day operations (including trip booking). Project will be funded by Gas Tax Fund \$1.35 million and Pay-As-You-Go \$2.0 million.

**Operating Impact of Capital:** None.

### Project 564-002: Transit Customer Service Technology (Lifecycle)

**New Budget Request** of \$5.425 million to provide for lifecycle and upgrade technologies to enhance customer experience and improve reliability of transit service. Project will be funded by Fuel Tax \$4.0 million, Pay-As-You-Go \$1.1 million and Lifecycle Maintenance and Upgrade Reserve \$325 thousand.

**Operating Impact of Capital:** None.

## Program 655 : Outside Plant and Support Systems

### Project 655-07W: Traction Power Upgrade- 4 Car Trains

**Previously approved budget up to 2014** of \$37.59 million with funding from Infrastructure Stimulus Fund of \$10 million, MSI of \$8 million, Fuel Tax of \$14.865 million, Gas Tax Fund of \$2.413 million, Pay-As-You-Go of \$989 thousand and Tax Support Debt of \$1.323 million.

**Future approved budget** of \$3.5 million with funding from MSI of \$3.122 million and Pay-As-You-Go of \$378 thousand.

**New Budget Request** of \$26.0 million for upgrades and improvements to the Traction Power System. Includes all equipment and supporting infrastructure required to provide safe and reliable electrical service for the CTrain. As service demands increase and four-car trains are introduced, the capacity of the existing electrical power supply system must be increased. Without these system upgrades, the performance and reliability of four-car CTrain service will be reduced. Project will be funded by MSI \$25.7 million and Pay-As-You-Go \$300 thousand.

**Operating Impact of Capital:** This project requires \$2.286 million in operating costs including 3 FTEs for 2016 to 2018, and \$4.788 million for 2019-2024.

### Project 655-14W: LRT Lifecycle Asset Management

**New Budget Request** of \$36.1 million to provide for upgrades and improvements to the LRT infrastructure systems to maintain LRT service reliability. This includes track, overhead cantenary system, and electrical substation equipment. Project will be funded by Gas Tax Fund \$27.0 million, Fuel Tax \$8.19 million and Pay-As-You-Go \$910 thousand.

**Operating Impact of Capital:** None.

### **Project 655-17W: Rail Systems Lifecycle Asset Management**

**New Budget Request** of \$11.48 million to provide for the life-cycle maintenance and upgrading of aging communication systems and maintenance of LRT control and crossing signals. This is critical to ensure safe operations and allow a high frequency of service. Project will be funded by Fuel Tax \$8.72 million and Pay-As-You-Go \$2.76 million.

**Operating Impact of Capital:** This project requires \$500 thousand in operating costs including 1 FTE for 2017 to 2018, and \$1.5 million for 2019-2024.

### **Program 656 : Buildings and Stations**

#### **Project 656-04W: Transit Buildings Lifecycle Asset Management**

**New Budget Request** of \$9.1 million for rehabilitation and lifecycle replacement (including escalator, roof replacements etc.). Project will be funded by Gas Tax Fund \$7.82 million, Fuel Tax \$480 thousand, Pay-As-You-Go \$600 thousand and Lifecycle Maintenance and Upgrade Reserve \$200 thousand.

**Operating Impact of Capital:** None.

#### **Project 656-10W; Westbrook Building**

**Previously approved budget up to 2014** of \$10.472 million with funding from MSI of \$9.8 million and Pay-As-You-Go of \$672 thousand.

**New Budget Request** of \$25 million to provide a new operation centre in the Westbrook Transit Facility to allow Calgary Transit to monitor and manage the network safely, better serve customers and respond quickly to service disruptions. The existing control centre is located in a building that flooded in June 2013. Project will be funded by Fuel Tax \$25.0 million.

**Operating Impact of Capital:** This project requires \$345 thousand in operating costs including 1 FTE for 2016 to 2018, and \$690 thousand for 2019-2024.

#### **Project 656-12W: Major Transit Maintenance Facilities Upgrades**

**New Budget Request** of \$10 million to upgrade existing bus maintenance facilities. Indoor storage and maintenance facilities are critical to ensure buses are clean, safe, comfortable and reliable, and can achieve a long service life. Project will be funded by Gas Tax Fund \$10.0 million.

**Operating Impact of Capital:** None.

#### **Project 656-307:LRT Stations and Auxiliary Buildings Upgrades**

**New Budget Request** of \$5.375 million for rehabilitation and lifecycle replacement of LRT stations. Project will be funded by Fuel Tax \$3.9 million and Pay-As-You-Go \$1.475 million.

**Operating Impact of Capital:** None.



## **Program 657 : Fleet and Equipment**

### **Project 657-01W: Bus Refurbishment**

**New Budget Request** of \$14.8 million to provide for the mid-life refurbishment of buses to maintain transit service reliability and extend the life of the buses typically after 10 years of service. Includes major structural work, bodywork and replacement of mechanical and electrical systems. Project will be funded by Fuel Tax \$2.7 million and Gas Tax Fund \$12.1 million.

**Operating Impact of Capital:** None.

### **Project 657-02W: LRV Refurbishment**

**New Budget Request** of \$29.86 million to provide for the mid-life refurbishment of the SD160 train cars. Refurbishment involves a painting and overhaul of the structure and major mechanical and electrical systems to achieve the 30 year service life target for these train cars. Project will be funded by Fuel Tax \$3.793 million, Gas Tax Fund \$25.66 million and Pay-As-You-Go \$407 thousand.

**Operating Impact of Capital:** None.

### **Project 657-03W: Fleet & Equipment**

**New Budget Request** of \$2.8 million to purchase new and replacement vehicles and equipment to support Calgary Transit services in the field. This includes highly specialized vehicles to perform LRT track maintenance. Project will be funded by Pay-As-You-Go \$2.248 million and Revenue/Reserve \$552 thousand.

**Operating Impact of Capital:** None.

## **Program 665 : Buses/Community Shuttle Buses**

### **Project 665-02W: Big Buses/Community Shuttle Buses**

**New Budget Request** of \$51.99 million to provide the ongoing capital to replace and expand the fleet of 40-foot low floor buses, 60-foot articulated buses, and community shuttle buses. Project will be funded from Gas Tax Fund \$45.69 million and Community and Recreation levy \$6.3 million.

**Operating Impact of Capital:** None.

## **Program 668 : Fare Collection Services**

### **Project 668-01W: Fare Collection Equipment**

**New Budget Request** of \$3.1 million to provide for life-cycle rehabilitation of various technologies including the ticket vending machines, computer aided dispatch, automatic vehicle location, automated passenger information system. Project will be funded by Gas Tax Fund \$1.2 million and Pay-As-You-Go \$1.9 million.

**Operating Impact of Capital:** None.

TRAN: Calgary Transit - Capital Budget for Council Approval

For Council Approval

<b>Calgary Transit</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	242,679	160,021	56,000	2,000	0	0	218,021
<b>Projects Requiring Approval</b>							
<i>Program 563 : Primary Transit Network Optimization</i>		1,000	1,000	1,000	1,000	0	4,000
<i>Program 564 : CT Technology Upgrades</i>		1,950	2,275	2,275	2,275	0	8,775
<i>Program 655 : Outside Plant and Support Systems</i>		23,730	23,950	11,950	13,950	0	73,580
<i>Program 656 : Buildings and Stations</i>		15,200	22,425	5,925	5,925	0	49,475
<i>Program 657 : Fleet and Equipment</i>		9,900	11,650	13,243	12,667	0	47,460
<i>Program 665 : Buses/Community Shuttle Buses</i>		0	17,330	17,330	17,330	0	51,990
<i>Program 668 : Fare Collection Services</i>		550	850	850	850	0	3,100
<b>Total Projects Requiring Approval</b>		<b>52,330</b>	<b>79,480</b>	<b>52,573</b>	<b>53,997</b>	<b>0</b>	<b>238,380</b>
Total Capital Budget	242,679	212,351	135,480	54,573	53,997	0	456,401

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Roads

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**Roads**  
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Roads

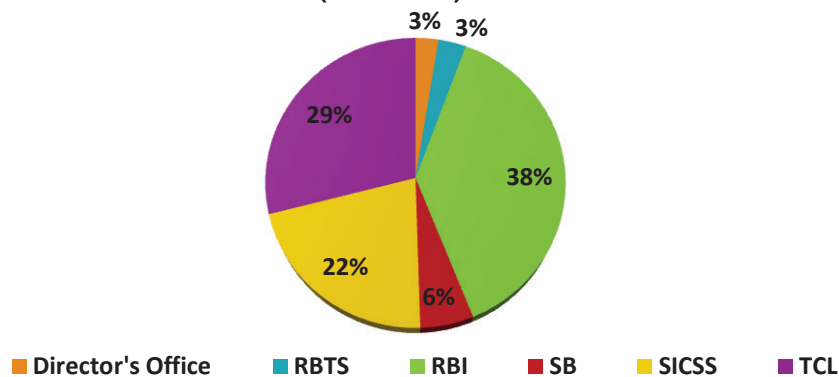
Tab1

## TRAN: Roads - Overview

Roads maintains, rehabilitates, and reconstructs The City's roadways and bridges, manages traffic and parking infrastructure. Roadway maintenance and construction programs include pothole repair, street cleaning, snow and ice control, surface overlay paving and sidewalk repair. Roads provides a safe, effective and well-maintained road network for all travel modes, and has a commitment to excellence, innovation, sustainability and environmental sensitivity.

Roads maintains approximately 16,000 lane kilometres of pavement, 5,400 kilometres of sidewalks, 1,000 traffic signals, and approximately 92,000 streetlights. The business unit manages a fleet of sanders, plows, street sweepers, trucks and specialized equipment that ensure roadways are cleared for traffic including emergency vehicles. Roads also oversees a gravel mining and crushing operation to support winter maintenance, and an asphalt plant that supplies public and private needs on a year-round basis.

**Roads**  
**Gross Operating Expenditure by Line of Service**  
**(2015-2018)**



Values may not sum to 100%, due to rounding.

### **Roadway & Bridge Infrastructure (RBI)**

Provides Calgarians with safe, well-maintained and high-quality roadways and bridges.

### **Sidewalks & Bikeways (SB)**

Enables safe walking and cycling around Calgary in all weather conditions through safe, clean and well-maintained sidewalks, pathways and bikeways.

### **Snow & Ice Control & Street Sweeping (SICSS)**

Keeps the streets safe and clean to move citizens around Calgary in all weather conditions.

### **Traffic Control & Lighting (TCL)**

Efficiently operates and proactively improves how people move on roads in Calgary through effective traffic controls and safety enhancements.

### **Business & Technical Support (RBTS)**

Enables and improves service delivery for all lines of service through customer service, innovation, training and technical support.

## TRAN: Roads - Overview

### Trends

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Over the 2015-2018 business plan and budget cycle, Calgary's anticipated healthy economy will generate new residential development in newer outlying communities. This will result in increases to the size of the transportation network, more asset maintenance, and higher citizen service level expectations. Roads will implement efficiency and effectiveness measures where appropriate to mitigate these challenges.

Calgary has an increasing number of senior citizens and persons with mobility challenges. Addressing mobility and safety for all network users will require Roads to provide various types of services to promote accessibility. Examples include snow and ice control service for bicycle and sidewalk users, congestion reduction and safety improvement initiatives.

Roads has a large number of staff near retirement age and ongoing challenges will include succession planning and responding to evolving training needs.

Roads is committed to implementing new technologies that will help increase efficiencies and reduce initial capital investments and energy costs. Examples include energy efficient LED streetlight retrofits, assessments of vehicle efficiency and the expansion of online services.

### Long-Term Plans

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The Calgary Transportation Plan (CTP), along with the Municipal Development Plan (MDP) sets a 60-year strategy for the kind of city Calgarians have said they want in the future. 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.

The overall transportation goal contained in the CTP/MDP is to develop an integrated, multi-modal transportation system that supports land use, provides increased mobility choices for citizens, promotes vibrant, connected communities, protects the natural environment, and supports a prosperous and competitive economy. Roads' capital plans, prioritized on a 10-year basis, support developing new capacity while maintaining existing systems.

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 the business unit is focused on the right actions and that citizens are satisfied with the services Roads provides.

### Citizen Engagement

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Action Plan 2015-2018 engagement results indicated that transportation services are of great significance to citizens. How Calgarians get around is a top priority. Responsive snow and ice control as well as high-quality roads and sidewalks are important in shaping public perception of service quality.

Safety initiatives and travel time efficiency improve citizen perceptions of services and are closely linked to better utilization of the road network. Roads will continue to survey and engage citizens on a regular basis, through the Roads annual and snow and ice-control surveys, to ensure satisfaction with services and performance.

There is an expressed public interest for improved demonstration of spending efficiencies in municipal service delivery, particularly regarding better communications about efficiency and effectiveness. Moreover, public engagement exercises have demonstrated a strong preference to maintain and improve service levels for various services.

## TRAN: Roads - Overview

Roads will develop and enhance collaborative and customer-focused strategies that make use of online tools, service request data and customer surveys to promote public accountability and shape how services are best delivered to citizens.

### Council Priorities

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Roads provides services that contribute to all Council Priorities. Each of these priority areas are interdependent and the organization will focus on executing the actions identified in the plan to realize the strategic vision set out by Council.

Getting around Calgary is frequently identified as a key priority; as a result, Roads has aligned its actions to ensure people and goods can move efficiently and safely throughout the city. Highlights of the strategic actions (subject to funding availability) include expansion of the snow and ice control program to serve persons with mobility challenges and high priority transit areas, upgrading the traffic management centre and developing a formalized incident management response plan to improve travel reliability, and investing in active transportation infrastructure such as sidewalks and bikeways to provide safe and sustainable transportation choices.

Roads contributes to the priority of a prosperous city by providing enhanced Roads services to communities and business revitalization zones and will develop a framework to help communities and businesses create or improve the use of public spaces. Roads also supports the development of communities by constructing missing links in sidewalks and bikeways, and will continue to work to develop a coordinated approach to deliver infrastructure repair services in neighbourhoods.

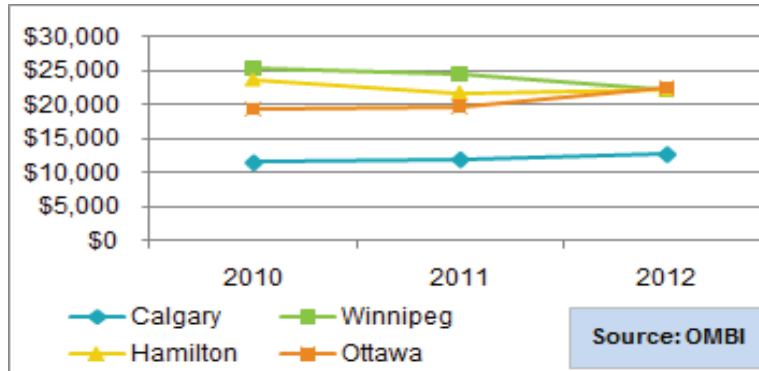
As a significant asset owner, maintenance activities impact the natural environment and the quality of life for all citizens in Calgary. Roads will support environmental initiatives by developing strategies to better divert construction waste from landfills, and implement energy reduction projects such as the Energy Efficient LED streetlight retrofit project.

Roads strives to be a more customer-focused organization by implementing initiatives such as the Customer Service Framework to integrate customer service commitments and standards into its programs and services. Implementing the Council-approved recommendations from the Zero-Based Review project will allow the business unit to be more effective and efficient, while continuing to deliver excellent services and provide value to citizens.

To continue as an employer of choice, Roads will develop a strategic workforce plan to address changing demographics and the aging workforce. Roads will also implement safety initiatives to promote a culture of health, safety and wellness.

## TRAN: Roads - Benchmarking

### Total Roads Cost per Lane Kilometre



This benchmark highlights the cost to operate and maintain Roads' assets taking into consideration the size of the road network.

### Learning and Best Practices

Calgary has a rapidly growing road network to maintain and this measure is expected to steadily increase over the next four years. The benchmark will be used to identify trends related to the cost of operations, infrastructure, network growth and the impacts of new assets. Comparisons per lane kilometre provide a consistent unit of measure against other municipalities and present opportunities to identify best practices.

### Improvement Initiatives & Action Plan 2015-2018

Specific improvement initiatives include implementing findings from the Roads' Zero-Based Review, safety improvements, new systems/technologies and customer-focused asset management plans. Highlighting the growing network size and long-term costs of maintenance will emphasize core efficiency areas for Roads to focus on.



**TRAN: Roads - Actions for Council Approval**

For Council Approval

**Transportation Commitment:**  
 Transportation facilitates the efficient movement of people and goods which contributes to creating a great place to live and work.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Collaborate with other Transportation Business Units to implement infrastructure improvements to facilitate goods and people movement.	RBI, SB, TCL
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	P3.1 Develop a framework through the Streets as Places project to evaluate the use of street space requests and help communities and businesses create or improve public spaces.	TCL
	P3.2 Provide enhanced Roads services to prioritized business revitalization zones via various operations and lifecycle maintenance agreements.	RBI, RBTS, SB, SICSS, TCL
P10 Enhance access to technology and information.	P10.1 Provide citizens access to Roads information online such as travelers' information and road works locations and schedules.	RBI, RBTS, SB, SICSS, TCL



**TRAN: Roads - Actions for Council Approval**

For Council Approval

**Transportation Commitment:**  
 Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	N1.1 Implement traffic calming initiatives such as speed reduction and education programs to enhance public safety.	SB, TCL
N2 Build resiliency to flooding.	N2.1 Review the transportation network to implement (as funding is available) appropriate infrastructure improvements while moving towards a culture of long-term resilience planning.	RBI, RBTS, SB, SICSS, TCL
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Enhance capacity to respond to emergency situations through business continuity planning, training and materials procurement.	RBI, RBTS, SB, SICSS, TCL



**TRAN: Roads - Actions for Council Approval**

For Council Approval

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Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Transportation Commitment:**

Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.

N5.1 Develop a coordinated approach to deliver infrastructure repair services in neighbourhoods.

RBI, SB, TCL

N5.2 Develop a strategy for the upgrading of undeveloped roads in established areas to improve safety, accessibility and reduce environmental impacts.

RBI, TCL

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.1 Provide developers with lower energy consumption choices for new streetlight standards.

TCL

N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.

N8.1 Provide a single-source quality assurance of assets during and after construction to legislated standards to realize efficiencies.

RBI

N8.2 Coordinate approvals of third party roadway and subdivision designs to updated municipal standards.

RBI



## TRAN: Roads - Actions for Council Approval

For Council Approval

### Transportation Commitment:

Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.1 Implement and update new street design guidelines that promote safe, universal and sustainable design for all street types.

RBI

N9.2 Provide missing links in sidewalks and bikeways and signing connectivity to encourage pedestrian and cycle commuting.

SB, TCL

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

A prosperous  
city

A city of inspiring  
neighbourhoods

A city that  
moves

A healthy and  
green city

A well-run  
city

For Council Approval

**Transportation Commitment:**  
 Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M1 Implement and accelerate RouteAhead as transit funding becomes available.	M1.1 Implement transportation system management and optimization projects including transit priority improvements.	RBI, TCL
	M1.2 Expand Snow and Ice Control for Light Rail Transit (LRT) and high-priority transit locations to the maximum extent possible with available funding.	SICSS
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	M2.1 Expand the Traffic Management Centre capabilities to improve the provision of traffic monitoring, incident management, traffic operation efficiency and traveler information.	TCL
	M2.2 Install and maintain Roads communications infrastructure to support the Traffic Management Centre in improving mobility.	RBI, SB, TCL
	M2.3 Investigate technologies that optimize existing/new systems to lower operating costs and maximize efficiency.	RBTS, TCL



For Council Approval

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Transportation Commitment:**  
 Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

M2 Maximize the flow of traffic on the existing transportation network through the application of technology.

M2.4 Develop contingency plans and strategic communication plans to support the annual operations plan for Snow and Ice Control (SNIC) and expand the SNIC program when funding is available.

RBTS, SICSS

M2.5 Develop a formalized incident management response plan to improve travel reliability.

TCL

M3 Invest in strategic road improvements in priority growth areas as funding becomes available.

M3.1 Design and construct capital projects outlined in the Investing in Mobility Plan to support growth management.

RBI, SB, SICSS, TCL

M3.2 Promote advancement of traffic safety initiatives with a focus on multi-modal safety and CPS safety cameras.

TCL

M3.3 Design and construct traffic control infrastructure which integrates the operations of the existing transportation network with the Southwest Ring Road.

RBI, SB, TCL

M3.4 Prepare and plan for the operation and maintenance transfer of the Deerfoot Trail from Alberta Transportation.

RBI, RBTS, SB, SICSS, TCL



**TRAN: Roads - Actions for Council Approval**

For Council Approval

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Transportation Commitment:**  
 Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

M3 Invest in strategic road improvements in priority growth areas as funding becomes available.

M3.5 Explore the enhancement and reconstruction of material storage facilities to better support snow removal and maintain compliance with The City's Salt Management Plan.

SICSS

M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.

M4.1 Design, construct and maintain sidewalks, bikeways and access roadways to promote use of active transportation modes.

RBI, SB, TCL

M4.2 Provide snow and ice control on sidewalks, walkways and bikeway priority routes, to the maximum extent possible with available funding, to encourage year-round use.

SB, SICSS



For Council Approval

**Transportation Commitment:**  
Transportation evaluates innovative ways to affordably reduce our environmental impact when delivering transportation projects and services.

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Complete upgrades at Asphalt and Crusher Plants to meet environmental standards and realize cost savings.	RBI
	H2.2 Explore opportunities and business cases for energy reduction initiatives guided by the Transportation Energy Management Plan.	RBI, TCL
	H2.3 Design and build innovative, cost-effective and environmentally friendly pavement rehabilitation projects.	RBI
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	H3.1 Achieve sustainability targets by developing waste diversion strategies to minimize construction waste.	RBTS





**TRAN: Roads - Actions for Council Approval**

For Council Approval

**TRAN Commitment:**  
Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Leverage mobile technologies to enhance employee training and field work activities.	RBTS
	W2.2 Participate in Tomorrow's Workplace implementation projects in order to optimize administrative spaces.	RBTS
	W2.3 Implement Council-approved recommendations from the Zero-Based Review project related to efficiency and effectiveness.	RBI, RBTS, TCL
	W2.4 Optimize equipment and materials usage by reviewing service agreements and long-term costs.	RBTS
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Explore opportunities for alternative service delivery where appropriate resulting from the Zero-Based Review project findings.	RBI, RBTS, TCL



TRAN: Roads - Actions for Council Approval

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**TRAN Commitment:**

Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

W4 Balance demand for quality City services with affordable taxes.

W4.1 Recover full costs related to excavation permits including surface restoration and degradation fees to protect and maintain road infrastructure.

RBI, RBTS

W4.2 Produce materials (gravel and asphalt) as required for City construction and maintenance activities to support self-funded operations and facilitate year-round quality road repairs.

RBI

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Engage members of the public to communicate the value for money of Roads' services.

RBI, RBTS, SB, SICSS, TCL

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Operate, maintain and repair road infrastructure to align infrastructure and associated funding needs to service level expectations.

RBI, RBTS, SB, TCL



**TRAN: Roads - Actions for Council Approval**

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**TRAN Commitment:**  
 Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.2 Apply and refine Asset Management plans including Tangible Capital Asset improvement initiatives.

RBI, RBTS, SB, SICSS, TCL

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Lead and implement departmental initiatives to integrate customer service commitments and standards into Transportation programs and services.

RBI, RBTS, SB, SICSS, TCL

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Promote and foster business relationships throughout the corporation that improve services and deliver value to customers.

RBI, RBTS, SB, SICSS, TCL

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Develop a strategic workforce plan to address changing demographics and retirements.

RBI, RBTS, SB, SICSS, TCL



## TRAN: Roads - Actions for Council Approval

For Council Approval

### TRAN Commitment:

Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.2 Align safety initiatives to departmental health, safety and wellness culture practices by improving safety reporting and trends analysis to promote shared understanding and responsibility.

RBI, RBTS, SB, SICSS, TCL

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

## TRAN: Roads - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	5,012	2,739	7.0	5,146	2,873	7.0	5,297	3,024	7.0	5,454	3,181	7.0	5,616	3,343	7.0
Business & Technical Support	6,154	5,727	40.0	6,100	5,980	40.0	6,393	6,273	40.0	6,699	6,579	40.0	6,908	6,788	40.0
Roadway & Bridge Infrastructure	76,977	44,706	295.0	77,849	43,113	297.0	80,324	45,088	299.0	82,954	47,219	301.0	84,495	47,760	303.0
Sidewalks & Bikeways	10,828	10,098	62.0	11,300	10,570	63.0	11,659	10,929	64.0	12,056	11,326	65.0	12,250	11,520	66.0
Snow & Ice Control & Street Sweeping	41,662	41,447	275.8	43,180	42,965	277.8	44,879	44,664	279.8	46,726	46,511	281.8	47,881	47,666	283.8
Traffic Control & Lighting	58,359	38,749	232.0	60,893	40,884	236.0	61,637	41,378	240.0	62,548	42,039	244.0	61,203	40,444	248.0
Total Business Unit	198,991	143,465	911.8	204,468	146,385	920.8	210,189	151,356	929.8	216,436	156,853	938.8	218,352	157,519	947.8

Growth in transportation network size, input costs and service level expectations will result in increased costs of services for Roads. Without corresponding increases to operational budgets, Roads will face challenges to effectively and consistently deliver services while absorbing the cost of growth and inflation. To mitigate these challenges, Roads will implement efficiency and effectiveness measures where appropriate to optimize services and cost savings. By 2018, the anticipated cost of growth will require the implementation of additional cost-saving initiatives such as the Energy Efficient LED Streetlight Retrofit project.

Severe weather events in 2013 and 2014 had significant impacts to operational budgets, and planning to respond to variable weather patterns will be a priority over the 2015-2018 business cycle. Roads will continue to balance capital investments in new assets and allocate operational budgets to maintain existing assets.

Roads has reclassified its lines of service to better reflect the services provided to the public. This will allow the business unit to focus on core competencies by providing efficient and cost-effective services to citizens.

Over the next four years, Roads will undertake a project to reconcile its FTE base (911.8 in 2014) across the workforce (1,136 individuals in 2014) to better reflect the number of staff required to provide services. The difference in these two numbers (of about 224 individuals) is the staff that help provide Roads' services to customers and are already funded through internal recovery and revenue, and are not growth related. As a result, no additional funding will be requested through this reconciliation, and no service impacts will be introduced. Completing the reconciliation will ensure a more accurate representation of the workforce and strengthen the workforce by enabling the recognition of staff that do not have an assigned FTE.

## TRAN: Roads - Lines of Service

All \$ values are in Thousands (\$000)

Roadway & Bridge Infrastructure	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	76,977	44,706	295.0	77,849	43,113	297.0	80,324	45,088	299.0	82,954	47,219	301.0	84,495	47,760	303.0

The development, construction and maintenance of Roads' assets are essential to the quality and efficiency of the transportation network. Escalating costs of materials, aging infrastructure and increased development activity will pose challenges during the 2015-2018 business cycle to respond to service requests and provide high-quality services. Strong population growth and a city-wide focus on disaster resiliency will place higher demands on existing infrastructure.

Planned work is prioritized by severity to reduce safety hazards; however, continued long-term funding deficiencies will result in reductions to infrastructure quality and the compounding repair costs for

all assets. Within the current budget, repairs to potholes cannot be addressed until spring clean-up has been completed and the gravel lane program is not completed until the end of September. Delayed start times of these programs generates significant public dissatisfaction.

Growing infrastructure needs and citizen expectations will require additional resources and appropriate strategies for public engagement. Service levels can be expected to remain consistent as productivity gains are realized in areas such as the asphalt and crusher plants, and sufficient operating budget is allocated for roadway and bridge infrastructure repair services.

Sidewalks & Bikeways	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	10,828	10,098	62.0	11,300	10,570	63.0	11,659	10,929	64.0	12,056	11,326	65.0	12,250	11,520	66.0

Providing safe sidewalks and bikeways is closely aligned with Council's objective of expanding the accessibility of the transportation network. Roads will support this goal by designing, constructing and maintaining sidewalks and bikeway infrastructure. Improvements to services will be provided based on available funding and prioritized by location.

Enabling this infrastructure will encourage pedestrian and cycle commuting which aligns to several Council Priorities. Converting existing infrastructure to accommodate both vehicular and active modes of

transportation demands will impact congestion, travel times and mode split of travel. The expansion of the cycling network and operational requirements of the Cycling and Pedestrian Strategy will require additional resources for maintenance and design, but are not currently budgeted.

Current funding levels do not support service enhancements but service quality will remain consistent over the course of the business cycle. Additional staff and funding will be dedicated to snow and ice control and concrete repairs as needed.

All \$ values are in Thousands (\$000)

Traffic Control & Lighting	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	58,359	38,749	232.0	60,893	40,884	236.0	61,637	41,378	240.0	62,548	42,039	244.0	61,203	40,444	248.0

Traffic services will meet the needs of traveler in Calgary through effective traffic control and streetlighting services and safety initiatives.

With the commissioning of the Airport Tunnel in May 2014, and enhancements to the Traffic Management Centre, Roads will experience an increase in the costs to operate this infrastructure due to additional technical staff required to monitor the associated systems.

Due to rapid development and the associated increase in traffic assets without comparable operating fund growth, the ability to effectively maintain these assets is limited. Given that proposed budgets do not include increases for road markings, service levels will remain unchanged and likely decrease over time.

To improve the flow of traffic, Roads will continue to undertake initiatives to improve travel time reliability and implement projects under the Smarter Mobility Plan, leveraging technologies to provide enhanced travel-related communications to the public, including the expansion of the Traffic Management Centre.

The implementation of the Energy Efficient LED Streetlight Retrofit project (subject to available capital funding) will contribute to significant cost savings and energy efficiency over the next 10 years, directly supporting the Council priority of building a healthy and green city. The ability to reallocate these savings to address growth in future years will be important to ensure current service levels are maintained.

Snow & Ice Control & Street Sweeping	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	41,662	41,447	275.8	43,180	42,965	277.8	44,879	44,664	279.8	46,726	46,511	281.8	47,881	47,666	283.8

Roads is committed to providing a well-maintained network for all travel modes and is responsible for Snow and Ice Control (SNIC) and Street Sweeping services. Ensuring that citizens can move safely and reliably throughout the city, especially throughout winter, are important outcomes for the organization. Citizen engagement and feedback have indicated that high-quality SNIC services are integral to public satisfaction.

Proposed policy changes to the SNIC program are dependent on Council approval. Future areas of focus are services for persons with mobility challenges, pedestrian crossings, and engineered walkways. The

operating budget will directly impact Roads' ability to augment City forces during extreme weather conditions. If approved, additional funding and staff resources will be deployed to enhance service levels for SNIC such as establishing contingency reserves for responding to severe weather events and upgrading material storage facilities for SNIC operations.

Achieving the annual street sweeping operations plan depends on available budgets. Current funding levels may delay some services that are dependent on clear roadways, such as pothole repairs.

All \$ values are in Thousands (\$000)

Business & Technical Support	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,154	5,727	40.0	6,100	5,980	40.0	6,393	6,273	40.0	6,699	6,579	40.0	6,908	6,788	40.0

Customer service is a fundamental priority and Roads will address this objective through effectively coordinating service requests, providing online tools and streamlining permitting processes where possible. The business unit's 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 information technology work. Expanding the use of Roads ePermits, the online permitting system, to handle these requests will mitigate these challenges and continue to decrease the administrative costs of processing permits.

Limited increases to operating budgets will impact Roads' ability to maintain worker competence and ensure operator training requirements

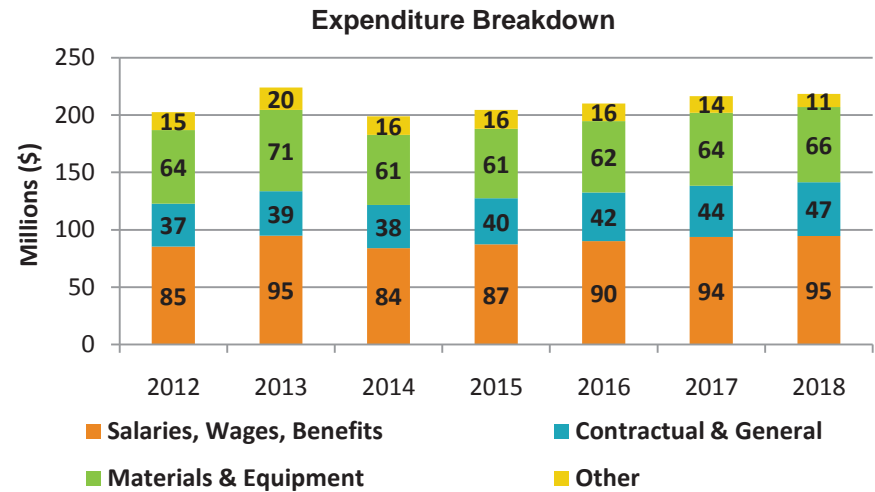
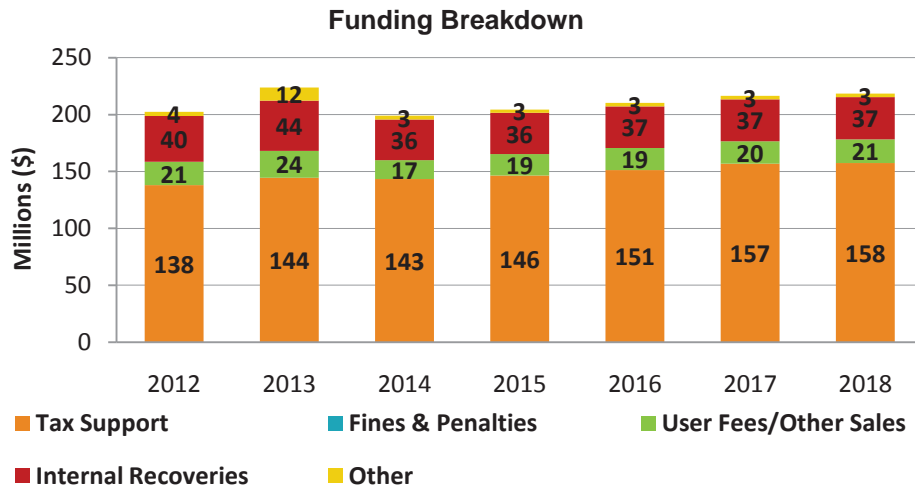
are met. With a changing workforce and associated loss of experience, an increasing demand for training is expected. This will be addressed by ensuring succession planning, career development and appropriate training tools are provided to employees.

Leveraging technology for training, mobile work stations, and communications will reduce real estate costs and help Roads reach the target of a 10 per cent decrease in assigned workstations, as part of the Tomorrow's Workplace program. Initiation of plans to optimize equipment and material usage across the organization will drive efficiencies and enhance capacity to sustain service levels.



## TRAN: Roads - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Approximately two-thirds of the Roads' operating budget is tax-supported. Sales of construction materials, such as asphalt and aggregate, and Roads services provided to internal/external customers provide the remainder of the funding.

**Expenditures** - Under half of Roads' expenditures are dedicated to staff salary, wages and benefits. Other major expenditures include materials and equipment, and contracts to support the delivery of Roads services.

**User Fees / Charges / Utility Rates** - There are no proposed changes to 2015-2018 user fees. A comprehensive review of the Streets Bylaw is underway to investigate authorizations and fee structures for traditional and emerging uses of the roadways. Recommended changes to current fee structures will be brought forward in 2015.

## TRAN: Roads - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	143,465	146,385	151,356	156,853
Less: Previous Year One Time	0	(545)	0	0
Base	143,465	145,840	151,356	156,853
Efficiency Gains	(2,914)	(1,524)	(2,008)	(4,213)
Inflation	4,480	4,570	4,960	2,259
Service and Budget Increase	2,024	2,085	2,148	2,212
Operating Impact of Previously Approved Capital	175	0	0	0
Operating Impact of New Capital (Incremental)	375	386	397	408
Re-alignments	(1,766)	0	0	0
One Time	545	0	0	0
<b>Total Budget Change</b>	<b>2,920</b>	<b>5,517</b>	<b>5,497</b>	<b>666</b>
<b>Total Budget</b>	<b>146,385</b>	<b>151,356</b>	<b>156,853</b>	<b>157,519</b>

Demand for services is expected to grow due to population growth and the transfer of capital assets to Roads. Every year, Roads assumes new assets from developers and major transportation capital projects which contributes to the increase in annual operating costs by approximately \$2 million. Corresponding funding increases will not be provided resulting in a budgetary gap in each year from 2015 to 2018. This shortfall will be further amplified due to higher than forecasted inflationary increases.

Roads will absorb growth costs and implement several efficiency improvement initiatives to address budgetary gaps. These initiatives include implementing a plan to achieve full cost-recovery of Roads' sales

of goods and services, increasing revenue from the asphalt and crusher plants and a portion of savings from the Energy Efficient LED Streetlight Retrofit project (subject to available capital funding). Additional cost reductions will be realized by leasing street sweepers instead of owning them and executing the efficiency and effectiveness actions as recommended by the Zero-Based Review project.

A one time operating budget request of \$545 thousand to the 2015 Roads operating budget was approved by Council to convert existing school zone signs to playground zone signs in 2015.

<b>TCA Depreciation (\$000s) - Roads</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
123,748	128,938	134,971	141,808

TCA Depreciation content is presented for information only.

**TRAN: Roads - Operating Budget for Council Approval**

For Council Approval
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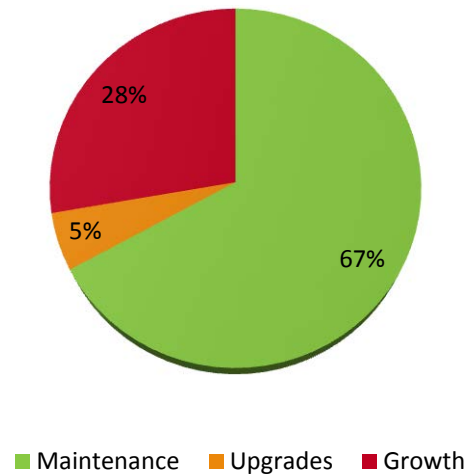
<b>Roads</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 Total Budget (as of June 30)</b>	<b>2015 Budget</b>			<b>2016 Budget</b>			<b>2017 Budget</b>			<b>2018 Budget</b>		
				<b>Base</b>	<b>One- Time</b>	<b>Total</b>	<b>Base</b>	<b>One- Time</b>	<b>Total</b>	<b>Base</b>	<b>One- Time</b>	<b>Total</b>	<b>Base</b>	<b>One- Time</b>	<b>Total</b>
Expenditures	202,503	223,921	198,991	203,923	545	204,468	210,189	0	210,189	216,436	0	216,436	218,352	0	218,352
Recoveries	(40,400)	(44,218)	(35,729)	(36,329)	0	(36,329)	(36,604)	0	(36,604)	(36,879)	0	(36,879)	(37,154)	0	(37,154)
Revenue	(24,229)	(35,226)	(19,797)	(21,754)	0	(21,754)	(22,229)	0	(22,229)	(22,704)	0	(22,704)	(23,679)	0	(23,679)
Net	137,875	144,477	143,465	145,840	545	146,385	151,356	0	151,356	156,853	0	156,853	157,519	0	157,519
FTEs	930.8	914.8	911.8	920.8	0.0	920.8	929.8	0.0	929.8	938.8	0.0	938.8	947.8	0.0	947.8

## TRAN: Roads - Capital Budget Overview

Roads						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	39,480	4,000	4,000	0	0	47,480
Total New Capital Budget Requests	71,510	55,625	55,725	55,965	840	239,665
Total Business Unit Capital Budget	110,990	59,625	59,725	55,965	840	287,145

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Roads**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$240 Million**



**Maintenance/Replacement** - 67 per cent of the Roads' capital budget will be spent on maintenance programs that will help renew and extend the life of assets, thus deferring major costs associated with reconstruction of roadway and bridge infrastructure. The Pavement Rehabilitation Program ensures that the public is provided with safe and comfortable driving conditions by maintaining the current overall roadway condition rating. Investment in the Bridge Rehabilitation program ensures public safety through regular maintenance, inspection and rehabilitation.

**Upgrades** - Five per cent of the Roads' capital budget will be spent on initiatives such as designing and constructing various improvements to roadways, sidewalks, and bicycle and pedestrian paths across Calgary. Investment towards upgrades to roadways, bridges and facilities allows Roads to provide the public with improved infrastructure and decreases long-term maintenance costs. The Plants Capital program provides equipment upgrades to the asphalt and crusher plants, reducing environmental impacts and enabling more efficient plants operation which allows for year-round quality road repairs.

**Growth** - 28 per cent of the Roads' capital budget will be spent on new programs to improve mobility and accessibility to address the growth of the city, changing demographics and travel preferences. The Safety Improvements program focuses on safety related improvements for drivers, cyclists and pedestrians. The City Wide Active Mode program designs, builds and enhances sidewalk and bikeway infrastructure. Enhanced traffic management services will be provided through the Next Generation Traffic Management Centre project.

## TRAN: Roads - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Federal Gas Tax Fund (GTF)	3,850	3,850	2,000	2,000	0	11,700
Fuel Tax - Revenue Sharing	29,790	22,070	22,085	22,715	770	97,430
Private Contributions/Developers Loans	8,550	8,550	8,550	8,550	0	34,200
Capital Reserves	1,850	1,850	1,850	1,850	0	7,400
Contribution from Calgary Parking Authority	1,750	1,750	1,750	1,750	0	7,000
Transportation Acreage Assessment	6,750	6,750	6,750	6,750	0	27,000
Pay-As-You-Go	6,435	6,805	12,740	12,350	70	38,400
Lifecycle Maintenance & Upgrade Reserve	4,000	4,000	0	0	0	8,000
2013 Flood	8,535	0	0	0	0	8,535
<b>Total Funding</b>	<b>71,510</b>	<b>55,625</b>	<b>55,725</b>	<b>55,965</b>	<b>840</b>	<b>239,665</b>
<hr/>						
Total Operating Impacts of Capital (Cumulative)						
2015-2018 Operating Budget	375	761	1,158	1,566	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	9,396	

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

Flood Projects in yellow

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
126-103	City Wide Active Modes Program	G	C			11,700	3,850	3,850	2,000	2,000	-	11,700	
<b>Total Program 126 : Pedestrian &amp; Cycle Mobility</b>				-	-	11,700	3,850	3,850	2,000	2,000	-	11,700	
<hr/>													
127-130	New Traffic Signals and Pedestrian Corridors	G	C			8,300	1,950	1,950	1,950	2,450	-	8,300	
127-140	Various Street Improvements	U	C			11,500	2,500	3,000	3,000	3,000	-	11,500	
127-141	Safety Improvements	G	C			4,000	1,000	1,000	1,000	1,000	-	4,000	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
127-186	Intelligent Transportation System	G	C			3,000	500	500	1,000	1,000	-	3,000	
127-190	Next Generation Traffic Management Centre	G	C			8,400	7,100	100	800	400		8,400	
<b>Total Program 127 : Goods Movement &amp; Strategic Mobility</b>				-	-	35,200	13,050	6,550	7,750	7,850	-	35,200	
<b>Operating impact of capital of Program 127</b>													
	2015-2018 Operating Budget		O1				50	101	154	208	N/A	513	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	1,248	1,248	
128-100	Streetlight - Upgrade & Maintenance	M	C			52,200	12,800	12,800	13,300	13,300	-	52,200	
128-130	Traffic Signals/Ped Corridors Lifecycle	M	C			13,350	3,000	3,350	3,500	3,500	-	13,350	City-wide
128-131	Traffic Signals-LED Relamp	M	C			2,400	600	600	600	600	-	2,400	
128-132	Pavement Rehabilitation	M	C			40,000	10,000	10,000	10,000	10,000	-	40,000	
128-135	Roads Equipments & Systems	G	C			3,300	825	825	825	825	-	3,300	City-wide
128-136	Plants Capital	U	C			1,000	250	250	250	250	-	1,000	
128-166	Roads District Yards & Depot	G	C			3,500	2,000	500	500	500	-	3,500	
128-170	Activity Centre & Corridor Maintenance	M	C			2,200	500	500	600	600	-	2,200	
128-885	Bridge Rehabilitation and Protection	M	C			40,000	10,000	10,000	10,000	10,000	-	40,000	
<b>Total Program 128 : Lifecycle &amp; Asset Management</b>				-	-	157,950	39,975	38,825	39,575	39,575	-	157,950	
<b>Operating impact of capital of Program 128</b>													
	2015-2018 Operating Budget		O1				325	660	1,004	1,358	N/A	3,347	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	8,148	8,148	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
129-143	Subdivision Construction	G	C			5,200	1,300	1,300	1,300	1,300	-	5,200	City-wide
129-145	Slope Stabilization	M	C			2,000	500	500	500	500	-	2,000	
129-204	Development of Access Roads	G	C			16,000	4,000	4,000	4,000	4,000	-	16,000	City-wide
<b>Total Program 129 : Development &amp; Environmental Supportive</b>				-	-	23,200	5,800	5,800	5,800	5,800	-	23,200	
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133-001	Railway Crossing Upgrades	G	C			3,080	300	600	600	740	840	3,080	City-wide
<b>Total Program 133 : Railway Crossing Upgrades</b>				-	-	3,080	300	600	600	740	840	3,080	
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948-001	Pavement and Sidewalk Reconstruction	M	A	1,000	6,000	8,535	8,535	-	-	-	-	8,535	
<b>Total Program 948 : 2013 Flood Related Projects</b>				1,000	6,000	8,535	8,535	-	-	-	-	8,535	
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				1,000	6,000	239,665	71,510	55,625	55,725	55,965	840	239,665	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

## Explanation of Budget Requests

### **Program 126 : Pedestrian & Cycle Mobility**

#### **Project 126-103: City Wide Active Modes Program**

**New Budget Request** of \$11.7 million to provide for the city wide active modes program. This program focuses on developing infrastructure that improves connectivity around areas that provide the potential for comprehensive, higher-intensity development that can be integrated with the Primary Transit Network. Examples include the implementation of complete street standards such as wide curve lanes and greenways that improves cycle and pedestrian pathway connectivity around existing activity centres and corridors. Project will be funded \$11.7 million by federal Gas Tax Fund (GTF).

**Operating Impact of Capital:** None.

### **Program 127 : Goods Movement & Strategic Mobility**

#### **Project 127-130: New Traffic Signals and Pedestrian Corridors**

**New Budget Request** of \$8.3 million to provide for construction of new traffic signals and pedestrian corridors. New traffic signals and pedestrian corridors that meet the warrant based on traffic volumes and physical characteristics are installed to address capacity and safety concerns at critical intersections. Funding for new Pan-Tilt-Zoom (PTZ) cameras that provide real time information for traffic management is also included in this budget. Project will be funded \$2.5 million by Fuel Tax and \$5.8 million Transportation Acreage Assessment.

**Operating Impact of Capital:** This project requires \$0.513 million in operating costs for 2015 to 2018.

#### **Project 127-140: Various Street Improvements**

**New Budget Request** of \$11.5 million to provide for the design and construction of various smaller-scale improvements on roadways, sidewalks, bicycle and pedestrian paths, and transit infrastructure across Calgary. These same requirements may also come from other Business Units that do not have the implementation resources to accommodate their construction needs. Project will be funded \$8.0 million by Fuel Tax and \$3.5 million Pay-As-You-Go.

**Operating Impact of Capital:** None.

#### **Project 127-141: Safety Improvements**

**New Budget Request** of \$4 million to provide for safety improvements to eliminate or diminish road or pathway hazards and address high collision locations. The program provides for the design and construction of various small to medium safety improvements in all areas of the city. Examples of projects: median barriers, curb extensions, pedestrian barriers (along school frontages), over height detection and warning systems, road condition warning systems, ramp metering, speed awareness signs and safe route to schools. Project will be 100 per cent funded by Pay-As-You-Go.

**Operating Impact of Capital:** None.



### **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 will utilize elements such as Advanced Traffic Management Systems (ATMS), Advanced Traveler Information Systems (ATIS), Road Weather Information Systems (RWIS) and others (CCTV, MIST) to improve mobility and enhance safety of the City's road network. Project will be 100 per cent funded by Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 127-190: Next Generation Traffic Management Centre**

**New Budget Request** of \$8.4 million for the next generation Traffic Management Centre. The current Traffic Management Centre is reaching capacity due to older technology and limited space. The Next Generation Traffic Management Centre would upgrade monitoring and detection systems, centralize operations (link Traffic with Calgary Transit and Emergency Operations Centre) and support the delivery of customer-focused services through more responsive operations. Project will be funded \$6.5 million by Fuel Tax and \$1.9 million Pay-As-You-Go.

**Operating Impact of Capital:** None.

## **Program 128 : Lifecycle & Asset Management**

### **Project 128-100: Streetlight - Upgrade & Maintenance**

**New Budget Request** of \$52.2 million to provide for the upgrade and preventative maintenance of the existing streetlight system including painting poles, cleaning fixtures and bases, replacing aging, unsafe, or critical system components to meet safety requirements. The program also includes group bulb replacement which replaces approximately 10,000 bulbs annually prior to burning out. This program is also used to replace street light bulbs with LED lights or other technologies but does not include development of the streetlight infrastructure in new developed areas. Project will be funded by \$23 million interal or external loan, \$5 million CPA Surplus, \$4 million LED reserve, \$3.2 million private contributions, \$8.0 million Lifecycle Maintenance and Upgrade Reserve and \$9.0 million Pay-As-You-Go.

**Operating Impact of Capital:** This project requires \$1.03 million in operating costs for 2015 to 2018.

### **Project 128-130: Traffic Signals/Ped Corridors Lifecycle**

**New Budget Request** of \$13.35 million to provide for lifecycle improvements and upgrades to existing signalized intersections to improve operation, safety, accessibility and efficiency for motorists, pedestrians, cyclists, and Calgary Transit. Improvements may include the repair, replacement and upgrading of aging steel mast arms, deteriorated concrete bases, cabinets, controllers, signal heads, electrical devices, underground ducting and large information sign structures, and installing wireless communications. Project will be 100 per cent funded by Pay-As-You-Go along with private contributions for projects triggered by commercial developments.

**Operating Impact of Capital:** This project requires \$1.287 million in operating costs for 2015 to 2018.

**Project 128-131: Traffic Signals-LED Relamp**

**New Budget Request** of \$2.4 million to provide for the replacement of incandescent bulbs in all traffic signals with power saving and more durable LED bulbs. Specific benefits of the program include alignment with strategic policies, targets and goals, reductions in electricity consumption and preventative maintenance costs, and improvements in lighting quality. Project will be 100 per cent funded by LED Traffic Signal Display Re-Lamping Reserve.

**Operating Impact of Capital:** None.

**Project 128-132 Pavement Rehabilitation**

**New Budget Request** of \$40 million to provide for lifecycle maintenance of road infrastructure. Major rehabilitation of roadways improves safety and ride quality for all vehicles and cyclists, and prolongs the lifespan of existing roadways before major road reconstruction is required. Well maintained roads improve customer satisfaction and provide reduced overall life cycle costs by minimizing costly rehabilitation treatments. Project will be funded \$38.0 million by Fuel Tax and \$2.0 million Pay-As-You-Go.

**Operating Impact of Capital:** None.

**Project 128-135: Roads Equipments & Systems**

**New Budget Request** of \$3.3 million to provide for small equipment requirements, operational safety requirements and funds technology upgrades and installations for both hardware and software. Program initiatives include Roads' weather information systems stations, automatic vehicle location sensors, EpoSat GPS-controlled spreading, and the grader training simulator. Project will be 100 per cent funded by Pay-As-You-Go.

**Operating Impact of Capital:** This project requires \$1.03 million in operating costs for 2015 to 2018.

**Project 128-136: Plants Capital**

**New Budget Request** of \$1 million to provide for new equipment required to comply with industry standards and meet service levels for Plants operations. The Plants operation is self sustaining and creates revenue from the sale of gravel and asphalt to City departments as well as for external customers on a year-round basis. Project will be funded by the Asphalt and Crusher Plant Lifecycle Capital Reserve.

**Operating Impact of Capital:** None.

**Project 128-166: Roads District Yards & Depot**

**New Budget Request** of \$3.5 million to ensure that Roads Maintenance depots structures and physical infrastructure meet Environmental and Safety Management (ESM) guidelines. This program enables Roads to build, improve and maintain facilities that are crucial to its service delivery. Facilities include permanent and temporary buildings, material storage and handling buildings, fencing and yard safety. Depot sites are the base of operations for pavement repairs, site upgrades, geotechnical investigations and structural assessments. Project will be funded \$1.5 million by Fuel Tax and \$2.0 million Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 128-170: Activity Centre & Corridor Maintenance**

**New Budget Request** of \$2.2 million to maintain activity centres, corridors and high-density, mixed-use locations such as the Beltline or Kensington areas. Because they are high-usage and high-profile locations, local infrastructure requires more frequent maintenance. This program re-invests some funds collected by the Calgary Parking Authority (CPA) to enhance lifecycle maintenance in Centre City and Business Revitalization Zones that have CPA-managed paid parking. Project will be funded \$2.0 million by contribution from Calgary Parking Authority (CPA) and \$0.2 million Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 128-885: Bridge Rehabilitation and Protection**

**New Budget Request** of \$40 million to provide for lifecycle maintenance of road infrastructure. Major rehabilitation of roadways improves safety and ride quality for all vehicles and cyclists, and prolongs the lifespan of existing roadways before major road reconstruction is required. The areas selected for rehabilitation are prioritized based on annual condition inspections so that high-priority repairs are completed in a pre-determined order. Project will be funded \$38.0 million by Fuel Tax and \$2.0 million Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 129-143: Subdivision Construction**

**New Budget Request** of \$5.2 million to fund Transportation's share of development charges in all areas of the city. This includes boundary payments and other non-recoverable payments to developers and The City's share in raising roads above the flood plain. These roadways are built by developers as part of their development obligations. The program also funds the acquisition of road right-of-way for minor widening, and fees for legal survey for some road right-of-way dedications. The Program also funds construction of roadways where developers have become insolvent/bankrupt. Project will be 100 per cent funded by Transportation Acreage Assessment.

**Operating Impact of Capital:** None.

## **Program 129 : Development & Environmental Supportive**

### **Project 129-145: Slope Stabilization**

**New Budget Request** of \$2 million to provide for the necessary work to complete required slope stability projects to eliminate hazardous conditions. Some of these projects will be related to areas affected by the 2013 Flood. Costs include geotechnical borehole drilling and investigation, slope stability analysis and geotechnical design and construction. Project will be 100 per cent funded by Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 129-204: Development of Access Roads**

**New Budget Request** of \$16 million to provide for the development of access roads helps address key missing links in major road networks in newly developing areas. These links are a result of fractional ownerships and discontinuous subdivisions in areas with multiple landowners which are beyond the obligations of immediately adjacent development. These costs are recovered over time from private developers as they complete adjacent developments. Project will be 100 per cent funded by Transportation Acreage Assessment.

**Operating Impact of Capital:** None.

### **Program 133 : Railway Crossing Upgrades**

#### **Project 133-001: Railway Crossing Upgrades**

**New Budget Request** of \$3.08 million (\$2.24 million for 2015-2018 and \$0.84 million for 2019) to provide for capital repairs such as replacements of planking, pavement, sidewalks and drainage at at-grade railway crossings as mandated by the Railway Safety Act, Board Orders and Grade Crossing Agreements. Upgrading railway crossings is required by law to be completed within legislated timeframes. Project will be funded \$2.93 million by Fuel Tax and \$0.15 million Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Program 948 : 2013 Flood Related Projects**

#### **Project 948-001: Pavement and Sidewalk Reconstruction**

**Previously approved budget up to 2014** of \$1.0 million is funded by the Disaster Recovery Program.

**Previously approved budget for future years** of \$6.0 million is funded by the Disaster Recovery Program.

**New Budget Request** of \$8.535 million to provide for flood-related reconstruction of pavement and sidewalks. The 2013 Flood resulted in multiple sinkholes and safety hazards that affected subsurface road conditions in various locations. Possible treatment alternatives will be identified and recommended such as road reconstruction or repaving. This project will be funded by the Disaster Recovery Program.

**Operating Impact of Capital:** None.

**TRAN: Roads** - Capital Budget for Council Approval

For Council Approval
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<b>Roads</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	92,016	39,480	4,000	4,000	0	0	47,480
<b>Projects Requiring Approval</b>							
<i>Program 126 : Pedestrian &amp; Cycle Mobility</i>		3,850	3,850	2,000	2,000	0	11,700
<i>Program 127 : Goods Movement &amp; Strategic Mobility</i>		13,050	6,550	7,750	7,850	0	35,200
<i>Program 128 : Lifecycle &amp; Asset Management</i>		39,975	38,825	39,575	39,575	0	157,950
<i>Program 129 : Development &amp; Environmental Supportive</i>		5,800	5,800	5,800	5,800	0	23,200
<i>Program 133 : Railway Crossing Upgrades</i>		300	600	600	740	840	3,080
<i>Program 948 : 2013 Flood Related Projects</i>		8,535	0	0	0	0	8,535
<b>Total Projects Requiring Approval</b>		<b>71,510</b>	<b>55,625</b>	<b>55,725</b>	<b>55,965</b>	<b>840</b>	<b>239,665</b>
Total Capital Budget	92,016	110,990	59,625	59,725	55,965	840	287,145

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Transportation Infrastructure

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**Transportation  
Infrastructure**

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Tab3  
**Transportation  
Infrastructure**

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Tab1

### TRAN: Transportation Infrastructure - Overview

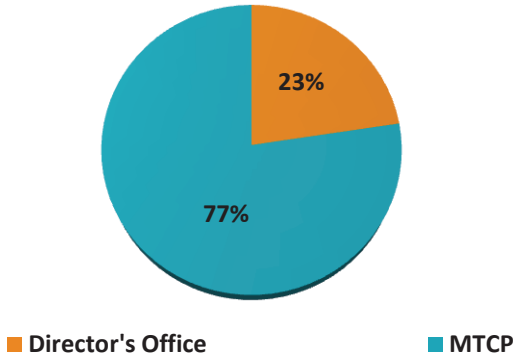
Transportation Infrastructure designs and builds safe, efficient and sustainable transportation infrastructure choices for Calgarians. This includes construction of the largest and most complex transportation projects in Calgary's history such as the West LRT, Airport Trail tunnel in addition to key pedestrian, cycle and roadway projects. Since 2007, Transportation Infrastructure has delivered 125 lane kilometres of roadway, increased the length of the LRT system by 25 per cent, lengthened existing LRT stations to accommodate four-car trains, delivered seven pedestrian bridges, five interchanges and four river crossings. Transportation Infrastructure is leading further expansion to transit system with projects such as the Green Line Transitway, Stoney

Transit Facility, and future Transitways. Transportation Infrastructure's mandate is to provide the highest level of project management excellence within the City, building projects on time, under budget and with the highest of quality standards. This includes, planning, design, land acquisition, procuring contractors, dealing with environmental regulators and communicating with the public through consultation and engagement.

#### Major Transportation Capital Projects (MTCP)

Design and build roads, bridges, and transit projects to provide travel choices and value for Calgarians.

**Transportation Infrastructure  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.



## TRAN: Transportation Infrastructure - Overview

### Trends

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Between 2015 and 2018, Calgary's population is expected to grow significantly. Growth and mobility have a significant impact on each other. The type and location of transportation projects The City builds (roads, transit, bike and pedestrian facilities) will determine how easy it is for people to reach the places where they live, work and play. This growth will result in city-wide transportation impacts.

Transportation Infrastructure will design and build several new transitway corridors across the city that will make transit a more convenient option, not just to reach downtown, but other major destinations like post-secondary institutions, hospitals and major retail centres. Capital roads construction projects will aim to ease congestion on some Calgary's busiest roads (Glenmore Trail, Macleod Trail, the TransCanada Highway and McKnight Boulevard).

The City has undertaken a number of new initiatives to make Calgary more liveable and economically competitive, and to provide efficient and effective infrastructure and services. Transportation Infrastructure will continue to design and build new infrastructure with a focus on reinvesting in existing assets as identified in the Investing in Mobility 10-year capital plan. Transportation Infrastructure is committed to increasing service productivity and effectiveness, therefore improving the value and quality of service received by Calgarians.

### Long-Term Plans

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Transportation Infrastructure supports the Calgary Transportation Plan (CTP), Municipal Development Plan (MDP), and the 2020 Sustainability Direction through: 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 delivery; and reduction of the

environmental impacts of construction activities.

Transportation Infrastructure will emphasize sustainable construction practices throughout 2015-2018 to help reduce the potential environmental impacts of large-scale capital projects. There will also be a focus on improving the safety, comfort, and accessibility of the transportation system which will help promote the economic viability of the city.

Transportation Infrastructure will help deliver capital projects identified in the Investing in Mobility 10-year capital plan, including the Green Line Transitway and will support other corporate growth priority projects (Redevelopments, Corridors, and Centre City).

### Citizen Engagement

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Engagement results from Action Plan 2015 -2018 indicate getting around is of great significance to Calgarians. There was an expressed desire for improved efficiency and effectiveness in municipal service delivery. The Green Line Transitway is part of the Calgary Transportation Plan's ridership required to make CTrain a cost effective service option in the future. Transportation Infrastructure will continue to apply stakeholder Primary Transit Network and is identified as a high priority in RouteAhead with the Southeast Transitway as the first stage of the long-term project. Building the Southeast Transitway will give Calgarians the improvements they need today, and will promote and attract the engagement strategies that are planned, implemented and evaluated using The City's engage! Policy.

## **TRAN: Transportation Infrastructure - Overview**

### **Council Priorities**

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Under a city that moves, Transportation Infrastructure leads invest in road and transit projects improvements to ease traffic congestion.

Actions will focus on achieving the desired outcomes of Council Priorities by delivering high-quality transportation projects that allow Calgarians to move efficiently, and safely throughout the city while using a variety of convenient, affordable, and accessible transportation options.

**TRAN: Transportation Infrastructure - Actions for Council Approval**

For Council Approval

**TRAN Commitment:**  
Transportation facilitates the efficient movement of people and goods which contributes to creating a great place to live and work.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Deliver major transportation infrastructure projects in partnership with provincial, federal and rail agencies.	MTCP
P8 Respond to the needs of an aging population.	P1.2 Support the development of Transit Oriented Development (TOD) plans for all LRT and transit stations.	MTCP
P8 Respond to the needs of an aging population.	P8.1 Incorporate accessibility standards into new infrastructure construction.	MTCP



**TRAN: Transportation Infrastructure - Actions for Council Approval**

For Council Approval

**Transportation Commitment:**  
 Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	N1.1 Apply Crime Prevention Through Environmental Design (CPTED) and Road Safety Audit (RSA) review through design and construction process on all applicable projects.	MTCP
	N1.2 Manage construction contracts to ensure compliance with safety procedure and regulation.	MTCP
N2 Build resiliency to flooding.	N2.1 Design and implement infrastructure projects for flood resiliency.	MTCP
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Enhance capacity to respond to emergency situations through business continuity planning, training and materials procurement.	MTCP
	N3.2 Support Calgary Emergency Management Agency by providing consultation services to Emergency Operations Centre.	MTCP



**TRAN: Transportation Infrastructure - Actions for Council Approval**

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Transportation Commitment:**  
Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.1 Support Corporate Growth Management by offering Transportation Infrastructure expertise for delivering projects.

MTCP

N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.

N8.1 Incorporate Low Impact Development practices into the design, construction and retrofits of transportation facilities.

MTCP

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.1 Apply the Complete Streets and Urban Design guidelines when delivering projects.

MTCP

N9.2 Support streetscape and public realm improvements on projects.

MTCP



**TRAN: Transportation Infrastructure - Actions for Council Approval**

For Council Approval

**Transportation Commitment:**  
 Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M1 Implement and accelerate RouteAhead as transit funding becomes available.	M1.1 Initiate preliminary design of 17 Avenue Southeast Transitway and Southwest Transitway.	MTCP
	M1.2 Complete the design of Green Line Southeast Transitway and evaluate staging options for Green Line Transitway to balance decision with cost impacts, design/construction efficiencies, and customer benefits.	MTCP
	M1.3 Deliver Stoney Transit Facility.	MTCP
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	M2.1 Support the implementation of Transportation projects to retrofit existing roads with Intelligent Transportation System (ITS) systems.	MTCP
	M3.1 Design and implement key projects outlined in the Investing in Mobility plan.	MTCP
M3 Invest in strategic road improvements in priority growth areas as funding becomes available.		



**TRAN: Transportation Infrastructure - Actions for Council Approval**

For Council Approval

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Transportation Commitment:**  
 Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

M3 Invest in strategic road improvements in priority growth areas as funding becomes available.

M3.2 Design and build infrastructure which integrates the operations of the existing transportation network with the new Southwest and West Ring Roads.

MTCP

M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.

M4.1 Design and build Centre City projects that enhance pedestrian and cycling facilities.

MTCP

M4.2 Build CycleTrack pilot project including delivering a public communication and education plan.

MTCP



**TRAN: Transportation Infrastructure - Actions for Council Approval**

For Council Approval

**Transportation Commitment:**  
 Transportation evaluates innovative ways to affordably reduce our environmental impact when delivering transportation projects and services.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Prevent or minimize the adverse environmental effects of construction projects and activities.	MTCP
	H2.2 Integrate green infrastructure elements into new projects to improve the quality of the environment and lead to improved efficiency.	MTCP
	H2.3 Maintain TI's EnviroSystem to ensure that it reflects current practice and conforms to the ISO 14001 Standard during all phases of the project process.	MTCP
	H2.4 Explore opportunities and business cases for energy reduction opportunities in new projects as guided by the Transportation Energy Management Plan.	MTCP
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	H3.1 Promote business process management (BPM) for tree protection on projects.	MTCP





For Council Approval

**Transportation Commitment:**  
 Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Incorporate Value Management analysis for projects.	MTCP
	W2.2 Lead the development of department-wide performance measures framework in order to increase service productivity and effectiveness.	MTCP
	W2.3 Review findings from the Project Management Maturity Model to support improving business processes.	MTCP
	W2.4 Benchmark Major Transportation Capital Projects (MTCP) line of service to identify the best in practise to serve as a goal towards increased service productivity and effectiveness.	MTCP
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Evaluate service delivery options for individual projects to find the best combination of time, cost and quality objectives.	MTCP



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Transportation Commitment:**  
 Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Ensure that engagement strategies are planned, implemented and evaluated using The City's engage! Policy.

MTCP

W5.2 Respond to customer service requests (CSRs) relating to projects inquiries.

MTCP

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Develop and report lifecycle and operating and maintenance costs as part of transportation infrastructure planning, design and decision processes for new capital investments.

MTCP

W6.2 Develop and refine Asset Management plans including Tangible Capital Asset Improvement initiatives to provide timely financial reporting in order to meet Tangible Capital Assets (TCA) compliance.

MTCP

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Establish a plan for utilizing a variety of channels for formal and informal communications with customers and stakeholders.

MTCP

W7.2 Recognize staff for excellent project delivery and customer service.

MTCP



**TRAN: Transportation Infrastructure - Actions for Council Approval**

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Transportation Commitment:**  
 Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Provide internal project delivery consultation services to other Business Units across the City.

MTCP

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Promote a respectful, healthy and productive workplace through the engagement of employees and development of strategic workforce plans.

MTCP



## TRAN: Transportation Infrastructure - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	2,692	0	5.0	2,342	0	5.0	2,342	0	5.0	2,342	0	5.0	2,342	0	5.0
Major Transportation Capital Projects	9,119	0	47.0	7,959	0	41.0	8,002	0	41.0	8,050	0	41.0	8,050	0	41.0
Total Business Unit	11,811	0	52.0	10,300	0	46.0	10,343	0	46.0	10,391	0	46.0	10,391	0	46.0

Transportation Infrastructure will support the Calgary Transportation Plan, Council Priorities, and the 2020 Sustainability Direction by delivering quality infrastructure assets while minimizing the impacts of construction projects and the expenditure of City resources.

Transportation Infrastructure 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 environmentally friendly design and construction practices.

Improving the delivery of project management services will be a key focus area during the 2015-2018 business plan and budget cycle. These improvements will be made without increasing business unit expenditures or recoveries. 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 six full-time equivalent positions in 2015 (related to current staff vacancies) will result in expenditures reducing by \$743 thousand. An additional reduction of \$220 thousand will be achieved through reduced rental expenses. Since all costs are funded through capital projects, there will be no net impact on the tax supported budget. The expenditures are offset by a corresponding reduction in recoveries.

**TRAN: Transportation Infrastructure - Lines of Service**

*All \$ values are in Thousands (\$000)*

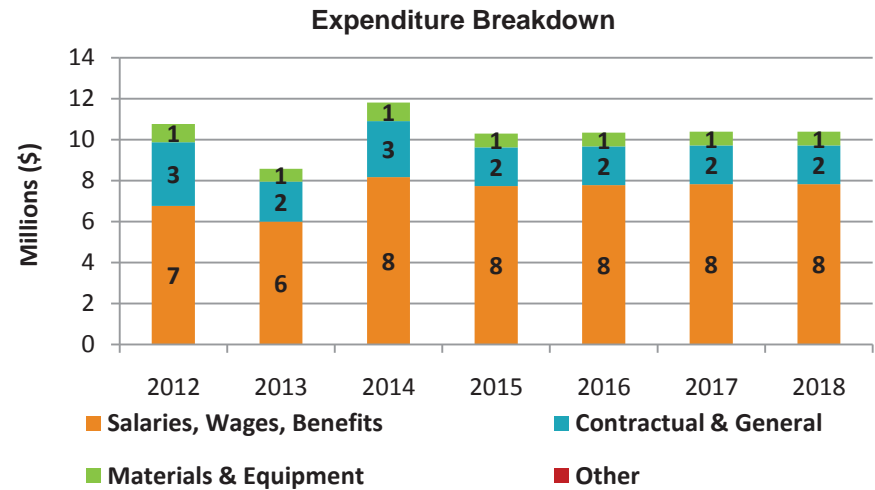
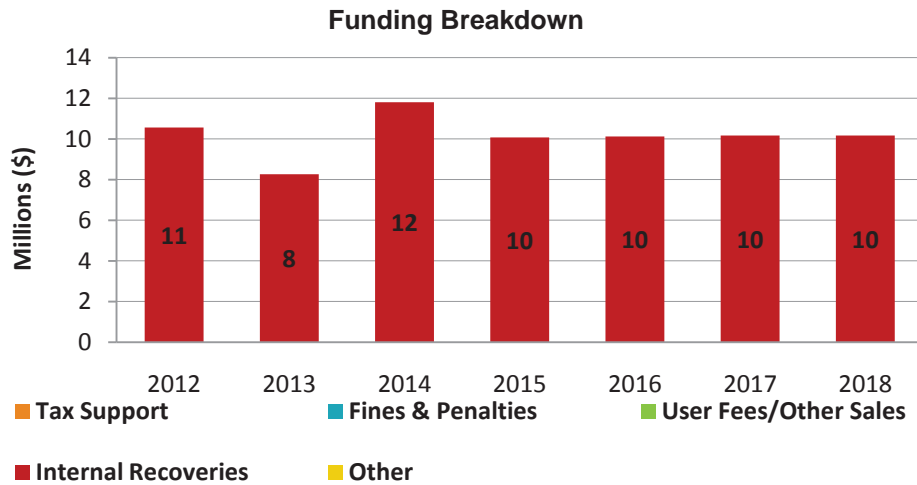
Major Transportation Capital Projects	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	9,119	0	47.0	7,959	0	41.0	8,002	0	41.0	8,050	0	41.0	8,050	0	41.0

Transportation Infrastructure plans, designs and builds safe, efficient and sustainable transportation infrastructure new and expanded transit facilities, new roadways and major reconstruction projects on existing roadways, pedestrian bridges and new cycling infrastructure. Transportation Infrastructure ensures City assets are well-managed through the explicit identification and implementation of life-cycle analysis and project management best practices. One of Transportation Infrastructure's key objectives is to make it easier for the public to get

the information they need and to participate in public hearings. This objective is achieved through the use of a broad range of communication tools to engage stakeholders, including a greater use of electronic and social media. Transportation Infrastructure also aims to increase transparency and accountability through a process of review and continual improvement of internal standards for project status reporting and record-keeping.

## TRAN: Transportation Infrastructure - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Transportation Infrastructure's operating budget is funded primarily through Internal Recoveries - all costs are recovered through capital projects.

**Expenditures** - Approximately 75 per cent of Transportation Infrastructure's operating budget is used for salary and wages for employees. The remainder is contractual and general expenses that can include external consultants as well as general office expenses.

**TRAN: Transportation Infrastructure - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	0	0	0	0
Less: Previous Year One Time	0	0	0	0
Base	0	0	0	0
Efficiency Gains	0	0	0	0
Inflation	0	0	0	0
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	0	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

During Action Plan 2015-2018, Transportation Infrastructure will implement improvements in how project management services are provided. These improvements will not increase expenditures or recoveries, and will contribute to achieving the objectives of a well-run city.

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 six full time equivalent positions in 2015 (related to current staff vacancies) will result in decreased expenditures of \$743 thousand. An additional reduction of \$220 thousand will be achieved through reduced rental expenses. Since all costs are funded through capital projects, there will be no net impact on the tax supported budget. The expenditures are offset by a corresponding reduction in recoveries.

<b>TCA Depreciation (\$000s) - Transportation Infrastructure</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
55	59	64	50

*TCA Depreciation content is presented for information only.*

**TRAN: Transportation Infrastructure - Operating Budget for Council Approval**

For Council Approval

<b>Transportation Infrastructure</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	10,765	8,576	11,811	10,300	0	10,300	10,343	0	10,343	10,391	0	10,391	10,391	0	10,391
Recoveries	(10,565)	(8,269)	(11,811)	(10,080)	0	(10,080)	(10,123)	0	(10,123)	(10,171)	0	(10,171)	(10,171)	0	(10,171)
Revenue	(200)	(306)	0	(220)	0	(220)	(220)	0	(220)	(220)	0	(220)	(220)	0	(220)
Net	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FTEs	58.0	58.0	52.0	46.0	0.0	46.0	46.0	0.0	46.0	46.0	0.0	46.0	46.0	0.0	46.0

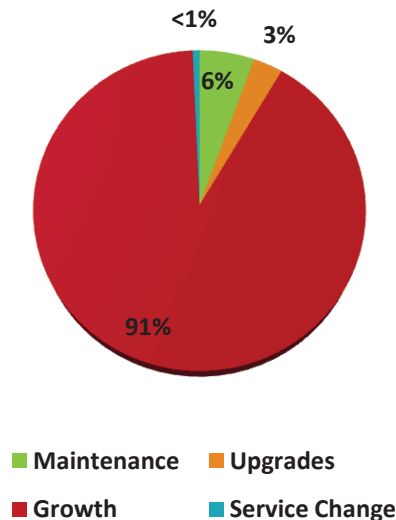


## TRAN: Transportation Infrastructure - Capital Budget Overview

Transportation Infrastructure Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	356,186	51,945	810	0	0	408,941
Total New Capital Budget Requests	154,450	230,550	257,350	177,500	343,000	1,162,850
Total Business Unit Capital Budget	510,636	282,495	258,160	177,500	343,000	1,571,791

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Transportation Infrastructure  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$1,163 Million**



**Maintenance/Replacement** - Six per cent of Transportation Infrastructure's capital budget will be spent on major road reconstruction that improves safety and ride-quality for all vehicles. Maintenance costs will be significantly reduced and the potential of a major structural failure that would result in a significant disruption to traffic is also lessened. Improvements to adjacent pedestrian facilities may also be performed during these projects.

**Upgrades** - Three per cent of Transportation Infrastructure's capital budget will be spent on two programs: 1) Noise Attenuation Retrofit - to installing new noise walls in existing residential areas that experience traffic noise exceeding thresholds specified in the Surface Transportation Noise Policy, and 2) Operational Improvement Projects - to implements high benefit, medium cost projects which will improve the existing infrastructure and rights of way before larger, more costly improvements are needed. Programs like the Noise Attenuation Retrofit and Operational Improvement Projects are examples of how we are meeting Council's objectives of efficiency, effective, and affordable service delivery.

**Growth** - 91 per cent of Transportation Infrastructure's capital budget will be spent on projects identified the Investing in Mobility Plan. These projects are designed to meet the needs of Calgarians as they live, work, shop, and play in our city. Investing in Mobility projects include the Green Line Transitway, Rapid Transit Corridors, major roadway projects that will link new communities and the west and southwest Ring Roads to the rest of Calgary.

**Service Change** - Less than one percent of Transportation Infrastructure's capital budget will be spent on pre-engineering studies.

## TRAN: Transportation Infrastructure - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Fuel Tax - Revenue Sharing	68,190	82,145	88,818	67,214	13,000	319,367
Municipal Sustainability Initiative (MSI)	17,900	58,550	55,000	8,000	0	139,450
Tax-supported Debt	0	0	0	0	0	0
Community & Recreation Levy	468	659	692	726	0	2,545
Contribution from Calgary Parking Authority	500	500	500	500	0	2,000
Transportation Acreage Assessment	10,450	30,750	55,700	44,000	18,000	158,900
Pay-As-You-Go	4,942	5,946	2,140	5,060	0	18,088
Lifecycle Maintenance & Upgrade Reserve	52,000	52,000	54,500	52,000	312,000	522,500
<b>Total Funding</b>	<b>154,450</b>	<b>230,550</b>	<b>257,350</b>	<b>177,500</b>	<b>343,000</b>	<b>1,162,850</b>
<hr/>						
Total Operating Impacts of Capital (Cumulative)						
2015-2018 Operating Budget	0	0	0	2,300	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	41,300	

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev.	Prev.	New	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
				Approved Budget up to 2014	Approved Budget for future years	Budget Request							
150-001	McKnight Widening (12-19 St NE)	G	A	750	6,250	10,000	10,000	-	-	-	-	10,000	City-wide
<b>Total Program 150 : McKnight Widening (12-19 St NE)</b>				750	6,250	10,000	10,000	-	-	-	-	10,000	
<hr/>													
151-001	Glenmore & Ogden Interchange	G	A	6,000	97,186	23,000	4,350	11,150	7,500	-	-	23,000	City-wide
<b>Total Program 151 : Glenmore &amp; Ogden Interchange</b>				6,000	97,186	23,000	4,350	11,150	7,500	-	-	23,000	
<hr/>													
202-000	Noise Attenuation Retrofit	U	C			3,600	900	900	900	900	-	3,600	City-wide

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 202 : Noise Attenuation Retrofit</b>				-	-	3,600	900	900	900	900	-	3,600	
221-000	Future Land	G	C			76,350	8,000	16,350	28,500	23,500	-	76,350	
<b>Total Program 221 : Future Land</b>				-	-	76,350	8,000	16,350	28,500	23,500	-	76,350	
223-000	Pedestrian Bridge Replacement and Upgrading	G	C			22,000	4,000	6,000	6,000	6,000	-	22,000	
<b>Total Program 223 : Pedestrian Overpass</b>				-	-	22,000	4,000	6,000	6,000	6,000	-	22,000	
234-003	Operational Improvement Projects	U	C			30,950	7,000	6,950	8,500	8,500	-	30,950	
<b>Total Program 234 : Operational Improvement Projects</b>				-	-	30,950	7,000	6,950	8,500	8,500	-	30,950	
543-001	Connectors/Improv - Prov Ring Rd Projects	G	C			12,000	6,000	-	6,000	-	-	12,000	City-wide
<b>Total Program 543 : Connectors/Improv - Prov Ring Rd Projects</b>				-	-	12,000	6,000	-	6,000	-	-	12,000	
566-001	RouteAhead Rapid Transit Corridors	G	C			78,000	10,000	30,000	30,000	8,000	-	78,000	City-wide
<b>Total Program 566 : RouteAhead Rapid Transit Corridors</b>				-	-	78,000	10,000	30,000	30,000	8,000	-	78,000	
<b>Operating impact of capital of Program 566</b>													
	2015-2018 Operating Budget		O1				-	-	-	2,300	N/A	2,300	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	13,800	13,800	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
567-001	Chinook TOD	G	C			20,000	10,000	10,000	-	-	-	20,000	R.CS
<b>Total Program 567 : Chinook TOD</b>				-	-	20,000	10,000	10,000	-	-	-	20,000	
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568-001	University of Calgary TOD (Banff Trail / Stadium)	G	C			31,500	3,000			10,500	18,000	31,500	R.BT
<b>Total Program 568 : Foothills Hospital/Stadium/Banff Trail/Motel Village TOD</b>				-	-	31,500	3,000	-	-	10,500	18,000	31,500	
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569-001	Centre City Mobility Program	G	C			28,950	2,000	5,650	7,300	11,000	3,000	28,950	R.CC
<b>Total Program 569 : Centre City Mobility</b>				-	-	28,950	2,000	5,650	7,300	11,000	3,000	28,950	
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570-001	Southwest & West Ring Road Connections	G	C			133,000	10,000	25,000	47,000	41,000	10,000	133,000	City-wide
<b>Total Program 570 : Southwest Ring Road Connections</b>				-	-	133,000	10,000	25,000	47,000	41,000	10,000	133,000	
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<b>Operating impact of capital of Program 570</b>													
<i>2015-2018 Operating Budget</i>				O1			-	-	-	-	N/A	-	
<i>2019 and beyond Operating Plan</i>				O2			N/A	N/A	N/A	N/A	3,000	3,000	
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573-001	194 Avenue S Slough Crossing & CPR Grade Separation	G	C			46,500	5,000	20,750	20,750			46,500	D.ES, D.SI, D.WM
<b>Total Program 573 : 194 Avenue S Priddis Slough Crossing &amp; CPR Grade Separation</b>				-	-	46,500	5,000	20,750	20,750	-	-	46,500	
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Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
575-001	Vehicle Bridge Replacement - 9th Ave (Inglewood)	M	C			11,000			4,400	6,600		11,000	
575-002	Vehicle Bridge Replacement - 12th Street (Zoo)	M	C			19,000	7,700	11,300				19,000	
<b>Total Program 575 : Vehicle Bridge Replacement</b>				-	-	30,000	7,700	11,300	4,400	6,600	-	30,000	
733-001	MacLeod Trail & 162 Avenue Interchange	G	C			55,000	10,000	20,000	25,000			55,000	City-wide
<b>Total Program 733 : Macleod Trail / 162 Ave Interchange</b>				-	-	55,000	10,000	20,000	25,000	-	-	55,000	
832-001	Pre-Engineering Studies	S	C			8,000	2,000	2,000	2,000	2,000	-	8,000	
<b>Total Program 832 : Pre-Engineering Studies</b>				-	-	8,000	2,000	2,000	2,000	2,000	-	8,000	
854-000	Major Road Reconstruction	M	C			34,000	2,500	12,500	11,500	7,500	-	34,000	
<b>Total Program 854 : Major Road Reconstruction</b>				-	-	34,000	2,500	12,500	11,500	7,500	-	34,000	
869-000	Green Line Transitway	G	C			520,000	52,000	52,000	52,000	52,000	312,000	520,000	City-wide
<b>Total Program 869 : Green Line Transitway</b>				-	-	520,000	52,000	52,000	52,000	52,000	312,000	520,000	
<b>Operating impact of capital of Program 869</b>													
2015-2018 Operating Budget			O1				-	-	-	-	N/A	-	
2019 and beyond Operating Plan			O2				N/A	N/A	N/A	N/A	24,500	24,500	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
				6,750	103,436	1,162,850	154,450	230,550	257,350	177,500	343,000	1,162,850	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

### Explanation of Budget Requests

#### Program 150 : McKnight Widening (12-19 St NE)

##### Project 150-001: McKnight Widening (12-19 St NE)

**Previously approved budget** up to 2014 of \$750 thousand with funding from Transportation Acreage Assessments.

**Future approved budget** of \$6.25 million with funding from Transportation Acreage Assessments.

**New budget request** of \$10 million to widen McKnight Boulevard to six lanes from 12 Street N.E. to 19 Street N.E. This will provide a consistent six lane cross-section from 12 St N.E. to Metis Trail and address frost heave, pavement and concrete problems along the existing road. Project funding from Fuel Tax of \$9.5 million and Pay-As-You-Go of \$500 thousand.

**Operating Impact of Capital:** None.

#### Program 151 : Glenmore & Ogden Interchange

##### Project 151-001: Glenmore & Ogden Interchange

**Previously approved budget** up to 2014 of \$6 million with funding from Alberta Municipal Infrastructure Program (AMIP) of \$5 million, Fuel Tax of \$800 thousand and Transportation Acreage Assessments of \$200 thousand.

**Future approved budget** of \$97.186 million with funding from Municipal Sustainability Initiative (MSI) of \$87.85 million, Fuel Tax of \$8.15 million and Tax-supported Debt of \$1.186 million.

**New budget request** of \$23 million to construct an interchange along Glenmore Trail at Ogden Road S.E. with additional overpasses spanning over the CPR tracks, CN tracks, future Green Line LRT and the Western Irrigation District canal. This project increases capacity on one of the busiest commercial goods movement corridors, which is also the most significant bottleneck on Glenmore Trail. Funding from Fuel Tax of \$3.1 million, Transportation Acreage Assessments of \$18.95 million and Pay-As-You-Go of \$950 thousand.

**Operating Impact of Capital:** None.

## **Program 202 : Noise Attenuation Retrofit**

### **Project 202-000: Noise Attenuation Retrofit**

**New budget request** of \$3.6 million to install new noise walls along expressways and arterial roads in existing residential areas that experience traffic noise exceeding thresholds specified in the Surface Transportation Noise Policy. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

## **Program 221 : Future Land**

### **Project 221-000: Future Land**

**New budget request** of \$76.35 million to purchase land for future projects when key properties become available on the open market. Program funding from Transportation Acreage Assessments of \$37.75 million, Fuel Tax of \$30.25 million and Municipal Sustainability Initiative (MSI) of \$8.35 million.

**Operating Impact of Capital:** None.

## **Program 223 : Pedestrian Overpass**

### **Project 223-000: Pedestrian Overpass**

**New budget request** of \$22 million to address the issues of aging infrastructure and infrastructure that does not accommodate all modes of accessibility. Program funding from Fuel Tax of \$21.8 million and Pay-As-You-Go of \$200 thousand.

**Operating Impact of Capital:** None.

## **Program 234 : Operational Improvement Projects**

### **Project 234-003: Operational Improvement Projects**

**New budget request** of \$30.95 million. Program proactively develops, plans, designs and implements high benefit, medium cost projects to benefit the transportation network. Improvements previously built under this program include the 5th Avenue lane reversal designed to maximize the existing infrastructure and rights of way before larger, more costly improvements are needed. Program funding from Fuel Tax of \$24 million, Pay-As-You-Go of \$4.45 million and Lifecycle Maintenance and Upgrade Reserve of \$2.5 million.

**Operating Impact of Capital:** None.

### **Program 543 : Connectors/Improv - Prov Ring Rd Projects**

#### **Project 543-001: Connectors/Improve - Provincial Ring Road Projects**

**New budget request** of \$12 million. Program will fund a number of projects in the N.W. and N.E. to complete the connections to the Provincial Ring Road. Includes the ramps on the north side of the Stoney Trail & 14 Street N.W. and the Stoney Trail & 60 Street N.E. ramps. Program funding from Transportation Acreage Assessments of \$7 million and Fuel Tax of \$5 million.

**Operating Impact of Capital:** None.

### **Program 566 : RouteAhead Rapid Transit Corridors**

#### **Project 566-001: RouteAhead Rapid Transit Corridors**

**New budget request** of \$78 million. Program will fund a number of rapid transit corridors including the North Cross-Town BRT, South Cross-Town BRT, Southwest Transitway, and 17th Avenue S.E. Transitway. Program funding from Municipal Sustainability Initiative.

**Operating impact of capital:** This project requires \$2.3 million in operating costs including 28 FTEs in 2018, and \$13.8 million for 2019-2024. These operating costs will be incurred by Calgary Transit.

### **Program 567 : Chinook TOD**

#### **Project 567-001: Chinook TOD**

**New budget request** of \$20 million. Program will fund a variety of infrastructure improvements to support development of the major activity centre, and the anticipated and significant increase in population and employment in the Chinook area. Projects include a new pedestrian bridge over Macleod Trail to be cost shared with Chinook Mall as well as upgrades along 61 Ave S connection to the Chinook LRT Station. Program funding from Fuel Tax of \$16.6 million and Pay-As-You-Go of \$3.4 million.

**Operating Impact of Capital:** None.

### **Program 568 : Foothills Hospital/Stadium/Banff Trail/Motel Village TOD Package**

#### **Project 568-001: University of Calgary TOD (Banff Trail/Stadium)**

**New budget request** of \$31.5 million. Program will fund a variety of infrastructure improvements to accommodate redevelopment of this major activity centre and improve traffic flow and pedestrian connectivity. Program funding from Transportation Acreage Assessments of \$28.5 million and Fuel Tax of \$3 million.

**Operating Impact of Capital:** None.



## **Program 569 : Centre City Mobility**

### **Project 569-001: Centre City Mobility Program**

**New budget request** of \$28.95 million. With traffic capacity limited in the Centre City, increased mobility in the Centre City will focus on walking, cycling and transit. Upgrades funded by this program will include improved sidewalks, CPR underpass rehabilitation, bike lanes where approved, barrier-free access to transit and enhanced streetscapes including lighting and wayfinding. Program funding from Fuel Tax of \$21.557 million, Pay-As-You-Go of \$2.848 million, City Centre Levy of \$2.545 million and contribution from Calgary Parking Authority of \$2.0 million.

**Operating Impact of Capital:** None.

## **Program 570 : Southwest Ring Road Connections**

### **Project 570-001: Southwest & West Ring Road Connections**

**New budget request** of \$133 million. Funding will be used for construction of a number of connections to the 20 new or upgraded interchanges along this portion of Stoney Trail. The connections will require upgrades to existing streets, building new streets and upgrading provincial facilities for adequate space for pedestrians, cyclists and transit. Program funding from Fuel Tax of \$114.3 million and Transportation Acreage Assessments of \$18.7 million.

**Operating impact of capital:** The project requires \$3.0 million in operating costs for 2019-2024.

## **Program 573 : 194 Avenue S Priddis Slough Crossing & CPR Grade Separation**

### **Project 573-001: 194 Avenue S Slough Crossing & CPR Grade Separation**

**New budget request** of \$46.5 million with funding from Transportation Acreage Assessments. Project will allow for new suburban development to proceed west of Macleod Trail, between Stoney Trail and 210 Avenue S. 194 Ave S will be extended across the Priddis Slough, connecting to Sheriff King Street. This also requires a grade-separated crossing over the CPR tracks and future South 201 Red Line LRT tracks to ensure adequate fire response times in the area, and to prevent conflicts with CPR and future LRT activities.

**Operating Impact of Capital:** None.

## **Program 575 : Vehicle Bridge Replacement**

### **Project 575-001: Vehicle Bridge Replacement - 9th Ave (Inglewood)**

**New budget request** of \$11 million to replace the bridge and includes widening the structure from three to four traffic HOV lanes, and accommodating pedestrians on both sides of the bridge. Program funding from Fuel Tax.

**Operating Impact of Capital:** None.

**Project 575-002: Vehicle Bridge Replacement - St. Georges Dr. (Zoo)**

**New budget request** of \$19 million to replace the bridge and includes increasing the lane widths, and will provide pedestrian connectivity on both sides of the structure. Program funding from Fuel Tax.

**Operating Impact of Capital:** None.

**Program 733 : Macleod Trail / 162 Ave Interchange**

**Project 733-001: Macleod Trail & 162 Ave S Interchange**

**New budget request** of \$55 million. The project provides for the construction of an interchange supporting office and commercial development and removes the last intersection on Macleod Trail between Fish Creek Provincial Park and Highway 22x (Stoney Trail) allowing for free flow conditions along Macleod Trail from 194 Avenue S.E. to Lake Fraser Gate S.E. Program funding from Municipal Sustainability Initiative (MSI) of \$53.25 million, Transportation Acreage Assessments of \$1.5 million and Pay-As-You-Go of \$250 thousand.

**Operating Impact of Capital:** None.

**Program 832 : Pre-Engineering Studies**

**Project 832-001: Pre-Engineering Studies**

**New budget request** of \$8 million to undertake pre-engineering studies to create detailed design drawings that illustrate projects to stakeholders, identify issues and allow construction to proceed quickly once funding has been secured for a given project. Program funding from Municipal Sustainability Initiative (MSI) of \$7.96 million and Pay-As-You-Go of \$40 thousand.

**Operating Impact of Capital:** None.

**Program 854 : Major Road Reconstruction**

**Project 854-000: Major Road Reconstruction**

**New budget request** of \$34 million for major road reconstruction projects include full rehabilitation and upgrades to existing roadway pavements and intersections. Projects often include deep utility replacements funded separately. It typically improves adjacent pedestrian facilities. Program funding from Fuel Tax of \$32.15 million and Pay-As-You-Go of \$1.85 million.

**Operating Impact of Capital:** None.

## **Program 869 : Green Line Transitway**

### **Project 869-000: Green Line Transitway**

**New budget request** of \$520 million. The Green Line Program combines the Centre Street Transitway and Southeast Transitway projects into a single transit corridor connecting through downtown Calgary. The program will include segments of dedicated bus-only lanes and transit priority between 78 Avenue N and Douglas Glen. This is the initial phase of the line with bus-based infrastructure which will be upgraded to provide LRT service when demand warrants and sufficient capital funding becomes available. Program funding from Lifecycle Maintenance and Upgrade Reserve. Additional funding has been requested from the Federal Building Canada Fund and status will be available for Council at budget hearings.

**Operating impact of capital:** This project requires \$24.5 million in operating costs for 2021-2024.

**TRAN: Transportation Infrastructure - Capital Budget for Council Approval**

For Council Approval

<b>Transportation Infrastructure</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	278,160	356,186	51,945	810	0	0	408,941
<b>Projects Requiring Approval</b>							
<i>Program 150 : McKnight Widening (12-19 St NE)</i>		10,000	0	0	0	0	10,000
<i>Program 151 : Glenmore &amp; Ogden Interchange</i>		4,350	11,150	7,500	0	0	23,000
<i>Program 202 : Noise Attenuation Retrofit</i>		900	900	900	900	0	3,600
<i>Program 221 : Future Land</i>		8,000	16,350	28,500	23,500	0	76,350
<i>Program 223 : Pedestrian Overpass</i>		4,000	6,000	6,000	6,000	0	22,000
<i>Program 234 : Operational Improvement Projects</i>		7,000	6,950	8,500	8,500	0	30,950
<i>Program 543 : Connectors/Improv - Prov Ring Rd Projects</i>		6,000	0	6,000	0	0	12,000
<i>Program 566 : RouteAhead Rapid Transit Corridors</i>		10,000	30,000	30,000	8,000	0	78,000
<i>Program 567 : Chinook TOD</i>		10,000	10,000	0	0	0	20,000
<i>Program 568 : Foothills Hospital/Stadium/Banff Trail/Motel Village TOD Package</i>		3,000	0	0	10,500	18,000	31,500
<i>Program 569 : Centre City Mobility</i>		2,000	5,650	7,300	11,000	3,000	28,950
<i>Program 570 : Southwest Ring Road Connections</i>		10,000	25,000	47,000	41,000	10,000	133,000
<i>Program 573 : 194 Avenue S Priddis Slough Crossing &amp; CPR Grade Separation</i>		5,000	20,750	20,750	0	0	46,500
<i>Program 575 : Vehicle Bridge Replacement</i>		7,700	11,300	4,400	6,600	0	30,000
<i>Program 733 : Macleod Trail / 162 Ave Interchange</i>		10,000	20,000	25,000	0	0	55,000
<i>Program 832 : Pre-Engineering Studies</i>		2,000	2,000	2,000	2,000	0	8,000
<i>Program 854 : Major Road Reconstruction</i>		2,500	12,500	11,500	7,500	0	34,000
<i>Program 869 : Green Line Transitway</i>		52,000	52,000	52,000	52,000	312,000	520,000
<b>Total Projects Requiring Approval</b>		<b>154,450</b>	<b>230,550</b>	<b>257,350</b>	<b>177,500</b>	<b>343,000</b>	<b>1,162,850</b>
Total Capital Budget	278,160	510,636	282,495	258,160	177,500	343,000	1,571,791

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Transportation Planning

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# TRAN: Transportation Planning - Overview

Transportation Planning collects information, develops plans and policies, and recommends actions to best serve the city's current and future transportation needs through the continued implementation of the Calgary Transportation Plan (CTP) and support of the Corporate Growth Management Framework.

Achieving the goals of the CTP involves a wide range of projects. These projects include reviewing development plans and applications to facilitate alignment with long term plans, developing a Pedestrian Strategy, implementing the Cycling Strategy, and improving the operation of existing infrastructure. Other actions consist of conducting corridor and functional studies to ensure the city's transportation needs in the future are protected, and developing policy to facilitate alignment with the CTP.

## Optimizing & Improving Transportation Choice (OITC)

Provides transportation design services that improve the access, performance, and reliability of the transportation network for all modes of transportation.

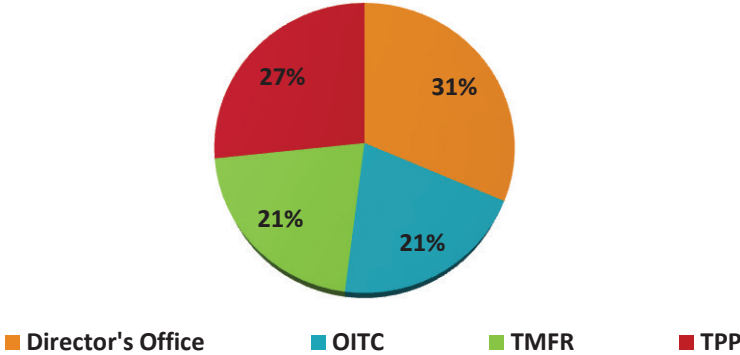
## Transportation Monitoring, Forecasting & Reporting (TMFR)

Collects travel information and provides support to Transportation through the analysis of current and future trends.

## Transportation Planning Policy (TPP)

Champions the implementation of the CTP and provides information, develops plans and policies, and recommends actions to best serve the city's current and future transportation needs.

**Transportation Planning  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## TRAN: Transportation Planning - Overview

### Trends

---

The key trend affecting Transportation Planning is growth management. Calgary is experiencing a high rate of growth in 2014 where a majority of that growth is due to people moving to Calgary from other places. This growth trend is expected to continue through 2015-2018 and Transportation Planning will be challenged to deliver services to support the demands of growth.

Calgary's population is aging and seniors represent the largest growing age group in the city. Transportation Planning will consider and incorporate the needs of an aging population in designs for new infrastructure as well as plans to retrofit existing facilities so they are accessible to those with mobility, visual, hearing, and/or cognitive disabilities.

There is an increase in Calgarians' interest in active transportation modes and some investment in infrastructure to support those modes is necessary. This is being addressed through a Pedestrian Strategy that will be developed in Action Plan and the continued implementation of the Cycling Strategy.

The 2014 Civic Census shows an increasing number of people are choosing to live in the established areas of the city and/or consciously near public transit. Transportation Planning will provide input into redevelopment permit applications and optimize existing infrastructure for all modes of transportation.

Over the past 10 years, Calgary's auto mode split has increased from 77 per cent to 79 per cent of all-day all-purpose trips. This is not aligned with the goals of the CTP and Transportation Planning aims to reverse this trend by improving access to active modes of transportation, coordinating the development of Transit Oriented Development (TOD)

sites, and supporting Calgary Transit as they implement RouteAhead.

### Long-Term Plans

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The CTP is a key long-term plan that provides policy direction on multiple aspects of the city's transportation system. Transportation Planning will continue to champion the implementation of the CTP through key actions that support five priority areas identified by the Director's Integrated Growth Committee. These actions include supporting the implementation of the Centre City Plan through the development of an Inner City Transportation Network Plan, a Pedestrian Strategy as well as the continued implementation of the Cycling Strategy. Further actions that support these priority areas include providing input on development applications in corridors, activity centres and redevelopment areas.

Transportation Planning is responsible for the coordination of the 10-year Investing In Mobility capital infrastructure plan which will be updated in 2018. This plan will ensure that the relative support of infrastructure projects are aligned with the goals key long-term strategic plans.

RouteAhead is a 30-year strategic plan for Calgary Transit. Transportation Planning will contribute to the implementation of RouteAhead by providing support to implement the Green Line Transitway and other rapid transit corridors, design transit priority improvements, and support the implementation of the Primary Transit Network.



## TRAN: Transportation Planning - Overview

### Citizen Engagement

The results from Action Plan Engagement indicate that Transportation continues to be a high priority with Calgarians. Citizens indicated a high level of support for improving public transit, infrastructure, traffic, and roads. Transportation Planning will continue to engage citizens to ensure that their needs are identified, expectations are managed, and citizens have the information they require. Transportation Planning will achieve this through the implementation of the new Transportation Corridor Policy which specifically enhances engagement and the development of a citizen-focused communication program that clearly communicates the objectives of the CTP.

The demand for engagement is increasing where citizens are wanting more information and to be more involved in the decisions that affect their communities. Transportation Planning will support this need through the increased utilization of social media to encourage and enhance citizen engagement, and the provision of key transportation data through The City of Calgary's Open Data Catalogue.

### Council Priorities

Transportation Planning contributes to all five Council Priorities as ensuring the health of the transportation system now, and in the future, is key to achieving objectives in Action Plan 2015-2018. Transportation Planning works to connect people, places, and communities to realize the strategic vision set out by Council.

To ensure Calgarians are able to move well and safely throughout the city, Transportation Planning will support the design and implementation of the Green Line Transitway, provide design services that maximize the flow of traffic on the existing network, and develop and implement strategies to improve infrastructure for active modes of transportation. The development and implementation of the Bikeway and Pathway

Master Plan will also ensure Calgarians have access to nature and active lifestyles.

Transportation Planning contributes to the priority of a city of inspiring neighbourhoods by providing transportation input that promotes an increase in population and employment along urban and neighbourhood corridors, facilitating the implementation of the MDP/CTP, and partnering with developers in strategic redevelopment areas to increase intensification adjacent to primary transit. A healthy and robust transportation network is necessary to achieve the Council Priority of a prosperous city. Transportation Planning will support this priority through by coordinating with the West and Southwest Ring Road projects and working with industry partners to develop a goods movement strategy that improves travel time reliability while balancing costs and physical impacts.

Transportation Planning will effectively manage public assets by updating Investing in Mobility, Transportation's 10-year capital plan and look for alternative service delivery by strengthening partnerships with key external stakeholders, and investigate alternate sources of funding. Transportation Planning will strive to be an employer of choice by developing strategic workforce plans that address changing demographics and retirements, strengthen department-wide leadership, and improving employee satisfaction.

For Council Approval

**Transportation Commitment:**  
 Transportation facilitates the efficient movement of people and goods which contributes to creating a great place to live and work.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Work with the Province of Alberta to facilitate the completion of the West and Southwest Ring Road Projects.	OITC, TMFR, TPP
	P1.2 Work with industry partners to develop a goods movement strategy that improves travel time reliability while balancing costs.	OITC, TMFR, TPP
	P1.3 Establish a departmental Transit Oriented Development (TOD) Coordinator to identify and align planning, infrastructure, and service provision requirements.	OITC, TPP
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	P3.1 Prepare a Parking Revenue Allocation Policy to reinvest parking revenue in strategic areas.	OITC, TPP



## TRAN: Transportation Planning - Actions for Council Approval

For Council Approval

### Transportation Commitment:

Transportation facilitates the efficient movement of people and goods which contributes to creating a great place to live and work.

P10 Enhance access to technology and information.

P10.1 Collect traffic flow and travel behaviour information to support transportation planning and projects, and report progress on Calgary Transportation Plan goals.

OITC, TMFR

P10.2 Monitor and report on Calgary Transportation Plan progress and success.

TMFR, TPP

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

A prosperous  
city

A city of inspiring  
neighbourhoods

A city that  
moves

A healthy and  
green city

A well-run  
city

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Transportation Commitment:**  
Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	N1.1 Conduct community traffic studies, including traffic calming, that investigates short-cutting and safety concerns.	OITC
	N1.2 Produce the annual traffic collision report.	TMFR
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Update and maintain business continuity and emergency response plans.	OITC, TMFR, TPP
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	N5.1 Develop an Inner City Transportation Network Plan.	OITC, TMFR, TPP
	N5.2 Partner with developers in redevelopment areas and activity centres to enhance approval timelines and increase intensification adjacent to Primary Transit.	TPP



For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Transportation Commitment:**

Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.

N5.3 Maintain Noise Barrier Retrofit Program and the surface transportation noise policy to support noise barrier installations.

TMFR, TPP

N5.4 Provide transportation input that facilitates the implementation of strategies to achieve MDP goals for redevelopment areas.

OITC, TMFR, TPP

N5.5 Provide transportation input that promotes an increase in population and employment along urban and neighbourhood corridors identified in the MDP/CTP.

OITC, TMFR, TPP

N5.6 Provide transportation input to support the implementation of the Centre City Plan.

OITC, TMFR, TPP

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.1 Develop, implement, and maintain transportation forecasting tools including the Regional Transportation Model.

TMFR

N6.2 Develop a travel behaviour forecast series to support transportation and land use studies.

OITC, TMFR, TPP



For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Transportation Commitment:**  
Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.3 Implement the four-year Parking Policy work plan.

TPP

N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.

N7.1 Support work with City and industry stakeholders to update and implement a new Standard Development Agreement and a new Subdivision Agreement.

TPP

N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.

N8.1 Develop a citizen focused communication program that clearly communicates MDP/CTP objectives as outlined in the Transportation Corridor Policy.

OITC, TMFR, TPP

N8.2 Conduct corridor studies to establish infrastructure alignment and right of way requirements for the ongoing development of the transportation network.

TMFR, TPP



For Council Approval

**Transportation Commitment:**  
Transportation ensures customers feel safe while using the transportation system. This includes supporting the development of complete communities by providing accessible and affordable transportation networks and services.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.1 Coordinate the implementation of the Complete Streets Guide.

OITC, TPP

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

For Council Approval

**Transportation Commitment:**  
 Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M1 Implement and accelerate RouteAhead as transit funding becomes available.	M1.1 Provide transportation planning and engineering support to begin the implementation of the Green Line Transitway and other rapid transit corridors.	OITC, TMFR, TPP
	M1.2 Coordinate Transportation Planning projects with Calgary Transit and RouteAhead implementation.	OITC, TPP
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	M2.1 Plan and implement transportation system management, congestion relief, and optimization projects including transit priority and emergency vehicle projects.	OITC, TMFR, TPP
M3 Invest in strategic road improvements in priority growth areas as funding becomes available.	M3.1 Provide transportation design services to develop projects that provide better connectivity and improve the operation of existing infrastructure.	OITC, TMFR, TPP
	M3.2 Develop a High Occupancy Vehicle (HOV) implementation strategy.	TMFR, TPP





For Council Approval

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Transportation Commitment:**

Transportation provides safe, customer-focused, efficient, sustainable transportation infrastructure, choices and services in an accessible and affordable manner.

M3 Invest in strategic road improvements in priority growth areas as funding becomes available.

M3.3 Conduct functional studies to establish land and infrastructure requirements for the ongoing development of the transportation network.

TMFR, TPP

M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.

M4.1 Provide recommendations on the implementation and evaluation of the Centre City Cycle Track Pilot Project.

OITC, TMFR

M4.2 Implement recommendations from the Cycling Strategy including developing of a Bicycle Design Guide, and the ongoing installation of bikeways across the city.

OITC

M4.3 Ensure pedestrian, cyclist, and transit needs are included in the ring road project and connecting facilities.

OITC, TPP

M4.4 Plan and implement the Pedestrian Strategy.

OITC, TMFR, TPP



**TRAN: Transportation Planning - Actions for Council Approval**

For Council Approval

**Transportation Commitment:**  
 Transportation evaluates innovative ways to affordably reduce our environmental impact when delivering transportation projects and services.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.	H9.1 Complete a city-wide Pathway and Bikeway Master Plan.	OITC, TPP



For Council Approval

**Transportation Commitment:**  
 Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Review Transportation Planning services to assess efficiency, effectiveness, and value to customers such as evaluating the co-location of CPAG staff.	OITC, TMFR, TPP
	W2.2 Convert under utilized workstations into unassigned drop-in desks to optimize administrative spaces as per the Tomorrow's Workplace Strategy.	OITC, TMFR, TPP
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Continue to investigate alternate funding strategies to implement key transportation plans.	TMFR, TPP
	W3.2 Implement an advertising-based coordinated street furniture program.	TPP



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Transportation Commitment:**

Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Update the 10-year Investing in Mobility Plan in 2018 to ensure alignment with the CTP/MDP and Growth Management Framework.

OITC, TMFR, TPP

W6.2 Develop and refine Asset Management plans including Tangible Capital Asset Improvement initiatives.

TMFR

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Review and improve 311 completion times to ensure quality customer service is maintained.

OITC, TMFR, TPP

W7.2 Create a Frequently Asked Questions webpage to identify and address five key questions from citizens and permit applicants.

OITC, TMFR, TPP

W7.3 Utilize social media to enhance online citizen participate and input to transportation planning work.

OITC, TMFR, TPP

W7.4 Recognize staff for excellent customer service.

OITC, TMFR, TPP



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Transportation Commitment:**

Transportation provides affordable transportation options while maintaining (and expanding where funding is available) service levels. This includes providing timely, accurate information to key decision makers and citizens.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Pilot, evaluate, and implement the Employee Mobility Program.

OITC, TPP

W9.2 Develop a strategic workforce plan to address changing demographics and retirements.

OITC, TMFR, TPP

W9.3 Strengthen department-wide leadership effectiveness and improve employee satisfaction.

OITC, TMFR, TPP



## TRAN: Transportation Planning - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	5,073	1,222	6.0	5,086	1,235	6.0	5,102	1,251	6.0	5,120	1,269	6.0	5,120	1,269	6.0
Optimizing & Improving Transportation Choice	4,085	3,813	17.0	3,862	3,590	17.0	3,160	2,888	17.0	3,165	2,893	17.0	3,156	2,884	17.0
Transportation Monitoring, Forecasting & Reporting	3,298	3,205	27.5	3,359	3,266	27.5	3,429	3,335	27.5	3,507	3,413	27.5	3,527	3,433	27.5
Transportation Planning Policy	4,214	3,427	33.5	4,261	3,473	33.5	4,312	3,524	33.5	4,368	3,580	33.5	4,390	3,603	33.5
Total Business Unit	16,670	11,666	84.0	16,568	11,564	84.0	16,003	10,999	84.0	16,160	11,156	84.0	16,193	11,189	84.0

The Transportation Planning Director's Office budget includes the Provincial Fuel Tax Grant which is used to fund designs for interchanges and road improvements, Centre City mobility projects, and city-wide active mode projects. This accounts for 76 per cent of the Director's Office budget. The remainder of the budget is used to fund staff salaries, communications services, internal services, office materials, and business expenses.

Optimize and Improve Transportation Choice will receive one time funding allocations of \$750 thousand in 2015 and \$50 thousand in each of 2016, 2017, and 2018. This funding will be used to implement recommendations from Cycling Strategy including the development of a city-wide Bikeway and Pathway Master Plan, and a Bike Design Guide.

All lines of service will be maintained and a slight increase in funding is included to reflect union salary and wage agreements. FTEs in Transportation Planning between 2015 and 2018 will remain the same.

## TRAN: Transportation Planning - Lines of Service

All \$ values are in Thousands (\$000)

Optimizing & Improving Transportation Choice	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,085	3,813	17.0	3,862	3,590	17.0	3,160	2,888	17.0	3,165	2,893	17.0	3,156	2,884	17.0

Improving active modes through the development of the Pedestrian Strategy and a city-wide Bikeway and Pathway Master Plan. These plans will review the needs of pedestrian and cyclists across the city and recommend infrastructure improvement. OITC will coordinate, evaluate and provide recommendation for the Centre City Cycle Track Pilot Project.

To ensure that all modes of travel can move well and safely throughout the city, OITC will design and implement high benefit, low cost transportation system management and transit priority projects that benefit the whole transportation network.

Transportation Monitoring, Forecasting & Reporting	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	3,298	3,205	27.5	3,359	3,266	27.5	3,429	3,335	27.5	3,507	3,413	27.5	3,527	3,433	27.5

Provides support to the Transportation Department through the collection of travel behaviour information and the development and maintenance of travel forecasting tools such as the Regional Transportation Model (RTM). This will include conducting transportation studies that collect volumes for all modes of travel, speeds, shortcutting, mode choice,

parking, and collisions. Additional household travel information will be collected through a continuous survey program which will collect travel behaviour information throughout the year to monitor progress towards CTP objectives.

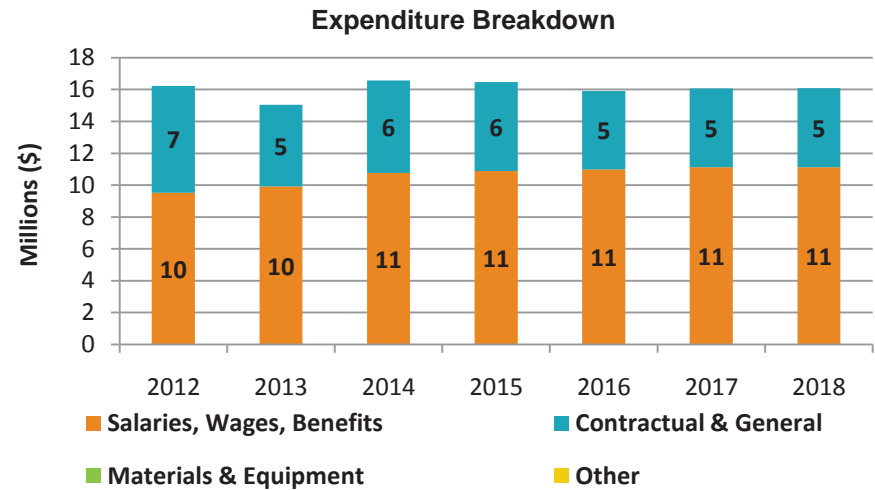
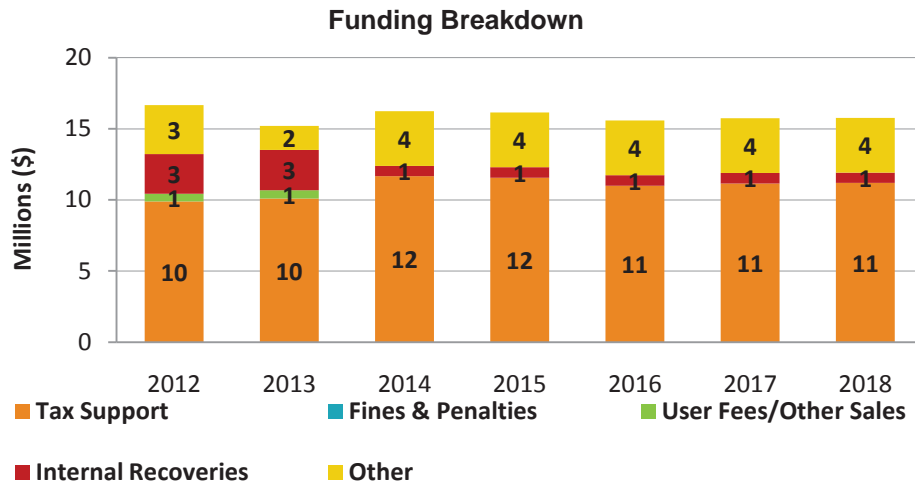
Transportation Planning Policy	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,214	3,427	33.5	4,261	3,473	33.5	4,312	3,524	33.5	4,368	3,580	33.5	4,390	3,603	33.5

TPP will facilitate the planning and design of infrastructure, and establish infrastructure needs and services for new urban and suburban developments. This service includes an update of the 10-year Investing in Mobility Plan in 2018, providing transportation engineering input to the

review of development applications, and conducting functional and corridor planning studies to ensure infrastructure needs in the future can be protected.

## TRAN: Transportation Planning - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Approximately 70 per cent of Transportation Planning's funding is tax supported. The remainder of the funding comes from Provincial Fuel Grants and internal recoveries.

**Expenditures** - Employee salary and wages compose approximately 70 per cent of Transportation Planning expenditures. The remaining expenditures are contractual and general expenses which include external consultants as well as general office expenses.



## TRAN: Transportation Planning - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	11,666	11,564	10,999	11,156
Less: Previous Year One Time	(964)	(750)	(50)	(50)
Base	10,702	10,814	10,949	11,106
Efficiency Gains	(49)	(45)	(41)	(31)
Inflation	162	180	198	64
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	(1)	0	0	0
One Time	750	50	50	50
<b>Total Budget Change</b>	<b>862</b>	<b>185</b>	<b>207</b>	<b>83</b>
<b>Total Budget</b>	<b>11,564</b>	<b>10,999</b>	<b>11,156</b>	<b>11,189</b>

The impact of growth is minimal in Transportation Planning. The cost of growth is reflected as a slight increase in demand for services related to the development permit process, and internal planning and policy work to support growth priorities. This impact is negligible and Transportation Planning will absorb the cost of growth within existing staff levels.

Transportation Planning will continue to reduce expenditures. Staff expertise in a number of priority areas such as infrastructure design and

active mode planning has resulted in less need for external consulting services.

Transportation Planning will use one-time funding allocations of \$750 thousand in 2015 and \$50 thousand in each of 2016, 2017, and 2018 to implement the city-wide Bikeway and Pathway Master Plan and Bicycle Design Guidelines.

<b>TCA Depreciation (\$000s) - Transportation Planning</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
104	104	111	66

TCA Depreciation content is presented for information only.

**TRAN: Transportation Planning - Operating Budget for Council Approval**

For Council Approval

<b>Transportation Planning</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	16,667	15,207	16,670	15,818	750	16,568	15,953	50	16,003	16,110	50	16,160	16,143	50	16,193
Recoveries	(2,796)	(2,826)	(731)	(731)	0	(731)	(731)	0	(731)	(731)	0	(731)	(731)	0	(731)
Revenue	(3,976)	(2,295)	(4,273)	(4,273)	0	(4,273)	(4,273)	0	(4,273)	(4,273)	0	(4,273)	(4,273)	0	(4,273)
Net	9,895	10,086	11,666	10,814	750	<b>11,564</b>	10,949	50	<b>10,999</b>	11,106	50	<b>11,156</b>	11,139	50	<b>11,189</b>
FTEs	81.0	79.0	84.0	84.0	0.0	<b>84.0</b>	84.0	0.0	<b>84.0</b>	84.0	0.0	<b>84.0</b>	84.0	0.0	<b>84.0</b>

**Transportation: General Manager - Operating Budget for Council Approval**

For Council Approval

<b>Transportation: General Manager</b>															
<b>Total GM Operating Budget (\$000s) (Totals may not add due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	2,888	3,600	2,565	2,608	0	2,608	2,659	0	2,659	2,716	0	2,716	2,721	0	2,721
Recoveries	(1,269)	(1,511)	(553)	(553)	0	(553)	(553)	0	(553)	(553)	0	(553)	(553)	0	(553)
Revenue	0	(101)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	1,619	1,987	2,012	2,055	0	2,055	2,106	0	2,106	2,163	0	2,163	2,168	0	2,168
FTEs	18.0	19.0	19.0	19.0	0.0	19.0	19.0	0.0	19.0	19.0	0.0	19.0	19.0	0.0	19.0

# Calgary Parking Authority



## CALGARY PARKING AUTHORITY: Overview

As the operator of municipally owned public on-street and off-street parking facilities, the key role of the Calgary Parking Authority (CPA) is to implement 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. Council's *Parking Policy Framework for Calgary* 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 marketing in Calgary. The CPA has significantly improved its customer service focus in Calgary. The CPA is also enhancing its technology and service delivery to other entities to improve its return on investment.

An exciting new role of the CPA is to leverage its innovative parking technology system (ParkPlus System™) to pursue business opportunities locally and world-wide. This will be accomplished through a commercial relationship with master licensee(s) for marketing and licensing the ParkPlus System™ outside Alberta. The CPA will also market locally within Alberta by the provision of software hosting services or full parking management services.

The CPA's major lines of services are:

1. Public parking management on-street and off-street
2. Parking enforcement and municipal impound lot operations
3. Parking advisory services
4. Residential parking permit administration and enforcement
5. Commercialization of the ParkPlus System™
6. Supply of off-street public parking

### **Key Trends and long-term plans**

The system effectiveness of Calgary's parking technology enjoyed by the CPA will ideally keep customers and other organizations opting for CPA's services. 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. The CPA will also be investing in new off-street facilities to increase the supply of high quality public parking supply in Calgary.

The CPA's ten year strategic plan was developed recently and shared with Council in June 2014. CPA's mission is to build stronger communities by providing exceptional parking experiences. The CPA Board has approved the 2015-2018 operating and capital budget and they are provided to Council for final approval.

The five key strategic areas of the ten year plan are focused on five strategic objectives:

1. Deliver customer centric service and communications
2. Optimize expenditures, revenue and asset management
3. Optimize parking management services
4. Implement parking policy and legislation
5. Foster CPA as the workplace of choice

The strategic plan effectiveness is measured in three simple principles:

1. Exceptional customer service
2. Positive return on investment
3. Achieving stronger community

### **CPA's contribution/role towards achieving Council Priorities**

The CPA's 2015-2018 business plan focus on supporting Council Priorities. Key highlights include:

1. *A prosperous city:* Strengthen Calgary's position as a choice for investment and innovation through enhanced business development, marketing and place-making initiatives. Through marketing of the ParkPlus System™ world-wide with a master licensee and expansion of parking for other organizations and municipalities, the CPA will be known as the 'choice' of parking management solutions.
2. *A city that moves:* Support and work closely with Transportation to ensure parking and public transportation work is integrated to improve mobility and access to parking.
3. *A well-run city:* Respond and constantly improve the quality of service offered to customers. This includes supporting local businesses and other stakeholders and contributing to public realm improvements.

## CALGARY PARKING AUTHORITY: Performance Measures and Targets

Performance Measures	2012 Actual	2013 Actual	2014 Est.	2015 Target	2016 Target	2017 Target	2018 Target
Contribution to The City of Calgary* (000s)	\$24,062	\$21,795	\$22,377	\$19,157	\$19,646	\$20,214	\$21,630
Master licensee (revenue in \$000s)	N/A	N/A	N/A	\$200	\$600	\$1,200	\$2,000
Expansion of managing parking for other entities (revenue in \$000s)	N/A	N/A	\$150	\$550	\$500	\$250	\$150
Compliance rate of non-payment parking enforcement tags issued	85%	87%	88%	88%	89%	89%	90%
Average cost per parking enforcement inquiry received from the public (\$)	\$18.34	\$19.96	\$18.50	\$18.00	\$17.50	\$17.00	\$16.50
Percentage of customers rating the quality of service from the CPA as 'consistently high'	N/A	84%	85%	86%	87%	88%	88%
Cost per processing residential parking permit (\$)	\$41	\$38	\$36	\$34	\$32	\$31	\$30

*Contribution to The City of Calgary (000s)	2012 Actual	2013 Actual	2014 Est.	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Return to City from Parking Enforcement	5,821	5,530	5,042	5,057	4,989	4,868	4,821
65% Contribution of net surplus to The City	16,443	14,021	15,335	12,100	12,657	13,346	14,809
Distribution to affiliated entities**	1,798	2,244	2,000	2,000	2,000	2,000	2,000
<b>Total</b>	<b>24,062</b>	<b>21,795</b>	<b>22,377</b>	<b>19,157</b>	<b>19,646</b>	<b>20,214</b>	<b>21,630</b>
Contribution to Municipal taxes	6,654	8,078	7,579	9,053	9,630	10,313	12,123

\*\*CPA manages parking lots on behalf of affiliated entities. This represents the distribution of net surplus of parking revenue relating to those entities' lots.

**CALGARY PARKING AUTHORITY: Operating Budget Breakdown**

For Council Approval

(\$000s)							
	2012 Actual	2013 Actual	2014 Budget as of June 30, 2014	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenues</b>							
Parking Control*	15,173	14,899	15,462	15,417	15,792	16,168	16,543
Impound Lot**	8,334	8,818	8,236	8,788	8,963	8,963	8,963
On Street Revenue	14,456	15,332	14,878	16,034	17,152	18,236	19,438
Parkades	31,882	31,163	31,304	31,737	32,372	33,019	36,232
Surface Lot	7,033	7,717	6,545	6,802	6,944	7,089	7,237
Administration and General	749	265	450	1,147	2,087	3,547	5,697
<b>Total Revenues</b>	<b>77,627</b>	<b>78,194</b>	<b>76,875</b>	<b>79,925</b>	<b>83,310</b>	<b>87,022</b>	<b>94,110</b>
<b>Expenditures</b>							
Administration	3,619	6,517	4,170	5,749	5,985	6,378	6,552
Parking Control	9,352	9,369	10,372	10,360	10,803	11,300	11,722
Impound Lot	6,879	6,898	7,719	7,440	7,619	7,875	8,488
On Street	2,233	2,161	2,738	2,311	2,478	2,560	2,620
Parkades	11,176	12,610	13,668	14,751	15,426	16,266	18,463
Surface Lots	2,531	2,749	3,399	3,238	3,441	3,663	3,883
Debt Principal Repayment	1,050	1,101	1,154	1,210	850	463	486
Debt Servicing Costs	354	303	249	196	137	105	82
Depreciation expense	7,485	7,116	8,190	8,997	10,109	11,012	12,211
<b>Total Expenditures</b>	<b>44,679</b>	<b>48,824</b>	<b>51,659</b>	<b>54,252</b>	<b>56,848</b>	<b>59,622</b>	<b>64,506</b>
<b>Net</b>	<b>32,948</b>	<b>29,370</b>	<b>25,216</b>	<b>25,673</b>	<b>26,462</b>	<b>27,400</b>	<b>29,604</b>
<b>CPA staff (FTE's)</b>	80.0	81.0	83.0	103.0	109.0	115.0	116.0

Note: FTE count dependent on market expansion. In 2015 budget, there are 15.0 positions transferred from contractual services to salary and wage FTE.

\*Included in this line item is an existing \$3.00 per transaction fee (implemented in 2006) for payment of parking tickets online; Province allows for a \$9.00 fee.

\*\*Included in this line item is a \$10.00 per vehicle transaction fee to fund the Impound Lot capital infrastructure lifecycle replacement where this amount is transferred to capital reserve; there is no impact on the operating budget.



## CALGARY PARKING AUTHORITY: Capital Budget Overview

(\$000s)						
	2015	2016	2017	2018	2019	Total
Projects in Progress & Pre-approved (Not requiring additional appropriation)	7,650	-	-	-	-	7,650
<b>Budget Requiring Approval</b>						
Projects in Progress & Pre-approved (Requiring additional appropriation)	-	-	-	-	-	-
New Programs (Requiring Approval)	15,616	41,885	67,810	35,170	-	160,481
<b>Total Budget Requiring Approval</b>	<b>15,616</b>	<b>41,885</b>	<b>67,810</b>	<b>35,170</b>	<b>-</b>	<b>160,481</b>
<b>Total Capital Budget</b>	<b>23,266</b>	<b>41,885</b>	<b>67,810</b>	<b>35,170</b>	<b>0</b>	<b>168,131</b>

CPA's 2015-2018 capital budget includes growth projects and maintenance/replacement projects.

The growth projects consist of:

- Construction of a new building at the Impound Lot location to accommodate Parking Enforcement and the Impound Lot operations. This project is in progress and has been approved in the previous budget cycle.
- Construction of two new parkades. Centennial West Parkade will be located on 9<sup>th</sup> Avenue and 8<sup>th</sup> Street S.W. East Village Parkade will be located on 9<sup>th</sup> Avenue and 4<sup>th</sup> Street S.E.

The maintenance/replacement projects are:

- Enhance the physical assets' useful life by a formal systematic life-cycle preventative maintenance;
- Preventative maintenance to ensure safe, productive and energy conserved utilization of assets.

**CALGARY PARKING AUTHORITY: Capital Budget for Council Approval**

For Council Approval

Program - Project	Project Description	Type	Cat.	Prev. Approved Budget Up to 2014	(A) Prev. Approved Budget For Future Years	(B) New Budget Request	2015	2016	2017	2018	2019	2015 - 2019
106-001	Replacement of vehicles and equipment	M	C			554	227	110	107	110	-	554
106-002	City Centre Parkade	M	C			3,725	1,900	325	1,100	400	-	3,725
106-004	City Hall Parkade	M	C			1,525	725	450	150	200	-	1,525
106-005	James Short Parkade	M	C			2,150	1,325	200	250	375	-	2,150
106-006	Surface Lots	M	C			575	250	100	125	100	-	575
106-007	Parking Enforcement	M	C			3,942	1,038	963	968	973	-	3,942
106-008	Office equipment and furniture	M	C			265	85	75	50	55	-	265
106-009	Centennial Parkade	M	C			1,800	400	1,000	275	125	-	1,800
106-012	Signage	M	C			860	200	210	220	230	-	860
106-013	Information technology infrastructure	M	C			2,096	646	636	41	395	-	2,096
106-018	McDougall Parkade	M	C			2,850	1,600	400	200	650	-	2,850
106-019	Future facilities design & consulting	G	C			1,350	500	500	200	150	-	1,350
106-021	Security system and parts	M	C			750	150	200	200	200	-	750
106-023	Centennial West Parkade	G	C			62,500	-	2,500	30,000	30,000	-	62,500
106-028	Impound Lot	M	C			2,100	850	600	400	250	-	2,100
106-029	ParkPlus	U	C			9,614	2,720	2,181	2,946	657	-	9,614
106-031	East Village Parkade	G	C			62,500	2,500	30,000	30,000	-	-	62,500
106-032	Convention Centre Parkade	M	C			1,325	500	325	200	300	-	1,325
<b>Total Program 106: Calgary Parking Authority</b>						<b>160,481</b>	<b>15,616</b>	<b>41,885</b>	<b>67,810</b>	<b>35,170</b>	<b>-</b>	<b>160,481</b>
<b>Operating impacts of capital of Program 106</b>												
<i>2015 – 2018 Operating Budget</i>							1,282	2,459	3,481	6,914	N/A	14,136
<i>2019 and beyond up to 2024 Operating Plan</i>							N/A	N/A	N/A	N/A	28,485	28,485
						<b>160,481</b>	<b>15,616</b>	<b>41,885</b>	<b>67,810</b>	<b>35,170</b>	<b>-</b>	<b>160,481</b>
<p><b>Note:</b> Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change            Category: A=Project in Progress, C=New Project, 01=2015-2018 Operating Cost, 02=2019 and beyond Operating Cost            Budgets and/or operating costs of capital beyond 2019 are included in 2019 and are detailed in the Explanation section</p>												

<b>Funding for Capital Projects</b>						
Private Contributions/Developers Loans	-	15,000	30,000	15,000	-	60,000
Capital Reserves	15,616	26,885	37,810	20,170	-	100,481
<b>Total Funding</b>	<b>15,616</b>	<b>41,885</b>	<b>67,810</b>	<b>35,170</b>	<b>-</b>	<b>160,481</b>

## CALGARY PARKING AUTHORITY: Capital Budget for Council Approval

### Explanation of Budget Requests

- 106-001 Project 106-001: Replacement of vehicles and equipment**  
**2015 – 2018 New Budget Request: \$554 thousand**  
This project funds ongoing replacement/purchase of facility and security vehicles and capital equipment and tools.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$110 thousand added to the annual base by 2018, beginning with \$45 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$320 thousand added to the annual base by 2024, beginning with \$140 thousand in 2019.
- 106-002 Project 106-002: City Centre Parkade**  
**2015 – 2018 New Budget Request: \$3,725 thousand**  
This project funds the general lifecycle maintenance/replacement of elevators, traffic deck, energy conservation, electrical, mechanical and structural component repair program.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$149 thousand added to the annual base by 2018, beginning with \$76 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$275 thousand added to the annual base by 2024, beginning with \$169 in 2019.
- 106-004 Project 106-004: City Hall Parkade**  
**2015 – 2018 New Budget Request: \$1,525 thousand**  
This project funds the general lifecycle maintenance/replacement of elevators, traffic deck, energy conservation, electrical, mechanical and structural component repair program.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$61 thousand added to the annual base by 2018, beginning with \$29 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$187 thousand added to the annual base by 2024, beginning with \$81 thousand in 2019.
- 106-005 Project 106-005: James Short Parkade**  
**2015 – 2018 New Budget Request: \$2,150 thousand**  
This project funds the general lifecycle maintenance/replacement of elevators, traffic deck, energy conservation, electrical, mechanical and structural component repair program.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$86 thousand added to the annual base by 2018, beginning with \$53 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$212 thousand added to the annual base by 2024, beginning with \$106 thousand in 2019.

## CALGARY PARKING AUTHORITY: Capital Budget for Council Approval

### Explanation of Budget Requests

- 106-006 Project 106-006: Surface Lot Development**  
**2015 – 2018 New Budget Request: \$575 thousand**  
This project funds the general lifecycle maintenance/replacement of lighting, landscaping and asphalt repairs.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$23 thousand added to the annual base by 2018, beginning with \$10 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$62 thousand added to the annual base by 2024, beginning with \$29 thousand in 2019.
- 106-007 Project 106-007: Parking Enforcement**  
**2015 – 2018 New Budget Request: \$3,942 thousand**  
This project funds the general lifecycle replacement of parking enforcement vehicles, auto chalk vehicles, equipment and enforcement software and hardware applications.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$394 thousand added to the annual base by 2018, beginning with \$104 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$918 thousand added to the annual base by 2024, beginning with \$492 thousand in 2019.
- 106-008 Project 106-008: Equipment and Furniture**  
**2015 – 2018 New Budget Request: \$265 thousand**  
This project funds the purchase of equipment and furniture.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$53 thousand added to the annual base by 2018, beginning with \$17 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$140 thousand added to the annual base by 2024, beginning with \$65 thousand in 2019.
- 106-009 Project 106-009: Centennial Parkade**  
**2015 – 2018 New Budget Request: \$1,800 thousand**  
This project funds the general lifecycle maintenance/replacement of elevators, traffic deck, energy conservation, electrical, mechanical and structural component repair program.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$72 thousand added to the annual base by 2018, beginning with \$16 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$198 thousand added to the annual base by 2024, beginning with \$92 thousand in 2019.

## CALGARY PARKING AUTHORITY: Capital Budget for Council Approval

### Explanation of Budget Requests

- 106-012 Project 106-012: On Street Signage & Equipment**  
**2015 – 2018 New Budget Request: \$860 thousand**  
This project funds the replacement/purchase of on street signage and equipment.  
This project funds the replacement/purchase of on street signage and equipment.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$172 thousand added to the annual base by 2018, beginning with \$40 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$475 thousand added to the annual base by 2024, beginning with \$220 thousand in 2019.
- 106-013 Project 106-013: Information technology**  
**2015-2018 New Budget Request: \$2,096 thousand**  
This project funds the development of expanded customer service options and the existing technology infrastructure.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$419 thousand added to the annual base by 2018, beginning with \$129 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$917 thousand added to the annual base by 2024, beginning with \$497 thousand in 2019.
- 106-018 Project 106-018: McDougall Parkade**  
**2015 – 2018 New Budget Request: \$2,850 thousand**  
This project funds the general lifecycle maintenance/replacement of elevators, traffic deck, energy conservation, electrical, mechanical and structural component repair program.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$114 thousand added to the annual base by 2018, beginning with \$64 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$240 thousand added to the annual base by 2024, beginning with \$134 thousand in 2019.
- 106-019 Project 106-019: Parkade Design & Consulting**  
**2015 – 2018 New Budget Request: \$1,350 thousand**  
This project funds the parkade design & consulting related to the upcoming East Village parkade, Centennial West parkade and other concept projects as well as structural, architectural, electrical, and mechanical disciplines relating to upgrade or repair programs.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$54 thousand added to the annual base by 2018, beginning with \$20 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$103 thousand added to the annual base by 2024, beginning with \$62 thousand in 2019.

## CALGARY PARKING AUTHORITY: Capital Budget for Council Approval

### Explanation of Budget Requests

- 106-021 Project 106-021: Security System & Parts**  
**2015 – 2018 New Budget Request: \$750 thousand**  
This project funds the camera software and system upgrades to replace obsolete hardware and software.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$150 thousand added to the annual base by 2018, beginning with \$30 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$405 thousand added to the annual base by 2024, beginning with \$190 thousand in 2019.
- 106-023 Project 106-023: Centennial West Parkade**  
**2015 – 2018 New Budget Request: \$62,500 thousand**  
This project funds the design and construction costs of building a new parkade (808 9 Ave SW).  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be none.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$10,080 thousand added to the annual base by 2024, beginning with \$4,080 thousand in 2019.
- 106-028 Project 106-028: Impound Lot**  
**2015 – 2018 New Budget Request: \$2,100 thousand**  
This project funds lifecycle maintenance/replacement of capital assets at the Impound Lot.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$189 thousand added to the annual base by 2018, beginning with \$85 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$363 thousand added to the annual base by 2024, beginning with \$211 thousand in 2019.
- 106-029 Project 106-029: ParkPlus Hardware & Software**  
**2015 – 2018 New Budget Request: \$9,614 thousand**  
This project funds the technology component of the ParkPlus system which includes the pay machines, servers, interactive voice response system, mobile phone application as well as the enhancements to the ParkPlus system.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$1,922 thousand added to the annual base by 2018, beginning with \$544 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$3,318 thousand added to the annual base by 2024, beginning with \$1,959 thousand in 2019.
- 106-031 Project 106-031: East Village Parkade**  
**2015 – 2018 New Budget Request: \$62,500 thousand**  
This project funds the design and construction costs of building a new parkade (407 9 Ave SE).  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$2,893 thousand added to the annual base by 2018, beginning with \$2,893 thousand in 2018.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$10,093 thousand added to the annual base by 2024, beginning with \$4,093 thousand in 2019.

## CALGARY PARKING AUTHORITY: Capital Budget for Council Approval

### Explanation of Budget Requests

- 106-032**      **Project 106-032: Convention Centre Parkade**  
**2015 – 2018 New Budget Request: \$1,325 thousand**  
This project funds the general lifecycle maintenance/replacement of elevators, traffic deck, energy conservation, electrical, mechanical and structural component repair program.  
The total future incremental operating impact of capital (2015-2018) for CPA is anticipated to be \$53 thousand added to the annual base by 2018, beginning with \$20 thousand in 2015.  
The total future incremental operating impact of capital (2019-2024) for CPA is anticipated to be \$179 thousand added to the annual base by 2024, beginning with \$73 thousand in 2019.
- 957-001**      **Project 957-001: Flood Restoration (City Hall Parkade)**  
**2015 – 2018 New Budget Request: \$1,186 thousand**  
This project funds the flood rehabilitation activities which includes the replacement of electrical, mechanical and structural infrastructure.  
Operating impact of capital: None
- 957-002**      **Project 957-002: Flood Restoration (McDougall Parkade)**  
**2015 – 2018 New Budget Request: \$338 thousand**  
This project funds the flood rehabilitation activities which includes the replacement of electrical, mechanical and structural infrastructure.  
Operating impact of capital: None
- 957-003**      **Project 957-003: Flood Resiliency & Mitigation**  
**2015 – 2018 New Budget Request: \$500 thousand**  
This project funds the flood resiliency activity which includes the installation of flood prevention doors at City Hall, James Short, McDougall and Convention Centre parkades.  
Operating impact of capital: None

# Community Services & Protective Services



Tab4

Tab3

Community Services &  
Protective Services

Tab1



# Community Services & Protective Services

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## LINES OF SERVICE

City Wide Parks Services
Community & Strategic Services
Community Partnerships
Community Programs & Services
Community Social Development
Compliance Services
Customer & Business Services
Departmental Strategic Services
Emergency Management, Planning & Preparedness
Emergency Response & Fire Fighting
Emergency Response Vehicles, Facilities & Equipment
Facility Development & Management
Fire, Life Safety, & Investigations
Golf Course Operations
Operations: Public Safety Communications
Operations: Animal & General Bylaw Services
Parks Operations
Parks Pathway
Parks Urban Forestry
Planning & Developing the Parks System
Planning, Risk Analysis, & Performance Management
Public Safety Communications Commander's Office
Recreation Asset Management
Recreation Facilities, Products & Services
Shelter Operations
Specialized Support Services
Sport & Culture Sector Development
Strategy & Partnerships

# Community Services & Protective Services - Overview

Community Services & Protective Services (CS&PS) aligns with The City of Calgary vision by contributing to making Calgary a great place to make a life.

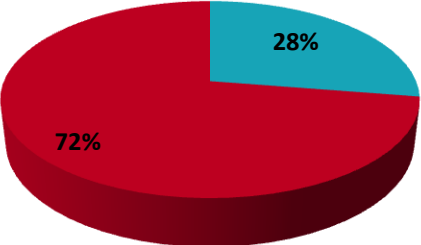
CS&PS enhances quality of life in Calgary by working together to create and sustain a vibrant, healthy, safe and caring community with Calgarians. The outcomes of the work completed in CS&PS include: community well-being; public safety; great public spaces and a healthy natural environment; a thriving community and business climate; and safe and accessible, active mobility.

CS&PS delivers a broad array of social, recreation and leisure programs as well as provides accessible natural areas and green spaces to promote active lifestyles, wellness, inclusive communities and vibrant neighbourhoods. CS&PS preserves and enhances public safety through education programs and services, enforcement and emergency and disaster response systems. CS&PS collaboratively develops and maintains community and business standards that reflect the values of Calgarians.

The departments' programs, services and response systems are delivered through the CS&PS' business units. CS&PS works across and beyond The Corporation to develop partnerships with community, social and recreation agencies, Civic Partners, provincial and federal departments and emergency management agencies to expand and enhance services to citizens. CS&PS currently has 14 Civic Partners, and hundreds of other partner organizations.

- The CS&PS business units are:
- Animal & Bylaw Services (ABS)
  - Calgary Fire Department (FIRE)
  - Community & Neighbourhood Services (CNS)
  - Parks (PRK)
  - Public Safety Communications (PSC)
  - Recreation (REC)

**Community Services & Protective Services  
Share of Tax Supported Net Operating Budget  
City Wide Total Tax Support: \$1,657 Million**



■ Community Services & Protective Services ■ Other Tax Supported Operations

(City wide tax support amount is the average common revenues less corporate costs & debt servicing)

## Community Services & Protective Services - Overview

### Trends

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Over the next four years, Calgary's population is predicted to grow and become increasingly diverse with additional new immigrants, seniors and low-income families. Along with growing demands for programs, services and amenities, citizens' expectations for convenient, accessible and innovative customer service have been increasing as well as the escalating potential for natural disasters. CS&PS must balance the needs of an ever-growing, diverse population, escalating expectations, and the potential for natural disasters with the realities of budget restrictions and service capacities. CS&PS will achieve this balance by finding efficiencies, becoming a more effective organization, and collaborating with internal and external partners. To accommodate growth CS&PS will maintain and build additional parks and open space, construct four new recreation centres, and continue to build fire emergency response stations in new communities. To address changing demographics CS&PS will provide additional recreation services for seniors and youth, support the implementation of the Poverty Reduction Initiative, and develop a Seniors Age-Friendly Strategy. To enhance service delivery CS&PS will continue to engage the public on programs and services to ensure needs are being met, and invest in technology such as Next Generation 9-1-1. To ensure public safety CS&PS will continue to build resiliency to respond to natural disasters, establish improved continuity plans, and educate Calgarians on how to plan, prepare for and respond to a disaster; rebuilding and repair of damaged infrastructure from the flood of 2013 will continue as will flood mitigation efforts. To address trends in a fiscally responsible manner CS&PS will participate in Zero-Based Reviews, and a department review to ensure CS&PS is best positioned to meet the growing and changing needs of Calgarians.

### Long-Term Plans

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CS&PS supports the implementation of the strategic long-term planning documents imagineCALGARY, the Municipal Development Plan (MDP), the Calgary Transportation Plan (CTP), and the 2020 Sustainability Direction (2020 SD). CS&PS aligns with the MDP goals of a prosperous economy, shaping a more compact urban form, and creating great communities by managing growth and by championing complete communities. Complete communities are vibrant, green and safe places where daily needs can be met. CS&PS supports complete communities by investing in capital, expanding program offerings to new communities and maintaining and enhancing current programs, services and facilities to meet changing community needs. The CS&PS department aligns with the CTP goals of promoting safety, and enabling walking and cycling as the preferred mobility choices. Over the next four years, CS&PS will review the regulation and practices of the taxi system, as well as invest in new active mobility infrastructure. CS&PS aligns with 2020 SD by supporting the objectives of equity and diversity, inclusiveness and creativity, safety and resiliency, and a sustainable corporation. CS&PS will continue to provide fair and equitable access to programs and services, maintain standards for fire response, strengthen community standards, and engage citizens on their needs and preferences. The goals provided in The City's long-term planning documents are embedded in CS&PS long-term plans: FIRE's 10-year Sustainability Plan, Recreation's 10-year Master Plan, and Parks' forthcoming 30-year vision.

## Community Services & Protective Services - Overview

### Citizen Engagement

CS&PS heard from citizens through the Action Plan public engagement in 2014 that CS&PS should continue to:

- Invest in pathways for pedestrians and bikes, with a focus on the inner city;
- Provide local amenities and services, including recreation, parks and libraries in growth areas;
- Keep communities safe; and
- Become a more efficient and effective organization that demonstrates value and engages citizens.

In 2015 to 2018 CS&PS will invest in pathways; build four new recreation facilities, a new Central Library and fire stations; develop, maintain and enhance new and existing parks and other community facilities; offer programs at affordable prices; and prevent, preserve and enhance public safety. CS&PS is also committed to becoming a more efficient and effective department through ongoing reviews, and engaging citizens on their expectations and perceptions of CS&PS.

Annually, CS&PS conducts a Citizen Expectations and Perceptions Survey to hear from citizens on the importance and value of CS&PS programs and services. CS&PS incorporates the feedback into the department's regular business operations, actively listening to citizens and responding.

### Council Priorities

CS&PS contributes to all five Council Priorities. To support a prosperous city CS&PS will: work with Calgary Economic Development on a refreshed Calgary Economic Development Strategy; support Business Revitalization Zones (BRZ); invest in attraction-based organizations; support Calgary Public Library construction and expansion initiatives; work with Calgary Arts Development Authority (CADA) on the implementation of the "Living a Creative Life" strategy; implement with partners the Calgary Poverty Reduction Strategy; host and support artistic and cultural festivals and events; and develop a Seniors Age-Friendly Strategy.

To contribute to inspiring neighbourhoods CS&PS will: maintain public and fire safety standards; work with communities to build strong neighbourhoods; enhance The City's capacity to support citizens in recovery from disasters and emergency situations; invest in community assets; work with community associations (CA); and engage communities through the Neighbourhood Improvement Initiative (NII).

To promote a city that moves CS&PS will: invest in safe, accessible pathways to encourage active mobility, increase community linkages and enhance walkability; and improve taxi and limousine regulations. CS&PS will contribute to a healthy and green city through initiatives that: conserve, protect and enhance the natural environment; cultivate stewards of the environment; and engage citizens in active, creative, safe and healthy lifestyles.

To ensure the department continues to contribute to a well-run city CS&PS will: continue to offer services that are responsive to emerging community needs; participate in Zero-Based Reviews; deliver high quality customer service experiences; and complete and implement a department review.

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Accountable BU
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	CNS
P2 Advance purposeful economic diversification and growth.	CNS
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	ABS, CNS
P4 Cut red tape and continue to help small businesses succeed.	ABS
P5 Seek out partnerships with other governments and community partners to achieve community well-being.	ABS, CNS, FIRE, PSC, REC
P7 Continue policies and programs to reduce the number of people living in poverty.	ABS, CNS
P8 Respond to the needs of an aging population.	ABS, CNS, FIRE, REC
P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.	CNS, REC
P10 Expand our library system and enhance access to technology and information.	ABS, CNS, REC
P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.	CNS, REC
P12 Establish approaches and practices that welcome and support full participation of vulnerable populations in City activities.	CNS, REC

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM1 Per cent of business licences issued to meet processing timing standards.	83%	83%	80%	≥ 75%	≥ 75%	≥ 75%	≥ 75%



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM2 Number of indicators of financial self-sufficiency showing significant improvement for vulnerable Calgarians in CNS-funded programs.	2	2	3	3	4	4	5
P.PM3 Number of dollars leveraged through partnerships for each \$1 invested in FCSS.	6.41	6.76	7.72	7.72	7.72	7.72	7.72
P.PM4 Number of indicators of social networks and support showing significant improvement for vulnerable seniors who are participating in CNS-funded programs.	2	4	4	4	5	5	5
P.PM5 Number of vulnerable Calgarians accessing specific CNS-funded programs focused on increasing social inclusion.	NA	90,078	90,000	90,000	90,000	90,000	90,000
P.PM6 Number of indicators of positive child and youth development showing significant improvement for participants in CNS-funded programs, including Calgary AfterSchool.	12	10	11	11	12	12	13
P.PM7 Number of City-supported festival and event days.	612	488	577	550	590	575	590
P.PM8 Number of Calgary AfterSchool program visits in targeted neighbourhoods and recreation facilities.	55,219	42,442	44,000	44,250	44,500	44,750	45,000
P.PM9 Number of children and youth participant visits to City of Calgary Recreation programs, services and facilities.	896,873	918,311	900,000	910,000	920,000	930,000	940,000

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to start and grow a business.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM10 Per cent of Calgarians who report that festivals are important to the quality of life in Calgary.	68%	71%	71%	71%	71%	71%	71%
P.PM11 Per cent of service requests for safety code inspections completed within customer service standards.	95.4%	94.5%	94.5%	95.5%	95.5%	95.5%	95.5%

**Alignment of Strategies and Performance Measures to Long-Term Plans**

CS&PS strategies and performance measures for a prosperous city directly align with section 2.1 of the Municipal Development Plan (MDP) a prosperous economy. The prosperous economy section of the MDP provides policies for creating a city that is attractive for business and people, and on enabling a sustainable economy. CS&PS directly aligns to this section by working alongside Business Revitalization Zones (BRZ), connecting them to resources, and assisting them develop business plans. CS&PS also ensures a sustainable economy by working with external partners and the federal and provincial governments to support Calgary's development as the global business centre for energy. CS&PS aligns with the 2020 Sustainability Direction (2020 SD) by supporting the objectives of equity and diversity, inclusiveness and creativity objectives. CS&PS supports these objectives by providing fair access to programs, services, facilities, and spaces to all Calgarians and by fostering a diverse and socially inclusive city that respects its heritage and the arts. CS&PS will continue to develop a Seniors Age-Friendly Strategy, enhance recreational programming for children and youth and provide arts and culture opportunities and the various festivals and events.



A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Community Services & Protective Services Commitment:**  
CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

Strategy Related to Council Outcome	Accountable BU
N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	ABS, FIRE, PSC
N2 Build resiliency to flooding.	CNS, FIRE, PRK
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	ABS, FIRE, PSC
N4 Revitalize the role and ability of community associations, and use of community facilities.	CNS, REC
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	CNS, PRK, REC
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	CNS, FIRE, REC
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	CNS, PRK, REC
N10 Protection and enhancement of heritage assets.	PRK
N11 Promote public safety through education, prevention and partnerships.	ABS, FIRE, PSC
N12 Promote and strengthen community standards through facilitated compliance.	ABS, FIRE

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM1 Per cent of Public Safety Answering Point 9-1-1 calls answered within 15 seconds.	97%	96%	97%	95%	95%	95%	95%
N.PM2 First-in unit emergency response within seven minutes at fire suppression incidents.	71.5%	73.3%	76%	76%	76%	76%	76%





**Community Services & Protective Services Commitment:**

CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

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and has the opportunity to participate in civic life.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM3 First-in unit emergency response within seven minutes at emergency medical incidents.	83.6%	86.8%	87%	87%	87%	87%	87%
N.PM4 Achieve full first alarm assignment at high-risk fire suppression incidents within 11 minutes.	59.6%	69.1%	69%	69%	69%	69%	69%
N.PM5 Ratio of the number of Calgarians contacted annually about safety through non-emergency initiatives.	1 in 10	1 in 10	1 in 10	1 in 10	1 in 9	1 in 9	1 in 9
N.PM6 Number of communities informed about preparing for, responding to and recovering from an emergency or disaster.	NA	NA	5	10	15	20	25
N.PM7 Per cent of community associations that are at a good/satisfactory financial standing.	74%	83%	79%	81%	83%	85%	85%
N.PM8 Per cent of Calgarians who agree they have easy access to places where they can get physical activity.	NA	76%	76%	76%	76%	78%	78%
N.PM9 Per cent of bylaw calls for services resolved through education and voluntary compliance.	90%	92%	96%	95%	95%	95%	95%
N.PM10 Average response time (in hours) to priority one 311 call by bylaw officers.	NA	NA	NA	2 hrs	2 hrs	2 hrs	2 hrs
N.PM11 Number of pet licences issued per 100,000 population.	NA	NA	12,000	12,000	12,000	12,000	12,000
N.PM12 Per cent of Calgarians who report that arts and cultural activities and programs are important to the quality of life in Calgary.	75%	75%	75%	75%	75%	75%	75%



**Community Services & Protective Services Commitment:**

CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Alignment of Strategies and Performance Measures to Long-Term Plans**

CS&PS strategies and performance measures for a city of inspiring neighbourhoods directly align with two sections in the MDP section 2.1 a prosperous economy and section 2.2 shaping a more compact urban form. CS&PS contributes to a prosperous economy by managing growth, working with other levels of government to secure sustainable sources of funding, and advocating for more community services in growth communities. CS&PS contributes to shaping a more compact urban form by championing complete communities through providing public spaces, parks and recreation facilities that provide access to nature, cultural events and social gathering areas and support sports, relaxation and other outdoor activities.

CS&PS contributes to the community well-being goal of the 2020 SD by supporting the safety and resiliency objective through maintaining standards for fire response, promoting public safety and strengthening community standards. Over the next business cycle, CS&PS will promote public safety through enhancing access to 9-1-1 using a variety of new technology, hosting The City's Safety Expo and Disaster Alley, and by informing citizens about preparing for, responding to and recovering from emergencies or disasters.



**Community Services & Protective Services Commitment:**  
 CS&PS reviews and enhances regulation to promote safe and convenient taxi service, and contributes to providing secure, accessible, year-round active modes of transportation for cyclists and pedestrians.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Accountable BU
M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.	PRK
M5 Improve the taxi system.	ABS

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
M.PM1 Number of kilometers of pathways that are cleared of snow.	157 km	300 km	300 km	300 km	320 km	320 km	320 km
M.PM2 Per cent of citizens satisfied with Calgary's pathway system.	94%	92%	89%	89%	89%	89%	90%
M.PM3 Per cent of customers satisfied with both taxi and accessible taxi service this past year.	NA	NA	80%	80%	80%	80%	80%



**Community Services & Protective Services Commitment:**

CS&PS reviews and enhances regulation to promote safe and convenient taxi service, and contributes to providing secure, accessible, year-round active modes of transportation for cyclists and pedestrians.

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People and goods can move well and safely throughout the city,  
using a variety of convenient, affordable, accessible and  
efficient transportation choices.

**Alignment of Strategies and Performance Measures to Long-Term Plans**

CS&PS aligns with the Calgary Transportation Plan (CTP) goal to promote safety for all transportation users, and to enable public transit, walking and cycling as the preferred mobility choices for more people. CS&PS will support the development of the Green Line Program by ensuring the plans for the transit line will comply with community safety standards. CS&PS will also enhance the regulation and practices of the taxi system to improve safety and efficiency standards.

The CTP goal to enable public transit, walking and cycling, along with 2020 SD objective of increasing transportation choice, will be supported by CS&PS through enhancing walking and cycling mobility options by investing in active transportation infrastructure and by providing snow clearing to over 300 kilometres of pathway.



**Community Services & Protective Services Commitment:**  
 CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

A healthy and green city  
 We steward our air, land, and water while encouraging  
 healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Accountable BU
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	PRK
H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.	PRK
H5 Protect and enhance our urban forest and natural landscape throughout Calgary.	PRK
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	FIRE, PRK
H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.	CNS, PRK, REC
H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.	CNS, PRK, REC
H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.	ABS, PRK

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM1 Number of hectares per year under naturalization, restoration and/or alternate horticulture practices.	NA	NA	NA	TBD	TBD	TBD	TBD
H.PM2 Number of participant visits to City of Calgary Recreation programs, services and facilities.	3,591,852	3,874,406	3,684,672	3,800,000	3,900,000	4,000,000	4,100,000
H.PM3 Number of Calgarians in the Fee Assistance Program.	25,622	25,452	25,431	26,200	26,700	27,200	27,800



**Community Services & Protective Services Commitment:**

CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM4 Per cent of citizens satisfied with Calgary's parks and other open spaces.	95%	95%	95%	90%	90%	93%	93%
H.PM5 Per cent of Calgarians surveyed who are satisfied with Recreation's programs.	89%	91%	90%	90%	90%	90%	90%
H.PM6 Per cent of Calgarians surveyed who are satisfied with Recreation's facilities.	90%	91%	91%	90%	90%	90%	90%
H.PM7 Per cent of adult Calgarians who are physically active enough to experience health benefits.	NA	NA	60%	60%	60%	60%	60%

**Alignment of Strategies and Performance Measures to Long-Term Plans**

CS&PS performance measures and strategies for a healthy and green city align with sections 2.2 and 2.3 of the MDP. CS&PS aligns with sections 2.2 and 2.3 shaping a compact urban form and creating great communities, by ensuring communities have access to local recreation programs, services and facilities and the open spaces system. CS&SP will continue to invest in recreation facilities, parks, pathways and open-space system to link communities and the river valleys.

CS&PS aligns with the 2020 SD, by supporting the goal of community well-being, and more specifically the equity and diversity, inclusiveness and creativity objectives. CS&PS supports these objectives by providing fair access to programs, services, facilities and public spaces for all Calgarians to enhance quality of life and to foster a diverse and socially inclusive city.

CS&PS will work to achieve the 2020 SD objective of a healthy and active city by continuing to provide accessible and affordable recreation programs and services and by building four new recreation facilities. CS&PS contributes to the 2020 SD goal of a sustainable environment by championing biodiversity.



**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Accountable BU
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	ABS, CNS, FIRE, PRK, PSC, REC
W3 Examine opportunities for alternative service delivery for competitiveness.	ABS, PRK, REC
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	ABS, CNS, FIRE, PRK, REC
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	ABS, CNS, FIRE, PRK, REC
W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.	ABS, CNS, PRK, PSC, REC
W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.	CNS, FIRE, PRK
W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.	ABS, CNS, FIRE, PRK, PSC, REC

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM1 Per cent of employees who agree that "I am personally focused on delivering excellent customer service to citizens".	92%	92%	92%	92%	92%	92%	92%
W.PM2 Number of assigned departmental workstations decreased.	NA	NA	NA	0	0	0	61
W.PM3 Per cent increase in CS&PS customer service ratings.	NA	NA	NA	TBD	TBD	TBD	TBD



**Community Services & Protective Services Commitment:**

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Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM4 CS&PS lost time claims frequency rate per 200,000 exposure hours.	5.8	4.3	5.0	4.9	4.7	4.5	4.2
W.PM5 Number of visits to CS&PS WebPages.	2,615,673	2,963,156	2,500,000	2,562,500	2,626,563	2,692,227	2,759,533

**Alignment of Strategies and Performance Measures to Long-Term Plans**

CS&PS strategies and performance measures are aligned with 2020 SD goal of a sustainable corporation. CS&PS will ensure effective and efficient service delivery by regularly reviewing and engaging the public on programs and services to ensure the department is meeting Calgarians' needs. CS&PS will continue to identify opportunities for service improvements, and will promote a culture of efficiency, effectiveness, and innovation. CS&PS will foster an environment of effective leadership, learning and development opportunities and an innovative, inclusive culture to retain and attract high performing employees to deliver the quality services that CS&PS offers.

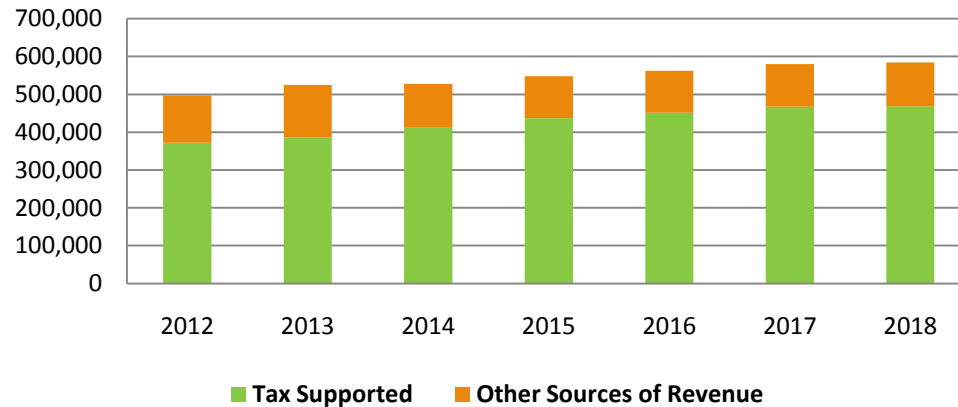




## Community Services & Protective Services - Operating Budget Overview

Community Services & Protective Services							
Total Operating Budget (\$000s) (Totals may not add due to rounding)							
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	514,736	546,251	542,233	562,949	577,565	595,410	599,099
Recoveries	(17,874)	(21,199)	(14,665)	(15,028)	(15,050)	(15,074)	(15,097)
Revenue	(124,933)	(138,661)	(115,961)	(111,053)	(110,927)	(112,726)	(115,815)
Net	371,929	386,392	411,606	436,868	451,587	467,610	468,187
FTEs	3,245.3	3,296.3	3,375.3	3,404.1	3,471.1	3,544.1	3,597.1

**Community Services & Protective Services  
Funding of Operating Expenditures (Net of Recoveries)  
(\$000s)**



### Operating Budget Highlights

Community Services & Protective Services (CS&PS) has a significant role in achieving Council Priorities. For the 2015 - 2018 business cycle, CS&PS has focused on maintaining service levels to ensure that CS&PS can continue to meet the needs of Calgarians as well as invest in initiatives that support the delivery of Council Priorities.

CS&PS' net budget increases include: adding FTEs for FIRE, ABS, and PSC to maintain service levels; accommodating growth in the Parks system; providing Recreation programs for seniors and youth; investing in the Neighbourhood Improvement Initiative (NII); and ensuring CNS can deliver on: the Calgary Poverty Reduction Initiative, programs for youth at risk, and the Seniors Age-Friendly Strategy. The increases will contribute to a prosperous city, a city of inspiring neighbourhoods, and a healthy and green city.

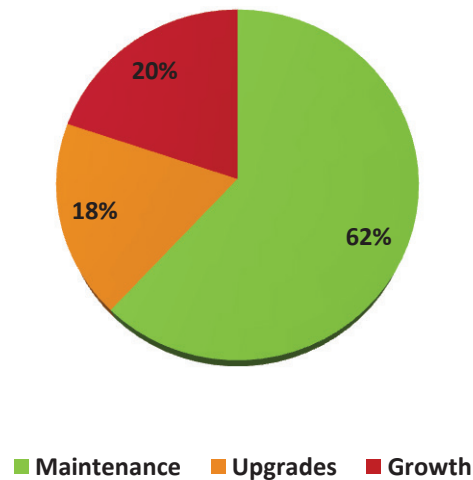
Over the next four years CS&PS must find efficiencies and redistribute resources to ensure growth can be accommodated. Examples include: improved management of lifecycle and maintenance projects, staff realignment, customer service enhancements, exploring alternative services delivery models, and implementing ZBR recommendations. These efficiencies and redistributions are to ensure that service reductions impacting citizens are limited. Continued growth may impact public safety response time performance and meeting the demands for CS&PS programs, services and facilities.

## Community Services & Protective Services - Capital Budget Overview

Community Services & Protective Services							
Total Capital Budget (\$000s) (Totals may not add due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	264,108	301,864	228,099	129,937	54,442		714,342
<b>Breakdown of New Budget Requests</b>							
Maintenance/Replacement		34,487	36,492	57,857	55,567	0	184,403
Upgrades		21,116	9,383	14,798	8,828	0	54,125
Growth		4,950	6,000	21,650	22,500	4,000	59,100
Service Change		0	0	0	0	0	0
Total New Budget Requests		60,553	51,875	94,305	86,895	4,000	297,628
<b>Total Capital Budget</b>	<b>264,108</b>	<b>362,417</b>	<b>279,974</b>	<b>224,242</b>	<b>141,337</b>	<b>4,000</b>	<b>1,011,970</b>

\*2019+ represents projects which start within the 2015 - 2018 cycle and which are completed in years beyond 2018.

### Community Services & Protective Services New Capital Budget Requests by Project Type (2015-\*2019+) Total \$298 Million



**Maintenance/Replacement** - CS&PS' total capital requirements for 2015-2018, determined through the Culture, Parks and Recreation Infrastructure Investment Plan (CPRIIIP) and the Emergency Response Infrastructure Investment Plan (ERIIP) exceed available funding. Subsequently, CS&PS' capital budget is primarily high priority maintenance projects. Many growth, upgrade, and lower priority projects have been deferred to the next budget cycle.

The recommended maintenance projects include: firefighting equipment lifecycle, facility maintenance for community associations and recreation facilities, and flood maintenance projects from 2013. The projects contribute to a prosperous city, a city of inspiring neighbourhoods and a healthy and green city.

**Upgrades** - In alignment with a city of inspiring neighbourhoods and a well-run city, CS&PS is investing in established neighbourhoods, and new technology upgrades to accommodate evolving community needs. The requested projects include: upgrades to established parks and established area pools and the NG 9-1-1 telephone upgrade to allow citizens to text or video 9-1-1.

**Growth** - CS&PS' growth projects will align with a city of inspiring neighbourhoods. Requested growth projects include: new fire emergency response stations, and expanded regional pathways.

# Animal & Bylaw Services

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Tab4

**Animal & Bylaw  
Services**

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Tab2

Tab1

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**Tab3**  
**Animal & Bylaw  
Services**

Tab2

Tab1

## CSPS: Animal & Bylaw Services - Overview

Animal & Bylaw Services (ABS) encourages the development of safe, healthy and vibrant communities for people and their pets by fostering and maintaining community and business standards that reflect the values of Calgarians. ABS works collaboratively with Calgarians, responding to neighbourhood concerns through bylaw development, public awareness efforts, community capacity building initiatives and enforcement activities. ABS' services fall into the following lines of service:

### Community & Strategic Services (CSS)

Develops bylaws, council reports, business plans and internal and external communications. Provides operational services support and technology development, and delivers community outreach initiatives focused on prevention and enhancing public awareness. Coordinates internal and external partnerships and funding agreements.

### Compliance Services (ABCS)

Coordinates business activities through regulation of business licences, conducts inspections, assesses risk and enforces compliance with respect to the Land Use Bylaw (LUB). Regulates the taxi and limousine industry.

### Departmental Strategic Services (DSS)

Serves the Community Services & Protective Services department and business units through business planning, budgeting and accountability coordination, land, capital and associated financial planning, legislation, policy and emerging trends analysis, and communications services.

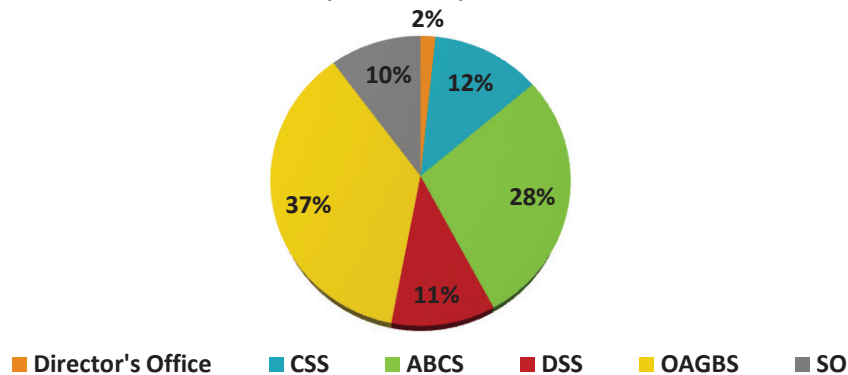
### Operations: Animal & General Bylaw Services (OAGBS)

Responds to citizen concerns with respect to 24 municipal bylaws and 11 provincial statutes. Addresses issues regarding public health and safety, business regulation, the environment, and the protection of public property. Engages in proactive patrols and provides support for public safety and environmental protection initiatives.

### Shelter Operations (SO)

Provides frontline service for citizens to address animal-related issues as guided by the Responsible Pet Ownership bylaw. Coordinates the No Cost/Spay Neuter Program for low-income Calgarians. Provides animal care for impounded animals and coordinates the pet licensing program.

**Animal & Bylaw Services**  
Gross Operating Expenditure by Line of Service  
(2015-2018)



Values may not sum to 100%, due to rounding.

## **CSPS: Animal & Bylaw Services - Overview**

### **Trends**

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Over the course of the next four years, among key trends, two will have particular influence on ABS business practices: population growth (and resulting from this increased call volumes, projecting over 132,000 annually) and the continued emergence of enabling technologies. In recent years, Calgary has experienced tremendous population growth, with this trend expected to continue into the next business cycle and beyond. While impacting all quadrants of Calgary, this growth will also be clustered in emerging communities towards the southeast and the northwest of the city. In order to address the service demands associated with this ongoing growth and ensure public safety standards, ABS is implementing a new officer deployment model for peace officers working in areas surrounding the communities of Seton in the southeast and Royal Vista in the northwest. In terms of enabling technologies, web and social media usage rates highlight the importance of employing technology to enhance customer service. Recognizing the shifting expectations of the citizens we serve, ABS is adding increased app and web service request options, expanding the breadth and depth of online program content, and implementing streamlined pet and business licensing service experiences.

### **Long-Term Plans**

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In alignment with the imagineCALGARY and the Calgary Transportation Plan (CTP) goal of promoting safety for all transportation system users, ABS will continue to improve public safety and community well-being by enhancing its level of operational coordination with the Calgary Police Service and other public safety partners. ABS will implement a coordinated dispatch system with Public Safety Communications (PSC), increase officer presence in the Calgary park system, and increase its commitment to supporting the development of innovative community-based crime prevention initiatives.

In accordance with the Municipal Development Plan (MDP) and CTP goals of a prosperous economy and promoting economic development, ABS will support the implementation of the Business Revitalization Zones (BRZ) business plan. Highlights of this process include enhanced BRZ sustainability, a focus on increased community resource leveraging, and support for projects which make Calgary a destination for business.

### **Citizen Engagement**

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Through the Action Plan 2015-2018 public engagement process, ABS heard community safety was a priority for Calgarians. In response, ABS is increasing its commitment to funding innovative crime prevention initiatives through the Crime Prevention Investment Plan (CPIP), and enhancing community awareness through the Calgary Safety Expo and Off-Leash Ambassadors Program.

Calgarians also communicated that they expect on-demand access to the most up-to-date information on a variety of platforms (e.g. mobile, web, etc). ABS regularly engages citizens through surveys and public engagement initiatives on issues relating to safety and community standards, and will expand these opportunities for citizens to participate.

## CSPS: Animal & Bylaw Services - Overview

### Council Priorities

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ABS is the corporate lead on two strategic actions under a prosperous city and one strategic action under a city that moves. Highlights of actions developed for each Council Priority can be summarized as follows:

#### A prosperous city

ABS will help small businesses through support with implementation of the BRZ business plan and business licensing process improvements (cutting red tape). ABS is also committed to actions aimed at reducing social and economic barriers, including the Seniors-For-Seniors program, the No Cost Spay/Neuter program and a new front-line officer outreach model.

#### A city of inspiring neighbourhoods

Fostering a climate of leveraged collaboration, ABS will work with its partners to promote public safety, community standards and bylaw compliance. Initiatives include the implementation of a new officer deployment model in the emerging communities of Seton and Royal Vista, a comprehensive review of the Community Standards Bylaw (CSB), and enhanced investment in the Corporate Coordinated Graffiti Abatement Program (CCGAP).

#### A city that moves

ABS will work with the Taxi and Limousine Advisory Committee (TLAC) and other key stakeholders to improve existing taxi and limousine regulations and practices. This initiative will focus on ensuring access during peak times, improving the dispatch systems and maintaining safety standards; enhancing the convenience, accessibility and efficiency for citizens.

#### A healthy and green city

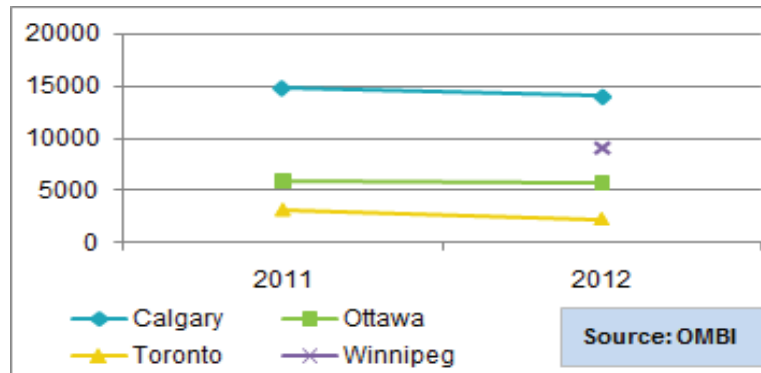
By patrolling parks and administering bylaws related to green spaces, ABS officers will continue to promote protection of the natural environment while ABS programs such as Pick Up Pooch's Poo Yourself will further work to cultivate stewardship of the environment.

#### A well-run city

ABS is focused on delivering high-quality services that meet citizen needs and expectations, in a cost effective and sustainable manner. Initiatives include further implementation of the "one-window" enforcement services delivery model, review of animal shelter operations, oversight and administrative functions for the Combative Sport Commission, and enhancing pet and business licensing.

## CSPS: Animal & Bylaw Services - Benchmarking

### BYLW105 Number of animal licences issued per 100,000 population



• Winnipeg joined OMBI in 2012

Since 2011, ABS has participated in the Ontario Municipal Benchmarking Initiative (OMBI) to inform evidence based decision-making in several key operations areas.

#### Learning and Best Practices

ABS has established itself as a recognized national leader in pet licensing. In 2012, the most current year in which other municipalities reported their figures, this translated into Calgary having a 32 per cent greater number of pet licenses than the second highest jurisdiction. When pets are licensed they are easily reunited with their owners. Moving through 2013 and 2014, pet licensing rates have remained high, supporting the effectiveness of current educational approaches and innovative community awareness programs and events.

#### Improvement Initiatives & Action Plan 2015-2018

ABS is committed to continuous improvement in the area of pet licensing including: developing a new online self-service payment system and launching a public education campaign highlighting the benefits of licensing pets. These initiatives advance ABS' commitment to an enhanced customer service experience.



**CSPS: Animal & Bylaw Services - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	P3.1 Support the development and growth of Calgary Business Revitalization Zones through the implementation of their 2015-2018 business plan.	CSS
	P3.2 Promote a vibrant centre city through the Clean to the Core partnership initiative.	CSS, OAGBS
	P3.3 Support corridor development through safety initiatives and ongoing community partner engagement.	CSS, OAGBS
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Review business licensing practices for alignment with recent Land Use Bylaw amendments.	ABCS, CSS
	P4.2 Support small business development through enhanced access to City services and information in collaboration with the BRZ community.	CSS



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P5 Seek out partnerships with other governments and community partners to achieve community well-being.

P5.1 Integrate business sponsorships and/or partnerships into community initiatives.

CSS

P5.2 Implement the Prostitution Response Framework in collaboration with the Calgary Police Service and associated community partners.

CSS

P7 Continue policies and programs to reduce the number of people living in poverty.

P7.1 Enhance accessibility to the No Cost Spay/Neuter program via ongoing development of the single-entry system.

CSS, SO

P7.2 Implement a front-line officer outreach model to link vulnerable populations to support services.

CSS, OAGBS

P8 Respond to the needs of an aging population.

P8.1 Increase public awareness of the Seniors-For-Seniors pet adoption program as a means to further reducing social isolation.

CSS, SO

P10 Expand our library system and enhance access to technology and information.

P10.1 Enhance online pet licensing interface and payment option system for citizens.

CSS, SO



**CSPS: Animal & Bylaw Services - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	N1.1 Implement enhanced Crime Prevention Investment Plan (CPIP) seed funding and sustainability model.	CSS
	N1.2 Ensure ongoing safety and priority response in Calgary communities, including new growth areas.	CSS, OAGBS
	N1.3 Implement a coordinated officer dispatch system in partnership with Public Safety Communications.	CSS, OAGBS
	N1.4 Increase operational coordination and resource sharing with Calgary Police Services.	CSS, OAGBS
	N1.5 Invest in enhanced communication technology to support operational response.	ABCS, OAGBS



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N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.

N3.1 Develop an emergency preparedness plan in coordination with animal services partners to support business continuity.

CSS, OAGBS

N3.2 Partner with BRZs and CEMA to support small business resiliency and emergency planning.

CSS, OAGBS

N11 Promotion of public safety through education, prevention, and partnerships.

N11.1 Continue to promote safety awareness for children and youth by leading the annual Safety Expo event.

CSS, OAGBS

N11.2 Continue to promote responsible pet ownership practices and community standards through community capacity building initiatives.

CSS, OAGBS

N12 Promote and strengthen community standards through facilitated compliance.

N12.1 Refine Corporate Coordinated Graffiti Abatement Program practices to foster increased community compliance.

CSS, OAGBS

N12.2 Develop and implement a funding sustainability plan to ensure reliable long-term funding for the Community Clean-Up program.

CSS



# CSPS: Animal & Bylaw Services - Actions for Council Approval

For Council Approval

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N12 Promote and strengthen community standards through facilitated compliance.

N12.3 Conduct a comprehensive review of the Community Standards Bylaw.

CSS, OAGBS

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**CSPS: Animal & Bylaw Services - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS reviews and enhances regulation to promote safe and convenient taxi service, and contributes to providing secure, accessible, year-round active modes of transportation for cyclists and pedestrians.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M5 Improve the taxi system.	M5.1 Improve safety and efficiency standards through enhanced regulations and practices.	ABCS
	M5.2 Increase the capabilities of the taxi and limousine dispatch system to support accessibility during peak periods.	ABCS
	M5.3 Continue to work with key stakeholders to ensure Calgary taxi services are sufficient to meet customer demands.	ABCS



**CSPS: Animal & Bylaw Services - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.	H9.1 Increase ABS officer presence to improve pathway safety and accessibility.	OAGBS
	H9.2 Expand the Pick Up Pooch's Poo Yourself program to increase park stewardship and awareness of the importance of disposing animal waste.	CSS



**CSPS: Animal & Bylaw Services - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Identify and implement efficiencies through a review of the Animal Shelter operations.	CSS, SO
	W2.2 Annually update Council on the Combative Sports Commission as per the corporate governance framework.	ABCS, CSS
	W2.3 Implement a dashboard system to enhance access to information and operational decision-making.	CSS
	W2.4 Implement the performance measure review recommendations.	CSS
	W2.5 Support flexible work options and workstyles through leadership.	ABCS, CSS, DSS, OAGBS, SO
	W2.6 Conduct and implement a Department Review to enhance the delivery of CS&PS' Contribution to Council Priorities.	DSS





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W3 Examine opportunities for alternative service delivery for competitiveness.

W3.1 Leverage joint marketing and promotion opportunities in collaboration with community partners, including animal rescue agencies.

CSS

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Create more online engagement opportunities for Calgarians through social media and participatory content on the ABS webpages.

CSS

W5.2 Evolve research to meaningfully assess citizen views about CS&PS customer service, value, service quality and impact on quality of life.

DSS

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Enhance CS&PS land and capital planning practices to ensure effective management of lands, facilities and assets.

DSS

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Implement the coordinated enforcement services one-window response model.

ABCS, CSS, OAGBS



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**Community Services & Protective Services Commitment:**  
CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.2 Increase responsiveness and operational efficiencies through the development of an aggressive dog tribunal system.

ABCS, OAGBS, SO

W7.3 Expand the ABS Customer Service Training Program.

ABCS, OAGBS, SO

W7.4 Increase citizen-reporting streams via the 311 Web/App Development Initiative.

CSS, OAGBS

W7.5 Develop and implement a digital web-based strategy to provide real-time, convenient and accessible information and transactional services to citizens.

DSS

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Develop a comprehensive succession plan and a knowledge management strategy that will include training and mentoring opportunities for staff.

ABCS, CSS, DSS, OAGBS, SO

W9.2 Implement ABS safety initiatives that support the Corporate Safety Strategy to enhance safety performance.

ABCS, CSS, DSS, OAGBS, SO



## CSPS: Animal & Bylaw Services - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	588	588	3.6	595	595	3.6	603	603	3.6	611	611	3.6	615	615	3.6
Community & Strategic Services	4,107	4,107	16.0	4,448	4,448	17.8	4,408	4,408	17.8	4,478	4,478	17.8	4,512	4,512	17.8
Compliance Services	8,347	0	35.0	9,942	0	42.0	10,241	0	42.0	10,553	0	42.0	10,865	0	42.0
Departmental Strategic Services	3,899	3,199	18.0	3,930	3,230	18.0	3,964	3,264	18.0	3,999	3,299	18.0	4,022	3,322	18.0
Operations: Animal & General Bylaw Services	12,048	10,610	100.0	12,560	11,122	103.0	13,162	11,724	106.0	14,120	12,682	112.0	14,151	12,713	112.0
Shelter Operations	3,441	(2,060)	21.0	3,528	(1,723)	21.0	3,655	(1,626)	21.0	3,872	(1,479)	21.0	3,880	(1,571)	21.0
<b>Total Business Unit</b>	<b>32,431</b>	<b>16,445</b>	<b>193.6</b>	<b>35,002</b>	<b>17,671</b>	<b>205.4</b>	<b>36,033</b>	<b>18,372</b>	<b>208.4</b>	<b>37,633</b>	<b>19,591</b>	<b>214.4</b>	<b>38,046</b>	<b>19,591</b>	<b>214.4</b>

ABS is committed to meeting Council Priorities and the long-term goals in imagineCALGARY, the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP). Between 2015 and 2018, over 70 per cent of the ABS budget will be used to ensure Calgary remains a safe, clean and vibrant, world-class city – essentially a city of inspiring neighbourhoods. General and Animal Bylaw officers are in Calgary communities and park pathways, addressing the needs of citizens with respect to community standards concerns such as unsightly premises, noise, illegal dumping, weeds and grasses and snow and ice. With a new deployment model and the addition of three bylaw officers in 2015, three in 2016 and six in 2017, ABS will successfully meet the demands of citizens in a rapidly growing city.

ABS Shelter Operations will continue to provide the important service of safekeeping for pets until owners are located. Shelter Operations will support Council's strategy to continue policies and programs aimed at reducing the number of people living in poverty through its commitment to the No Cost Spay/Neuter program. Bylaw officers will also support

this strategy by playing a key role in identifying and transitioning homelessness. Through its many collaborative community initiatives ABS will work towards a city of inspiring neighbourhoods, a prosperous city, and a well-run city. The Community and Strategic Services division for example, will leverage community partnerships to strengthen community building programs and those focused on prevention. ABS will remain committed to current service levels for enforcement and crime prevention.

Improving the taxi system is a key strategic action for both Council and ABS. Beginning in 2014, more strategic resources and expertise will be redirected to Livery Services to ensure significant changes are made quickly and Calgarians are able to get around and have transportation choices that are convenient, affordable, accessible and efficient. The addition of three taxi inspectors and four staff will ensure safety for both operators and citizens. These seven FTEs will be funded by revenue from Compliance Services. Compliance Services is a self-supported division of ABS.

## CSPS: Animal & Bylaw Services - Lines of Service

All \$ values are in Thousands (\$000)

Community & Strategic Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,107	4,107	16.0	4,448	4,448	17.8	4,408	4,408	17.8	4,478	4,478	17.8	4,512	4,512	17.8

Community and Strategic Services (CSS) supports key Council Priorities, including a city of inspiring neighbourhoods, a prosperous city and a well-run city through the development of bylaws, fund oversight, performance evaluation and innovative community capacity-building programs. By working collaboratively with citizens and leveraging key partnerships CSS is able to proactively address a wide range of community issues; ensuring public safety and enhancing community standards.

Over the course of the next four years, CSS will expand the award winning Off-Leash Ambassadors program, leveraging volunteers to promote responsible pet ownership in the off-leash system; along with

the continued enhancement of the Community Clean-Up and Corporate Coordinated Graffiti Abatement programs, supporting safe, clean and vibrant communities for all Calgarians. Additional partnerships include collaboration with the Calgary Police Service on the Crime Prevention Investment Plan and key neighbourhood improvement initiatives, such as the recent Operation International Avenue project, reducing crime and promoting community standards through targeted intervention. Starting in 2015, CSS will support the implementation of the 2015-2018 Business Revitalization Zones (BRZ) Business Plan, ensuring ongoing resourcing for the small business community and continued municipal economic growth and prosperity.

Compliance Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	8,347	0	35.0	9,942	0	42.0	10,241	0	42.0	10,553	0	42.0	10,865	0	42.0

Compliance Services (ABCS) will play a central role in addressing Council Priorities a prosperous city and a city that moves. During the 2015-2018 business plan cycle ABCS will further build on its core service areas of business licensing and the management of taxi and limousine services within Calgary. Specifically, greater resources (additional seven FTEs) will be devoted to the livery transport services section in order to create and maintain a sustainable livery industry in Calgary that meets the needs of the traveling public. Working with the

Taxi and Limousine Advisory Committee (TLAC) and other key stakeholders, ABCS will ensure that taxi and limousine service is more accessible and reliable through improvements to the current dispatch system, strengthening driver safety and supporting citizen convenience. In addition, ABCS is also focused on supporting business development by enhancing the alignment of business licensing practices with the Land Use Bylaw (LUB) and increasing access to information.

All \$ values are in Thousands (\$000)

Departmental Strategic Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	3,899	3,199	18.0	3,930	3,230	18.0	3,964	3,264	18.0	3,999	3,299	18.0	4,022	3,322	18.0

CS&PS Departmental Strategic Services (DSS) supports the Council Priority a well-run city through the coordination of major corporate and department initiatives including: CS&PS' capital planning initiatives, coordinating corporate business planning and reporting, and conducting research and reviews to ensure that CS&PS' business units remain as efficient and effective as possible. Over the next business cycle, DSS will work towards enhancing CS&PS' long-term capital plans aligning with the corporate growth management framework in order to continue to effectively manage CS&PS' inventory of public assets, optimizing limited resources and balancing growth and maintenance requirements.

To maintain the department's focus on providing quality public service, DSS will lead the implementation of the Customer Service Framework and the Citizen Expectations and Perceptions work to gain perspectives of what Calgarians value about CS&PS services and to continue to develop a common citizen-focused culture in CS&PS. Throughout the next four years, DSS will continue enhance the department's current accountability framework to align with corporate reporting standards, to ensure the department remains transparent, and accountable.

Operations: Animal & General Bylaw Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	12,048	10,610	100.0	12,560	11,122	103.0	13,162	11,724	106.0	14,120	12,682	112.0	14,151	12,713	112.0

In keeping with Council Priorities a city of inspiring neighbourhoods and a well run city, Operations: Animal & General Bylaw Services (OAGBS) is committed to addressing the service demands associated with ongoing population growth while ensuring public safety standards through the implementation of a new officer deployment model for peace officers in emerging communities. Stationing peace officers at the new multi-use facilities of Seton and Royal Vista will allow for a more rapid response to citizen needs, in addition to providing operational efficiencies through reduced travel times and vehicle costs. These actions will contribute to Council's strategy for keeping communities

safe by meeting and maintaining standards for crime prevention and enforcement. Further OAGBS will also consolidate enforcement operations across the city through the continued incorporation of Compliance Services (ABCS) and its expertise with business licensing and livery services. This "one-window" enforcement approach will result in significant benefits to the public and front-line staff by increasing response times and facilitating proactive response, with officers being able to address an array of concerns from animal issues, to general bylaws and business licensing.

All \$ values are in Thousands (\$000)

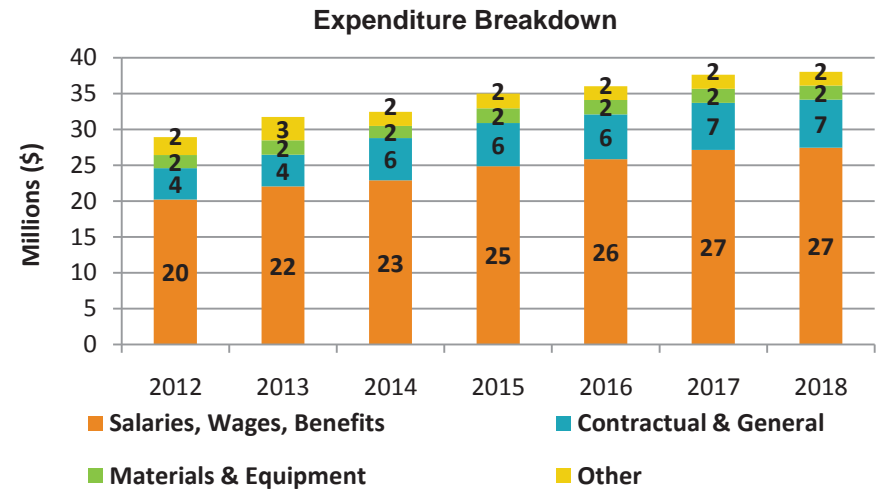
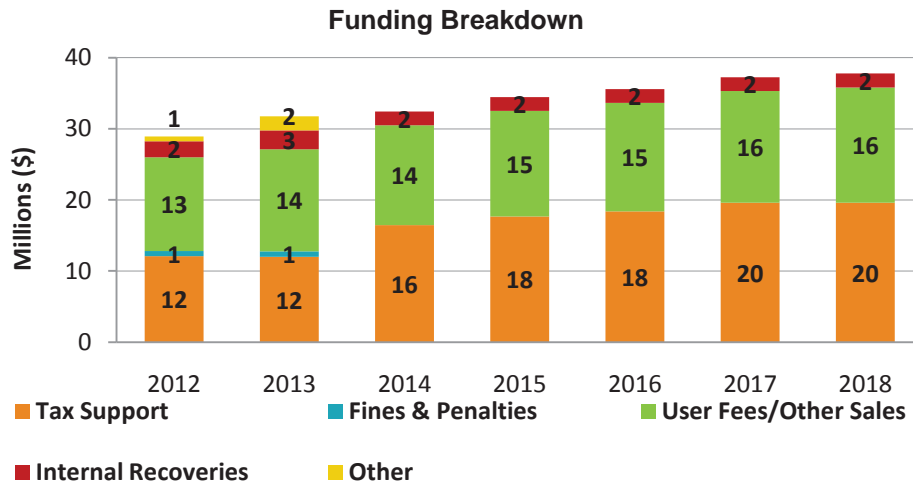
Shelter Operations	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	3,441	(2,060)	21.0	3,528	(1,723)	21.0	3,655	(1,626)	21.0	3,872	(1,479)	21.0	3,880	(1,571)	21.0

Shelter Operations (SO) will continue to support a city of inspiring neighbourhoods through the provision of essential citizen services including care for impounded animals and pet licensing services. Recognizing the importance of enabling technologies in reaching out to and providing access for citizens, SO will make a dedicated investment in technology over the course of 2015-2018. This includes an investment in an online pet licensing system that is automated, financially sustainable, and provides streamlined access to information that improves customer-service and enhances operational efficiencies.

In addition to improvements to online pet licensing, major enhancements will also involve the marketing of adoptable animals via social media and other communications tools. These actions will reduce the amount of time that animals spend in the shelter and help connect Calgarians to animals in need of a supportive home. Further, SO is continuing its commitment to removing the barriers to responsible pet ownership through the delivery of a No Cost Spay/Neuter program for pets of low-income Calgarians. This initiative reduces social isolation and ensures access to the benefits of pet ownership for all Calgarians.

## CSPS: Animal & Bylaw Services - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Approximately 50 per cent of the ABS operating budget is tax supported, while the remaining 50 per cent is addressed through user fees and internal recoveries. Compliance Services is the only ABS division that is self-supported. In order to offset inflation and growth without additional funding, ABS is proposing changes to user fees.

**Expenditures** - As an operations-based business unit, 71 per cent of ABS' expenditure is for front-line staffing (i.e. salaries, wages and benefits). Materials and equipment and contractual services make up the remaining 29 per cent of the total operating budget.

**User Fees / Charges / Utility Rates** - Animal & Bylaw Services (excluding Compliance Services): To help achieve a long-term recovery rate of 75 per cent by 2018, ABS is proposing modest increases to fees.

Fee changes, indexed annually to the Municipal Price Index (MPI) for 2015 to 2018 will increase revenue, allowing greater cost recovery for Animal Services. It should be noted, the majority of ABS fees have not been adjusted since 2006.

The Compliance Services division (ABCS) of Animal & Bylaw Services is mandated by Council to be 100 per cent self-sustaining; as a result, revenue generated by user fees must fund all capital requirements and operating costs. By increasing fees (four per cent annually) ABCS will be able to meet inflation and secure the additional resources required to address growth.

Fees for 2015-2018 are detailed in Attachment 2 and are in accordance with the User Fees and Subsidies Policy (CFO010).

## CSPS: Animal & Bylaw Services - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	16,445	17,671	18,372	19,591
Less: Previous Year One Time	(66)	(100)	0	0
Base	16,379	17,571	18,372	19,591
Efficiency Gains	(165)	(165)	(165)	(165)
Inflation	811	606	664	166
Service and Budget Increase	240	0	0	0
Operating Impact of Previously Approved Capital	360	360	720	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	(54)	0	0	0
One Time	100	0	0	0
<b>Total Budget Change</b>	<b>1,292</b>	<b>801</b>	<b>1,219</b>	<b>1</b>
<b>Total Budget</b>	<b>17,671</b>	<b>18,372</b>	<b>19,591</b>	<b>19,591</b>

ABS will generate \$165 thousand in efficiency gains in 2015 stemming from the move of Compliance Services to ABS in 2014. These gains include service request intake improvements and operational consolidation, along with increased scheduling, dispatch and service coordination.

In 2016 and 2017, continued operational consolidation such as reduced vehicle costs and savings on equipment will provide \$165 thousand per year. In 2018, improvements in shelter operations including streamlined online pet licensing processes will allow for \$165 thousand in administration savings.

Inflation consists primarily of salary and wage settlement increases for Union Local 37 and Local 38.

An additional \$70 thousand is required to restore CPIP funding to

today's monetary level. An additional \$170 thousand is also required for 1.75 FTEs to help support implementation of the BRZ business plan and related initiatives. This resourcing will enable ABS to lead one of Council's key strategies under a prosperous city (P3).

Capital funding for the new multi-service facilities of Seton and Royal Vista was approved in the previous budget cycle but the associated operating budget ask was deferred. With the opening of these facilities, twelve additional bylaw officers are required to maintain current levels of service (\$360 thousand and three FTEs in 2015 and 2016, \$720 thousand and six FTEs in 2017).

The one-time funding of \$100 thousand is requested to coordinate the initial steps in implementing the BRZ business plan.

<b>TCA Depreciation (\$000s) - Animal &amp; Bylaw Services</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
2,141	2,157	2,276	2,379

TCA Depreciation content is presented for information only.



**CSPS: Animal & Bylaw Services - Operating Budget for Council Approval**

For Council Approval

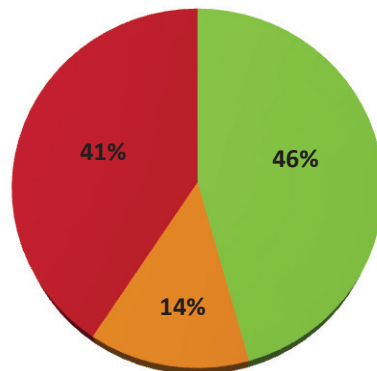
<b>Animal &amp; Bylaw Services</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	28,907	31,753	32,431	34,902	100	35,002	36,033	0	36,033	37,633	0	37,633	38,046	0	38,046
Recoveries	(2,248)	(2,618)	(1,908)	(1,924)	0	(1,924)	(1,940)	0	(1,940)	(1,957)	0	(1,957)	(1,974)	0	(1,974)
Revenue	(14,586)	(17,130)	(14,078)	(15,406)	0	(15,406)	(15,720)	0	(15,720)	(16,085)	0	(16,085)	(16,480)	0	(16,480)
Net	12,072	12,005	16,445	17,571	100	17,671	18,372	0	18,372	19,591	0	19,591	19,591	0	19,591
FTEs	137.6	158.6	193.6	205.4	0.0	205.4	208.4	0.0	208.4	214.4	0.0	214.4	214.4	0.0	214.4

## CSPS: Animal & Bylaw Services - Capital Budget Overview

Animal & Bylaw Services						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	2,218	921	371	171	0	3,681
Total Business Unit Capital Budget	2,218	921	371	171	0	3,681

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Animal & Bylaw Services  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$4 Million**



■ Maintenance ■ Upgrades ■ Growth

**Maintenance/Replacement** - These capital requests support the maintenance of current levels of service for public safety, business licensing and taxi, in alignment with Council Priorities for a prosperous city, a city of inspiring neighbourhoods and a city that moves.

Required maintenance and/or replacement include:

1. Communications Lifecycle including radio, mobile computing, and specialized equipment to ensure communication equipment is configured, operated and maintained in an efficient, safe, reliable and sustainable manner.
2. Equipment Lifecycle including shelter, clinic and animal and general bylaw equipment as well as new laptops and workstations required by the ABCS division.

**Upgrades** - ABS' upgrade requests are for the renovation of the Stockman Centre to consolidate all of ABS' court services to one centralized location and to accommodate additional growth anticipated to maintain ABS service levels. These requests align with a prosperous city, a city of inspiring neighbourhoods and a well-run city.

**Growth** - The growth capital request in ABS is to upgrade the dispatch system to align with Public Safety Communications (PSC) in preparation for the eventual transition of ABS' dispatch to PSC. This project will provide increased functionality along with greater officer safety and will contribute to building a city of inspiring neighbourhoods.

## CSPS: Animal & Bylaw Services - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	763	51	51	51	0	916
Community Investment Reserve	250	250	0	0	0	500
Pay-As-You-Go	1,205	620	260	120	0	2,205
Lifecycle Maintenance & Upgrade Reserve	0	0	60	0	0	60
<b>Total Funding</b>	<b>2,218</b>	<b>921</b>	<b>371</b>	<b>171</b>	<b>0</b>	<b>3,681</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
048-004	Communications Lifecycle	M	C			940	560	60	260	60	-	940	
048-011	Equipment Lifecycle	M	C			325	145	60	60	60	-	325	
048-014	Compliance Services Communications Lifecycle	M	C			246	213	11	11	11	-	246	
048-015	Compliance Services Equipment Lifecycle	M	C			170	50	40	40	40		170	
048-016	Reno of Livery Transport Services Front Counter	U	C			250	250					250	
048-017	Renovation of New Stockman Space	U	C			250	250					250	
048-018	Dispatching Interface with PSC	G	C			1,500	750	750				1,500	
<b>Total Program 048 : Bylaw Capital</b>				-	-	3,681	2,218	921	371	171	-	3,681	
				-	-	3,681	2,218	921	371	171	-	3,681	

Note:

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
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Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

### Explanation of Budget Requests

#### Program 048 : Bylaw Capital

##### Project 048-004: Communications Lifecycle

**New Budget Request** of \$940 thousand for the lifecycle of bylaw communication equipment including: radio communication, mobile computing, and CFOS hardware (GPS tracking). Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

##### Project 048-011: Equipment Lifecycle

**New Budget Request** of \$325 thousand for the lifecycle of Animal and Bylaw equipment including: animal medical equipment, specialized animal control equipment and other equipment required by bylaw. This equipment is used by Animal & Bylaw Services (ABS) staff to complete a variety of tasks while attending calls. It is also used to run a fully functioning veterinary clinic. Funding from Pay-As-You-Go \$265 thousand and Lifecycle Maintenance & Upgrade Reserve \$60 thousand.

**Operating Impact of Capital:** None.

##### Project 048-014: Compliance Services Communications Lifecycle

**New Budget Request** of \$246 thousand for the lifecycle of technology communication required by Compliance Services. The technology communication lifecycle includes: radio communication, mobile computing equipment including the transition of onboard vehicle GPS location services and wireless vehicle data modems to align with general bylaw hardware. Funding from Capital Reserves.

**Operating Impact of Capital:** None.

##### Project 048-015: Compliance Services Equipment Lifecycle

**New Budget Request** of \$170 thousand for the lifecycle of Compliance Services equipment including: laptops, workstations, furniture and specialized equipment upgrades and replacements. Funding from Capital Reserves.

**Operating Impact of Capital:** None.

**Project 048-016: Renovation of Livery Transport Services Front Counter**

**New Budget Request** of \$250 thousand for renovation of the Livery Transport Services front counter. The renovations allow for increased privacy between customers, compliance with cash handling procedures as well as providing an additional workspace to deal with increasing numbers of customers. All this will result in improved customer service experience. Funding from Capital Reserves.

**Operating Impact of Capital:** None.

**Project 048-017: Renovation of New Stockman Space**

**New Budget Request** of \$250 thousand for the renovation of new Stockman space. Renovations of this additional space ensure that sufficient space is available to proceed with business plan initiatives such as the consolidation of ABS court services in a centralized location and address the need to accommodate staff growth in Business Licence, Development Compliance Services and Livery Transport Services. Funding from Capital Reserves.

**Operating Impact of Capital:** None.

**Project 048-018: Dispatching Interface with PSC**

**New Budget Request** of \$1.5 million for the transition of ABS's dispatch system to Public Safety Communications (PSC). The PSC dispatch system provides greater officer safety through increased functionality such as officer location tracking via Computer Aided Dispatch (CAD) system, and enhanced ABS customer service. Funding from Pay-As-You-Go \$1 million and Community Investment Reserve \$500 thousand.

**Operating Impact of Capital:** None.

**CSPS: Animal & Bylaw Services - Capital Budget for Council Approval**

For Council Approval
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<b>Animal &amp; Bylaw Services</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	2,241	0	0	0	0	0	0
Projects Requiring Approval							
<i>Program 048 : Bylaw Capital</i>		2,218	921	371	171	0	3,681
<b>Total Projects Requiring Approval</b>		<b>2,218</b>	<b>921</b>	<b>371</b>	<b>171</b>	<b>0</b>	<b>3,681</b>
Total Capital Budget	2,241	2,218	921	371	171	0	3,681

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

Fire

Tab8

Tab7

Tab6

Tab5

Fire  
Tab4

Tab3

Tab2

Tab1

Tab8

Tab7

Tab6

Tab5

Tab4  
Fire

Tab3

Tab2

Tab1



## CSPS: Calgary Fire Department - Overview

The Fire Department contributes to the health, safety and quality of life of Calgarians through an integrated program of emergency fire and medical response, fire and life safety education, enforcement, and emergency management.

### Emergency Management, Planning & Preparedness (EMPP)

Ensures The City can maintain service throughout large-scale incidents. Calgary Emergency Management Agency (CEMA) coordinates multi-agency preparedness and response to large-scale incidents and emergencies and provides guidance on business continuity and emergency planning for internal and external agency members and partners.

### Emergency Response & Fire Fighting (ERFF)

Provides a range of services that include response to fires, emergency medical incidents, chemical and hazardous materials releases, motor

vehicle collisions and specialized rescue services to citizens, from incidents involving wind, water, high structures, collapsed buildings and confined spaces. In order to ensure public safety, safety of fellow firefighters as well as other emergency responders, and compliance with all applicable legislation, staff receive both initial and ongoing specialized training to maintain competency in skills necessary to perform their roles.

### Emergency Response Vehicles, Facilities & Equipment (EVFE)

Ensures appropriate support for emergency vehicles, stations, and equipment and information technology for reliable emergency response. This includes inspections, maintenance, and lifecycling to ensure optimum performance.

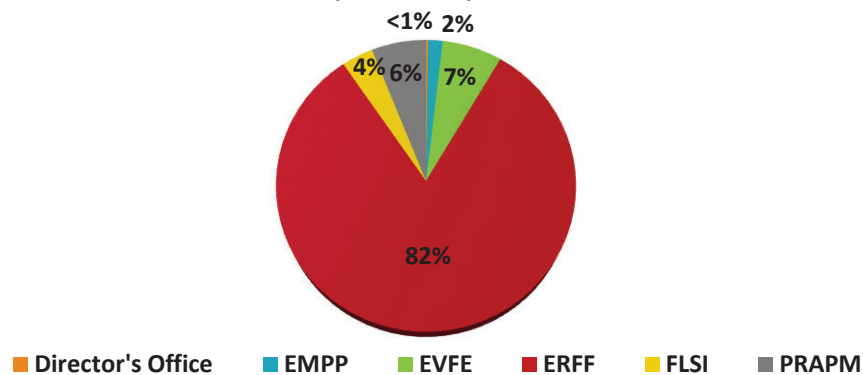
### Fire, Life Safety, & Investigations (FLSI)

Works with building and property owners to protect the safety of citizens by ensuring compliance with fire and safety codes through inspections and enforcement and delivers fire and life safety education initiatives aimed at reducing fire incidents preventing injuries and death and encouraging safe behaviours.

### Planning, Risk Analysis, & Performance Management (PRAPM)

Supports the delivery of quality services through business and budget planning, capital planning and development, fire-based research and development, environmental monitoring and compliance, occupational health, safety and wellness, and performance management reporting.

Calgary Fire Department  
Gross Operating Expenditure by Line of Service  
(2015-2018)



Values may not sum to 100%, due to rounding.

## CSPS: Calgary Fire Department - Overview

### Trends

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New growth, urban intensification, evolving demographics, and changing community needs collectively influence call volume, types of calls, response performance, fire and life safety education and enforcement initiatives. These trends directly impact FIRE's ability to meet Council-approved service levels and response time short-term targets and long-term benchmarks, and affect Calgary Emergency Management Agency's (CEMA) ability to implement all facets of the comprehensive emergency management model. Accordingly, FIRE will strive to meet its response performance targets through technology, process improvements and regularly reviewing and adapting best practices, and appropriately balancing the risks presented by new growth, urban intensification, evolving demographics, and changing community needs within allotted resources.

Evolving demographics such as growth in the immigrant, seniors and low-income populations influences FIRE's approach to outreach and public education initiatives. In collaboration with other business units, FIRE aims to develop a comprehensive community needs assessments, and will participate in the Neighbourhood Improvement Initiative to help tailor programs, services, and initiatives to encourage appropriate safety behaviours.

Disasters of all types are increasing in frequency and severity due to changing climate, increases in population, and increasing societal dependence on delicate technology. As a result, FIRE will maintain and strengthen its Business Continuity Plan efforts to ensure operational effectiveness in the event of a disruption, and will collaborate with CEMA in implementing strategies and frameworks that reduce risk, mitigate hazard and vulnerability, build community resiliency, and advance business continuity and recovery for The City of Calgary.

There is a strong reliance on grants for capital funding across the Corporation and as such it is likely that current capital funding will not meet infrastructure needs over the next decade. The planned

discontinuation of the Municipal Sustainability Initiative (MSI) by 2018 will have capital planning implications for FIRE including investments in infrastructure, equipment and technology used in the delivery of emergency and non-emergency services by frontline staff. FIRE will explore opportunities to engage the private sector and other levels of government in funding that align with priorities outlined in the FIRE Sustainability Plan.

### Long-Term Plans

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Planning in FIRE falls along a continuum from short to long-range and supports the broader visions and directions set out in imagineCALGARY, MDP, CTP and the Corporation's 2020 Sustainability Direction. These long-range plans will be advanced in FIRE's four-year business plan and FIRE's 2011-2021 Sustainability Plan through strategies that ensure smart growth and mobility as outlined in the MDP and CTP. Centre City Funding & Implementation, Greenline Strategy, and the Corridor Strategy will be realized through the Director's Integrated Growth Committee (DIGC). To enhance citizen and community well-being, emergency services needs will be proactively advanced at the DIGC to ensure fire protection and emergency management elements are sustained.

### Citizen Engagement

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Action Plan 2015-2018 citizen engagement results highlight the importance Calgarians place on community safety and community well-being. Citizens indicate a desire to maintain current priorities and service levels. As a result, FIRE will continue to focus on strategies aimed at maintaining service levels, expanding fire and life safety education, enhancing community partnerships, and collaborating with The City to advance emergency management and encourage community resiliency and preparedness. FIRE uses citizen feedback to evaluate its programs and services to ensure Calgarians' needs are being met

## CS&PS: Calgary Fire Department - Overview

including work with the CS&PS Citizen Expectations & Perceptions Survey to measure citizens' perceptions, expectations, satisfaction levels and awareness of current department programs and services.

### Council Priorities

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FIRE will support a prosperous city by maintaining representation on municipal, provincial, and national councils to influence urban planning, building codes, and emergency planning, which support economic development and community well-being. Through education, inspections and enforcement, FIRE will continue to work with building and property owners across Calgary to enhance the safety of citizens by ensuring compliance with fire and safety codes making Calgary a place of opportunity for business development. FIRE will also collaborate with other business units to develop fire and life safety education and services to support the needs of an aging population.

To achieve a city of inspiring neighbourhoods, FIRE will continue to foster relationships with government, industry and educational institutions to leverage science and research to enhance safety practices, reduce community risk, and decrease the number and severity of incidents. In collaboration with other business units, FIRE will develop community needs assessments and participate in the Neighbourhood Improvement Initiative to help tailor programs and services to meet citizen needs and expectations.

FIRE is amending its service level and response time targets (SLRTT) adopted by Council in 2008, as a result of industry best practice, accreditation and internal research conducted by FIRE. As a result, FIRE has determined that the emergency medical response time target will increase from six minutes and 30 seconds to seven minutes in response to safety best practices. Response performance targets have also been adjusted for the 2015- 2018 business cycle since long-term targets were initially set for 2018 in 2008. Targets represent FIRE's continued efforts to maintain service levels, but have been reduced for

fire suppression and effective response force performance measures to accommodate increasing service demand, the changing nature of incidents including the increase in size and severity, along with the shifting concentration and distribution of our population.

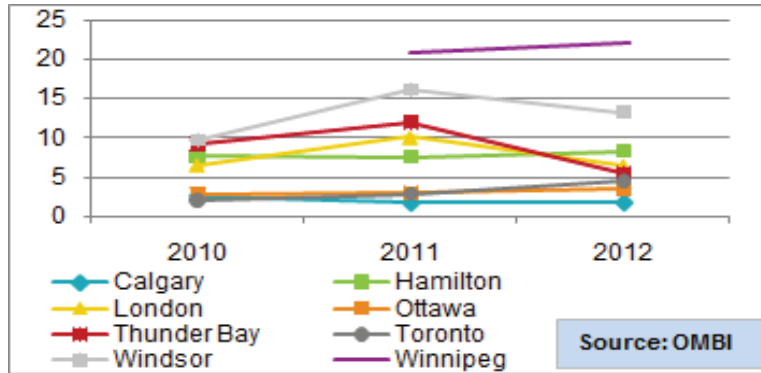
Strategies to maintain response performance and address increased service demands as a result of growth and intensification will continue to be explored, and FIRE will promote proactive public safety in the planning phases of community development and road networks through the Director's Integrated Growth Committee (DIGC), and through partnerships with external agencies, communities and citizens to advance emergency management, build community resiliency and preparedness.

In achieving a well-run city, as well as greater organizational sustainability, FIRE will participate in a Zero-Based Review to realize improvements in service efficiency and effectiveness, and will innovate to maintain citizen-centered service delivery. FIRE will examine opportunities to optimize life cycling costs for its assets, and will demonstrate the social return on investment for its fire and life safety education programming. Efforts to enhance workplace safety and to foster an inclusive work environment will be maintained, as well as recruitment activities to attract a broad range of skilled talent.

FIRE will continue to move towards becoming a more environmentally sustainable operation, by utilizing research and leveraging technology and innovation. Public education initiatives will focus on showcasing FIRE initiatives and encouraging community participation in reducing environmental impacts to support a healthy and green city.

## CSPS: Calgary Fire Department - Benchmarking

### Residential Fire Related Injuries per 100,000 Population (Urban Area)



FIRE uses benchmarking to evaluate performance within a peer group and to identify best practices and improvement initiatives. Since 2011, the Fire Department has participated in the Ontario Municipal Benchmarking Initiative (OMBI).

Civilian injuries are routinely used when comparing fire services. Public education and awareness programs and the effective placement and deployment of resources have a positive impact on reducing rates.

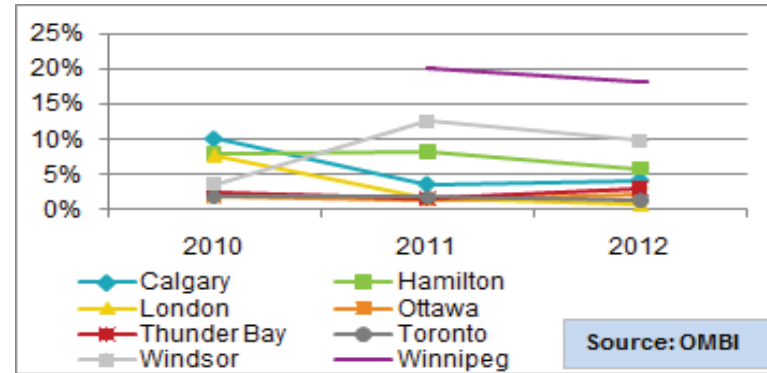
#### Learning and Best Practices

In 2012, 20 Calgarians, or 1.79 injuries (per 100,000), suffered injuries as a result of residential fires. Calgary's performance demonstrated the lowest rate of all OMBI participants and is significantly lower than the average of 7.48 injuries. (Highest 21.99 injuries)

#### Improvement Initiatives & Action Plan 2015-2018

FIRE will continue to strive to reduce the number of residential fire related injuries through various initiatives, including outreach aimed at reducing fire incidents, and advocating for enhanced national and provincial code changes and interpretations to ensure that communities continue to be safe.

### Rate of Fire Fighter Injuries at Emergency Scene (Entire Municipality)



Firefighter and Fire Service injuries are used as measures of health and safety practices and well-being. A combination of effective safety training education, prevention and effective incident command aim to have a positive impact on reducing rates.

#### Learning and Best Practices

In 2012, 54 Calgary firefighter injuries occurred on an emergency scene. With 4.2 per cent of injuries on the scene of an incident, Calgary is the fifth lowest of the participating OMBI cities and below the average of 5.8 per cent. The highest rate was 18.2 per cent for 2012, while the lowest rate was 0.8 per cent. Calgary continues to strive to reduce this number through on-going health and safety training, education, and prevention programs.

#### Improvement Initiatives & Action Plan 2015-2018

FIRE will focus on overall safety performance. This includes continuing to explore and evaluate tools, technology and processes to enhance firefighter safety, medical rehabilitation for firefighters, new methods for investigating incidents at scenes, near misses, hazardous conditions, investigating collisions and supporting the health of members.

**CSPS: Calgary Fire Department - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P5 Seek out partnerships with other governments and community partners to achieve community well-being.	P5.1 Sustain and expand relationships with government, industry and institutions in leveraging research to reduce community risk and the number and severity of incidents.	FLSI
P8 Respond to the needs of an aging population.	P8.1 In collaboration with other business units, develop fire and life safety education and services to support the needs of an aging population.	FLSI



For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	N1.1 Enhance information technology, emergency response systems and processes to support performance and citizen safety outcomes.	ERFF, EVFE, PRAPM
	N1.2 Identify and support at-risk communities with collaborative strategies to enhance public safety and support reduction in injuries and death.	FLSI
	N1.3 Develop a long-term strategy to move the department towards one community safety officer per 50,000 citizens, and one fire safety codes officer per 15,000 citizens to improve citizen safety outcomes.	FLSI
N2 Build resiliency to flooding.	N2.1 Evaluate, prioritize, and implement strategies developed from lessons learned following the 2013 June flood, including the corporations work arising from agreed upon internal and external review recommendations.	EMPP



For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Community Services & Protective Services Commitment:**

CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.

N3.1 Continue to implement the comprehensive emergency management model, to reduce risk, mitigate hazards, build resiliency, advance business continuity and recovery.

EMPP

N3.2 Support neighbourhoods in the development of community support programs that promote self -sufficiency, enhance preparedness and build resiliency.

EMPP, ERFF, FLSI

N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.

N5.1 Support the Corporation's community plans including Centre City Funding & Implementation, Greenline and Corridor Strategies, to advance smart growth and mobility outlined in the MDP and CTP.

EVFE, PRAPM

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.1 Lead the Fire Department's involvement in corporate Growth Management Framework including stakeholder participation to address infrastructure needs.

EVFE, PRAPM



**CSPS: Calgary Fire Department - Actions for Council Approval**

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Community Services & Protective Services Commitment:**

CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

N11 Promotion of public safety through education and partnerships.

N11.1 Collaborate across business units in CS&PS to deliver key public safety messages, education and services to citizens to promote safe behaviours.

FLSI

N12 Promote and strengthen community standards through facilitated compliance.

N12.1 Lobby Safety Codes Council to amend the Safety Codes Act to allow Safety Code Officers to address minor infractions using summary penalties.

FLSI





**CSPS: Calgary Fire Department - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	H6.1 Explore opportunities to demonstrate FIRE's environmental stewardship and encourage community involvement in conservancy.	PRAPM



For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Establish a formalized program, inclusive of all staff, that focuses on Effectiveness, Efficiencies, and Evaluation (E3) for all FIRE divisions.	PRAPM
	W2.2 Participate in a Council-directed Zero-Based Review (ZBR) to realize improvements in service efficiency and effectiveness and implement agreed upon recommendations arising.	EMPP, ERFF, EVFE, FLSI, PRAPM
	W2.3 Continue the review of FIRE's revenue and fee structure to complete full cost recovery on applicable services.	FLSI
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	W5.1 Engage communities and CEMA to further the use of emergency response stations and facilities during large-scale incidents based on FIRE capabilities and citizen needs.	FLSI



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Establish formal asset management principles, practices, information systems that comply with corporate asset management and financial reporting requirements.

EVFE

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Enhance collaboration between FIRE and IPS in the advancement and administration of the Safety Codes Act.

FLSI

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Support Fire Department members in fostering a respectful and inclusive work environment through training and education.

ERFF



## CSPS: Calgary Fire Department - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	517	517	3.0	520	520	3.0	523	523	3.0	527	527	3.0	527	527	3.0
Emergency Management, Planning & Preparedness	3,193	3,193	18.0	3,589	3,589	21.0	3,796	3,796	21.0	3,963	3,963	22.0	3,963	3,963	22.0
Emergency Response Vehicles, Facilities & Equipment	14,246	13,971	43.0	14,731	14,456	43.0	15,371	15,096	43.0	16,002	15,727	43.0	16,515	16,240	43.0
Emergency Response & Fire Fighting	181,620	178,127	1,289.0	182,807	178,965	1,325.0	187,972	184,130	1,358.0	193,745	189,902	1,400.0	204,215	200,372	1,445.0
Fire, Life Safety, & Investigations	7,705	5,146	44.0	8,019	5,300	46.0	8,179	5,200	47.0	8,339	5,100	48.0	8,499	5,000	49.0
Planning, Risk Analysis, & Performance Management	13,518	10,414	67.0	14,074	10,970	67.0	14,206	11,102	67.0	14,359	11,254	67.0	14,383	11,278	67.0
<b>Total Business Unit</b>	<b>220,799</b>	<b>211,368</b>	<b>1,464.0</b>	<b>223,740</b>	<b>213,799</b>	<b>1,505.0</b>	<b>230,047</b>	<b>219,846</b>	<b>1,539.0</b>	<b>236,934</b>	<b>226,474</b>	<b>1,583.0</b>	<b>248,101</b>	<b>237,381</b>	<b>1,629.0</b>

84 per cent of the FIRE budget is allocated to Emergency Response and Firefighting (ERFF). The remaining 16 per cent is Emergency Management Planning and Preparedness (EMPP – 2 per cent), Emergency Response Vehicles, Facilities and Equipment (EVFE – 7 per cent), Fire, Life Safety and Investigations (FLSI – 2 per cent), Planning, and Risk Analysis and Performance Management (PRAPM – 5 per cent). ERFF and PRAPM will continue to focus on maintaining performance levels through technology, process improvements, research and regular application of best practices. EVFE will plan and ensure FIRE's infrastructure is lifecycled and facilities are maintained. Work conducted

through FLSI will focus on influencing codes and standards so as to maintain a citizen-safety focus through an increased commitment to innovation and research. In addition, PRAPM will ensure employees work in a safe and supportive environment through initiatives aimed at improving overall safety performance and supporting the personal health and fitness of members through education, training and access to wellness related resources. Through EMPP, emergency management will be advanced through strategies that reduce risks, mitigate hazards, and build community resiliency, and enhance business continuity and recovery.

FTE growth will support the maintenance of service levels.

## CSPS: Calgary Fire Department - Lines of Service

All \$ values are in Thousands (\$000)

Emergency Management, Planning & Preparedness	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	3,193	3,193	18.0	3,589	3,589	21.0	3,796	3,796	21.0	3,963	3,963	22.0	3,963	3,963	22.0

Emergency Management Planning and Preparedness (EMPP) represents two per cent of the overall operating budget and supports a city of inspiring neighbourhoods. Emergency management within FIRE leads planning and coordination to ensure FIRE can maintain service throughout large-scale incidents and supports the Calgary Emergency Management Agency (CEMA). CEMA manages a Comprehensive Emergency Management Model, which provides a framework for structuring and delivering all emergency management activities. Core

services include risk assessment, prevention, mitigation, preparedness, response, local authority recovery, community restoration and rehabilitation. In 2015-2018 FIRE will manage the ongoing appraisal and exercising of its Business Continuity Plan to ensure operational effectiveness is maintained in the event of a disruption and support CEMA in implementing strategies and frameworks that reduce risk, mitigate hazard and vulnerability, build community resiliency, and advance business continuity and recovery for The City of Calgary.

Emergency Response & Fire Fighting	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	181,620	178,127	1,289.0	182,807	178,965	1,325.0	187,972	184,130	1,358.0	193,745	189,902	1,400.0	204,215	200,372	1,445.0

Emergency Response and Firefighting (ERFF) represents 84 per cent of the overall operating budget and supports a city of inspiring neighbourhoods and a well-run city. Through this service, nearly 1,300 firefighters are located in 39 emergency response stations across Calgary to provide a range of emergency and non-emergency services to 1.15 million citizens. In 2013, firefighters provided over 109,000 responses to over 55,500 incidents. Emergency services include response to fires, emergency medical incidents, chemical and hazardous materials releases and motor vehicle collisions. In addition, firefighters provide specialized rescue services to citizens, including rescue from incidents involving wind, water, high structures, collapsed buildings and confined spaces. In order to ensure public safety, safety of fellow firefighters as well as other emergency responders, and

compliance with all applicable legislation, staff receives both initial and ongoing specialized training to maintain competency in skills necessary to perform their roles. New growth, urban intensification, evolving demographics, and changing community needs most directly impact this area of the organization. Collectively, they influence call volume, types of calls, response performance, fire and life safety education and enforcement initiatives. In order to meet response time targets in 2015-2018, FIRE will appropriately balance the risks presented by new growth, urban intensification, evolving demographics, and changing community needs within allotted resources. Improvement initiatives will encompass technology and process enhancements and regularly reviewing and adapting best practices.

All \$ values are in Thousands (\$000)

Emergency Response Vehicles, Facilities & Equipment	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	14,246	13,971	43.0	14,731	14,456	43.0	15,371	15,096	43.0	16,002	15,727	43.0	16,515	16,240	43.0

Emergency Response Vehicles, Facilities and Equipment (EVFE) represents seven per cent of the overall operating budget and supports a city of inspiring neighbourhoods, and a well-run city. This service sustains consistent and reliable emergency response by ensuring appropriate support for emergency vehicles, specialized fleet, stations and equipment. Stations as well as the fleet of emergency response vehicles, protective safety, and communications equipment must be regularly inspected, maintained and lifecycled to ensure optimum performance under any conditions. The availability of capital and associated operating funding to acquire necessary infrastructure and supporting resources used in the delivery of emergency and

non-emergency services by our frontline staff directly impacts this area of the organization. FIRE will focus on improvements to capital and technology plans, business processes, management of asset data and performance benchmarks to achieve higher levels of efficiencies and effectiveness. This service will also enhance short, medium and long-term fleet, facilities and equipment strategies and frameworks for new and existing infrastructure to incorporate and align with corporate directions on sustainable building (LEED), Design Guidelines, Growth Management and strategic documents such as the Municipal Development Plan, Calgary Transportation Plan, and 2020 Sustainability Direction.

Fire, Life Safety, & Investigations	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	7,705	5,146	44.0	8,019	5,300	46.0	8,179	5,200	47.0	8,339	5,100	48.0	8,499	5,000	49.0

Fire, Life Safety and Investigations (FLSI) represents two per cent of the overall operating budget and supports a prosperous city, a city of inspiring neighbourhoods, and a well run city. Through fire and life safety education, inspections and enforcement, this service works with building and property owners across Calgary to protect the safety of citizens by ensuring compliance with fire and safety codes obligations outlined in the Quality Management Plan. Working at a municipal, provincial and federal level, FIRE provides input into the development of new codes and standards to improve safety and influence fire safe behaviours. The investigations program identifies the causes of fires and provides vital information that shapes education initiatives. Evolving demographics

such as growth in the immigrant, seniors and low-income populations also influences FIRE's approach and capacity to deliver public education initiatives. Best efforts will be made to advance safety needs of those most vulnerable in codes and standards. This service will continue to lobby/influence national and provincial code changes and interpretations to ensure that Calgarians continue to live in safe communities. Additionally, long-term strategies will be developed to move the Fire Department towards one community safety officer per 50,000 citizens and one fire safety codes officer (inspections) per 15,000 citizens to improve citizen safety outcomes and support a prosperous city.

All \$ values are in Thousands (\$000)

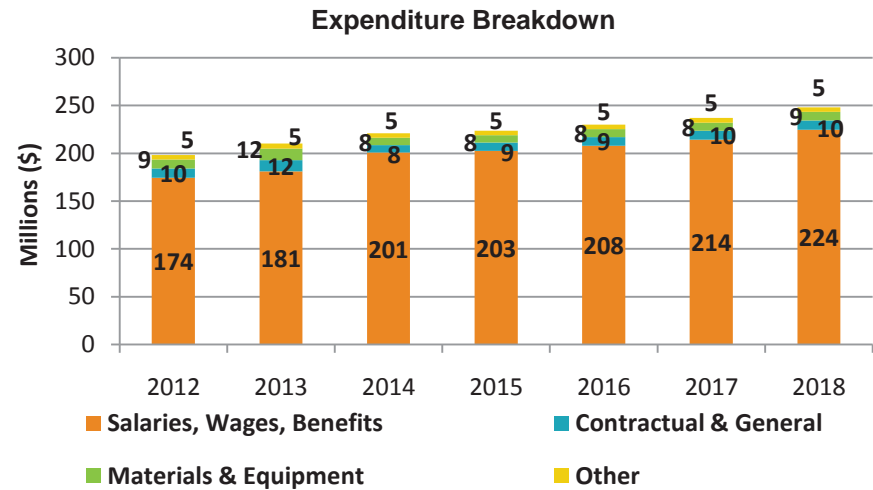
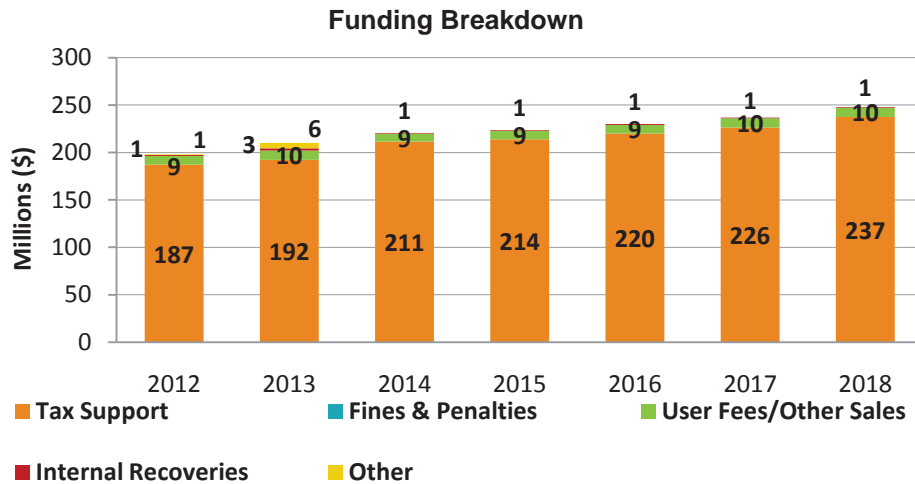
Planning, Risk Analysis, & Performance Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	13,518	10,414	67.0	14,074	10,970	67.0	14,206	11,102	67.0	14,359	11,254	67.0	14,383	11,278	67.0

Planning, Risk Analysis and Performance Management (PRAPM) represents five per cent of the overall operating budget and supports a prosperous city, a city of inspiring neighbourhoods, a healthy and green city, and a well-run city. This area supports service delivery by providing strategic business planning and budget coordination, capital planning and development, fire-based research and development, environmental monitoring and compliance, occupational health, safety and wellness, and accountability reporting. Trends related to growth and changing demographics directly impact the initiatives carried out by this area. The introduction of new initiatives, corporate policies and reporting

requirements also place increased demands on this line of service to keep pace with the associated analysis, reporting, benchmarking, and research and development activities. This service will continue to focus on growth management and urban planning initiatives, communications and engagement strategies with stakeholders, enhancing performance measurement to incorporate outcome and efficiency measures, maintaining accreditation, pursuing best practices in service provision, improving safety performance and supporting corporate environmental initiatives.

## CSPS: Calgary Fire Department - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - FIRE's expected revenue is \$8.7 million in 2014. Revenues to FIRE include services provided to the Calgary Airport Authority (\$2.7 million), Alberta Health Services lease fees (\$3 million), Business License Inspections and Permits (\$1.4 million and \$.2 million respectively), False alarm responses (\$.7 million) and other miscellaneous revenues (\$.7 million) including lockbox and other programs. FIRE's budget is 96 per cent tax-supported.

**Expenditures** - 91 per cent of the total FIRE budget in 2014 is directed towards salary, wages and benefits for firefighters, management and administration (\$200.7 million). Year over year increases in the operating budget are predominantly for additional firefighter positions for previously approved emergency response stations. The remaining nine per cent of the expenditures in 2014 is for technology, communications and internal charges including financial services and information technology (\$5.5

million), firefighter gear cleaning, training and staff development (\$1.2 million), fuel (\$1.1 million), repairs to facilities, equipment, vehicles and infrastructure (\$3.9 million), utility charges (\$1.5 million) and other contractual, transfers and material costs (\$6.9 million).

**User Fees / Charges / Utility Rates** - Increases to the user fees including fire inspections are proposed at a rate of the greater of \$6 or six per cent to achieve a full recovery over multiple years and increased revenues are estimated at \$160,000 per year. The increase in user fees will be used to directly fund one additional Safety Codes Officer position per year to complete additional inspections in compliance with the Quality Management Plan. Permitted activities involving inspections are proposed to increase at 40 per cent per year to achieve full cost recovery by the mid-2020s.



## CSPS: Calgary Fire Department - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	211,368	213,799	219,846	226,474
Less: Previous Year One Time	(365)	0	0	0
Base	211,003	213,799	219,846	226,474
Efficiency Gains	0	0	0	(8,480)
Inflation	466	348	327	47
Service and Budget Increase	940	360	320	160
Operating Impact of Previously Approved Capital	1,400	4,900	5,200	9,600
Operating Impact of New Capital (Incremental)	0	440	780	9,580
Re-alignments	(11)	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>2,796</b>	<b>6,048</b>	<b>6,627</b>	<b>10,907</b>
<b>Total Budget</b>	<b>213,799</b>	<b>219,846</b>	<b>226,474</b>	<b>237,381</b>

FIRE will mitigate the operating cost of capital, (54 FTEs) related to emergency response stations and will reassign staff throughout the emergency response system to meet efficiencies and The City's commitment for growth communities. The impact of continued growth may adversely affect response time performance, as well as the delivery of public education, inspection services and prevention programs. Inflation increases of \$1.2 million will be used to cover insurance, salary increases for Local 38 members and other inflationary expenditures. Increases include Emergency Management Officers (three FTEs), a corporate pandemic resource (one FTE), a Community Safety Officer to support the Neighbourhood Improvement Initiative (one FTE) and incident management software requested in CEMA. User Fees will provide

revenue to increase Safety Codes Officers (four FTEs).

The operating impact of previously approved capital is \$21.1 million for Tuscany, Royal Vista, East Macleod and Northeast Industrial Stations, which will add 138 FTEs to the emergency response system.

Staff operating costs of capital for projected 2015-2018 emergency response station capital development is included in this Action Plan, with the exception of one emergency response station, for which staff operating costs will be requested in the next business cycle. Subject to conclusions arising from the Zero-Based Review, other staff costs, to address the performance gap that currently exists, may also be requested in the next business cycle.

<b>TCA Depreciation (\$000s) - Calgary Fire Department</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
13,610	13,868	13,946	14,046

TCA Depreciation content is presented for information only.

**CSPS: Calgary Fire Department - Operating Budget for Council Approval**

For Council Approval

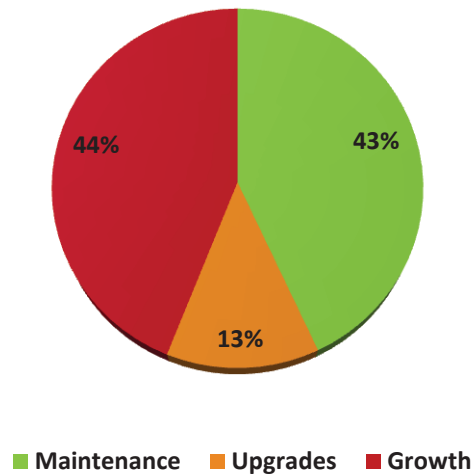
<b>Calgary Fire Department</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	198,237	210,115	220,799	223,740	0	223,740	230,047	0	230,047	236,934	0	236,934	248,101	0	248,101
Recoveries	(1,115)	(2,571)	(773)	(773)	0	(773)	(773)	0	(773)	(773)	0	(773)	(773)	0	(773)
Revenue	(9,906)	(15,144)	(8,658)	(9,168)	0	(9,168)	(9,428)	0	(9,428)	(9,688)	0	(9,688)	(9,948)	0	(9,948)
Net	187,216	192,400	211,368	213,799	0	213,799	219,846	0	219,846	226,474	0	226,474	237,381	0	237,381
FTEs	1,401.0	1,431.0	1,464.0	1,505.0	0.0	1,505.0	1,539.0	0.0	1,539.0	1,583.0	0.0	1,583.0	1,629.0	0.0	1,629.0

## CSPS: Calgary Fire Department - Capital Budget Overview

Calgary Fire Department Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	47,277	30,820	15,000	13,649	0	106,746
Total New Capital Budget Requests	16,205	8,855	37,535	31,601	4,000	98,196
Total Business Unit Capital Budget	63,482	39,675	52,535	45,250	4,000	204,942

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Calgary Fire Department  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$98 Million**



**Maintenance/Replacement** - These projects ensure that stations, equipment and technology are maintained to support consistent and reliable emergency response services. FIRE's capital programs include the lifecycle of light fleet vehicles and fire apparatus, the replacement of firefighting equipment, training academy maintenance, and repairs and maintenance to emergency response stations and other facilities.

**Upgrades** - Technology-related capital programs include the Transit Signals Priority System, which entails collaborating with Transportation to install equipment that allows emergency vehicles to pre-empt traffic light sequencing at certain intersections to pass through traffic safely and without delay when responding to emergencies. The Management & Notification Software utilized by CEMA will be upgraded to meet operational needs.

**Growth** - Capital programs associated with growth are to construct emergency response stations in newly developed and existing areas in Calgary. The request includes funds for new emergency response stations in Cornerstone, and Walden (East Macleod Trail) and to support a developer built temporary station in Silverado (West Macleod Trail ) along with the replacement of the existing Station #17 that is at the end of its functional lifecycle in Varsity. In addition, a Bow River Safety Boom will be constructed to deter inexperienced and/or recreational river users from venturing into the rapids at Harvie Passage and subsequently requiring emergency service intervention.

## CSPS: Calgary Fire Department - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Community &amp; Recreation Levy</i>	200	2,000	15,332	14,500	4,000	36,032
<i>Community Investment Reserve</i>	8,500	250	6,682	6,481	0	21,913
<i>Pay-As-You-Go</i>	5,105	6,605	13,021	9,220	0	33,951
<i>Lifecycle Maintenance &amp; Upgrade Reserve</i>	2,400	0	2,500	1,400	0	6,300
<b>Total Funding</b>	<b>16,205</b>	<b>8,855</b>	<b>37,535</b>	<b>31,601</b>	<b>4,000</b>	<b>98,196</b>

Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+
2015-2018 Operating Budget	0	440	1,220	10,800	N/A
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	14,400

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
041-175	East Macleod Emergency Response Station	G	A	-	15,000	5,000	-	-	2,000	2,000	1,000	5,000	Multiple
041-178	Cornerstone Emergency Response Station	G	C			17,700	200	2,000	6,750	6,750	2,000	17,700	Multiple
041-180	West Macleod Emergency Response Station	G	C			1,000			-	1,000		1,000	Multiple
<b>Total Program 041 : Additional Stations &amp; Equipment</b>				-	15,000	23,700	200	2,000	8,750	9,750	3,000	23,700	
<b>Operating impact of capital of Program 041</b>													
	2015-2018 Operating Budget		O1				-	440	1,220	10,800	N/A	12,460	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	14,400	14,400	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
042-002	Bow River Safety Boom	G	C			500	500					500	City-wide
042-175	Facility Rehabilitation	M	A	8,200	21,814	6,000	-	-	6,000	-	-	6,000	
042-179	Station 17 Replacement	G	C			19,000		250	9,000	8,750	1,000	19,000	R.BS, R.SS
042-B01	Lifecycle Maintenance - Facility	M	C			6,601	1,400	1,400	2,401	1,400	-	6,601	
<b>Total Program 042 : Maintenance/Retrofits - Existing Facilities</b>				8,200	21,814	32,101	1,900	1,650	17,401	10,150	1,000	32,101	
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043-015	Critical Technology Upgrade	U	C			8,000	8,000	-	-	-	-	8,000	
043-043	Incident Management & Notification Software Upgrade	U	C			650	500			150		650	
043-044	Transit Signals Priority System Upgrade	U	C			3,200	800	800	800	800		3,200	
<b>Total Program 043 : Additional Apparatus &amp; Equipment</b>				-	-	11,850	9,300	800	800	950	-	11,850	
-----													
044-008	Fire Training Academy Equip Lifecycle	M	C			1,170	385	385	200	200	-	1,170	
044-009	Personal Protective Equipment	M	C			8,500	2,400	1,400	1,300	3,400	-	8,500	
044-011	Corporate Pandemic Supply	M	C			1,080	420	220	220	220		1,080	
044-012	Redevelopment Areas Emergency Response Units	U	C			832			832			832	City-wide
044-D02	Replace Emergency Units	M	C			13,013	-	1,000	5,732	6,281	-	13,013	
044-D07	Fire Equipment Lifecycle	M	C			5,950	1,600	1,400	2,300	650	-	5,950	

Program- Project	Type Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 044 : Replacement - Apparatus/Vehicles/Equip</b>		-	-	30,545	4,805	4,405	10,584	10,751	-	30,545	
		8,200	36,814	98,196	16,205	8,855	37,535	31,601	4,000	98,196	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

### Explanation of Budget Requests

#### **Program 041 : Additional Stations & Equipment**

##### **Project 041-175: East MacLeod Emergency Response Station**

**Previously Approved Budget for Future Years** of \$15 million with funding from Community and Recreation Levy \$13 million and Municipal Sustainability Initiative \$2 million.

**New Budget Request** of \$5 million to construct a larger fire station. Funding from Community Investment Reserve \$1 million and Community and Recreation Levy \$4 million.

**Operating Impact of Capital:** This project requires \$5.4 million and 36 FTEs for 2018 to support this addition to the emergency response system. This will be achieved through the realignment of resources \$4.2 million and 27 FTEs, and the additional budget request of \$1.2 million for 9 new FTEs.

For the years 2019-2024 this addition to the emergency response system will result in an operating cost of \$7.2 million.

##### **Project 041-178: Cornerstone Emergency Response Station**

**New Budget Request** of \$17.7 million for the development of a new emergency response station required to maintain fire response times and service level benchmarks in the area within the Cornerstone Area Structure Plan, as well as Cell F of the North Regional Context Study. Funding from Community and Recreation Levy.

**Operating Impact of Capital:** This project requires \$7.06 million and 36 FTEs for 2016 to 2018 to support this addition to the emergency response system. This will be achieved through the realignment of resources \$4.2 million and 27 FTEs, and the additional budget request of \$2.86 million for 9 new FTEs.

For the years 2019-2024 this addition to the emergency response system will result in an operating cost of \$7.2 million.

#### **Project 041-180: West Macleod Emergency Response Station**

**New Budget Request** of \$1 million for the development of a new temporary emergency response station required to maintain fire response times and service level benchmarks in the community of Silverado and the area within the West Macleod Area Structure Plan. Funding from Community and Recreation Levy.

**Operating Impact of Capital:** None.

#### **Program 042 : Maintenance/Retrofits - Existing Facilities**

##### **Project 042-002: Bow River Safety Boom**

**New Budget Request** of \$500 thousand to design and construct a safety boom across the Bow River upstream of the Harvey Passage water feature. Over the last couple of years the CFD has had an increase in water rescue calls at this location. A safety boom is required to ensure the safety of the recreational users of the Bow River. Funding from Community Investment Reserve.

**Operating Impact of Capital:** None.

##### **Project 042-175: Facility Rehabilitation**

**Previously Approved Budget up to 2014** of \$8.2 million with funding from Municipal Sustainability Initiative.

**Previously Approved Budget for Future Years** of \$21.814 million with funding from Municipal Sustainability Initiative.

**New Budget Request** of \$6 million to continue the rehabilitation of existing fire facilities including the Fire Headquarters (HQ) campus. Renovations to facilities often include bringing facilities up to current building and fire codes, addressing health and safety issues and optimizing of the use of existing space. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

##### **Project 042-179: Station 17 Replacement**

**New Budget Request** of \$19 million for the replacement of the Station # 17 Emergency Response Station. The facility is near the end of its service life and requires replacement in order to maintain fire response times and service level benchmarks in the inner city area of Varsity. Funding from Community Investment Reserve \$6.5 million and Community and Recreation Levy \$12.5 million.

**Operating Impact of Capital:** None.

##### **Project 042-B01: Lifecycle Maintenance - Facility**

**New Budget Request** of \$6.601 million to maintain CFD facilities in the appropriate condition to provide service, as well as address health and safety, code compliance, operational need, physical integrity, aesthetic and general efficiency issues and needs. Funding from Pay-As-You-Go \$5.201 million and Lifecycle Maintenance & Upgrade Reserve \$1.4 million.

**Operating Impact of Capital:** None.

## **Program 043 : Additional Apparatus & Equipment**

### **Project 043-015: Critical Technology Upgrade**

**New Budget Request** of \$8 million to enhance the capabilities, performance, resiliency and redundancy of CFD's critical information technology systems used to support the delivery of emergency fire, medical and rescue services and disaster management planning, preparedness and response. Funding from Community Investment Reserve.

**Operating Impact of Capital:** None.

### **Project 043-043: Incident Management & Notification Software Upgrade**

**New Budget Request** of \$650 thousand to review and update Calgary Emergency Management Agency's current incident management software. It does not meet operational requirements. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 043-044: Transit Signals Priority System Upgrade**

**New Budget Request** of \$3.2 million to replace the line of sight based traffic signal pre-empt with a GPS location based system to improve drive time for CFD's apparatus when responding to emergency events. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

## **Program 044 : Replacement - Apparatus/Vehicles/Equip**

### **Project 044-008: Fire Training Academy Equip Lifecycle**

**New Budget Request** of \$1.17 million for lifecycle of fire training props and equipment. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 044-009: Personal Protective Equipment**

**New Budget Request** of \$8.5 million for lifecycle of firefighting personal protective equipment. This includes duty coat, duty pants, structural fire fighting boots and helmets as well as the life cycling of Self-Contained Breathing Apparatus. Funding from Pay-As-You-Go \$5.7 million, Lifecycle Maintenance & Upgrade Reserve \$2.4 million and Community Investment Reserve of \$400 thousand.

**Operating Impact of Capital:** None.



#### **Project 044-011: Corporate Pandemic Supply**

**New Budget Request** of \$1.08 million to strengthen The City of Calgary's access to pandemic related items during a pandemic, supporting continued delivery of City services and helping to protect employees and citizens in City facilities. This plan will increase The City's ability to manage pandemic supplies, enable the centralization of stockpiles, increase stock rotation capabilities and decrease stale dated product loss. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

#### **Project 044-012: Redevelopment Areas Emergency Response Units**

**New Budget Request** of \$832 thousand to purchase an additional fire engine. The additional unit is required to support the distribution of workload and maintain fire response times and service level benchmarks in the stations response areas. Funding from Community and Recreation Levy.

**Operating Impact of Capital:** None.

#### **Project 044-D02: Replace Emergency Units**

**New Budget Request** of \$13.013 million for the lifecycle replacement of CFD fleet vehicles and apparatus to support optimized service delivery and firefighter and citizen safety. Funding from Pay-As-You-Go \$5 million, Community Investment Reserve \$5.513 million and Lifecycle Maintenance & Upgrade Reserve \$2.5 million.

**Operating Impact of Capital:** None.

#### **Project 044-D07: Fire Equipment Lifecycle**

**New Budget Request** of \$5.95 million for the lifecycle of medical, extrication and firefighting equipment. This includes fire hose, nozzles, thermal imaging cameras, defibrillators, power equipment and extrication equipment. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

**CSPS: Calgary Fire Department - Capital Budget for Council Approval**

For Council Approval

<b>Calgary Fire Department</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	68,444	47,277	30,820	15,000	13,649	0	106,746
<b>Projects Requiring Approval</b>							
<i>Program 041 : Additional Stations &amp; Equipment</i>		200	2,000	8,750	9,750	3,000	23,700
<i>Program 042 : Maintenance/Retrofits - Existing Facilities</i>		1,900	1,650	17,401	10,150	1,000	32,101
<i>Program 043 : Additional Apparatus &amp; Equipment</i>		9,300	800	800	950	0	11,850
<i>Program 044 : Replacement - Apparatus/Vehicles/Equip</i>		4,805	4,405	10,584	10,751	0	30,545
<b>Total Projects Requiring Approval</b>		<b>16,205</b>	<b>8,855</b>	<b>37,535</b>	<b>31,601</b>	<b>4,000</b>	<b>98,196</b>
Total Capital Budget	68,444	63,482	39,675	52,535	45,250	4,000	204,942

*\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.*

# Community & Neighbourhood Services

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Community &  
Neighbourhood  
Services

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**Tab5**  
**Community &  
Neighbourhood  
Services**

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Tab1

**CSPS: Community & Neighbourhood Services - Overview**

Community & Neighbourhood Services (CNS) makes a difference by increasing the ability of all Calgarians to fully participate in, contribute to, and benefit from all aspects of life in Calgary. CNS champions community well-being by fostering strong neighbourhoods and resilient Calgarians. CNS has four focus areas: 1) vulnerable populations; 2) strong neighbourhoods; 3) partnerships and collaborations; and, 4) organizational capacity and excellence.

**Community Partnerships (CP)**

Actively champions and supports the development of strong neighbourhoods by collaborating with community partners, engaging citizens and connecting City resources.

**Community Programs & Services (CNCPS)**

Provides leadership in recreational and social programs and services through partnerships, resources and information and in addition, provides business services for the business unit.

**Community Social Development (CSD)**

Fosters the social inclusion of vulnerable Calgarians through the development of strong neighbourhoods and a continuum of programs and services.

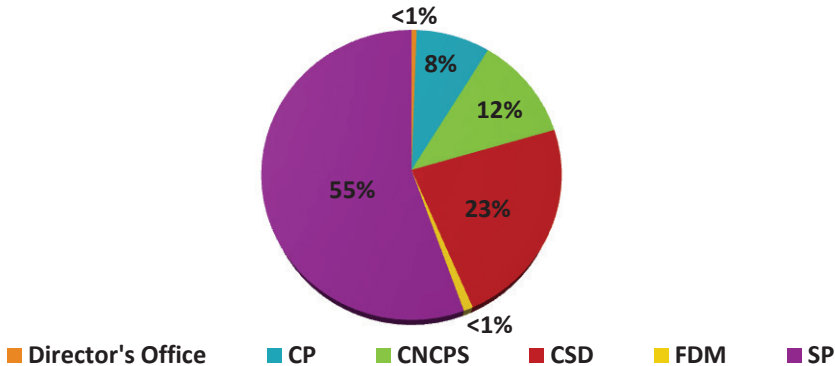
**Facility Development & Management (FDM)**

Developing four new recreation facilities in underserved areas with a proposed range of sport, leisure, arts and cultural amenities to meet The City’s Municipal Development Plan of creating complete communities.

**Strategy & Partnerships (SP)**

Provides strategic leadership, planning and support (including research, analysis and Family & Community Support Services (FCSS) funding) to CNS and community agencies, to develop strategies and deliver programs that support Council Priorities and directions. The Civic Partners section manages and strengthens the complex legal, funding, reporting and accountability relationship between The City and 14 Civic Partners, overseeing investments of funding, land and assets.

**Community & Neighbourhood Services  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## **CSPS: Community & Neighbourhood Services - Overview**

### **Trends**

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The significant trends affecting all City services will continue to inform and drive the work of CNS. In 2015-2018, CNS will be affected by an aging and increasingly diverse population coupled with geographic growth. CNS will address the needs of vulnerable populations by continuing to provide services such as seniors' home maintenance, youth probation and community social work. Furthermore, it will increase accessibility to City subsidized programs through the Fair Calgary Single Entry initiative and work across programs, services and communities to increase protective factors by working in targeted communities to increase social inclusion and decrease risk factors. Also, through development and implementation of strategies and policies, CNS will continue to meet the needs of Calgarians in collaboration with City business units to support full participation of vulnerable populations in City activities.

Continued population growth across the city will increase the significance of social and infrastructure challenges. CNS will address these challenges in targeted communities to increase social inclusion and provide effective City service delivery while enhancing The City's work with community associations and residents associations. Aging infrastructure will be addressed through access to the Capital Conservation Grant (CCG) Program to fund lifecycle work and building upgrades for community and social recreation facilities.

### **Long-Term Plans**

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CNS is delivering on the Municipal Development Plan by providing a full range of community services and facilities, creating quality community amenities and making leisure and recreation activities available to all Calgarians through the design and construction of four new innovative, sustainable and accessible recreation facilities, which may include recreation, sport, arts, culture, theatre and library spaces. In addition, CNS endeavors to create great communities by maintaining quality living

and working environments and improving housing diversity and choice by applying a social planning lens to land use and transportation plans to ensure the built environment supports all citizens.

CNS aligns with the 2020 Sustainability Direction objectives of equity; diversity, inclusiveness and creativity; and, safety and resiliency. CNS will support these objectives in 2015-2018 through a number of initiatives including maintaining FCSS programming to deliver on outcomes of the Social Sustainability Framework, and implementing Single Entry for City subsidy programs to increase accessibility and compliance with the Fair Calgary Policy. In addition, CNS will establish approaches and practices to support full participation of vulnerable populations in Calgary society. As a commitment to achieving the vision of imagineCALGARY, CNS aligns closely to the Social and Economic systems and as such addresses a number targets. For example, CNS will implement the Seniors Age-Friendly Strategy to work towards healthy seniors having an opportunity to be engaged in fulfilling work that contributes to the economy and/or the community. CNS is also making great strides toward Calgarians having sufficient income and other resources to meet their current and future needs, through the implementation of the Calgary Poverty Reduction Initiative (CPRI).

CNS developed a 10-year strategic plan to deliver on four key pillars: 1) integrated service delivery to vulnerable populations 2) fostering strong neighbourhoods using a community development approach 3) creating strong partnerships and collaborations, and 4) demonstrating organizational capacity and excellence. These pillars align with specific Council Priorities with a focus on expanding partnerships.

## **CSPS: Community & Neighbourhood Services - Overview**

### **Citizen Engagement**

Citizens identified that, over the next four years the increasing numbers within vulnerable populations will escalate the demand for services already operating at capacity. To address the growing demand, CNS will continue to creatively explore and leverage partnerships to maintain quality services to populations in need.

Engagement results showed The City could improve on providing recreational opportunities for all income levels, providing information and creating awareness of City programs and services to citizens. To meet these needs, CNS is implementing a Single Entry model which will make it easier for low-income Calgarians to access subsidized City services. Building four new recreation facilities will also increase opportunities for social inclusion in Rocky Ridge, Seton, Quarry Park and Great Plains.

CNS staff engagement demonstrates that CNS heard citizens, as staff echoed the same themes expressed by citizens. Both internal staff and external citizen engagement inputs have been considered.

### **Council Priorities**

CNS is committed to realizing Council Priorities over the course of 2015-2018, specifically:

CNS will provide accessible programs and services, and support practices and policies increasing the social inclusion of vulnerable Calgarians to create a prosperous city for all. Partnerships and collaborations leverage CNS' achievement of shared civic goals.

Initiatives include working with community partners to implement the Calgary Poverty Reduction Strategy; providing career and employment services for youth through the Youth Employment Centre; coordinating the development and implementation of the Seniors Age-Friendly Strategy; and collaborating with partners to grow and secure funding and resources to expand our service reach including for children and youth.

The Calgary Public Library system is a key component of

community-building. The development of the New Central Library and three new branches, along with the adoption of a new service model which emphasizes inclusion, education and outreach, will help ensure increased access and benefits to all Calgarians.

CNS helps create and develop vibrant, inspiring and strong neighbourhoods. Through the Neighbourhood Improvement Initiative (NII), CNS will initiate an in-depth engagement process to help neighbourhoods identify their own vision for their community and work to align City resources to support their needs and achieve their vision. The design and development of four new recreation facilities will provide citizens with access to social and recreational opportunities closer to home.

Recognizing that a healthy and green city has many dimensions including social well-being, CNS contributes to a healthy and green city by providing accessible social recreational programs in communities of need, such as the Calgary AfterSchool program and Park n' Play. CNS will work with the department to create efficiencies and effectiveness toward a well run city. For example, CNS will continue its review program, including implementation, to increase efficiencies and improve service outcomes for citizens.

**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Support Civic Partners and stakeholders by using communication and reporting tools to share progress towards meeting Calgary's economic development goals.	SP
P2 Advance purposeful economic diversification and growth.	P2.1 Support Civic Partners and stakeholders by using communication and reporting tools to share progress towards meeting Calgary's economic development goals.	SP
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	P3.1 Support residents in targeted low-income communities to explore local community economic development opportunities.	CSD





**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

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to start and grow a business.

**Community Services & Protective Services Commitment:**  
CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

P5 Seek out partnerships with other governments and community partners to achieve community well-being.

P5.1 Develop agreements with operators of new recreation facilities to ensure program and service plans are accessible, affordable and meet community needs.

FDM

P5.2 Pursue discussions with the Government of Alberta on the need to grow the provincial FCSS grant to address population growth and inflation.

SP

P5.3 Continue to operate the FCSS program while assessing the impact of Social Sustainability Framework and funding priorities for continual improvement.

SP

P7 Continue policies and programs to reduce the number of people living in poverty.

P7.1 Work in partnership with Vibrant Communities Calgary to implement the Calgary Poverty Reduction Initiative (CPRI).

SP

P7.2 Steward and review the Fair Calgary Policy and related strategies including the development of the implementation plan for the Single Entry system.

SP



**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

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**Community Services & Protective Services Commitment:**  
CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

P7 Continue policies and programs to reduce the number of people living in poverty.

P7.3 Provide the Property Tax Assistance Program (PTAP) grants and Waste & Recycling Services Subsidy to low-income homeowners to reduce financial hardship.

CNCPS

P8 Respond to the needs of an aging population.

P8.1 Coordinate the development and implementation of the Seniors Age-Friendly Strategy by working with key City of Calgary departments and external organizations.

CSD

P8.2 Redesign the City Links service delivery model and work with community stakeholders to create capacity to meet home maintenance needs of vulnerable seniors.

CSD

P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.

P9.1 Support Civic Partners by using communication and reporting tools to share the value of their contribution to Calgarians' ability to live creative lives.

SP

P10 Expand our library system and enhance access to technology and information.

P10.1 Support Civic Partners by sharing and promoting their contributions to an enhanced library system and enhanced access to technology and information.

SP



For Council Approval

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Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

**Community Services & Protective Services Commitment:**  
CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

P10 Expand our library system and enhance access to technology and information.

P10.2 Coordinate The City's responsibilities for the development of the New Central Library.

SP

P10.3 Include libraries in three of the four new recreation facilities, create the New Central Library and a standalone NW growth library to expand our library system.

FDM

P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.

P11.1 Provide structured and affordable activities during critical hours to increase positive child and youth development through Calgary AfterSchool.

CNCPS

P11.2 Work with Calgary Police Service, the province and community partners to deliver and sustain a continuum of crime prevention and early intervention programs.

CSD

P11.3 Create a funders table to leverage additional dollars for the provision of quality after school programming for vulnerable children and youth.

CNCPS



**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

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**Community Services & Protective Services Commitment:**  
CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.

P11.4 Provide career/employment services for vulnerable youth to increase positive engagement in the community through partnerships with other levels of government.

CNCPS

P12 Establish approaches and practices that welcome and support full participation of vulnerable populations in City activities.

P12.1 Steward relevant policies and strategies that address the needs of vulnerable populations including Aboriginal people, persons with disabilities and immigrants.

SP

P12.2 Advise on social policy implications and provide social research support to strengthen The Corporation's responsiveness to the needs of vulnerable populations.

SP



**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N2 Build resiliency to flooding.	N2.1 Support partners in the development and delivery of flood resiliency projects to leverage funds from the Province and facilitate reporting to Council.	SP
N4 Revitalize the role and ability of community associations, and use of community facilities.	N4.1 Work in partnership with the Federation of Calgary Communities to increase the sustainability and vitality of community associations.	CP
	N4.2 Facilitate community associations (CAs) and social recreation groups (SRs) to complete business plans that respond to community needs.	CP
	N4.3 Develop a proactive approach of early identification and mitigation for CAs and SRs facing infrastructure, governance, financial challenges.	CP
	N4.4 Investigate new approaches on how The City can support CAs in their engagement of residents to increase their relevance by delivering applicable programs and services.	CP



For Council Approval

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Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Community Services & Protective Services Commitment:**

CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

N4 Revitalize the role and ability of community associations, and use of community facilities.

N4.5 Explore alternative models and infrastructure options in new and established communities to meet resident and community priorities.

CP

N4.6 Implement new processes for Capital Conservation Grant (CCG) and Community Sustainability Reserve funding that create efficiencies for CA and SR capital projects.

CP

N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.

N5.1 Provide access to the CCG program to fund lifecycle work and building upgrades to meet changing community needs.

CP

N5.2 Implement the Neighbourhood Improvement Initiative in 28 communities to have effective City service delivery that aligns with neighbourhood visions.

CP

N5.3 Work in priority neighbourhoods to strengthen citizen participation in change strategies to improve local social environmental and economic conditions.

CSD



**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Community Services & Protective Services Commitment:**  
CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.1 Apply a social policy lens to land use and transportation plans to support a built environment that includes all citizens.

SP

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.1 Design, construct and ensure programming of four innovative recreation facilities with recreation, sport, and in some cases, art, culture and library spaces.

FDM

N9.2 Use the community development approach to create opportunities for people to gather in their neighbourhood.

CP



For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.	H7.1 Provide neighbourhood-based accessible and affordable programs and services to vulnerable populations to achieve community well-being.	CNCPS
H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.	H8.1 Design, construct, procure, and ensure programming of four new recreation facilities in the underserved quadrants of the city to promote healthy lifestyles.	FDM





**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Create a records management strategy to align the business unit with corporate standards.	CNCPS
	W2.2 Continue CNS service review program, including implementation to increase efficiency and improve service outcomes to citizens.	CNCPS, CP, CSD, FDM, SP
	W2.3 Create and align corporate-wide policies and processes to support The City's relationships with and investments in Civic Partners.	SP
	W2.4 Implement a hybrid centralized administrative support model.	CNCPS, CP, CSD, FDM, SP
	W2.5 Convert underutilized workstations into unassigned drop-in desks in order to optimize administrative spaces.	CNCPS, CP, CSD, FDM, SP
	W2.6 Evaluate position suitability for mobility in order to build readiness to foster flexible work styles.	CNCPS



**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

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 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Utilize citizen engagement to inform delivery of programs and services that meet the needs of different demographics and vulnerable populations.

SP

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Adjust the Community Sustainability Reserve Fund criteria to improve sustainability of community associations and social recreation groups on City land.

CP

W6.2 Manage lifecycle grant program to improve management of public assets, which includes improved accountability and asset management practices.

SP

W6.3 Establish agreements with Calgary Public Library board to manage public assets.

SP

W6.4 Establish agreements with facility operators to ensure effective management of the four new recreation facilities.

FDM



**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Implement Single Entry for City subsidized programs to provide efficient access to subsidized programs/services and streamline administrative processes.

CNCPS

W7.2 Support the Customer Service framework commitments and standards through integration in Business Unit programs and services by 2018.

CNCPS

W7.3 Set clear expectations for staff and reinforce those through learning and development and recognition programs to empower staff to deliver excellent customer service.

CNCPS

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Collaborate with Recreation and Parks in developing strategies to deliver the Community Services Program Policy to align programs, services and resources.

CNCPS

W8.2 Collaborate with Roads to enhance Snow Angels for neighbours" snow clearing.

CSD



**CSPS: Community & Neighbourhood Services - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**

CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Implement the CNS Safety Workplan and Strategy.

CNCPS

W9.2 Engage in succession planning and career development as part of the Workforce Strategy to prepare for retirements and internal employee movements.

CNCPS



## CSPS: Community & Neighbourhood Services - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	400	400	3.0	400	400	3.0	400	400	3.0	400	400	3.0	400	400	3.0
Community Partnerships	5,196	5,196	43.1	5,722	5,722	44.3	5,603	5,603	44.3	6,001	6,001	44.3	5,752	5,752	44.3
Community Programs & Services	7,585	5,232	61.4	8,022	5,669	63.6	8,194	5,840	63.6	8,388	6,035	63.6	8,389	6,036	63.6
Community Social Development	14,297	7,871	144.6	15,654	9,289	150.8	16,093	9,672	150.8	16,526	10,104	150.8	16,527	10,106	150.8
Facility Development & Management	662	662	5.0	672	672	5.0	684	684	5.0	696	696	5.0	696	696	5.0
Strategy & Partnerships	38,556	12,485	27.8	39,000	13,178	33.0	39,023	13,201	33.0	39,049	13,227	33.0	39,051	13,228	33.0
Total Business Unit	66,697	31,847	284.7	69,471	34,930	299.7	69,997	35,399	299.7	71,060	36,463	299.7	70,816	36,218	299.7

CNS plays a significant role in delivering Council Priorities. About half of the CNS operating budget is dedicated to creating a prosperous city, one third for inspiring neighbourhoods and the remainder is split between a well-run city and a healthy and green city. The allocation of operating dollars clearly outlines the focus areas CNS has been directed to deliver, and ties to the four priority pillars outlined in CNS' 10-Year Plan: to respond to the needs of vulnerable populations, establish partnerships and collaborations, build strong neighbourhoods and achieve greater organizational capacity and excellence.

To create a prosperous city, CNS will continue to support all vulnerable populations to achieve their fullest potential and to establish partnerships to respond to growing and changing needs within existing resources. CNS will utilize additional FTEs to respond to the needs of Calgary's

aging population with the implementation of the Seniors Age-Friendly Strategy and maintain services for youth. In addition, CNS will support the community in the implementation of the Calgary Poverty Reduction Initiative (CPRI).

To build a city of inspiring neighbourhoods, CNS will play the coordinating role in revitalizing community associations, building four new recreation facilities and will support the creation of great public spaces. CNS will coordinate the Neighbourhood Improvement Initiative, which is an in-depth engagement process with communities to develop a vision for their community and support them with achieving their vision. CNS will continue to contribute to a healthy and green city by offering programs to target populations which focus on improving social outcomes for participants and their families.

## CSPS: Community & Neighbourhood Services - Lines of Service

All \$ values are in Thousands (\$000)

Community Partnerships	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,196	5,196	43.1	5,722	5,722	44.3	5,603	5,603	44.3	6,001	6,001	44.3	5,752	5,752	44.3

Community Partnerships (CP) will lead CNS in supporting a city of inspiring neighbourhoods through the coordination of the Neighbourhood Improvement Initiative (NII). NII will initiate an in-depth engagement process to help neighbourhoods identify their own vision for their community and work to align City resources to support their needs and achieve their vision. CP is requesting one-time asks of \$250 thousand in 2015 and 2017 to complete engagement activities in 14 communities in those years, one per ward. CP will allocate one FTE to coordinate NII in identified communities. This work enhances the role of Community Recreation Coordinators (CRC) to work beyond the sustainability of community associations (CA) and their infrastructure. CRCs will work with CAs to increase their relevance through engagement and provision

of responsive programs to their residents to build vibrant communities. CP will continue to support CAs by ensuring public access to City-owned lands for use by citizens and managing the Capital Conservation Grant (CCG) program that provides funding to CAs and social recreation groups (SR) for lifecycle repairs and building upgrades. CP will not be able to fund the development of new infrastructure and/or demolish aging infrastructure within the proposed budget envelope. CP will improve alignment of the Community Sustainability Reserve (CSR) Fund to meet the priorities of CAs and SRs beyond emergency funding. CRCs will continue their consultative work with CAs and SRs to enhance their sustainability.

Community Programs & Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	7,585	5,232	61.4	8,022	5,669	63.6	8,194	5,840	63.6	8,388	6,035	63.6	8,389	6,036	63.6

Community Programs & Services (CNCPS) will implement the Single Entry System utilizing an existing FTE that was repositioned from within CNS. Single Entry will optimize efficiencies within The City through consolidation of administrative processes by streamlining the application and approval for low-income households applying for City subsidies in support of a well run city. In addition, \$100,000 has been allocated to the Property Tax Assistance Program to reduce financial hardship for low-income households. CNCPS will implement a hybrid centralized model for administrative functions across the business unit and office consolidation to realize efficiencies without requiring additional budget.

CNCPS supports a prosperous city through the implementation of Calgary AfterSchool in targeted neighbourhoods and expects to maintain the number of visits within current capacity. It will be imperative for the Calgary AfterSchool and other CNCPS programs to continue to leverage resources to maintain current service levels in low-income communities and accommodate growth. Neighbourhood-based social and recreational programs such as City Hall School, Move n' Mingle and Park n' Play/Stay n' Play, are essential components for developing strong communities and need to expand in order to keep pace with growth and needs. CNCPS will maintain service levels by ensuring targeted communities with high risk indicators receive programming.

All \$ values are in Thousands (\$000)

Community Social Development	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	14,297	7,871	144.6	15,654	9,289	150.8	16,093	9,672	150.8	16,526	10,104	150.8	16,527	10,106	150.8

Community Social Development (CSD) will lead CNS in the engagement of the community and key City departments for the implementation of the Seniors Age-Friendly Strategy (one FTE); responding to Council Priorities and the needs of Calgary's growing senior population. In addition, CSD will transform the City Links program model to improve service levels and create community capacity to meet home maintenance needs for vulnerable seniors.

An additional six FTEs will be allocated to the Multi Agency School Support Team (MASST), and Youth At Risk Development (YARD) to maintain service levels for youth at risk, which is in support of the Council Priority a prosperous city. Previously, these programs

exclusively relied on one-time funding from partners. The MASST and YARD programs will continue to leverage provincial funding and substantive resources from Calgary Police Service and community partners to provide a continuum of crime prevention-to-intervention programs for over 1,700 at-risk youth.

Working within available funding, CSD will refocus the community social work program to work alongside residents in 25 priority communities to build strong neighbourhoods, decrease social isolation and increase participation of vulnerable citizens. To maintain service levels and accommodate growth, CSD will be reprioritizing its resources to focus on select communities with indicators of vulnerability including poverty.

Facility Development & Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	662	662	5.0	672	672	5.0	684	684	5.0	696	696	5.0	696	696	5.0

Facility Development & Management (FDM) currently is the team responsible for overseeing the development of the four new recreation facilities in Calgary. This work supports Council Priorities by developing recreation facilities that contribute to healthy, strong and complete communities through the integration of recreation, sport, leisure, art and cultural amenities that create vibrant community hubs. FDM will also achieve construction, environmental and operational efficiencies. Specific activities include land acquisition, research and planning, design and development, construction, project management, financial reporting, stakeholder engagement, communications and partnership development and accountability.

FDM will enter into agreements with operators where they are responsible for facility operation and maintenance, programs and services of the facilities, and provision of furniture fixtures and equipment (FF&E). As a result, responsibility and accountability will be transferred to the operator for asset management, and supporting opportunities for partners to leverage funds to be used for the benefit of each facility. FDM and the operators will continue to engage stakeholders as an integral part of the recreation facility design and operation process, using input to refine project activities to achieve maximum value and ensure the delivery of high quality facilities desired by Calgarians.

All \$ values are in Thousands (\$000)

Strategy & Partnerships	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	38,556	12,485	27.8	39,000	13,178	33.0	39,023	13,201	33.0	39,049	13,227	33.0	39,051	13,228	33.0

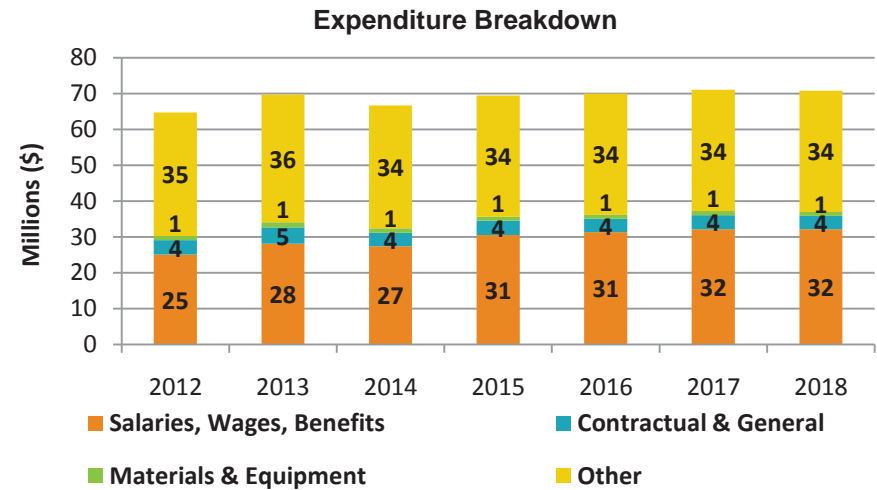
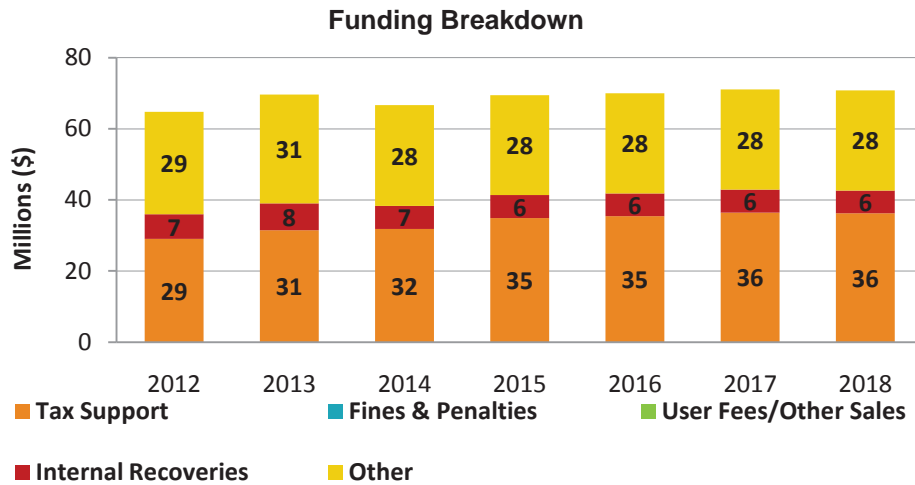
Strategy & Partnerships (SP) has put forth several performance measures which reflect the impact made by CNS' programming. These measures track the positive outcomes of CNS programming and demonstrate how CNS is contributing to a prosperous city through increasing social inclusion. Two FTEs for community resiliency planning and business planning will strengthen this work going forward. SP will continue to report on the number of dollars leveraged through partnerships for every dollar invested in Family & Community Support Services (FCSS) programs to highlight the efforts CNS makes in seeking out partnerships with other government and community partners to achieve community well-being. SP will utilize additional funds (\$500 thousand annually) to support the Calgary Poverty Reduction Initiative in partnership with United Way and Vibrant Communities Calgary to reduce the number of people living in poverty. SP will support the Seniors Age-friendly Strategy and the

development of the Single Entry System to help foster social inclusion and accessibility to programming for vulnerable populations. SP will continue to harness FCSS' competitive advantage through a provincial FCSS grant with a 30 per cent tax-supported match as well as relationships across CNS, The City and the broader community to engage 78 agency partners in delivering on Council's Social Sustainability Framework and the provincial FCSS Act. SP will support vulnerable populations by researching, developing and stewarding relevant Corporate policies and strategies such as the Fair Calgary Policy, the Welcoming Community Policy, the Corporate Accessibility Policy and the Calgary Aboriginal Urban Affairs Committee Strategic Plan. Funding is being targeted to these programs to align with Council Priorities. Further, SP will manage overall accountability and liaison functions for Civic Partners with three FTEs.



## CSPS: Community & Neighbourhood Services - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - 42 per cent of CNS' operating budget is leveraged from external sources including Family & Community Support Services (FCSS) and other provincial grant programs. A portion of FCSS grant funding is utilized internally to fund programs such as Calgary AfterSchool, Youth Employment Centre, InformCalgary and Community Social Work. Provincial funding is not expected to increase over 2015-2018. However, CNS will continue to find productivity gains to meet the current demand for programming. The remaining 58 per cent of CNS' budget is tax-supported and contributes to important programming and services to vulnerable populations such as City Links, Multi Agency

School Support Team (MASST), Youth At Risk Development (YARD), and to coordinating community associations in the development of strong neighbourhoods.

**Expenditures** - CNS' salaries and wages support 285 FTEs providing services to individual citizens and their communities. As salaries and wages increase, CNS will focus on reprioritizing expenses and on generating innovative program delivery to maintain adequate service level to Calgarians.

## CSPS: Community & Neighbourhood Services - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	31,847	34,930	35,399	36,463
Less: Previous Year One Time	(465)	(250)	0	(250)
Base	31,382	34,680	35,399	36,213
Efficiency Gains	(300)	(300)	(300)	(300)
Inflation	961	1,019	1,114	306
Service and Budget Increase	2,649	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	(12)	0	0	0
One Time	250	0	250	0
<b>Total Budget Change</b>	<b>3,548</b>	<b>719</b>	<b>1,064</b>	<b>6</b>
<b>Total Budget</b>	<b>34,930</b>	<b>35,399</b>	<b>36,463</b>	<b>36,218</b>

In 2014, CNS had a base operating budget of \$31.8 million. CNS will seek efficiency gains amounting to \$300 thousand annually in 2015-2018 to accommodate growth. These gains will be found through administrative efficiencies and cost reductions resulting from administration and program service reviews amounting to \$1.2 million of absorbed costs in 2015-2018. CNS has been proactive in aiming for efficiencies by absorbing the costs of the service reviews and will continue to fund this program through the efficiencies generated. As vulnerable populations continue to increase, CNS will need to find innovative ways to maintain the provision of quality services for

Calgarians in a growing city, including targeting those most in need. This approach may limit CNS' ability to provide preventive outreach outside of the targeted communities.

CNS budget increases will be used to deliver: the Calgary Poverty Reduction Initiative; Multi Agency School Support Team (MASST); Youth At Risk Development (YARD); the Seniors Age-Friendly Strategy; Neighbourhood Improvement Initiative (NII); and the Property Tax Assistance Program.

A one-time funding request for additional \$250 thousand in 2015 and also 2017 is to implement engagement activities for the NII.

<b>TCA Depreciation (\$000s) - Community &amp; Neighbourhood Services</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
143	135	125	111

TCA Depreciation content is presented for information only.

**CSPS: Community & Neighbourhood Services - Operating Budget for Council Approval**

For Council Approval

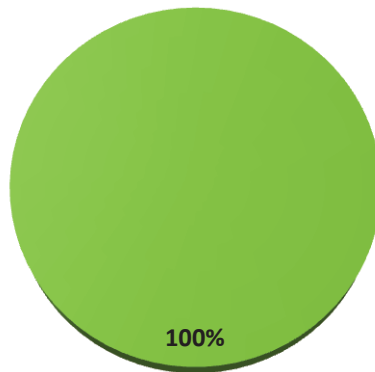
<b>Community &amp; Neighbourhood Services</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	64,759	69,711	66,697	69,221	250	69,471	69,997	0	69,997	70,810	250	71,060	70,816	0	70,816
Recoveries	(6,870)	(7,513)	(6,509)	(6,446)	0	(6,446)	(6,446)	0	(6,446)	(6,446)	0	(6,446)	(6,446)	0	(6,446)
Revenue	(28,831)	(30,702)	(28,341)	(28,095)	0	(28,095)	(28,152)	0	(28,152)	(28,152)	0	(28,152)	(28,152)	0	(28,152)
Net	29,058	31,496	31,847	34,680	250	<b>34,930</b>	35,399	0	<b>35,399</b>	36,213	250	<b>36,463</b>	36,218	0	<b>36,218</b>
FTEs	263.7	284.7	284.7	299.7	0.0	<b>299.7</b>	299.7	0.0	<b>299.7</b>	299.7	0.0	<b>299.7</b>	299.7	0.0	<b>299.7</b>

## CSPS: Community & Neighbourhood Services - Capital Budget Overview

Community & Neighbourhood Services						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	176,746	137,387	83,842	1,510	0	399,485
Total New Capital Budget Requests	4,000	6,000	6,000	6,000	0	22,000
Total Business Unit Capital Budget	180,746	143,387	89,842	7,510	0	421,485

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

### Community & Neighbourhood Services New Capital Budget Requests by Project Type (2015-\*2019+) Total \$22 Million



■ Maintenance

**Maintenance/Replacement** - Since 2012, the Capital Conservation Grant has been funded at \$4 million annually to fund lifecycle work and building upgrades for community and social recreation facilities.

The \$4 million allocated allowed for the funding of lifecycle projects but was insufficient to fund facility renewal projects; which is an allowable use but is the lowest funding priority. CNS is requesting an additional \$2 million annually to ensure these facilities continue to meet community needs by funding retrofits to facilities based on programming and service requirements.

## CSPS: Community & Neighbourhood Services - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Community Investment Reserve</i>	4,000	6,000	6,000	6,000	0	22,000
<b>Total Funding</b>	<b>4,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>	<b>22,000</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
498-001	Capital Conservation Grant	M	C			22,000	4,000	6,000	6,000	6,000	-	22,000	
<b>Total Program 498 : Capital Conservation Grant</b>				-	-	22,000	4,000	6,000	6,000	6,000	-	22,000	
				-	-	22,000	4,000	6,000	6,000	6,000	-	22,000	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

### Explanation of Budget Requests

#### Program 498 : Capital Conservation Grant

##### Project 498-001: Capital Conservation Grant

**New Budget Request** of \$22 million for capital funding to 184 community associations and social recreation groups to maintain the community facilities they operate. Funding from Community Investment Reserve.

**Operating Impact of Capital:** None.

**CSPS: Community & Neighbourhood Services - Capital Budget for Council Approval**

For Council Approval

<b>Community &amp; Neighbourhood Services</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	72,636	176,746	137,387	83,842	1,510	0	399,485
<b>Projects Requiring Approval</b>							
<i>Program 498 : Capital Conservation Grant</i>		4,000	6,000	6,000	6,000	0	22,000
<b>Total Projects Requiring Approval</b>		<b>4,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>	<b>22,000</b>
Total Capital Budget	72,636	180,746	143,387	89,842	7,510	0	421,485

*\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.*

# Parks

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Tab7

**Parks**  
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Parks

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## CSPS: Parks - Overview

Calgarians enjoy their parks. The City's parks bring Calgarians together for healthy leisure activities, family time, community events as well as solace and relaxation. Parks is the steward of the municipal open spaces that make up over 10,000 hectares (approximately 12 per cent of land within the city limits). Parks actively manages over 7800 hectares of that system. Parks employees are passionate about their work and represent a range of professions including: horticulturalists, planners, arborists, biologists, community liaisons, geospatial technicians, labourers, entomologists, public educators, landscape architects and more.

### City Wide Parks Services (CWPS)

Provide specialized services including natural area conservation and scientific-based pest management. Services also include environmental education, outreach initiatives, public communication and 311/web coordination.

### Parks Operations (PO)

Maintain Calgary's parks, plazas and natural areas through turf maintenance, playground inspections, irrigation and general maintenance. Operations also liaise with citizens to support community gardens, festivals and a variety of other citizen initiatives.

### Parks Pathway (PP)

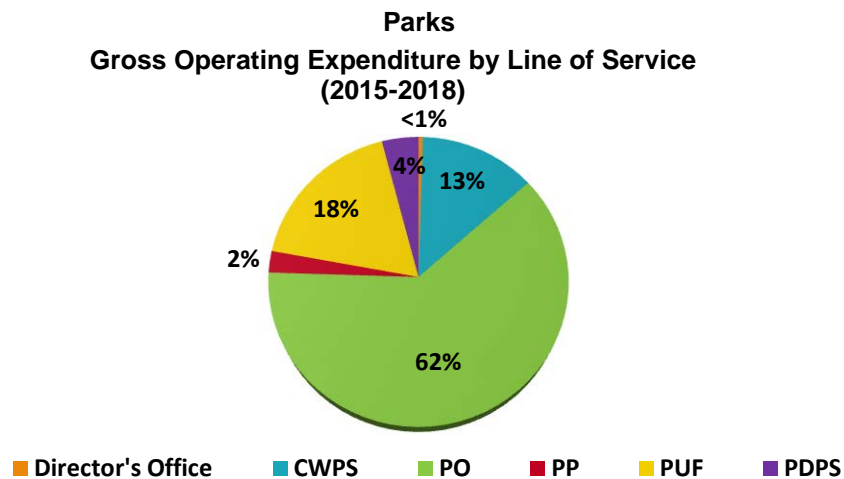
Maintain and enhance The City's world-class pathway network as well as the formal trail systems in the parks and natural areas.

### Parks Urban Forestry (PUF)

Implements the Parks Urban Forest Strategic Plan to help grow, sustain and enhance Calgary's trees. Staff also administer and enforce compliance with the Tree Protection and Street bylaws.

### Planning & Developing the Parks System (PDPS)

Work with the development industry in new communities to preserve natural landscape and watershed features as well as build outdoor amenities such as soccer fields. In established communities, staff engage citizens and stakeholder groups to carry out park lifecycle upgrades and design improvements.



Values may not sum to 100%, due to rounding.

## CSPS: Parks - Overview

### Trends

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#### Environment

Parks is responding to Calgary's environmental sustainability needs with initiatives aimed at protecting and enhancing the urban forest and open spaces. Parks initiatives include the implementation of strategic plans to enhance biodiversity and cultural landscapes. Parks will increase focus on water conservation, naturalizing landscapes (where appropriate) and environmental stewardship programs for citizens.

#### Recreation

A healthy parks system supports healthy, diverse recreation and leisure opportunities for Calgarians. To encourage and support healthy lifestyles, Parks will further improve the pathway system and team up with Recreation and other stakeholders to develop and implement a playfield strategic plan. As well, Parks will improve the maintenance and lifecycle tracking of park assets.

#### Customer Service

Parks will continue to align its services and programs to meet the needs and preferences of citizens in response to emerging trends. Implementation of the Parks' Zero-Based Review recommendations will help Parks continue earning high citizen satisfaction levels and providing value to citizens and their tax dollars. Parks staff will engage citizens by offering consistent and meaningful public consultation opportunities for park design and re-development. As well, Parks will offer environmental education and volunteer programming that is relevant to community needs and enjoyable for participants.

### Long-Term Plans

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Parks' actions for 2015-2018 are aligned with the long-term goals of the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP). Parks will also support the Directors' Integrated Growth Committee (DIGC) 5 Strategic Projects that support the MDP and CTP. MDP goals Parks is supporting in Action Plan include:

- Greening the city: Parks will conserve, protect and restore nature by completing and implementing a biodiversity strategic plan; growing and conserving the urban forest; naturalizing landscapes (where appropriate); and providing environmental stewardship programs.
  - Creating great communities: Parks will provide vibrant public spaces by working with developers and other City business units to ensure newly built communities have great parks and open spaces. Parks will also support CS&PS Neighbourhood Improvement Initiatives in established communities.
  - Urban design: Parks will continue to make Calgary an attractive, memorable and functional city by implementing a Cultural Landscape Strategic Plan and launching park development/re-development capital projects across the city.
- CTP objectives supported by Parks include:
- Walking and Cycling and Local Transportation Connectivity: Parks supports improved pathway and open space connectivity through capital enhancements, annual pathway safety inspections and snow clearing on priority routes.
- The forthcoming imagineParks is a 30-year vision that sets the overall strategic direction for the development and management of municipal parks and open space in Calgary. This long-term vision was developed after public and stakeholder consultation and is aligned with key long-term City of Calgary strategic documents, specifically imagineCALGARY and the MDP and CTP. The imagineParks vision will serve as a foundation for future 10-year strategic action plans, four-year Parks business plans and one-year performance objectives.

## CSPS: Parks - Overview

### Citizen Engagement

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Calgarians recognize the strong contribution that parks and pathways make to the high quality of life in our city. This positive public sentiment is consistently expressed in various public engagement initiatives. This includes annual citizen satisfaction surveys, the imagineParks stakeholder and public consultations in 2012, and the 2015-2018 Action Plan public engagement. Within the recent Action Plan engagement results, common themes that will be addressed include:

**Getting Around Calgary:** Parks will enhance and maintain Calgary's world-class pathway system, provide expanded snow clearing on priority routes and conduct annual safety inspections.

**Calgary's Communities/Growing Calgary:** To inspire strong communities, Parks will contribute to flood resiliency efforts through open space design to minimize flood impacts; design and implement a playfield strategic plan; and provide environmental education and volunteer programs that are citizen-centric and relevant to community needs.

**Calgary's Environment:** Parks will complete and implement strategic plans for biodiversity and cultural landscapes as well as increase focus on water conservation, naturalized landscapes (where appropriate) and environmental stewardship programs for citizens.

**How the City Works:** Parks will implement the Council-approved Zero-Based Review recommendations to improve and optimize the value of our services to citizens. Parks will also continue to align with corporate and departmental programs to improve our customer service and responsiveness to citizens.

### Council Priorities

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Parks is leading the following Council Priority strategies:

- H5 Protect and enhance our urban forest and natural landscape throughout Calgary: Parks' actions include completing and implementing a biodiversity strategic plan; providing relevant public education and volunteer programs; and planting, pruning and conserving trees.
- H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles: Parks' actions will enhance Calgary's open space and pathway system by providing missing links as well as working with stakeholders and Recreation on a playfield strategic plan to optimize the use and quality of city sport fields.

Parks will also contribute actions to other priorities, notably:

- H6 Continue to build awareness and understanding of our shared responsibility to conserve and protect the environment. Parks will provide a wide range of volunteer, public education and school programs to foster environmental enjoyment and stewardship among Calgarians.
- W2 Be as efficient and effective as possible by reducing costs and focusing on value-for-money. Parks will be implementing Council-approved recommendations resulting from Parks Zero-Based Review.
- N10 Protection and enhancement of heritage assets: Parks will continue to implement a cultural landscape strategic plan and work with stakeholders to conserve and build awareness of the historically significant parks, gardens and other landscapes that enrich our city and its neighbourhoods.

**CSPS: Parks - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N2 Build resiliency to flooding.	N2.1 Provide riverside park design features that minimize the impacts of flooding.	PDPS
	N2.2 Develop and implement a Parks' Emergency Response and Disaster Management Plan to protect people and assets in parks.	PO
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	N5.1 Work with communities to redevelop and make improvements to parks in established communities.	CWPS, PDPS, PO, PP, PUF
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	N9.1 Use customer feedback to drive service improvements, process efficiencies and value for money.	CWPS, PDPS, PO, PP, PUF
	N9.2 Apply an environmental planning lens to urban growth to ensure remnant natural environments are sustainable and great public spaces.	CWPS, PDPS, PUF



**CSPS: Parks - Actions for Council Approval**

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Community Services & Protective Services Commitment:**

CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.3 Invest in regional and community parks for the physical and mental well-being and enjoyment of Calgarians.

CWPS, PDPS, PO, PP, PUF

N9.4 Continue to ensure the major of Calgarians are within a comfortable walking distance (450 metres) of a neighbourhood park.

PDPS

N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.

N10.1 Provide conservation plans for sites identified in the Cultural Landscape Strategic Plan to enhance Calgary's heritage.

PO

N10.2 Work with heritage-based community groups to build awareness and conserve Calgary's cultural landscapes.

PO



**CSPS: Parks - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS reviews and enhances regulation to promote safe and convenient taxi service, and contributes to providing secure, accessible, year-round active modes of transportation for cyclists and pedestrians.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.	M4.1 Build pathway system missing links (prioritizing Calgary's western link to the Trans Canada Trail system) to increase transportation connectivity.	PDPS, PP
	M4.2 Provide expanded snow clearing on pathway priority routes to encourage year-round use.	PP



**CSPS: Parks - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	H3.1 Continue to implement Environmental Reserve Setback Guidelines to protect water courses in their natural state for flood mitigation and protection of water quality and quantity.	CWPS, PDPS
	H3.2 Continue implementing the Calgary Wetland Conservation Plan to ensure there is no net loss of wetlands in the city.	CWPS, PDPS
H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.	H4.1 Manage municipal parks and open space adjacent to water bodies such that they contribute to watershed health.	CWPS, PDPS
	H4.2 Work with government partners to put in place management strategies to protect identified species at risk in Calgary's parks.	CWPS
H5 Protect and enhance our urban forest and natural landscape throughout Calgary.	H5.1 Plant trees to enhance and increase the city's tree canopy in alignment with MDP targets for tree canopy coverage.	PUF



For Council Approval

**Community Services & Protective Services Commitment:**

CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

H5 Protect and enhance our urban forest and natural landscape throughout Calgary.

H5.2 Complete and implement a Biodiversity Strategic Plan for Calgary to protect and enhance Calgary's open spaces.

CWPS

H5.3 Apply an environmental planning approach that refines Environmental Open Space policy to accommodate urban growth and ensures remnant natural environments are sustainable.

PDPS, PUF

H5.4 Pilot new technologies, techniques and species in challenging growing situations to improve tree sustainability.

PO, PUF

H5.5 Develop annual restoration/management plans for priority sites to enhance the natural landscape.

CWPS, PO

H5.6 Engage communities on naturalization and alternate horticulture practices projects.

CWPS





For Council Approval

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

**Community Services & Protective Services Commitment:**  
CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.

H6.1 Provide a range of Parks public education and volunteer programs to promote enjoyment of environmental stewardship, urban forestry and cultural landscapes.

CWPS

H6.2 Deliver Parks' school programs and summer camps to encourage enjoyment of environmental stewardship among youth.

CWPS

H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.

H7.1 Inspect playgrounds seven times per year to provide safe recreational opportunities.

PO

H7.2 Provide Parks' volunteer initiatives that are relevant to community and environmental needs.

CWPS, PO

H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.

H8.1 Develop and implement a playfield strategic plan with Recreation and other stakeholders to improve amateur sport access to quality sport fields.

PO

H8.2 Equitably distribute recreation opportunities in regional parks to increase year-round park use.

PDPS, PO



For Council Approval

**Community Services & Protective Services Commitment:**

CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.

H9.1 Plan that residents in redeveloping or newly planned communities have access to open spaces within 450 meters (or a five minute walk from their home).

PDPS

H9.2 Maintain and expand Calgary's pathway system to encourage healthy lifestyles.

PP

H9.3 Expand the Pick Up Pooch's Poo Yourself program, with ABS, to increase park stewardship and awareness of the importance of disposing animal waste.

CWPS, PO

H9.4 Engage communities in the implementation of a biodiversity strategy at the neighbourhood level to enhance citizens' enjoyment of their local parks.

CWPS, PO, PUF



**CSPS: Parks - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Implement Council-approved Zero-Based Review recommendations around maintenance standards.	CWPS, PO, PP
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Implement Council-approved Zero-Based Review recommendations to reduce Parks' operational costs through alternative service delivery.	PO
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	W5.1 Engage citizens and stakeholder groups on park designs and re-developments to ensure the results meet citizen needs.	PDPS



**CSPS: Parks - Actions for Council Approval**

For Council Approval

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Community Services & Protective Services Commitment:**

CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Implement Council-approved Parks Zero-Based Review recommendations to ensure optimal staff and work plans.

CWPS, PO

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Continue to meaningfully engage citizens on park design, operations and services.

CWPS, PO

W7.2 Participate in the CS&PS Neighbourhood Improvement Initiative to deliver service and amenity improvements.

PO

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Collaborate on Directors' Integrated Growth Committee (DIGC) strategic priority projects (such as Centre City) to provide flexible park planning and design.

CWPS, PDPS, PO, PP, PUF

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Implement Parks career laddering, internal recognition programs and seasonal employee performance management framework.

CWPS, PDPS, PO, PP, PUF



**CSPS: Parks - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**

CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.2 Implement Parks' safety initiatives that support the corporate strategy to enhance safety performance.

CWPS, PDPS, PO, PP, PUF



## CSPS: Parks - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	517	517	3.0	520	520	3.0	523	523	3.0	527	527	3.0	527	527	3.0
City Wide Parks Services	12,661	11,033	56.0	13,963	12,334	56.0	14,218	12,590	56.0	14,503	12,874	56.0	14,574	12,945	56.0
Parks Operations	63,606	54,127	423.0	64,045	54,566	424.0	67,341	57,862	441.0	70,773	61,294	458.0	72,473	61,794	459.0
Parks Pathway	2,503	2,478	12.0	2,564	2,540	12.0	2,602	2,577	12.0	2,644	2,619	12.0	2,794	2,769	12.0
Parks Urban Forestry	10,550	10,550	57.0	22,719	22,719	57.0	22,820	22,820	57.0	23,048	23,048	57.0	11,248	11,248	57.0
Planning & Developing the Parks System	4,429	2,255	24.0	4,377	2,204	24.0	4,465	2,292	24.0	4,565	2,392	24.0	4,565	2,392	24.0
<b>Total Business Unit</b>	<b>94,265</b>	<b>80,960</b>	<b>575.0</b>	<b>108,188</b>	<b>94,883</b>	<b>576.0</b>	<b>111,970</b>	<b>98,665</b>	<b>593.0</b>	<b>116,060</b>	<b>102,755</b>	<b>610.0</b>	<b>106,181</b>	<b>91,676</b>	<b>611.0</b>

Calgary is fortunate to have a wide array of accessible, high-quality open spaces. These parks, plazas, pathways, gardens, playfields, natural areas, off-leash areas and other open spaces play an important role in Calgarians' daily lives and our city's environmental health. With operational funding for 2015-2018, Parks will continue to provide its existing services and programs for citizens and work towards maintaining its high citizen satisfaction ratings.

Parks has added Parks Pathways (PP) and Parks Urban Forestry (PUF) as two separate lines of business to better reflect Council Priorities and strategies for a healthy and green city and a city that moves. In 2012-2014, Pathways and Urban Forestry were included in City Wide Parks Services (CWPS). As well, for 2015-2018 Managing and Growing the Parks Service was renamed for improved clarity to Planning & Developing the Parks System (PDPS). Finally, CS&PS Departmental

Strategic Services (DSS) was included under Parks' lines of business in 2012-2014, but was moved to Animal & Bylaw Services to align with CS&PS personnel moves. There are no expected service impacts to citizens as a result of these lines of service changes.

With budget increases, Parks will cover the majority of growth of the parks system in new communities, which is estimated to grow by 115 hectare per year, based on the average growth over the past five years. Parks will require additional operating funds for the maintenance of new and redeveloped parks and pathways. Further, Parks will expand snow removal on pathways, and support the Neighbourhood Improvement Initiative.

To partially offset the growth of the Parks system, Parks will implement new efficiency and effective measures including implementing Parks Zero-Based Review recommendations.

## CSPS: Parks - Lines of Service

All \$ values are in Thousands (\$000)

City Wide Parks Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	12,661	11,033	56.0	13,963	12,334	56.0	14,218	12,590	56.0	14,503	12,874	56.0	14,574	12,945	56.0

City Wide Parks Services (CWPS): Provides specialized services including natural area conservation and scientific-based pest management. Services also include environmental education programming, outreach initiatives, public communication and 311/web coordination. Internal costs for finance, inventory management, insurance and graffiti removal are included. CWPS accounts for approximately 13 per cent of the Parks net budget.

CWPS will contribute to the Action Plan by sustaining Calgary as a healthy and green city. Environmental education and outreach also contribute to a city of inspiring neighbourhoods. Highlights for work in 2015-2018 include:

- Urban Conservation: Complete and implement a Biodiversity Strategic

Plan for Calgary.

- Integrated Pest Management: Continue monitoring scientific-based management of pests such as invasive weeds and mosquitoes. Continue exploring alternative horticulture management practices.
- Environmental & Education Initiatives: Continue setting high customer satisfaction in programs and experiences through market analysis, and best practices implementation.
- Parks Communications: Optimize public engagement and increase proactive marketing and communications to citizens.
- 311/Web: Continue to enhance customer service through improved response times and proactive calgary.ca web content.

Parks Operations	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	63,606	54,127	423.0	64,045	54,566	424.0	67,341	57,862	441.0	70,773	61,294	458.0	72,473	61,794	459.0

Parks Operations (PO): Operations is the largest Parks line of service, accounting for 62 per cent of the total net budget. Staff include full-time and seasonal employees who maintain Calgary's parks, plazas, cemeteries, gardens and natural areas through turf maintenance, playground inspections, irrigation and general maintenance. Some cemetery maintenance for heritage sites are included, while operational costs for Queen's Park Cemetery are offset by revenues. Staff also liaise with citizens to support community gardens, special events and a variety of other community initiatives.

PO's work will support a healthy and green city, a city of inspiring neighbourhoods and a well-run city. Actions include continuing to test citizen satisfaction decrease due to flood damage.

To partially offset the growth of the Parks system, Parks will implement

alternative service delivery models, such as contracting out some parks maintenance. PO has begun utilizing technology to improve city-wide asset condition tracking and annual maintenance to optimize staff and resources.

Other new initiatives include the development and implementation of a playfield strategic plan to improve access to quality city sport fields. Actions include heritage protection through work aimed at preserving and promoting awareness of Calgary's cultural landscapes, as well as continued implementation of existing strategic plans for cemeteries and water management.

New performance measure targets reflect Parks' anticipated short-term new efficiency and effective measures including Parks' Zero-Based Review.

Parks Pathway	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	2,503	2,478	12.0	2,564	2,540	12.0	2,602	2,577	12.0	2,644	2,619	12.0	2,794	2,769	12.0

Parks Pathways (PP): Parks maintains and enhances Calgary's multi-use pathway network. Pathways accounts for about two per cent of the Parks net budget.

Pathways staff will support Council Priorities a healthy and green city and a city that moves. The pathway system is currently almost 800 km long, surpassing all other municipalities benchmarked to date. Pathways are well-used by citizens and regularly receive high citizen satisfaction ratings. In addition to providing citizens with accessible, healthy recreational opportunities, pathways are an increasingly important part of the daily, year-round transportation system for pedestrians and cyclists.

In 2015-2018, Parks will continue to work with Transportation to optimize the synergy of pathway and bikeway systems, including snow and ice removal. Staff will continue to conduct annual pathway safety inspections. In winter months, current funding allows for 300 km of snow to be cleared from priority routes after snow falls. To enhance efficiency, formal trails in our parks and natural areas will shift from City Wide Parks Services (CWPS) to Pathways, as recommended in the Parks Zero-Based Review in 2014. Small change in performance measure reflects the completion of Flood Recovery projects.

Parks Urban Forestry	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	10,550	10,550	57.0	22,719	22,719	57.0	22,820	22,820	57.0	23,048	23,048	57.0	11,248	11,248	57.0

Parks Urban Forestry (PUF): Implements The Parks Urban Forest Strategic Plan to help grow, sustain and enhance Calgary's trees. Staff also administer and enforce compliance with the Tree Protection and Street bylaws. Urban Forestry accounts for 18 per cent of the Parks net budget.

To support a healthy and green city, Urban Forestry will continue work to increase the number of trees in Calgary, including through sponsorships and programs to replace trees that have been removed due to decline or development. Tree pruning is another key activity to improve structure and health of existing trees on municipal land. Properly pruned

trees are safer (less prone to storm damage) and will not require more costly tree work as they grow into larger, mature trees. Urban Forestry also reviews development and redevelopment permits to ensure compliance with tree protection bylaws to ensure trees preserved when possible during the construction process and will be working with others on the implementation of the Complete Streets Guide.

The urban forest provides numerous benefits to citizens, making Calgary's environment cleaner, safer and more livable. This in turn supports public health and the aesthetics of our neighbourhoods, streets and public spaces.



Planning & Developing the Parks System	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,429	2,255	24.0	4,377	2,204	24.0	4,465	2,292	24.0	4,565	2,392	24.0	4,565	2,392	24.0

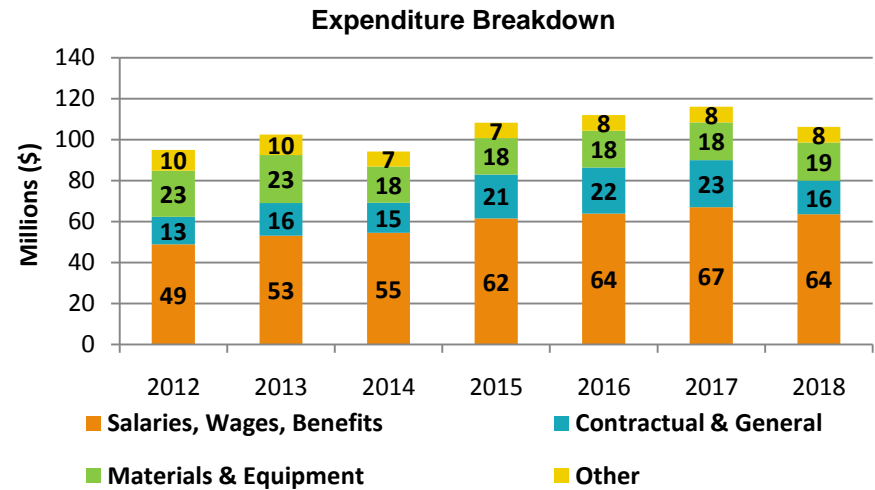
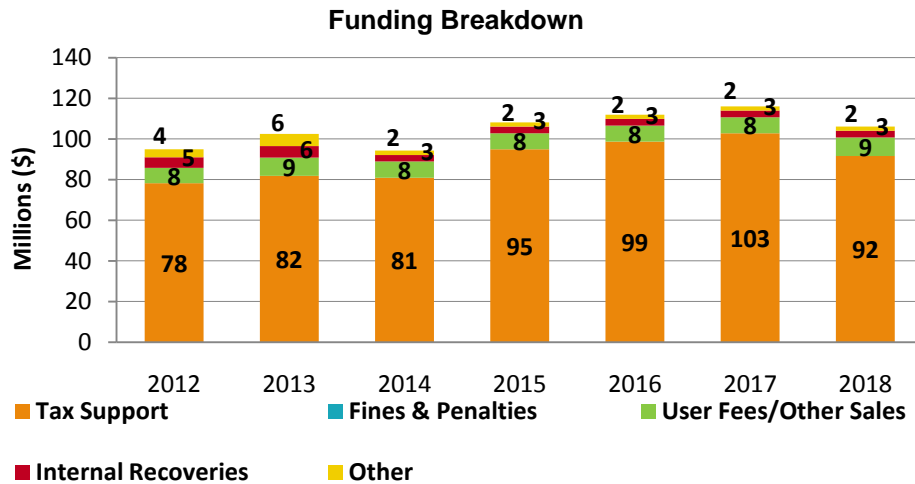
Planning & Developing the Parks System (PDPS): This Parks line of service provides the planning support required for municipal open spaces in a city that is growing and aging. For example, PDPS works with the development industry in new communities to preserve natural landscape and watershed features as well as build amenities such as soccer fields. In established communities, Parks engages citizens and stakeholder groups to carry out park lifecycle upgrades and open space design improvements. PDPS accounts for four per cent of the Parks net budget. Work in PDPS supports a city of inspiring neighbourhoods, a city that moves, a healthy and green city and a well-run city.

PDPS will continue project management work over 2015-2018 for Parks

capital and flood recovery projects. PDPS will continue work to ensure citizens in new communities have access to open space within 450 metres (or a five-minute walk) from their home. Additionally, opportunities will be explored to expand open space in established neighbourhoods (which have traditionally had less open space than newer communities). Land acquisition opportunities are also explored by this line of service. Long-term business and strategic plans will also be developed for Parks. This includes strategic plans to support the forthcoming imagineParks, which is Parks' 30-year vision developed with stakeholders to align with The City's objectives identified in imagineCALGARY, the Municipal Development Plan and the Calgary Transportation Plan.

## CSPS: Parks - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Parks is a tax-supported business unit, with minimal revenues. Parks is budgeting to receive \$6.4 million in budget increases. With budget increases, Parks will cover the majority of growth of the parks system in new communities (\$6 million), which is estimated to grow by 115 hectare per year based on the average growth over the past five years. Further, Parks will expand snow removal on pathways (\$250 thousand), and support the Neighbourhood Improvement Initiative (\$120 thousand).

The \$6 million for growth represents three quarters of the anticipated Parks growth in newly built communities. To augment the \$6 million growth, efficiency and effectiveness measures will be realized through implementing Parks Zero-Based Review recommendations.

Parks also requests an additional \$625 thousand over the four years to provide operating funds for new capital projects, including maintenance funds for new and redeveloped regional parks and pathways.

**Expenditures** - The largest expenditure is salary, wages and benefits for both full-time and seasonal staff (58 per cent). Other significant costs include fleet, equipment and supplies (19 per cent). Contractual services (16 per cent) helps support Parks productivity gains through alternative service delivery.

**User Fees / Charges / Utility Rates** - Fees for 2015-2018 are detailed in Attachment 2 and are in accordance with the User Fees and Subsidies Policy (CFO010). The proposed increases are to cover inflation. Parks user fee revenues include rentals for picnic sites, playfields, pathways, and other green space. The upcoming playfield strategic plan is expected to make recommendations on applicable user fees that would be presented to Council in the future.

**CSPS: Parks** - Breakdown of the Net Operating Budget*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	80,960	94,883	98,665	102,755
Less: Previous Year One Time	0	(11,900)	(11,800)	(11,800)
Base	80,960	82,983	86,865	90,955
Efficiency Gains	(757)	(757)	(857)	(657)
Inflation	2,556	2,464	2,696	(472)
Service and Budget Increase	720	2,000	2,000	1,650
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	175	250	200
Re-alignments	(496)	0	0	0
One Time	11,900	11,800	11,800	0
<b>Total Budget Change</b>	<b>13,923</b>	<b>15,682</b>	<b>15,889</b>	<b>721</b>
<b>Total Budget</b>	<b>94,883</b>	<b>98,665</b>	<b>102,755</b>	<b>91,676</b>

To balance the needs of growth, Parks will realize saving through a variety of efficiency and effectiveness measures including: further testing alternative service delivery for some general park maintenance and implementing Parks Zero-Based Review recommendations such as establishing a performance management framework for seasonal employees. The estimated efficiency savings are \$3 million. Further, the Zero-Based Review recommendations included the potential of \$1.2 million in revenue generated through playfield optimization. Some of the efficiency and effectiveness measures will help to augment growth.

Inflation includes salary/wages, insurance, contracted services, materials, vehicles and equipment.

Parks is budgeting to receive \$6.4 million in budget increases to cover the majority of the growth of the parks system, expand high priority snow removal on pathways and support the Neighbourhood Improvement Initiative. In addition, \$625 thousand is required for maintenance of new and redeveloped parks and pathways.

<b>TCA Depreciation (\$000s) - Parks</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
31,955	33,833	35,783	37,543

*TCA Depreciation content is presented for information only.*

**CSPS: Parks - Operating Budget for Council Approval**

For Council Approval
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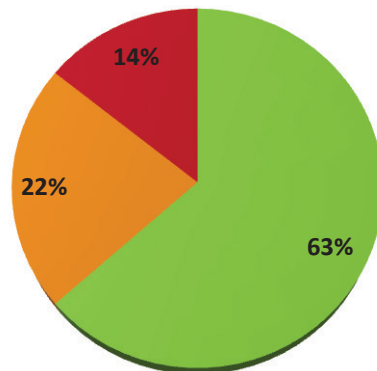
<b>Parks</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 Total Budget (as of June 30)</b>	<b>2015 Budget</b>			<b>2016 Budget</b>			<b>2017 Budget</b>			<b>2018 Budget</b>		
				<b>Base</b>	<b>One- Time</b>	<b>Total</b>	<b>Base</b>	<b>One- Time</b>	<b>Total</b>	<b>Base</b>	<b>One- Time</b>	<b>Total</b>	<b>Base</b>	<b>One- Time</b>	<b>Total</b>
Expenditures	94,909	102,465	94,265	96,288	11,900	108,188	100,170	11,800	111,970	104,260	11,800	116,060	106,181	0	106,181
Recoveries	(5,074)	(5,664)	(3,280)	(3,280)	0	(3,280)	(3,280)	0	(3,280)	(3,280)	0	(3,280)	(3,280)	0	(3,280)
Revenue	(11,639)	(14,878)	(10,025)	(10,025)	0	(10,025)	(10,025)	0	(10,025)	(10,025)	0	(10,025)	(11,225)	0	(11,225)
Net	78,195	81,923	80,960	82,983	11,900	<b>94,883</b>	86,865	11,800	<b>98,665</b>	90,955	11,800	<b>102,755</b>	91,676	0	<b>91,676</b>
FTEs	587.0	572.0	575.0	576.0	0.0	<b>576.0</b>	593.0	0.0	<b>593.0</b>	610.0	0.0	<b>610.0</b>	611.0	0.0	<b>611.0</b>

## CSPS: Parks - Capital Budget Overview

Parks						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	27,362	39,180	23,095	37,583	0	127,220
Total New Capital Budget Requests	18,830	18,148	23,526	22,614	0	83,118
Total Business Unit Capital Budget	46,192	57,328	46,621	60,197	0	210,338

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Parks**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$83 Million**



■ Maintenance ■ Upgrades ■ Growth

**Maintenance/Replacement** - The majority of the Parks capital budget is invested in infrastructure lifecycle and maintenance including the redevelopment of regional parks, lifecycle and maintenance attached to Parks infrastructure at the community level, the urban forestry programs and flood repair projects. Parks maintenance/replacement projects help to support a healthy and green city and a city of inspiring neighbourhoods.

**Upgrades** - Capital funding for upgrades encompass: upgrades to Park amenities including sports fields, water management, mechanical and electrical improvements, and other best practice strategies. Capital funding for upgrades can also include site specific regional parks, such as Bowness Park. Parks upgrade projects support a healthy and green city and a city of inspiring neighbourhoods.

**Growth** - Parks growth projects include addressing missing links in regional pathways. Parks will construct new pathway sections to support a city that moves and a healthy and green city.

## CSPS: Parks - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Fuel Tax - Revenue Sharing	2,000	3,000	3,000	4,000	0	12,000
Community Investment Reserve	5,684	626	6,518	5,030	0	17,858
Pay-As-You-Go	4,746	7,027	9,433	13,584	0	34,790
Lifecycle Maintenance & Upgrade Reserve	4,500	4,270	3,075	0	0	11,845
2013 Flood	1,900	3,225	1,500	0	0	6,625
<b>Total Funding</b>	<b>18,830</b>	<b>18,148</b>	<b>23,526</b>	<b>22,614</b>	<b>0</b>	<b>83,118</b>

Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+
2015-2018 Operating Budget	0	175	425	625	N/A
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	3,750

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

Flood Projects in yellow

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
500-001	Parks Bldg Infrastructure & Washroom Lifecycle	M	C			9,500	2,500	1,000	3,000	3,000	-	9,500	
500-002	Emergency Repairs - Various	M	C			600	150	150	150	150	-	600	
500-005	Sportsfield Lifecycle & Renovations	U	C			6,600	700	550	2,000	3,350	-	6,600	City-wide
500-009	Playground Lifecycle & CSA Compliance	M	C			5,820	1,050	1,770	1,500	1,500	-	5,820	City-wide
500-012	Bowness Park Redevelopment	U	C			5,870	3,870	-	2,000	-	-	5,870	Multiple
500-014	Parks Infrastructure Lifecycle	M	C			10,650	2,000	2,500	3,000	3,150	-	10,650	City-wide
500-047	Established Communities Open Space Upgrade	U	C			1,200	75	525	75	525	-	1,200	City-wide

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
500-067	Natural Area Remediation	M	C			2,528	614	626	638	650		2,528	
500-068	Urban Forestry Poplar Replacement Program	M	C			1,500	350	350	400	400		1,500	
500-069	Water Management Central Control System Lifecycle	M	C			1,000	250	250	250	250		1,000	
500-070	Bend in the Bow - Phase 1 Inglewood Bird Sanctuary	G	C			3,900		1,000	1,900	1,000		3,900	
500-913	Major Parks-Lifecycle	M	C			3,250	1,300	900	525	525	-	3,250	City-wide
500-952	Other Parks Projects-Upgrade/Retrofit	U	C			2,269	551	562	573	583	-	2,269	City-wide
500-962	12 Mile Coulee Park Construction	U	C			2,000	-	-	500	1,500	-	2,000	
<b>Total Program 500 : Parks and Natural Areas</b>				-	-	56,687	13,410	10,183	16,511	16,583	-	56,687	
<b>Operating impact of capital of Program 500</b>													
2015-2018 Operating Budget			O1				-	75	275	425	N/A	775	
2019 and beyond Operating Plan			O2				N/A	N/A	N/A	N/A	2,550	2,550	
503-931	Pathways - New	G	C			8,000	1,000	2,000	2,000	3,000	-	8,000	City-wide
503-933	Pathways - Lifecycle	M	C			7,286	1,000	1,740	2,515	2,031	-	7,286	City-wide
<b>Total Program 503 : Pathways</b>				-	-	15,286	2,000	3,740	4,515	5,031	-	15,286	
<b>Operating impact of capital of Program 503</b>													
2015-2018 Operating Budget			O1				-	100	150	200	N/A	450	
2019 and beyond Operating Plan			O2				N/A	N/A	N/A	N/A	1,200	1,200	
504-632	Cemeteries - Upgrade/Retrofit	U	C			520	520	-	-	-	-	520	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 504 : Cemeteries</b>				-	-	520	520	-	-	-	-	520	
<b>513-004 Planning And Admin/Area Office/Life Cycle</b>						4,000	1,000	1,000	1,000	1,000	-	4,000	
<b>Total Program 513 : Planning and Administration</b>				-	-	4,000	1,000	1,000	1,000	1,000	-	4,000	
932-001	Pathways	M	A	6,007	10,493	4,127	860	1,767	1,500	-	-	4,127	
932-002	Parks Building	M	A	1,913	200	290	290	-	-	-	-	290	
932-003	Major Parks (Prince's Island and Bowness Park)	M	A	6,759	170	750	750	-	-	-	-	750	
932-004	Other Parks (excluding Bowness & Prince's Island)	M	A	7,503	9,897	1,458	-	1,458	-	-	-	1,458	
<b>Total Program 932 : 2013 Flood Related Projects</b>				22,182	20,760	6,625	1,900	3,225	1,500	-	-	6,625	
				22,182	20,760	83,118	18,830	18,148	23,526	22,614	-	83,118	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section



## Explanation of Budget Requests

### Program 500 : Parks and Natural Areas

#### **Project 500-001 Parks Bldg Infrastructure & Washroom Lifecycle**

**New Budget Request** of \$9.5 million for Parks building and washroom facility lifecycle to meet occupational health and safety requirements, HVAC requirements, and address capacity and security issues and replacement of parks building infrastructure city-wide. Funding from Pay-As-You-Go \$4 million and Lifecycle Maintenance & Upgrade Reserve \$5.5 million.

**Operating Impact of Capital:** None.

#### **Project 500-002 Emergency Repairs - Various**

**New Budget Request** of \$600 thousand for emergency Parks infrastructure repairs to facilitate immediate repair of infrastructure that fails but is critical to operations of Parks facilities. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

#### **Project 500-005 Sportsfield Lifecycle & Renovations**

**New Budget Request** of \$6.6 million 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 to be multi-purpose to accommodate maximum benefit for Calgarians. Funding from Pay-As-You-Go \$2.8 million and Community Investment Reserve \$3.8 million.

**Operating Impact of Capital:** None.

#### **Project 500-009 Playground Lifecycle & CSA Compliance**

**New Budget Request** of \$5.82 million for the lifecycle and maintenance of playgrounds in Calgary parks. There are currently 1196 playgrounds in Calgary parks. Inspections are done several times annually to meet Canadian Standards Association standards, and prioritized accordingly. Funding from Pay-As-You-Go \$1.99 million, Lifecycle Maintenance & Upgrade Reserve \$1.77 million and Community Investment Reserve \$2.06 million.

**Operating Impact of Capital:** None.

### **Project 500-012 Bowness Park Redevelopment**

**New Budget Request** of \$5.87 million for the final phase of the Bowness Park redevelopment. This phase includes the construction of a new wading pool. Bowness Park was severely impacted by the 2013 flood, and the existing washroom building that serviced the east end of the park was removed as a result. The planned wading pool and associated washroom building are necessary to ensure convenient access to public washrooms, as well as to replace the spray pad which no longer meets health and safety standards. Funding from Community Investment Reserve.

**Operating Impact of Capital:** This project requires \$425 thousand in operating costs for 2016 to 2018 and 1.5 FTE to support maintenance within redeveloped Bowness Park, and \$1.05 million in operating costs for 2019 to 2024.

### **Project 500-014 Parks Infrastructure Lifecycle**

**New Budget Request** of \$10.65 million for the lifecycle of Parks infrastructure. Infrastructure projects include: tennis courts, furniture, tree vault planting, signage, hard surfaces (parking lots, promenades, plazas, etc.) lighting, barriers (fences, gates, guardrails, etc.) and miscellaneous infrastructure (fire pits, basketball nets, bicycle racks, etc.) in all parks city-wide. This request also includes some pilot naturalization of parks or areas of parks. Funding from Pay-As-You-Go \$2.55 million, Lifecycle Maintenance & Upgrade Reserve \$4.5 million and Community Investment Reserve \$3.6 million.

**Operating Impact of Capital:** None.

### **Project 500-047 Established Communities Open Space Upgrade**

**New Budget Request** of \$1.2 million for the upgrade and lifecycle replacement of assets in existing community parks, and open space in established communities 40 years or older. Through this project parks are maintained as well as redesigned to address the changing needs of Calgary communities. Comprehensive research on demographics and community engagement are completed to understand community needs/requirements. In addition to supporting communities changing needs, many projects are also finding improved cost efficiencies. Funding from Pay-As-You-Go \$1.125 million and Lifecycle Maintenance & Upgrade Reserve \$75 thousand.

**Operating Impact of Capital:** None.

### **Project 500-067 Natural Area Remediation**

**New Budget Request** of \$2.528 million for high priority remediation of small unstable slopes in various locations throughout the City to facilitate vegetation restoration of surfaces post-slope failure, including related Parks infrastructure repairs. Funding from Community Investment Reserve.

**Operating Impact of Capital:** None.

### **Project 500-068 Urban Forestry Poplar Replacement Program**

**New Budget Request** of \$1.5 million for addressing a safe, diverse and sustainable urban forest. This project will remove approximately 350 to 400 trees a year and replant 700 to 800 trees (two to one ratio). Parks will also identify communities with maturing tree canopies and low species diversity and implement succession planting. Parks estimates 200-300 trees a year can be planted in these types of communities. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** This project requires \$200 thousand in operating costs for 2017 and 2018 and 1 FTE to support maintenance of tree program, and \$600 thousand in operating costs for 2019 to 2024.

### **Project 500-069 Water Management Central Control System Lifecycle**

**New Budget Request** of \$1 million to lifecycle the Water Management Central Control System. The central control system ensures a consistent irrigation of vegetation in parks to keep Calgary parks healthy, green and vibrant. This project also funds the replacement of required field and communications equipment. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 500-070 Bend in the Bow - Phase 1 Inglewood Bird Sanctuary**

**New Budget Request** of \$3.9 million for the expansion of the Inglewood Bird Sanctuary Nature Centre and utility servicing to the Colonel Walker House, a provincially designated site. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** This project requires \$150 thousand in operating costs for 2018 and 1 FTE to support maintenance in new/redeveloped facilities and future redesign of a number of adjacent open spaces, and \$900 thousand in operating costs for 2019 to 2024.

### **Project 500-913 Major Parks-Lifecycle**

**New Budget Request** of \$3.25 million to address the lifecycle needs arising in regional/major parks city-wide. The key results of this project include: improved safety in regards to Parks infrastructure, maintained or improved citizen service delivery levels, and compliance with current standards and requirements. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 500-952 Other Parks Projects - Upgrade/Retrofit**

**New Budget Request** of \$2.269 million for upgrades to the irrigation and drainage system in parks. All types of parks are included (regional, community and neighbourhood). Irrigation systems will be upgraded to modern, water efficient, and centrally controlled systems that will enable the park horticultural assets to withstand intense public use. Upgrades will also be made to some non-irrigated sports fields. Irrigation enhances the fields and makes them more useable by both recreational and organized sport leagues. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Project 500-962 12 Mile Coulee Park Construction**

**New Budget Request** of \$2 million for 12 Mile Coulee Park. The expected deliverables include: the implementation of the 12 Mile Coulee Management Plan, regional pathway installation along the top of the escarpment, installation of unpaved sustainable trails, new bridges and boardwalks, and the development of viewpoints at the crest of the prominent ridges. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

### **Program 503 : Pathways**

#### **Project 503-931 Pathways - New**

**New Budget Request** of \$8 million for the design and construction of "missing link" pathways as defined in the Calgary Pathways and Bikeways Implementation Plan. A number of critical missing links have been identified to connect gaps between pathway routes and on street bikeways within and between communities. By addressing those gaps, this project will enhance the pathway system, increase opportunities for linear recreation activities, increase access to parks, open spaces, city and community facilities, and enhance the connections to pedestrian overpasses, the TUC Greenway, and municipal parks just outside the city limits. Funding from Fuel Tax - Revenue Sharing.

**Operating Impact of Capital:** This project requires \$250 thousand in operating costs for 2016 to 2018 and 1 FTE to support maintenance on added "missing link" pathways, and \$600 thousand in operating costs for 2019 to 2024.

#### **Project 503-933 Pathways - Lifecycle**

**New Budget Request** of \$7.286 million reflects the projected annual capital costs required to lifecycle the pathway system and address infrastructure safety. Funding from Fuel Tax - Revenue Sharing \$4 million and Pay-As-You-Go \$3.286 million.

**Operating Impact of Capital:** This project requires \$200 thousand in operating costs for 2016 to 2018 and .5 FTE to ensure continued safety for citizens on pathways, and \$600 thousand in operating costs for 2019 to 2024.

### **Program 504 : Cemeteries**

#### **Project 504-632 Cemeteries - Upgrade/Retrofit**

**New Budget Request** of \$520 thousand to develop a Water Management Plan for Queen's Park Cemetery to address major drainage problems. This project will resolve the drainage issues which will enhance public experiences, reduce neighbouring residents complaints and increase the development capabilities of the site. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

## **Program 513 : Planning and Administration**

### **Project 513-004 Plng And Admin/Area Office/Life Cycle**

**New Budget Request** of \$4 million for the optimization and lifecycle and maintenance of community and administrative facilities, as well as for the other administrative capital expenses in support of corporate initiatives. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

## **Program 932 : 2013 Flood Related Projects**

### **Project 932-001 Pathways**

**Previously Approved Budget up to 2014** of \$6.007 million with funding from 2013 Flood.

**Previously Approved Budget for Future Years** of \$10.493 million with funding from 2013 Flood.

**New Budget Request** of \$4.127 million for the cleanup, repair and replacement of pathways that were adversely affected by the 2013 Flood. Approximately 16 pathway projects are included in this category. Funding from 2013 Flood.

**Operating Impact of Capital:** None.

### **Project 932-002 Parks Building**

**Previously Approved Budget up to 2014** of \$1.913 million with funding from 2013 Flood.

**Previously Approved Budget for Future Years** of \$200 thousand with funding from 2013 Flood.

**New Budget Request** of \$290 thousand for work on washrooms located in parks at Bowness, Griffith Woods and Pearce Estates. Funding from 2013 Flood.

**Operating Impact of Capital:** None.

### **Project 932-003 Major Parks (Prince's Island and Bowness Parks)**

**Previously Approved Budget up to 2014** of \$6.759 million with funding from 2013 Flood.

**Previously Approved Budget for Future Years** of \$170 thousand with funding from 2013 Flood.

**New Budget Request** of \$750 thousand for flood work on the east end of Bowness Park. Flood work includes clearing the landscape and shaping the excess material, replacing the gravel, repairing irrigation, asphalt repair, repairing the damaged tracks, and repairing damaged lagoon edge. Funding from 2013 Flood.

**Operating Impact of Capital:** None.

**Project 932-004 Other Parks (excluding Bowness & Prince's Island)**

**Previously Approved Budget up to 2014** of \$7.503 million with funding from 2013 Flood.

**Previously Approved Budget for Future Years** of \$9.897 million with funding from 2013 Flood.

**New Budget Request** of \$1.458 million for general park clean up, demolition of damaged assets and park infrastructure repair across the City. Projects located along the Bow and Elbow Rivers, Nose Creek and in other natural environment parks that were impacted by the 2013 flood and heavy rain event. Damaged parks include Bowmont, Weaselhead, Griffith Woods, Nose Hill, Sue Higgins, Carburn and Beaver Dam Flats. Funding from 2013 Flood.

**Operating Impact of Capital:** None.

**CSPS: Parks** - Capital Budget for Council Approval

For Council Approval

<b>Parks</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	50,346	27,362	39,180	23,095	37,583	0	127,220
<b>Projects Requiring Approval</b>							
<i>Program 500 : Parks and Natural Areas</i>		13,410	10,183	16,511	16,583	0	56,687
<i>Program 503 : Pathways</i>		2,000	3,740	4,515	5,031	0	15,286
<i>Program 504 : Cemeteries</i>		520	0	0	0	0	520
<i>Program 513 : Planning and Administration</i>		1,000	1,000	1,000	1,000	0	4,000
<i>Program 932 : 2013 Flood Related Projects</i>		1,900	3,225	1,500	0	0	6,625
<b>Total Projects Requiring Approval</b>		<b>18,830</b>	<b>18,148</b>	<b>23,526</b>	<b>22,614</b>	<b>0</b>	<b>83,118</b>
Total Capital Budget	50,346	46,192	57,328	46,621	60,197	0	210,338

*\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.*

# Public Safety Communications

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Public Safety  
Communications

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Tab8



**Public Safety  
Communications**



Tab6

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Tab1

## CSPS: Public Safety Communications - Overview

Public Safety Communications (PSC) ensures the safety of citizens and emergency first responders by providing 9-1-1 emergency and non-emergency call evaluation and dispatch services. PSC gives citizens the proper response quickly and maintains service when large scale disruptions occur. These services are the critical link between citizens in need and the police, fire and medical first responders who deliver crucial assistance.

### Operations (OP)

Answers and evaluates emergency and non-emergency calls and dispatches police, fire and medical personnel. Emergency Communication Officers (ECO) are dedicated to ensuring citizens receive a prompt, professional and comforting experience every time they call. Operations also provide emergency responders with timely,

accurate and complete information to facilitate a successful response.

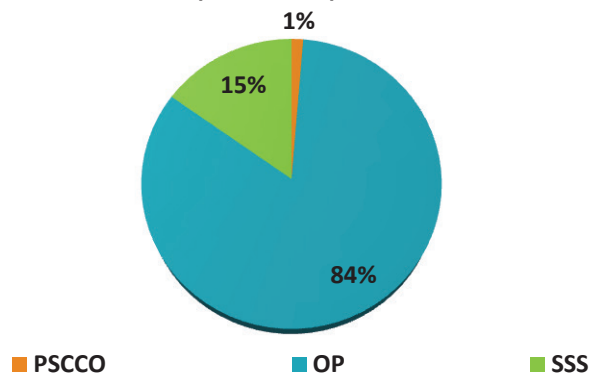
### Public Safety Communications Commander's Office (PSCCO)

Provides operational and strategic leadership and stewards the efficient use of tax dollars. Ensures public and stakeholder agency expectations are met and aligned with Council Priorities and directions.

### Specialized Support Services (SSS)

Supports Operations delivery of high quality service to citizens and stakeholder agencies. This is done by providing critical technology, conducting quality assurance, training employees, providing skill development, delivering resource materials and conducting operational analysis and reporting.

**Public Safety Communications  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## **CSPS: Public Safety Communications - Overview**

### **Trends**

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Increasing frequency and impact of disasters may escalate the prevalence of business interruptions. Due to the critical nature of 9-1-1 services a high level of emergency preparedness will be required. Recent technological advances have influenced the widespread use of cellular phones and have expanded the methods citizens use to communicate, including video capture and social media. In order to meet citizens' heightened expectations, PSC will need to keep pace with changing technology and embrace the opportunities that will be offered by new modes of communication. Calgary's growing population with changing needs influences the volume and complexity of emergency calls. This affects how resources are deployed to manage call volume and how staff are trained to effectively handle changing demographics. The developing city geography associated with population growth impacts technology and increases dispatch complexity.

### **Long-Term Plans**

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PSC's long-term plans align with the Municipal Development Plan (MDP) vision of creating a prosperous economy, and more specifically, to creating a city that provides a good quality of life for citizens through safe and healthy communities. PSC will contribute to this objective by assessing and implementing solutions to maintain service levels at all times. PSC is also influencing legislation to meet the MDP objective of ensuring long-term financial capability, specifically by working with other levels of government to promote decisions that represent the values of Calgarians.

The 2020 Sustainability Direction (2020 SD) guiding principle of collaboration will be implemented by working with Animal & Bylaw Services (ABS) to assume ABS dispatch responsibilities. This will mean that Bylaw Officers will be dispatched by PSC employees, creating a coordinated dispatch model between The City of Calgary emergency

services and ABS. This change will increase officer safety through shared resources and information.

### **Citizen Engagement**

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In Action Plan citizen engagement safety was identified as important across all input streams, indicating a desire to maintain current priorities and service levels. PSC currently delivers appropriate and timely service to citizens and stakeholders on a daily basis and in 2015-2018 will commit to delivering this same high level of service when The City is experiencing increased call volumes due to a major event. The engagement results also emphasized improved demonstration of spending efficiencies. In an effort to meet citizen expectations, PSC will independently examine all aspects of its business to ensure efficiency and effectiveness improvements are identified and implemented.

### **Council Priorities**

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#### **A prosperous city**

PSC contributes to creating a prosperous city by fulfilling its role in public safety, which in turn positions Calgary as a desirable place to work and live. PSC is pursuing new technologies that will allow for system interoperability between internal and external agencies. PSC's presence on key local, provincial and federal committees will influence the standards for 9-1-1 legislation.

#### **A city of inspiring neighbourhoods**

Enhancing performance targets to improve services helps build inspiring neighbourhoods where residents feel safe. PSC will continue to raise awareness of work practices to maintain service levels when there is an unexpected surge of calls. Business continuity practices will improve to maintain the ability to meet minimum service standards despite disruptions caused by disasters, epidemics or other large scale events.

## **CSPS: Public Safety Communications - Overview**

A well run city

PSC will utilize funds in a manner that maximizes value for citizens and stakeholders. Educating citizens on how to use 9-1-1 appropriately, and working with the Canadian Radio and Telecommunications Commission (CRTC) to influence telecomm service providers, will reduce the number of emergency calls and overall costs. PSC will continue to use citizen feedback to build and enhance PSC's services to citizens. PSC will transition to a more proactive recruiting approach to attract employees with the required technical and personal qualities. New strategies will be implemented to create a rewarding, safe and healthy place to work, helping to make PSC an employer of choice.

**CSPS: Public Safety Communications - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P5 Seek out partnerships with other governments and community partners to achieve community well-being.	P5.1 Advocate for standard 9-1-1 legislation that supports Public Safety Answering Points in modernizing technology to provide high quality and reliable services to citizens.	PSCCO



**CSPS: Public Safety Communications - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**

CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
<p>N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.</p>	<p>N1.1 Implement call processing and technology changes to reduce call answer and dispatch times while maintaining service to citizens.</p>	<p>OP</p>
	<p>N1.2 Ensure service levels are maintained when there is an unexpected surge of calls.</p>	<p>OP</p>
<p>N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.</p>	<p>N3.1 Create a comprehensive business continuity plan to maintain service to citizens in the event of an emergency.</p>	<p>SSS</p>
	<p>N3.2 Involve stakeholders with business continuity plans and exercises to recognize interdependencies.</p>	<p>SSS</p>
	<p>N3.3 Implement a telephone system that is capable of Next Generation 9-1-1, which adapts to technology advances such as texting, video capture and social media.</p>	<p>SSS</p>



# CSPS: Public Safety Communications - Actions for Council Approval

For Council Approval

## Community Services & Protective Services Commitment:

CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

N11 Promotion of public safety through education, prevention and partnerships.

N11.1 Engage with citizens and work with CRTC to influence telecomm service providers to reduce the number of emergency calls and overall cost.

SSS

N11.2 Collaborate with other emergency services to align public education messages.

SSS



**CSPS: Public Safety Communications - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Business processes are evaluated and altered to improve financial efficiency.	SSS
W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.	W7.1 Develop a recertification program that enables staff to deliver excellent customer service.	SSS
W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.	W9.1 Implement a psychological health and safety system to provide employees with a healthy work environment.	SSS
	W9.2 Develop self-assessment tools to enable staff to identify gaps between requirements of desired positions and their current skill level.	SSS





## CSPS: Public Safety Communications - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Public Safety Communications Commander's Office	464	464	2.0	464	464	2.0	464	464	2.0	464	464	2.0	464	464	2.0
Operations	35,474	20,180	277.5	30,150	22,573	231.5	29,173	23,460	237.5	29,980	24,260	243.5	30,792	25,066	249.5
Specialized Support Services	4,839	4,839	16.0	4,940	4,940	16.0	5,571	5,571	19.0	5,642	5,642	19.0	5,656	5,656	19.0
Total Business Unit	40,777	25,483	295.5	35,554	27,977	249.5	35,208	29,495	258.5	36,086	30,366	264.5	36,912	31,186	270.5

Public Safety Communications (PSC) is dedicated to achieving Council Priorities in the 2015-2018 Action Plan.

PSC's use of operating dollars addresses citizen engagement results that indicate a desire to maintain current safety levels and Council Priority to build a city of inspiring neighbourhoods. Nearly 85 per cent of expenditures result from salaries of front-line staff that answer and evaluate emergency and non-emergency calls and dispatch police, fire and medical personnel. The Emergency Communications Officers (ECO) are the critical link in the chain of public safety that connects citizens with the help they need when seconds count. They also support frontline responders by quickly coordinating complex information from multiple sources, allowing responding agencies to provide a safe and timely response to citizens in need. In the upcoming business planning cycle the additional FTE positions will be utilized to maintain service levels despite anticipated population growth and when there is an unexpected spike in call volume. A result of the transition of medical call evaluation and dispatch services to AHS, it is anticipated that PSC will have a decrease of approximately 46 FTE positions in 2015.

The remaining dollars are used to fund the Commander's Office and Specialized Support Services (SSS). The Commander's Office determines PSC's strategic direction to best support Council Priorities a prosperous city, a city of inspiring neighbourhoods and a well-run city. The Commander's Office drives the delivery of outstanding service and the process to meet the service demands of PSC's emergency service clients, reinforces business continuity plans that ensure safety, responds to innovation in technology and ensures financial sustainability.

Specialized Support Services (SSS) contributes to public safety by enabling Operations to fulfill citizen and responder needs as quickly as possible. SSS implements the training, information management, continuous improvement systems that allow ECOs to consistently deliver timely, knowledgeable and courteous service to those that are facing an emergency. SSS drives innovation to help deliver 9-1-1 and first responder service more efficiently and effectively. The additional FTE positions in SSS will provide operations with the resources necessary to provide consistently exceptional service to citizens and first responders.

## CSPS: Public Safety Communications - Lines of Service

All \$ values are in Thousands (\$000)

Operations	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	35,474	20,180	277.5	30,150	22,573	231.5	29,173	23,460	237.5	29,980	24,260	243.5	30,792	25,066	249.5

In line with the Council Priority a city of inspiring neighbourhoods, PSC Operations focus is to ensure the highest level of safety to the citizens of Calgary. The 18 additional FTE positions, in conjunction with identified business unit efficiencies, will respond to the anticipated population growth of Calgary and assist in increasing service levels when there is an unexpected surge of calls. PSC's current model carries a risk to citizens during unexpected spikes in calls for service. These additional positions will facilitate PSC's ability to keep communities safe, as PSC

will have greater flexibility to strategically deploy staffing resources as the situation requires. Each call that is received by an Emergency Communications Officer (ECO) requires a high level of focus, as the critical information gathered can impact the preservation of life. This will enhance service to citizens as the ECO will be able to provide the response required on every event without causing a delay to other incoming calls. It will allow PSC to meet the needs of the citizens of Calgary when these services are needed the most.

Public Safety Communications Commander's Office	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	464	464	2.0	464	464	2.0	464	464	2.0	464	464	2.0	464	464	2.0

The role of the Commander's Office is to balance the demand for quality 9-1-1 response with affordable taxes by implementing solutions that will help PSC respond faster, more efficiently and more effectively to citizens. The Commander's Office will be innovation stewards, identifying the best practices and emerging thinking that will improve public safety in Calgary. This will be accomplished through leveraging innovation,

continuous improvement and operational efficiencies to connect all arms of emergency response in a streamlined and sustainable manner. Under the guidance of the Commander's Office PSC will continue to adapt service to better support the need of citizens and emergency service clients.

Specialized Support Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,839	4,839	16.0	4,940	4,940	16.0	5,571	5,571	19.0	5,642	5,642	19.0	5,656	5,656	19.0

Three additional FTE positions will be created to enhance the support services provided to operations including the implementation of a computer based telephone system Next Generation 9-1-1 (NG9-1-1). This change will support Council's commitment to the delivery of

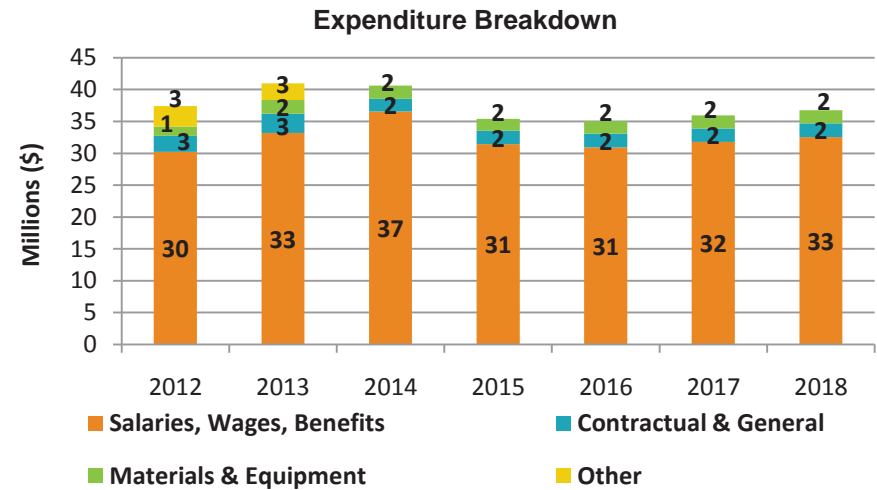
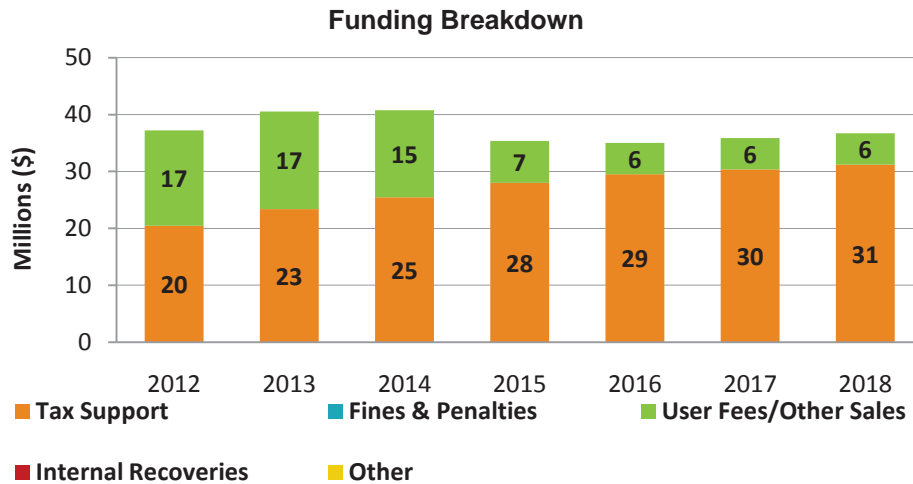
excellent services by providing citizens more extensive options for communicating with 9-1-1 such as email, text, videos, pictures and possibly social media. The safety of citizens and emergency responders depend on uninterrupted access to PSC services, which is why critical

technology upgrades are vital. These systems help to locate callers, house data and information related to an incident and provides real-time updates to frontline responders attending an incident. The Specialized

Support team will ensure essential systems are supported and have sufficient redundancies.

## CSPS: Public Safety Communications - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - PSC's operating budget is primarily tax-supported, with some reliance on revenue. The breakdown is currently 62 per cent of funding from tax-support and 38 per cent of funding from revenue. Alberta Health Services (AHS) has notified PSC of their intention to transition to their own dispatch centre in 2015, which will significantly impact the amount of funding received from revenue. The funding breakdown at that time will be approximately 83 per cent tax-supported funding and 17 per cent revenue. The 9-1-1 levy that took effect on April 1, 2014 charges wireless devices 44 cents per month. The parameters of this levy are not yet defined so the full impact to the overall budget is currently uncertain.

**Expenditures** - Nearly 90 per cent of PSC's expenditures result from salaries mainly of front-line staff that answer and evaluate emergency and non-emergency calls and dispatch police, fire and medical personnel. This is PSC's primary line of business as staff ensure citizens and first responders receive the help they require in a timely and courteous manner. As technology is critical to PSC's business technical infrastructure, software, hardware and network maintenance and enhancements are priorities. The remaining expenditures focus on improving business processes to support Operations.

The money allocated to the other category refers to the transfer of funds to the 9-1-1 capital reserve.

## CSPS: Public Safety Communications - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	25,483	27,977	29,495	30,366
Less: Previous Year One Time	(630)	0	0	0
Base	24,853	27,977	29,495	30,366
Efficiency Gains	(388)	(390)	(114)	(108)
Inflation	132	138	145	108
Service and Budget Increase	2,780	1,120	840	820
Operating Impact of Previously Approved Capital	600	650	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	0	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>3,124</b>	<b>1,518</b>	<b>871</b>	<b>820</b>
<b>Total Budget</b>	<b>27,977</b>	<b>29,495</b>	<b>30,366</b>	<b>31,186</b>

PSC will realize efficiency gains by implementing a coordinated dispatch system with ABS; PSC will be providing enhanced service with less resources than would have been otherwise utilized. This will increase the safety of ABS officers, improve vital information sharing and provide access to specialized support. Enhancements will be accomplished with no additional cost to citizens. Absorbing ABS work will impact dispatchers as they will be required to manage CPS and ABS calls simultaneously. PSC will manage this risk by monitoring business processes and impact of additional workload. PSC will realize efficiency gains by reducing accidental 9-1-1 calls, implementing technological advancements to streamline operations and creating administrative efficiencies.

Inflation mainly includes contracted services and salary increases for settled contracts.

A significant change will be loss of the AHS Dispatch Services Agreement. Call volumes will remain the same as all initial calls for ambulance will continue to be answered by PSC, but will be transferred immediately to AHS. To maintain current service levels, PSC will be required to increase tax-supported funding.

Eighteen additional ECOs will enhance PSC's operational base to deploy resources as the situation requires and maintain service levels during an unexpected surge of calls.

Operating costs of capital will add three FTEs and other service costs to maintain PSC's critical, technical and integrated systems.

<b>TCA Depreciation (\$000s) - Public Safety Communications</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
267	234	191	176

TCA Depreciation content is presented for information only.

**CSPS: Public Safety Communications - Operating Budget for Council Approval**

For Council Approval

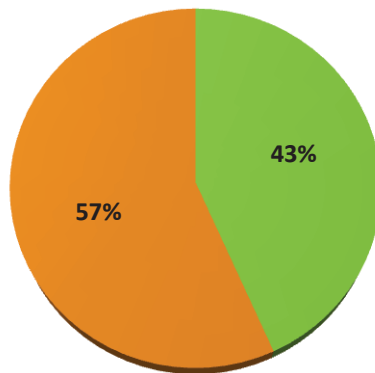
<b>Public Safety Communications</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	37,415	40,957	40,777	35,554	0	35,554	35,208	0	35,208	36,086	0	36,086	36,912	0	36,912
Recoveries	(195)	(189)	0	(195)	0	(195)	(201)	0	(201)	(208)	0	(208)	(214)	0	(214)
Revenue	(16,742)	(17,363)	(15,294)	(7,382)	0	(7,382)	(5,512)	0	(5,512)	(5,512)	0	(5,512)	(5,512)	0	(5,512)
Net	20,478	23,404	25,483	27,977	0	27,977	29,495	0	29,495	30,366	0	30,366	31,186	0	31,186
FTEs	279.5	286.5	295.5	249.5	0.0	249.5	258.5	0.0	258.5	264.5	0.0	264.5	270.5	0.0	270.5

## CSPS: Public Safety Communications - Capital Budget Overview

Public Safety Communications						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	7,047	933	110	990	0	9,080
Total New Capital Budget Requests	3,000	3,025	4,855	2,350	0	13,230
Total Business Unit Capital Budget	10,047	3,958	4,965	3,340	0	22,310

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Public Safety Communications  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$13 Million**



■ Maintenance ■ Upgrades

**Maintenance/Replacement** - PSC requires technical maintenance and enhancements on a regular basis in order to ensure continued operation of critical technical systems that can be supported or repaired and provide redundancies. Required maintenance includes infrastructure, network, software and hardware, Computer Aided Dispatch System and lifecycling equipment used to support operations.

**Upgrades** - Advancements in modern communications technology have created the need for a more advanced system to enable access to emergency services. In order to communicate with Internet based devices utilized by citizens, PSC's telephone system must be upgraded. The Next Generation 9-1-1 (NG9-1-1) telephone system upgrade will allow citizens other ways to communicate with 9-1-1 including data such as email, text, videos, pictures and possibly social media.

## CSPS: Public Safety Communications - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	2,500	2,500	2,500	0	0	7,500
Community Investment Reserve	0	0	1,950	1,950	0	3,900
Pay-As-You-Go	500	525	405	400	0	1,830
<b>Total Funding</b>	<b>3,000</b>	<b>3,025</b>	<b>4,855</b>	<b>2,350</b>	<b>0</b>	<b>13,230</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
045-005	Equipment Lifecycle	M	C			730	150	225	255	100	-	730	
045-009	Critical Technology Maintenance	M	C			2,600	150	300	1,000	1,150	-	2,600	
045-013	NG911 Technology Upgrades	U	A	700	2,200	7,500	2,500	2,500	2,500	-	-	7,500	City-wide
045-018	Computer-Aided Dispatch System Maintenance	M	C			2,400	200		1,100	1,100		2,400	
<b>Total Program 045 : PSCC</b>				700	2,200	13,230	3,000	3,025	4,855	2,350	-	13,230	
				700	2,200	13,230	3,000	3,025	4,855	2,350	-	13,230	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost



## Explanation of Budget Requests

### Program 045 : PSCC

#### Project 045-005 Equipment Lifecycle

**New Budget Request** of \$730 thousand to lifecycle Public Safety Communications (PSC) equipment including: AV equipment, backup mobile and portable radios, workstations, consoles and furniture. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

#### Project 045-009 Critical Technology Maintenance

**New Budget Request** of \$2.6 million for maintenance of critical technologies for PSC's operations. These include: business intelligence system maintenance, voice logging systems and servers maintenance, mission critical/high availability networks, quality assurance systems and scheduling and policy software. Funding from Pay-As-You-Go \$900 thousand and from Community Investment Reserve \$1.7 million.

**Operating Impact of Capital:** None.

#### Project 045-013 NG911 Technology Upgrades

**Previously Approved Budget up to 2014** of \$700 thousand with funding from 9-1-1 Communications Centre Capital Financing Reserve \$602 thousand and Pay-As-You-Go \$98 thousand.

**Previously Approved Budget for Future Years** of \$2.2 million with funding from 9-1-1 Communications Centre Capital Financing Reserve \$398 thousand, Pay-As-You-Go \$902 thousand and Lifecycle Maintenance & Upgrade Reserve \$900 thousand.

**New Budget Request** of \$7.5 million to upgrade PSC's aging Centrex telephone system to an IP-based telephone solution. This will provide the technical foundation to prepare for NG911 which will allow citizens to send email, text, videos, and pictures to 9-1-1 during an emergency, filling a gap between the capabilities of today's communications devices and the limitations of the existing 9-1-1 system. Funding from 9-1-1 Communications Centre Capital Financing Reserve.

**Operating Impact of Capital:** None.

#### Project 045-018 Computer-Aided Dispatch System Maintenance

**New Budget Request** of \$2.4 million to maintain PSC's Computer Aided Dispatch system. This system is used for call evaluation and dispatching of both emergency (9-1-1) and non-emergency calls. The product must be upgraded on a periodic basis in order to maintain ongoing support, as well as to adapt to evolving needs and technologies that support emergency response. Funding from Pay-As-You-Go \$200 thousand and from Community Investment Reserve \$2.2 million.

**Operating Impact of Capital:** None.

**CSPS: Public Safety Communications - Capital Budget for Council Approval**

For Council Approval
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Public Safety Communications							
Capital Budget (\$000s) for Approval (Totals may not match due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	4,604	7,047	933	110	990	0	9,080
Projects Requiring Approval							
<i>Program 045 : PSCC</i>		3,000	3,025	4,855	2,350	0	13,230
<b>Total Projects Requiring Approval</b>		<b>3,000</b>	<b>3,025</b>	<b>4,855</b>	<b>2,350</b>	<b>0</b>	<b>13,230</b>
Total Capital Budget	4,604	10,047	3,958	4,965	3,340	0	22,310

*\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.*

# Recreation

Recreation  
Tab8

Tab7

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Tab4

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Tab2

Tab1

Tab8  
Recreation

Tab7

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Tab5

Tab4

Tab3

Tab2

Tab1

## CSPS: Recreation - Overview

Recreation plans for and provides a diverse, affordable and accessible range of recreation products, services and facilities that create an active, healthy, creative and vibrant Calgary. Recreation's mandate is to steward the recreation service continuum across the city through both direct service delivery and working with community partners to broaden recreational offerings to Calgarians. Recreation also contributes to building cultural vitality, strong communities, environmental responsibility and economic prosperity by stewarding the implementation of corporate policies including the Civic Arts Policy, Civic Sport Policy, Public Art Policy, and Festival and Event Policy.

### Customer & Business Services (CBS)

Provides customer services for all of Community Services (e.g. CNS, Parks and Recreation) including program registrations and facility bookings. Also manages transactional database, technology initiatives, strategic planning, research, marketing and communication and,

performance measurement.

### Golf Course Operations (GOLF)

Operates and manages eight municipal golf courses at six locations. Also includes three driving ranges, as well as providing access to instructors, lessons, cart and club rentals, and licensed snack bars.

### Recreation Asset Management (RAM)

Plans, develops and manages recreation capital assets including long-term facility planning, development/redevelopment, facility performance and monitoring, project management and contract administration.

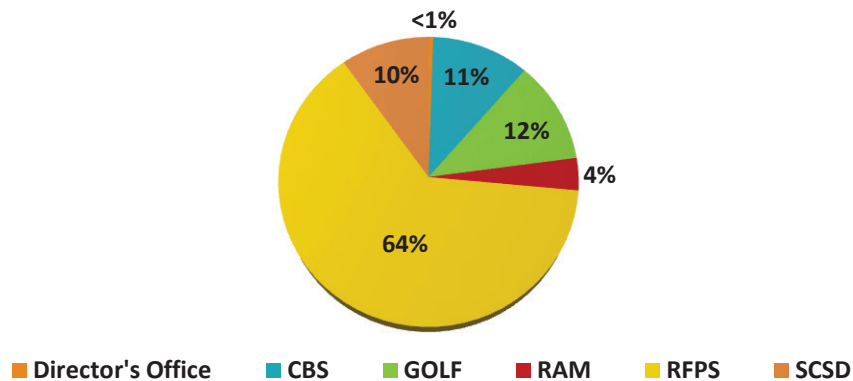
### Recreation Facilities, Products & Services (RFPS)

All activities associated with existing recreation facilities (e.g. 12 aquatic centres, two leisure centres, 15 arenas, 12 athletic parks, two arts centres and Glenmore reservoir) including admissions and passes, registered and drop-in programming lead by accredited staff, rental of facility space, and inclusion services including fee assistance.

### Sport & Culture Sector Development (SCSD)

Support to Calgary's sport and culture sectors including the implementation of the Civic Sport Policy and liaison support to Sport Calgary and the Talisman Centre, the management of the Calgary Soccer Centre, the implementation of the Civic Arts Policy and liaison support to Calgary Arts Development Authority (CADA), and the EPCOR Centre for the Performing Arts, as well as, other sport and culture community organizations. Also provides stewardship of the corporate Sport Facility Renewal Fund, Festival and Events and Public Art Policies by providing oversight and management to all festivals and events, and the Public Art Program.

**Recreation**  
**Gross Operating Expenditure by Line of Service**  
**(2015-2018)**



Values may not sum to 100%, due to rounding.

## CSPS: Recreation - Overview

### Trends

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In the last ten years, Calgary has experienced tremendous population growth and diversification, which is expected to continue for the next several years. For Recreation diversification means accommodating different physical abilities and interests based on their cultural, social, economic, and demographic background. In addition to continuing to offer programs for adults, children and youth, traditional recreational opportunities need to adapt, becoming more responsive to population changes, and focusing on an aging population. Achieving a balance in facility and program offerings to address diverse population needs, including the desire to live a creative life and participate in sports, is critical to ensuring revenue targets are maintained and that customer satisfaction remains high.

Further, as Calgary's population increases there is a growing need to address the development and renewal of older inner city recreation facilities to respond to inner city community changes and densification. There is a widening income gap within Calgary. Targeted provision of services based on what Calgarians can afford, what customers value and what customers will pay for particular services and/or programs, will become more important in the coming years.

There will be a growing demand for Recreation to partner with health rehabilitation programs that address health issues through recreation. Recreation continues to train qualified staff to provide programs which support health rehabilitation and injury prevention. Addressing the physical inactivity of Calgarians will be a priority for Recreation in the coming years.

According to recreation industry research, there is a growing demand for recreation services that are less structured, offer greater convenience, and allow customers to serve themselves. Participation in fitness programs offered at recreation facilities shows a trend toward drop-in programs and away from registered programs requiring participation at predetermined dates for a fixed period of time. As well, customers are

asking for programs that can be accessed outside traditional recreation facilities and closer to home to fit these activities into their busy schedules. Recreation customers also expect recreation providers to leverage technology to streamline access to programs and services, and create a positive customer experience.

### Long-Term Plans

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In alignment with imagineCALGARY, Recreation will continue to develop opportunities to work with public, private and community partners to enhance recreation opportunities. The development of new facilities and enhancement of existing facilities ensures safe, maintained and equitable recreation opportunities for all neighbourhoods. Changes in service demands based on a changing and growing population will challenge Recreation to be responsive and innovative.

Recreation also contributes to the Municipal Development Plan's (MDP) goals in supporting a prosperous economy, a compact city, great communities, good urban design and connecting the city. Recreation facilities are important gathering places within Calgarians' communities, and contribute to vibrant and complete communities. Public services are provided by Recreation within Calgarians' communities, enhancing citizen's quality of life and convenient access to physical activity options. Recreation's public spaces and implementation of public art make Calgary more attractive and contribute to Calgary's unique urban character.

The Calgary Transportation Plan (CTP) indicates that communities that are walk-able and transit-supported, have been associated with more active modes of transportation (walking, cycling, running, skating etc.), as well as, more physical activity of citizens overall. Recreation, in alignment with CTP, plays a key role in decreasing health related issues due to physical inactivity, obesity and chronic diseases. In conjunction with changes to the built environment to make Calgary a more walk-able

## CSPS: Recreation - Overview

city, Recreation will continue to educate Calgarians on the benefits of physical activity which contributes to healthy communities.

Recreation directly contributes to achieving the objective in the 2020 Sustainability Direction of community well-being, by providing Calgarians with fair access to programs and services within recreation facilities and outdoor spaces. Recreation contributes to making Calgary a diverse, creative and socially inclusive city that respects its heritage and the arts. Participation in active, healthy lifestyles contributes to the social, mental and personal development of Calgarians. Recreation also contributes to the smart growth and mobility choice objective by maintaining and upgrading public infrastructure that is safe, reliable and affordable to its residents, businesses and visitors.

Implementation of Recreation's Master Plan 2010-2020 and the sustainability of Recreation's infrastructure and operations will be a high priority in 2015-2018. Continued maintenance, lifecycle upgrades, facility development and redevelopment, workforce realignments, and service delivery adjustments will increase internal efficiencies and provide more effective services for Calgarians.

### Citizen Engagement

Action Plan engagement feedback shows strong support for Recreation programs, facilities and local cultural festivals. Feedback highlighted the need to improve local access to recreation programs, to balance affordability with sustainable service delivery, and to provide for the diverse needs of Calgarians. To continue to meet changing community needs, Recreation regularly undertakes program evaluations, ongoing customer feedback surveys, and participates in the annual CS&PS Citizen Perceptions and Expectations research study. Customer feedback is used to inform changes to programs, service offerings and facility upgrades. Citizens are also engaged and informed of installations of public assets, facility upgrades, maintenance and closures through a variety of mediums including the real time facility status website and

Ward specific public websites.

### Council Priorities

#### A prosperous city

To support Council's goal of a prosperous city, Recreation will partner with other levels of government, multi-sector and community partners to: support active, creative and healthy lifestyles for all Calgarians; respond to the needs of an aging population through the development of an active aging strategy; and cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives through the provision of festival and events and collaborations with CADA. Calgarians access to recreational programs and services will be increased by enhancing online capabilities, and establishing approaches and practices that welcome and support the full participation of vulnerable populations. Recreation will also facilitate programs and services for children and youth through the continued provision of Recreation's Calgary AfterSchool program, and the development of strategic partnerships aimed at increasing programs and services to children and youth.

#### A city of inspiring neighbourhoods

To support a city of inspiring neighbourhoods, Recreation will optimize usage of City of Calgary recreation facilities by revising current facility allocation practices to improve utilization rates, adapting programs and services to be more responsive to community needs, and redeveloping and renewing inner city facilities to accommodate changing community need. Recreation will continue to enhance the public realm and foster increased citizen connections and community engagement by positioning recreation facilities as community hubs, and through providing public art and event spaces.

## **CSPS: Recreation - Overview**

### A healthy and green city

To support a healthy and green city, Recreation will continue to foster healthy lifestyles by providing a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Recreation will continue to meet the diverse physical, recreational and social needs of Calgarians, and will develop targeted services that focus on increasing physical activity levels of children and youth, and healthy lifestyles for seniors. Recreation will continue to invest in and oversee the long-term planning, development and redevelopment of recreation, sport and cultural facilities in Calgary, which will improve access to both indoor and outdoor recreation facilities.



**CSPS: Recreation - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P5 Seek out partnerships with other governments and community partners to achieve community well-being.	P5.1 Collaborate with multi-sector and community partners to increase recreation opportunities that support active and healthy lifestyles for all Calgarians.	CBS, GOLF, RFPS, SCSD
	P5.2 Undertake collaborative initiatives with Alberta Health Services and primary health care networks that support injury prevention and recovery.	CBS, GOLF, RFPS, SCSD
	P5.3 Support civic and community partners through operating and capital funding to increase recreation opportunities for Calgarians.	CBS, GOLF, RFPS, SCSD
	P5.4 Collaborate with other levels of government in the development of cultural capital and sport facility renewal projects.	CBS, SCSD
P8 Respond to the needs of an aging population.	P8.1 Develop and implement an active aging strategy to prepare for the needs of an aging population.	RFPS



**CSPS: Recreation - Actions for Council Approval**

For Council Approval

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

**Community Services & Protective Services Commitment:**  
CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

P8 Respond to the needs of an aging population.

P8.2 Include age-friendly community practices to meet the needs of seniors.

CBS, GOLF, RFPS

P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.

P9.1 Develop and deliver city-wide and community-based festivals and events that bring Calgarians together to create a sense of community.

SCSD

P9.2 Work with community organizations to support cultural activities, sporting events and community celebrations.

SCSD

P9.3 Provide opportunities for artists to create art that enhances the city's public spaces and builds its reputation as an international centre.

SCSD

P9.4 Collaborate with the Calgary Arts Development Authority and others in the implementation of its strategies "Living a Creative Life".

SCSD

P10 Expand our library system and enhance access to technology and information.

P10.1 Increase online information and self service capabilities through software replacement and technology upgrades.

CBS



For Council Approval

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

**Community Services & Protective Services Commitment:**  
CS&PS contributes to Calgary's growth and prosperity by supporting business and community partners, and by providing policy, programs, services and events that contribute to individual and community-well being.

P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.

P11.1 Continue to provide afterschool programs for children and youth including Recreation's Calgary AfterSchool Program.

RFPS

P11.2 Develop strategic partnerships and a physical activity strategy and research program to increase the physical activity levels of children and youth.

CBS, RFPS

P12 Establish approaches and practices that welcome and support full participation of vulnerable populations in City activities.

P12.1 Work with communities to provide introductory opportunities for recreational, sport, arts and cultural programming.

GOLF, RFPS

P12.2 Position recreation facilities as community hubs, responding to the unique needs of the region and catchment areas.

GOLF, RFPS

P12.3 Support the Fair Calgary initiatives aimed at streamlining fee assistance processes that increase the accessibility of recreation opportunities for low income Calgarians.

CBS, GOLF, RFPS



**CSPS: Recreation - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N4 Revitalize the role and ability of community associations, and use of community facilities.	N4.1 Review current facility allocation practices and facility utilization rates to identify opportunities for maximizing the use of Recreation facilities by Calgarians.	CBS, GOLF, RFPS
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	N5.1 Redevelop and renew inner city facilities to address changing demographics and increased densification.	RAM, RFPS
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	N6.1 Adjust facilities, amenities, programs and services to better address community demand.	GOLF, RAM, RFPS



**CSPS: Recreation - Actions for Council Approval**

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Community Services & Protective Services Commitment:**  
CS&PS contributes to safe, vibrant neighbourhoods by providing a well-run Fire Department and 9-1-1 call centre, strengthening community standards, revitalizing community associations and by managing investment in community facilities, public spaces and heritage assets.

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.1 Plan and provide recreation facilities that are adaptable, sustainable, and responsive to community needs and that support active and healthy lifestyles.

CBS, GOLF, RAM, RFPS, SCSD

N9.2 Implement the Skateboarding Amenities Strategy, which will include provisions of skate parks in Calgary to increase citizens' access to unstructured recreation.

RAM, SCSD

N9.3 Increase public engagement for public art and implement changes to the public art process to further enhance the urban character of Calgary.

SCSD



**CSPS: Recreation - Actions for Council Approval**

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.	H7.1 Continue to develop and implement the Recreation for Life approach to guide decision-making.	GOLF, RFPS
	H7.2 Expand programs and services that increase the accessibility of low income Calgarians and address the inclusion needs of all Calgarians.	GOLF, RFPS
	H7.3 Partner with a variety of social recreation and community service providers to expand recreation and sport opportunities for Calgarians.	CBS, GOLF, RFPS, SCSD
H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.	H8.1 Invest in the development and redevelopment of recreation facilities that address community needs.	RAM
	H8.2 Plan and implement lifecycle and preventative maintenance services to provide recreation facilities that are energy efficient, and sustainable.	RAM, RFPS



## CSPS: Recreation - Actions for Council Approval

For Council Approval

### Community Services & Protective Services Commitment:

CS&PS helps to create healthy and green communities by protecting and enhancing Calgary's natural environment and by promoting active lifestyles.

H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.

H8.3 Work with community partners and stakeholders to identify sport and recreational infrastructure needs.

SCSD

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

For Council Approval

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Enhance business intelligence capabilities to improve facility, product and service decisions.	CBS, GOLF, RAM, RFPS, SCSD
	W2.2 Continue to undertake service and business process improvement reviews to increase service effectiveness and efficiencies.	CBS, GOLF, RAM, RFPS, SCSD
	W2.3 Continue work on a revenue and service model that targets tax-supported dollars to populations most in need.	CBS, GOLF, RFPS, SCSD
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Continue to explore innovative approaches to service delivery.	CBS, GOLF, RAM, RFPS, SCSD
	W3.2 Participate in a Zero-Based Review to realize improvements in service efficiency and effectiveness.	CBS, GOLF, RAM, RFPS, SCSD





For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Continue to assess Calgarians' perceptions and expectations of recreational opportunities through research and public engagement to inform programming and facility operations.

CBS, GOLF, RAM, RFPS, SCSD

W5.2 Enhance the use of diverse communication channels to better communicate with more Calgarians.

CBS, GOLF, RAM, RFPS, SCSD

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Leverage capital, lifecycle and maintenance funding to maximize quality customer experiences.

GOLF, RAM, RFPS, SCSD

W6.2 Participate in long-term capital and investment planning activities to meet the needs of Calgarians.

GOLF, RAM, RFPS, SCSD

W6.3 Steward the acquisition and exhibition of public and civic art so that Calgarians can enjoy and appreciate art in their city.

SCSD



For Council Approval

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 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Community Services & Protective Services Commitment:**  
 CS&PS will continue to demonstrate transparent and accountable management, enhance customer service and remain responsive to emerging community needs.

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Implement strategies and programs to help advance the Corporation's customer service standards and practices.

CBS, GOLF, RFPS, SCSD

W7.2 Develop community referent/advocacy groups that provide feedback on service quality and service gaps.

CBS, GOLF, RFPS, SCSD

W7.3 Advance a community development approach which supports cross-BU initiatives and addresses community needs.

CBS, GOLF, RFPS, SCSD

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Become an employer of choice by investing in staff and leadership development initiatives.

CBS, GOLF, RFPS, SCSD

W9.2 Undertake workplace initiatives including staff retention and development and Organizational Excellence work that impact the long-term sustainability of Recreation.

CBS, GOLF, RFPS, SCSD



## CSPS: Recreation - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	500	500	3.0	500	500	3.0	500	500	3.0	500	500	3.0	500	500	3.0
Customer & Business Services	8,853	6,406	46.8	9,617	7,462	51.8	10,314	8,155	54.8	10,598	8,437	54.8	10,578	8,413	54.8
Golf Course Operations	10,573	353	61.2	10,722	402	61.2	10,963	492	61.2	10,993	352	61.2	10,924	95	61.2
Recreation Asset Management	2,815	1,281	10.0	2,903	1,264	10.0	3,164	1,526	10.0	3,599	1,960	10.0	3,933	2,295	10.0
Recreation Facilities, Products & Services	55,276	28,696	412.4	57,418	29,125	412.4	59,410	30,156	412.4	61,697	31,442	412.4	62,662	31,366	412.4
Sport & Culture Sector Development	8,481	7,502	26.1	9,069	8,090	27.1	9,193	8,214	28.1	9,484	8,505	28.1	9,680	8,701	28.1
<b>Total Business Unit</b>	<b>86,498</b>	<b>44,737</b>	<b>559.5</b>	<b>90,229</b>	<b>46,843</b>	<b>565.5</b>	<b>93,545</b>	<b>49,044</b>	<b>569.5</b>	<b>96,871</b>	<b>51,196</b>	<b>569.5</b>	<b>98,278</b>	<b>51,369</b>	<b>569.5</b>

Recreation is committed to Council Priorities by reallocating funding and achieving efficiency gains between lines of service.

Customer and Business Services (CBS) will see an increase in funding to address Council Priorities. New initiatives will focus on improving community well-being and individual health, such as, seniors' health rehabilitation and injury prevention (two FTEs) and children and youth programs aimed at increasing physical activity levels (one FTE). Recreation will partner with other levels of government and universities to track progress towards increasing activity levels of Calgarians (two FTEs). NII will be supported in Recreation by increasing community-based programming (one FTE). Two additional FTEs will address emerging priorities, such as, responding to changing customer needs and leveraging technology to improve customer service. Golf Course Operations (GOLF) will provide a range of golf opportunities for golfers of all ages and abilities, and will continue to implement a

number of strategies aimed at improving operational stability.

Recreation Asset Management (RAM) will see an increase in funding to support the implementation of the Council approved Skateboard Amenities Strategy. RAM will also complete a comprehensive 10 year capital investment plan that will guide decision-making related to capital. Recreation Facilities, Products and Services (RFPS) will provide accessible and affordable programs and services to adapt product and service offerings to respond to changing community needs. A Recreation for Life approach will be used to target program initiatives focused on children, youth and seniors.

Sport and Culture Sector Development (SCSD) will see additional funding (two FTEs) to increase public art engagement and communication, and a four per cent per year increase to support festivals and events. SCSD will continue to work with art, cultural and sport partners to extend recreational opportunities for Calgarians.

## CSPS: Recreation - Lines of Service

All \$ values are in Thousands (\$000)

Customer & Business Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	8,853	6,406	46.8	9,617	7,462	51.8	10,314	8,155	54.8	10,598	8,437	54.8	10,578	8,413	54.8

Customer and Business Services (CBS) total budget represents 11 per cent of Recreation's overall operating budget. Funding for this line of service will remain constant for each of the four years. There will be \$1.47 million growth (eight FTEs) for emerging initiatives that support Council Priorities including the development of strategies aimed at increasing physical activity levels of children and youth; Neighbourhood Improvement Initiatives (NII); seniors health partnership initiatives; and enhanced technology and online self-service capabilities. In addition, there will be a one-time funding request of \$100 thousand for sector development related to children's health, leading up to the hosting of the International Play Association conference in 2017, and a \$250 thousand request for the development of the City-wide Cultural Plan. To offset costs associated with population growth, productivity gains totalling \$300 thousand (\$100 thousand per annum beginning in 2016), will be achieved through customer service business process efficiencies and online enhancements.

CBS will provide customer services for all of Community Services (e.g. CNS, Parks and Recreation) including program registrations and facility and amenity bookings (including school board rentals). CBS will manage transactional databases, point of sale stewardship, 311 customer services, technology and innovation initiatives, strategic business management, research, marketing and communications, and performance tracking and reporting for the business unit. CBS will continue to develop, implement and evaluate contractual agreements with community service providers to increase recreational opportunities for Calgarians. CBS will also continue to explore innovative approaches to service delivery based on market and public opinion research, case studies and comparative analysis. Enhancements to business intelligence capabilities and a focus on the development of an optimal revenue and service model will improve service effectiveness and find efficiencies.

Golf Course Operations	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	10,573	353	61.2	10,722	402	61.2	10,963	492	61.2	10,993	352	61.2	10,924	95	61.2

Golf Course Operations (GOLF) will continue to implement strategies and initiatives to improve operational sustainability as identified in the updated GOLF sustainability work plan (CPS2014-0398 approved by Council 2014 July 21). The GOLF sustainability work plan includes actions and strategies to seek alternative funding for the GOLF capital programs which are critical to the overall long term sustainability of municipal golf services. Specifically, the work plan outlines the

introduction of a revised fee structure in 2015 which responds to Council direction and considers public engagement in order to optimize revenues and fund projected expenditure increases. Actions to further enhance operational sustainability include investigation of a range of alternate models for service delivery, implementation of enhanced technology and ongoing initiatives to increase attendance and revenues, realize efficiencies and cost savings while also improving customer satisfaction

All \$ values are in Thousands (\$000)

levels. GOLF total budget represents 11 per cent of Recreation's overall operating budget. Funding for this line of service will remain constant for each of the four years.

GOLF will provide a range of recreational golf opportunities for youth,

seniors, entry level players, families and recreational golfers of all ages within Calgary intended to encourage participation and improve health and well-being. GOLF will continue to manage and operate eight municipal golf courses and three driving ranges at six locations.

Recreation Asset Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	2,815	1,281	10.0	2,903	1,264	10.0	3,164	1,526	10.0	3,599	1,960	10.0	3,933	2,295	10.0

Recreation Asset Management (RAM) funding for 2015-2018 will increase from the previous cycle. Maintenance and lifecycle funding of \$80 thousand will be added for the new skateboard parks, in alignment with the approved Skateboarding Amenities Strategy. RAM total budget represents four per cent of Recreation's overall operating budget. Funding for this line of service will remain constant for each of the four years. There will be a funding request of \$635 thousand related to the holding costs of the old Science Centre. Productivity gains totalling \$150 thousand (\$50 thousand per annum beginning in 2016), will be achieved through improvements to lifecycle and maintenance business processes.

RAM will provide oversight for planning, developing and managing capital assets, ensuring that recreation facilities are sustainable and responsive

to community needs. This includes the planning and support functions involved in managing various partner-related capital projects. Facility performance and monitoring, project management and contract administration protects important community assets in the public realm. This line of service will also invest in the redevelopment and renewal of inner city recreation facilities to address changing demographics and increased densification. Facility investment decisions will enhance neighbourhood vitality and support a wide-range of opportunities to position facilities as community hubs and cornerstones to complete communities. RAM will balance growth and existing facility infrastructure investments to ensure flexibility of design, wide-range of use, and the ability to repurpose facilities for other uses in the future.

Recreation Facilities, Products & Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	55,276	28,696	412.4	57,418	29,125	412.4	59,410	30,156	412.4	61,697	31,442	412.4	62,662	31,366	412.4

Recreation Facilities, Products and Services (RFPS) total budget represents 64 per cent of Recreation's overall operating budget. Funding for this line of service will remain constant for each of the four years. To offset costs associated with population growth, productivity gains totalling \$1.2 million (\$300 thousand per annum) will be achieved through regional optimization initiatives focused on staff realignment,

administrative efficiencies and improvements in facility utilization. RFPS stewards the Community Services Program Policy and provides administrative support for implementation of the Policy for all Community Services (CNS, Recreation and Parks). RFPS will provide a range of accessible and affordable recreation facilities, programs and services to address Council Priorities and

increase individual and community health. For example, arts, culture, fitness, sport, swimming, skating, gymnasium activities, day camps, and playschool will be aimed at the introductory and entry skill level. In addition, visual and performing arts programming will be provided through two arts centres. In 2015-2018, RFPS will be implementing targeted programs aimed at increasing the physical activity levels in children and youth, seniors' injury recovery and prevention, and increasing engagement in recreation at the community level. RFPS will maximize

the use of Recreation facilities through on-going monitoring of facility utilization, supply and demand and overall customer experience to adapt to the needs of the community. Lifecycle improvements to facilities and changes to product and service offerings will continue to respond to changing socio-demographics of Calgarians and changing customer demands. RFPS will continue to address the barriers that some Calgarians face in accessing recreation because of low income, cultural diversity or disability.

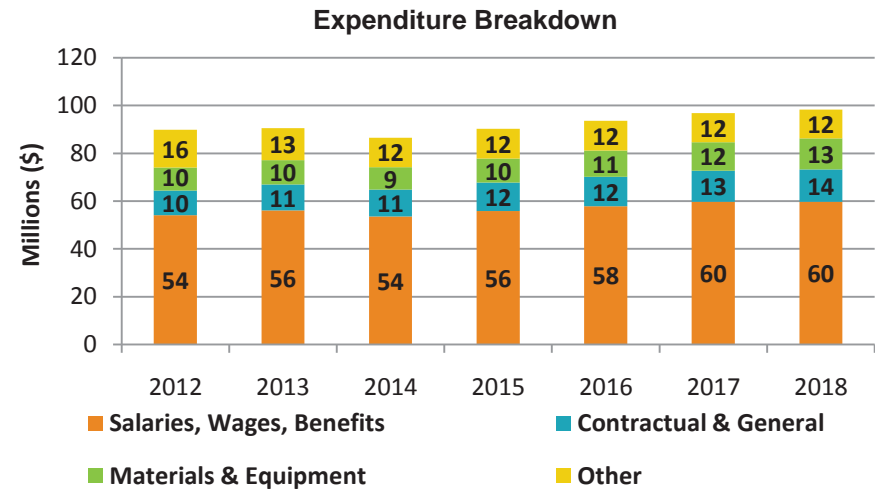
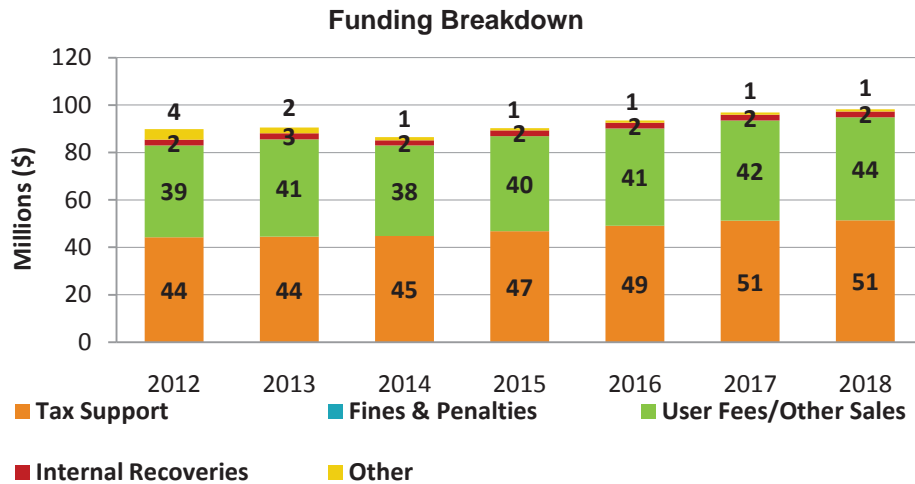
Sport & Culture Sector Development	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	8,481	7,502	26.1	9,069	8,090	27.1	9,193	8,214	28.1	9,484	8,505	28.1	9,680	8,701	28.1

Sport and Culture Sector Development (SCSD) services will be enhanced from the 2012-2014 to 2015-2018 business cycle. As per Public Art Notice of Motion (PFC2014-0254), an additional \$200 thousand (two FTEs) will be directed towards public art community engagement and communications. The Festivals and Event Subsidy will be increased four per cent per annum to address growing demand and to offset increased operating costs to internal business units. SCSD total budget represents 10 per cent of Recreation's overall operating budget. There will be a one-time funding request of \$250 thousand for the development of the City-wide Cultural Plan. Funding for this line of service will remain constant for each of the four years. A productivity gain of \$150 thousand will be achieved in 2015 as a result of staff realignment.

Sport and Culture Sector Development will provide stewardship to the Public Art, Civic Sport, Civic Art, and Festival and Events Policies and the Sport Facility Renewal Fund. SCSD also supports the development of various arts, culture and sport opportunities within Calgary through community-based partnerships. SCSD provides support to over 200 community sport groups and liaison support to Sport Calgary and Calgary Sport Tourism Authority to enable Calgarians to experience and enjoy involvement in sport from entry-level to high performance. SCSD also partners with Calgary Arts Development Authority (CADA) and other culture organizations to provide arts and cultural opportunities to Calgarians including the provision of public art and festival and events on city-owned land. SCSD outlines the process for bidding for and hosting major events involving The City of Calgary Administration.

## CSPS: Recreation - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Recreation's (REC) 2015 revenue is \$40 million, with inflationary increases of approximately three per cent per year. These revenues are made up of Admissions (26 per cent), Facility Rentals (25 per cent) Programming (18 per cent), Passes (14 per cent), and other miscellaneous revenues (17 per cent) including concessions, inventory sales and advertising. With the exception of GOLF, which receives minimal tax support, REC's user fees generate revenue to offset 50 per cent of operating expenses. The remaining expenses are tax-supported.

**Expenditures** - The majority of REC's expenses are related to direct service delivery through facilities and staff. Salaries and wages make up over 60 per cent of REC's expenses with the remainder split between contract and general services, materials, equipment and supplies, utilities and other expenditures such as, transfer payments and grants for Recreation partnerships.

**User Fees / Charges / Utility Rates** - REC delivers a range of accessible

and affordable services and products within a dynamic leisure delivery system. Services and fees are positioned to generate public value, where affordable recreation is seen as a fundamental responsibility of The City. Service delivery focuses on introductory level opportunities for children, youth and families. Revenue targets reflect this focus. REC's rates and fees will increase by four and a half per cent on average for REC (excluding GOLF) in consideration of inflation, market position, and the cost of providing services.

GOLF's rate and fee increases will be nominal with adjustments made to maximize GOLF's ability to recover operating costs. Through a revised fee structure, GOLF will enhance cost recovery opportunities in order to achieve a self supporting operating budget and meet the user fee recovery rate targets. The proposed fee structure aims to offer fair market value for basic services and amenities while balancing service levels and social benefits.

Admissions/Passes and Rental Fees and Golf Fees for 2015-2018 are in Attachment 2 and are in accordance with the User Fees and Subsidies Policy (CFO010).

## CSPS: Recreation - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	44,737	46,843	49,044	51,196
Less: Previous Year One Time	(573)	(400)	(255)	(260)
Base	44,164	46,443	48,789	50,936
Efficiency Gains	(450)	(450)	(450)	(450)
Inflation	1,441	1,699	1,907	126
Service and Budget Increase	1,430	1,097	690	587
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	(142)	0	0	0
One Time	400	255	260	170
<b>Total Budget Change</b>	<b>2,679</b>	<b>2,601</b>	<b>2,407</b>	<b>433</b>
<b>Total Budget</b>	<b>46,843</b>	<b>49,044</b>	<b>51,196</b>	<b>51,369</b>

To accommodate the growth associated with Council Priorities, Recreation will achieve efficiency gains totalling \$1.8 million through the following: improvements to lifecycle and maintenance business processes (\$150 thousand), customer service business process efficiencies and online enhancements (\$300 thousand), regional optimization initiatives focused on staff realignment and improvements to facility utilization (\$1.35 million). As citizen demands increase, Recreation will continue to look for ways to improve service efficiency and target service delivery to align with Council Priorities. Inflation consists of union settlement increases to salary and wage for 2015-2017. Other expenditure inflation in contractual and general services and materials and equipment are directly offset by inflationary

increases to some of Recreation's rates and fees.

Budget increases and 10 additional FTEs are directly related to Recreation's contribution to Council Priorities. The result will be increased levels of service supporting seniors, children and youth, physical activity, public art and vibrant communities.

One-time funding is requested to build community leadership and organizational capacity related to promoting children's play in conjunction with the hosting of the International Play Association Conference. One-time funding is requested for the development of the City-wide Cultural Plan, and to address the old Science Centre holding costs.

<b>TCA Depreciation (\$000s) - Recreation</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
8,249	8,512	8,830	9,216

TCA Depreciation content is presented for information only.



**CSPS: Recreation - Operating Budget for Council Approval**

For Council Approval
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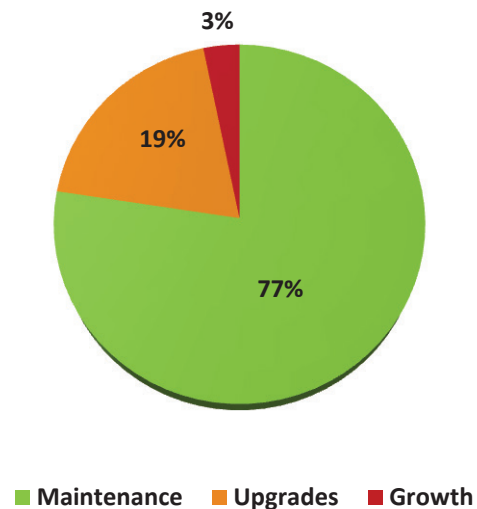
<b>Recreation</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	89,818	90,564	86,498	89,829	400	90,229	93,290	255	93,545	96,611	260	96,871	98,108	170	98,278
Recoveries	(2,372)	(2,643)	(2,196)	(2,411)	0	(2,411)	(2,411)	0	(2,411)	(2,411)	0	(2,411)	(2,411)	0	(2,411)
Revenue	(43,228)	(43,440)	(39,565)	(40,976)	0	(40,976)	(42,090)	0	(42,090)	(43,264)	0	(43,264)	(44,498)	0	(44,498)
Net	44,218	44,481	44,737	46,443	400	<b>46,843</b>	48,789	255	<b>49,044</b>	50,936	260	<b>51,196</b>	51,199	170	<b>51,369</b>
FTEs	573.5	560.5	559.5	565.5	0.0	<b>565.5</b>	569.5	0.0	<b>569.5</b>	569.5	0.0	<b>569.5</b>	569.5	0.0	<b>569.5</b>

## CSPS: Recreation - Capital Budget Overview

Recreation						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	43,432	19,779	7,890	710	0	71,811
Total New Capital Budget Requests	16,300	14,926	22,018	24,159	0	77,403
Total Business Unit Capital Budget	59,732	34,705	29,908	24,869	0	149,214

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Recreation**  
**New Capital Budget Requests by Project Type**  
 (2015-\*2019+)  
 Total \$77 Million



**Maintenance/Replacement** - Maintenance and lifecycle upgrades for existing infrastructure continue to be the highest priority projects for Recreation. A comprehensive annual lifecycle program is in place for all of Recreation's buildings. Lifecycle resources need to be distributed on a priority basis to address the deterioration of the physical condition and functionality of the facilities. Should these buildings not be properly maintained, there will be impacts to current service levels.

Maintenance and lifecycle projects support a city of inspiring neighbourhoods, healthy and green city, and a well-run city.

**Upgrades** - To ensure that Recreation facilities are efficient, sustainable and continue to provide a good level of service for customers, Recreation applies a systematic approach to identify the highest priority facilities for upgrade through CS&PS CPRIP process. Facility upgrades address deficiencies in physical condition, functionality or demand requirement, improve energy efficiency and increase program delivery. Recreation's upgrade projects support a city of inspiring neighbourhoods, healthy and green city, and a well-run city.

**Growth** - Recreation's growth project is the purchase of a 14.1 acre provincially owned parcel adjacent to the future Rocky Ridge Recreation facility. This parcel will accommodate an indoor field house and two outdoor artificial turf fields, addressing the shortage of standard fields within Calgary, and support the relocation of the Calgary West soccer facility, which will continue to support Council Priorities, a city of inspiring neighbourhoods and a healthy and green city.

## CSPS: Recreation - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Community & Recreation Levy	2,500	0	0	0	0	2,500
Community Investment Reserve	3,000	4,400	6,920	8,659	0	22,979
Pay-As-You-Go	100	1,046	2,598	1,000	0	4,744
Lifecycle Maintenance & Upgrade Reserve	10,700	9,480	12,500	14,500	0	47,180
<b>Total Funding</b>	<b>16,300</b>	<b>14,926</b>	<b>22,018</b>	<b>24,159</b>	<b>0</b>	<b>77,403</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
505-644	Willow Park Golf Course Irrigation Water Supply Line	M	C			1,739			400	1,339		1,739	
<b>Total Program 505 : Golf Courses</b>				-	-	1,739	-	-	400	1,339	-	1,739	
-----													
507-102	Soccer Centre-ANNEX	M	A	11,063	1,400	1,600	-	-	1,600	-	-	1,600	
507-633	SkatePark Amenities / Leisure Centre Upgrade	M	C			2,000	-	-	1,000	1,000	-	2,000	City-wide
507-700	Aquatic Centre Upgrade	U	C			2,400	-	400	2,000	-	-	2,400	City-wide
<b>Total Program 507 : Other Recreation Facilities</b>				11,063	1,400	6,000	-	400	4,600	1,000	-	6,000	
-----													
519-109	Arenas Upgrade	U	C			9,840	3,000	3,000	1,920	1,920	-	9,840	City-wide
519-130	Facility Lifecycle	M	C			51,580	10,700	9,480	12,500	18,900	-	51,580	City-wide
519-148	Athletic Parks Irrigation	M	C			3,000	-	1,000	1,000	1,000	-	3,000	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
519-150	Land Purchase for Rocky Ridge Athletic Park	G	C			2,500	2,500					2,500	Multiple
519-152	Class Software system upgrade	U	C			2,744	100	1,046	1,598			2,744	
<b>Total Program 519 : Additional CPRIP Funding</b>				-	-	69,664	16,300	14,526	17,018	21,820	-	69,664	
				11,063	1,400	77,403	16,300	14,926	22,018	24,159	-	77,403	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

#### Explanation of Budget Requests

#### **Program 505 : Golf Courses**

#### **Project 505-644: Willow Park Golf Course Irrigation Water Supply Line**

**New Budget Request** of \$1.739 million to replace the water line for the Willow Park Golf Course. The City of Calgary entered into an agreement with the Willow Park Golf Course in 1966 to supply water for golf course irrigation and is responsible for the transmission of water, maintenance of the line, and capital replacement of all infrastructure when required. The Willow Park Golf Course is a private facility that has multi-million dollar golf assets that depend on daily watering. The supply line is over 47 years old and has failed once and requires replacement to reduce the risk to The City should this line fail irreparably. Funding from Community Investment Reserve.

**Operating Impact of Capital:** None.

## Program 507 : Other Recreation Facilities

### Project 507-102: Subway Soccer Centre

**Previously Approved Budget up to 2014** of \$11.063 million with funding from Municipal Sustainability Initiative \$5.23 million, Pay-As-You-Go \$398 thousand, Lifecycle Maintenance & Upgrade Reserve \$1.055 million and Reserve for Future Capital \$4.38 million.

**Previously Approved Budget for Future Years** of \$1.4 million with funding from Lifecycle Maintenance & Upgrade Reserve.

**New Budget Request** of \$1.6 million to replace the roof of the Subway Soccer Centre. Funding from Community Investment Reserve.

**Operating Impact of Capital:** None.

### Project 507-633: SkatePark Amenities / Leisure Centre Upgrade

**New Budget Request** of \$2 million for the implementation of the Skatepark Amenities Strategy. The aim of the amenities strategy is to develop four new skateparks every year for a total of approximately 50 outdoor skateparks in four different sizes: 3 regional skateparks, 2 community skateparks, 15 neighbourhood skateparks and 30 skate spots. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

### Project 507-700: Aquatic Centre Upgrade

**New Budget Request** of \$2.4 million to upgrade the Acadia Aquatic Centre. Funding from Community Investment Reserve.

**Operating Impact of Capital:** None.

## Program 519 : Additional CPRIP Funding

### Project 519-109: Arenas Upgrade

**New Budget Request** of \$9.84 million for maintenance and lifecycle upgrades to The City of Calgary ice arenas. Recreation has an inventory of 15 ice arenas. Lifecycle and maintenance of these facilities is systematically prioritized by need. Over the next four years, Recreation will upgrade Frank McCool, Rose Kohn/Jimmy Condon, Optimist/Blunden and the Bauer/Bush ice arenas. Upgrade and maintenance could include ice plants, arena boards/glass/slabs and dressing rooms. Funding from Community Investment Reserve.

**Operating Impact of Capital:** None.

#### **Project 519-130: Facility Lifecycle**

**New Budget Request** of \$51.58 million for the lifecycle and maintenance of Recreation's facilities. Recreation has 69 buildings in their inventory. Annual lifecycle inspections are completed for each building. The maintenance requirements are prioritized by need. This project addresses building envelope failures, replacement of architectural components, any safety and environmental violations, the replacement of any mechanical and electrical components, and ensures that all recreation facilities meet legislative code requirements. Funding from Community Investment Reserve \$4.4 million and Lifecycle Maintenance & Upgrade Reserve \$47.18 million.

**Operating Impact of Capital:** None.

#### **Project 519-148: Athletic Parks Irrigation**

**New Budget Request** of \$3 million to improve the irrigation systems at Recreation's athletic parks. This project will extend the life of sports fields, enhance water conservation, and reduce the contamination of storm water by run off. Funding from Community Investment Reserve.

**Operating Impact of Capital:** None.

#### **Project 519-150: Land Purchase for Rocky Ridge Athletic Park**

**New Budget Request** of \$2.5 million to purchase a 14.1 acre provincially owned parcel adjacent to the future Rocky Ridge Recreation facility. This parcel will accommodate an indoor fieldhouse and two artificial turfs, addressing the shortage of standard fields within The City and to support the relocation of the Calgary West soccer facility. Funding from Community & Recreation Levy.

**Operating Impact of Capital:** None.

#### **Project 519-152: Class Software system upgrade**

**New Budget Request** of \$2.744 million to investigate and replace the existing Class Software system. The Class system is used by Recreation, Parks and Community & Neighbourhood Services (CNS) to manage their day-to-day transactions with customers. As upgrades are no longer available for Class, Recreation, Parks and CNS must transition to a different software. Funding from Pay-As-You-Go.

**Operating Impact of Capital:** None.

**CSPS: Recreation** - Capital Budget for Council Approval

For Council Approval
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Recreation							
Capital Budget (\$000s) for Approval (Totals may not match due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	65,837	43,432	19,779	7,890	710	0	71,811
Projects Requiring Approval							
<i>Program 505 : Golf Courses</i>		0	0	400	1,339	0	1,739
<i>Program 507 : Other Recreation Facilities</i>		0	400	4,600	1,000	0	6,000
<i>Program 519 : Additional CPRIP Funding</i>		16,300	14,526	17,018	21,820	0	69,664
<b>Total Projects Requiring Approval</b>		<b>16,300</b>	<b>14,926</b>	<b>22,018</b>	<b>24,159</b>	<b>0</b>	<b>77,403</b>
Total Capital Budget	65,837	59,732	34,705	29,908	24,869	0	149,214

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

**Community Services & Protective Services: General Manager - Operating Budget for Council Approval**

For Council Approval

<b>Community Services &amp; Protective Services: General Manager</b>															
<b>Total GM Operating Budget (\$000s) (Totals may not add due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	691	687	765	765	0	765	765	0	765	765	0	765	765	0	765
Recoveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	(4)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	691	683	765	765	0	765	765	0	765	765	0	765	765	0	765
FTEs	3.0	3.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0



# Civic Partners

# Civic Partners

## **ARTS & CULTURE**

Calgary Arts Development Authority

Calgary Centre for Performing Arts

## **ATTRACTIONS**

The Aero Space Museum Association of Calgary

Calgary Science Centre and Creative Kids Museum  
(TELUS Spark)

The Calgary Zoological Society

The Fort Calgary Preservation Society

Heritage Park Society

## **BUSINESS & ECONOMIC DEVELOPMENT**

Calgary Convention Centre Authority  
(Calgary TELUS Convention Centre)

Calgary Economic Development Ltd.

Calgary Technologies Inc.

Tourism Calgary – Calgary Convention & Visitors Bureau

## **LIBRARY SERVICES**

Calgary Public Library Board

## **PARKS, RECREATION & SPORT**

The Parks Foundation, Calgary

Lindsay Park Sports Society  
(Talisman Centre for Sport and Wellness)

## CP: Civic Partners - Overview

The City of Calgary has long-established, cooperative and collaborative relationships with organizations referred to as "Civic Partners". These are not-for-profit organizations that operate at arm's-length and independently from The City. The 14 Civic Partners vary widely in terms of mandate, scope and complexity and can be categorized as follows: arts and culture; attractions; business and economic development; library services; parks, recreation and sport.

The City works in partnership with Civic Partners to meet strategic goals and provide services to Calgarians through delivery models that reduce costs and increase effectiveness and efficiency. Civic Partners harness extensive voluntary support, extend the reach of The City into various business and community sectors and foster civic engagement. Civic Partners leverage operational and capital investments of The City from sources including donations, corporate investments, provincial and federal funding and earned revenue streams.

Resources of The City are invested in and managed by Civic Partners, including operational and capital funding, land, buildings and artefacts. Unique lease, operating funding and/or capital funding agreements set the foundation for shared mandates, objectives and joint investment of resources. Agreements include requirements to align with specific City policies and to participate in Corporate processes including business and budget planning and reporting. Reporting requirements strengthen accountability and provide Council the opportunity to directly engage Civic Partners on financial, strategic and operational aspects of their organizations. Their work aligns with Council's Priorities for 2015-2018, imagineCALGARY, 2020 Sustainability Direction, the 10-year Economic Strategy for Calgary and the Arts Development Strategy for Calgary.

Reflecting their diversity, Civic Partners' performance measures include circulation of reading materials per capita; number of conventions, hotel occupancy and event attendance; workforce attraction; amount of arts performance spaces; retail sales, venue bookings, attendance, admissions and memberships. Civic Partners identified anticipated risks and challenges for the next four-year business cycle including: maintaining public accessibility and competitiveness; aging infrastructure and challenges in funding lifecycle; highly competitive fundraising environment; vulnerable funding sources; increasing stakeholder expectations; lack of sufficient resources for growth and limited funds to support innovation.

## CIVIC PARTNERS - Overview

### Arts & Culture

#### Calgary Arts Development Authority Ltd. (CADA)

CADA operates arts investment programs for organizations, individual artists, capital projects and other purposes that achieve strategic objectives. In 2013, The City of Calgary invested nearly \$3.7 million in 151 arts organizations through CADA's Operating Grant Program. In 2013, organizations supported by the program hired over 8,000 artists. CADA makes strides in space development through the Cultural Space Investment Process, research activities and working alongside cSPACE Projects. Beyond arts investment, CADA achieves impact through matching programs, engagement activities and partnerships that leverage City funds. CADA's 2015-2018 Strategic Plan is guided by Living a Creative Life: An Arts Development Strategy for Calgary, which has been supported by City Council.

#### 2015-2018 Strategic Priorities:

Raise Value: CADA continues its leadership role in the arts, and with other stakeholders, to make the arts integral to the lives of Calgarians.

- Build Relationships: CADA fosters collaborative relationships across sectors and communities to help ensure Calgarians can experience art in their everyday lives.
- Increase Resources: CADA identifies ways to increase and sustain their finances and expertise, and use these resources wisely for greater impact.

#### Risks and Challenges:

Ability to implement Living a Creative Life, ability to respond to the arts sector's needs, meeting budgeted amounts for partnerships and leveraging opportunities, keeping pace with technology and addressing The City Auditor's 2012 recommendations. Without renewing support of cSPACE projects, there is a risk of inhibiting multi-tenant arts space development.

#### Calgary Centre for Performing Arts (CCPA)

CCPA is a key contributor to the social, economic, cultural and intellectual life and well-being of residents and visitors through the provision of arts, culture, learning, tourism, economic development and civic engagement. CCPA plays a critical role in the community and sustainability of more than 164 organizations annually, including six resident companies, by maintaining the facility and providing access to performance venues, rehearsal halls, scenery/costume shops, and public engagement and support spaces.

CCPA is a major presenter of the arts with a diverse mix of music, education and arts experiences. Arts education/outreach is central to their mission provided through a range of programs. CCPA undertakes significant life-cycle projects to maintain the complex and continues to pursue the Arts Centre Transformation capital project to renew the facility and grow capacity, aligning with Calgary's strategy to build a culturally vibrant and healthy community.

#### 2015-2018 Strategic Priorities:

- Act as a nexus of creative activity and engagement for Calgarians to participate in and experiment with diverse artistic expressions.
- Provide a leading arts facility and act as a cultural and artistic anchor downtown that energizes the surrounding neighbourhood and the city.
- Present, produce and collaborate with partners on cultural and artistic experiences of the highest quality.
- Support artists and resident companies in collaboration with communities.
- Operate strategically to strengthen financial sustainability.
- Be open, responsive, accountable and transparent in efforts to deliver excellent services at fair prices.

#### Risks and Challenges

The primary risk facing CCPA is the elimination of a \$500,000 provincial operating grant which jeopardizes CCPA's ability to fulfill their mission.

## CIVIC PARTNERS - Overview

### Attractions

#### **The Aero Space Museum Association of Calgary (Aero Space Museum)**

The Aero Space Museum, and the former drill hall of a Second World War building, supports and encourages the development and maintenance of an aerospace museum in the city of Calgary by providing educational activities and showcasing collections and displays related to Canada's and Calgary's aviation history. The Museum houses City-owned artefacts and attracts over 30,000 visitors including aviation enthusiasts, tourists, seniors, families and children.

#### **2015-2018 Strategic Priorities:**

- Improve identity and visibility in the community through increased advertising, brand renewal, the use of digital/virtual collections and the development of a branded merchandise line.
- Strengthen community connections through partnerships with museums and heritage organizations, businesses and tourism agencies.
- Offer programs to Calgary's diverse and changing communities.
- Formalize a long term facility strategy to secure the current infrastructure, develop a facility maintenance plan and an overarching master plan.
- Ensure sustainability by initiating a comprehensive fund development program, growing membership and internal revenue streams.
- Develop exhibitions, programs and events through a comprehensive five year exhibition plan, increased and diversified educational programs and events.

#### **Risks and Challenges:**

Risks relate to competing events and attractions, inclement weather and a challenging and competitive fundraising environment. The ability to staff positions which are needed to provide services, preserve and care for the collections. The age of the facility also presents concerns regarding long-term structural issues.

#### **Calgary Science Centre and Creative Kids Museum (TELUS Spark)**

TELUS Spark is one of the most modern and innovative science centres in the world, and includes a high-definition digital dome theatre, extensive exhibit space, a large atrium and a dedicated education/learning centre.

The facility and programming engages over 360,000 visitors annually through a wide range of experiences that encourage creative experimentation, spark the development of innovation skills and inspire lifelong learning. TELUS Spark provides a platform for community engagement both onsite and beyond the walls of the new facility, fostering partnerships with others like the Alberta Children's Hospital, Between Friends, and The City of Calgary's Recreation business unit.

#### **2015-2018 Strategic Priorities:**

- Diversify revenue through new business development and growth in identified areas of success, including: expanded education programs and technology-delivered initiatives throughout the province; facility sales for third-party rentals; and Dome theatre customized program consulting.
- Develop a well-informed marketing strategy and benchmark attendance for future growth.
- Continue efforts to increase donations, philanthropy and sponsorships while growing creative community partnerships.
- Manage city asset effectively through proactive maintenance and capital infrastructure renewal.

#### **Risks and Challenges:**

Challenges related to earned revenue generation in the new facility. While managing construction costs was a primary concern during the capital build, current challenges focus on the business model, with analysis and planning directed to enhanced earned revenue streams, attendance stabilization, donations and operating funding, and utility costs.

## CIVIC PARTNERS - Overview

### Attractions

#### The Calgary Zoological Society (Calgary Zoo)

The Calgary Zoo is the city's most visited year-round cultural institution, attracting more than 1.2 million visitors annually, nearly 50 per cent of whom are tourists. About 70,000 Calgarians hold annual memberships, over 50,000 students participate in 825 school programs, and nearly 60,000 attend about 500 social and business events. An extensive special program for financially challenged families keeps the Calgary Zoo accessible for all.

The Calgary Zoo is located in an exceptional park setting and provides, for some Calgarians, their only connection with wildlife and wild places. Interpretive programs use formal and informal education to help develop an appreciation of wildlife and conservation. Through breeding of endangered species and an internationally acclaimed research team, the Calgary Zoo is known as one of the top conservation zoos in the world.

#### 2015-2018 Strategic Priorities:

- Complete recovery projects in response to the June 2013 flood, including reparation of damaged land, infrastructure and buildings.
- Implement the Master Plan, which includes developing exhibit space and programs to host China's giant pandas from 2018 to 2023; developing the Land of Lemurs exhibit, which includes an elevated walkway lifting patrons onto a canopy of trees; adding an Wildlife Interactive Education Centre to more effectively engage visitors and promote conservation

#### Risks and Challenges:

The Calgary Zoo is largely self-sufficient, but requires major capital investment to fully realize its Master Plan. It must grow revenue and raise new capital to enable investment in basic lifecycle maintenance and building new attractions and exhibits. Also, the increasingly competitive hospitality industry may affect the Calgary Zoo's event sales business.

#### The Fort Calgary Preservation Society (Fort Calgary)

Located on 35 acres of park space, Fort Calgary is a National Historic Site designated as Calgary's birthplace and its role in the evolution of the RCMP. Fort Calgary preserves and promotes Calgary's history and significant heritage resources. In 2013 Fort Calgary welcomed over 450,000 visitors, including thousands of students.

Fort Calgary's partners and volunteers provide opportunities to learn about Calgary's history and to make their own history. In 2013 Fort Calgary provided free public special events such as Canada Day, Winter Carnival, Heritage Day, Culture Days and Mountie Day. Fort Calgary plays a major and increasing role in the vitality and marketability of East Village.

#### 2015-2018 Strategic Priorities:

- Sustain a well-managed and fiscally responsible organization.
- Complete the Make History Master Plan and associated capital campaign.
- Maintain and expand community, government, non-profit and corporate partnerships.
- Facilitate and expand programs and services.
- Foster volunteerism.
- Maintain community special events.
- Promote the park as community gathering place
- Celebrate the prairie landscape heritage and build public awareness of our shared responsibility to conservation.

#### Risks and Challenges:

Risks to operations include factors such as local construction restrictions. Securing matching funds for City lifecycle maintenance grants is difficult. Planning for the final phase of the Make History Master Plan is challenging due to unknown campaign completion date.

## CIVIC PARTNERS - Overview

### Attractions

#### **Heritage Park Society (Heritage Park)**

Canada's largest living history museum, Heritage Park attracted close to 600,000 visitors in 2013. The Park offers innovative educational opportunities, field trip experiences and programs targeted to grade-level curricula in the village, Gasoline Alley Museum and the wetlands. Adult programs include team driving, canning and old-fashioned spinning.

Heritage Park takes part in The City's Fee Assistance Program for residents in need and the Town Square shops, restaurants and attractions ensure ease of access for visitors with disabilities. The Park's diverse revenue streams include admissions, retail, restaurants and concessions, banquets, government grants, donations and corporate sponsorships.

#### **2015-2018 Strategic Priorities:**

- Implement critical lifecycle maintenance, emphasizing projects in the Park's Master Plan.
- Develop engaging, memorable guest experiences around strategic themes.
- Enhance way finding and expand the costume room.
- Restore and refurbish the CP Rail Colonist Car and the rodeo grounds.
- Refurbish and restore the natural resource area and artefacts.
- Ensure the S.S. Moyie runs safely and uses environmentally safe, water-soluble fluids and fuels to protect the Glenmore Reservoir.

#### **Risks and Challenges:**

The historic structures and artefacts at Heritage Park require specialized maintenance and pose the most substantial risk. This risk is mitigated through maintenance, funded in large part by The City's capital grant. The loss or reduction of this funding would result in significant cuts to the maintenance program. Labour shortages and donor and volunteer fatigue.

### Business & Economic Development

#### **Calgary Convention Centre Authority (Calgary TELUS Convention Centre)**

The CCCA is a public facility which serves as a meeting place for both visiting delegates and Calgarians, providing a venue for networking, education, business-to-business activities, celebrations, fundraising activities and cultural events.

The CCCA contributes to the Calgary economy by attracting non-resident convention groups to the City. Bringing groups like these into the city serves to showcase business and investment opportunities and introduce business travellers to the city. Maintenance and operations of the CCCA in a market competitive manner are imperative to attract meeting and convention delegates throughout the coming years.

#### **2015-2018 Strategic Priorities:**

- Market Calgary as a business travel destination and continue to create economic impact for the city.
- Focus on operational efficiencies and controls while maximizing revenues.
- Retain people in an environment that emphasizes health and safety, encourages growth and recognizes the importance of teamwork.
- Analyze potential of business sectors and align sales strategies to maximize contribution to bottom line.
- Secure adequate marketing funding to allow market share growth.
- Develop and implement a comprehensive strategy that establishes a roadmap for possible facility expansion.
- Promote the natural environment through commitment to reduced environmental footprint.

#### **Risks and Challenges:**

The CCCA facility is reaching the end of its lifecycle as a competitive convention centre, resulting in a changed business mix use focused on meetings and social events. New sources of revenue will be analyzed and increased cost controls examined. In order to maintain healthy operating reserve levels some capital projects may not be completed.

## CIVIC PARTNERS - Overview

### Business & Economic Development

#### Calgary Economic Development Ltd. (CED)

CED works with businesses, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

CED positions Calgary as the location of choice for people and business through a wide range of marketing and communications efforts, programs and campaigns. CED supports the attraction, retention and development of a productive workforce, facilitates business investment, strengthens international trade, identifies gaps and opportunities in the Calgary business environment and supports business development and retention.

#### 2015-2018 Strategic Priorities:

- Manage and steward the 10-year Economic Strategy for Calgary.
- Foster business development, trade and investment through local business outreach and business development programs.
- Lead or participate in trade and investment missions that generate leads and match businesses.
- Contribute to workforce development through recruitment missions, on-line resources and local career placement for graduates and recent migrants.
- Build and operate the Calgary Film Centre to foster growth of the screen industry and digital media.
- Support strong relationships between The City and the business and real estate development community.

#### Risks and Challenges:

Stewarding the 10-year Economic Strategy for Calgary requires additional resources to monitor, continue engagement and report on progress. Lease rates for office space will increase through the budget period.

#### Calgary Technologies Inc. (CTI)

CTI operates in conjunction with University Technologies International as Innovate Calgary, a full-service organization offering technology transfer and business incubator services to researchers, entrepreneurs and businesses within the Calgary advanced technology sector. They contribute to the Calgary community by diversifying the economic base, creating a culture of entrepreneurship and wealth through job and value-added tech creation.

CTI programs include: develop entrepreneurs through coaching and applied skills training; develop companies to incubate and accelerate technology start-ups; advance technology IP management and licensing; connect entrepreneurs and companies; and facilitate business provision.

#### 2015-2018 Strategic Priorities:

- Create an energy technology accelerator focused on establishing Calgary as a leading world centre to build and grow energy technology companies.
- Launch an energy tech investment fund.
- Leverage expertise at building new technology companies to support social innovation initiatives.
- Enhance programs with qualified volunteer entrepreneur mentors and enhanced collaboration with other incubators.
- Expand the angel investor network & implement an investment web portal.
- Support new high-growth businesses across full spectrum of technologies.
- Develop new efficiency improvements and overhead reduction initiatives and leverage City grants.

#### Risks and Challenges:

CTI is anticipating a stable business environment until 2017 when one of the largest building tenants may move to their own building. This temporary revenue loss will be mitigated through occupancy by start-up companies. A proposed business accelerator program requires additional funding.



## CIVIC PARTNERS - Overview

### Business & Economic Development

#### **Tourism Calgary - Calgary Convention & Visitors Bureau (Tourism Calgary)**

Tourism Calgary works in partnership to increase the economic impact of the tourism economy by leveraging marketing budgets, aligning advertising and promotional activities, and identifying and developing 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 and visit. A Memorandum of Understanding was recently signed with the Calgary Hotel Association which will provide funding to Tourism Calgary from hotel fees collected by participating members of the Calgary Hotel Association.

#### **2015-2018 Strategic Priorities:**

- Generate incremental visitation and spend.
- Energize the Calgary brand.
- Work together as a destination to provide marketing and knowledge leadership, to increase the skill and expertise of the tourism industry.
- Build organizational excellence, to operate with the discipline and focus of a high-performing, private-sector marketing organization.

#### **Risks and Challenges:**

Tourism Calgary was negatively affected by the 2013 flood due to a reduction in operating revenues from rental revenue and faces a lease expiry of their largest tenant for main floor office space. Minimal increases to salaries and benefits pose challenges in Calgary's marketplace.

### Library Services

#### **Calgary Public Library Board (CPL)**

Through its network of 18 locations, welcoming over five million in-person visits annually, the CPL supports the dreams and aspirations of Calgarians of every age, ability, origin and financial capacity.

Key roles include: community-builder, connector and gathering place; supporter of learning and growth at every life stage; champion of literacy in every form; provider of openness and universal access; and, a 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.

#### **2015-2018 Strategic Priorities:**

- Provide consistent patron experience in all facilities and provide appealing, convenient locations to promote community building.
- Take the library out of buildings and into the community.
- Offer new technologies and access to digital content to patrons and foster digital literacy for Calgarians.
- Foster reading and provide access to a catalogue of more than two million items plus access through an extensive virtual library.
- Focus on those who most need the library, including those new to Canada, young children and families and those with physical or economic barriers.
- Identify and remove financial, operational, technological and physical barriers to make access seamless, convenient, easy and relevant.

#### **Risks and Challenges:**

As part of its Strategic Plan, the CPL plans to eliminate library card fees and anticipates a larger active membership base, which could affect costs due to increased demands for materials and decrease overhead due to lower fee processing costs. Revenues raised through the CPL Foundation are targeted to replace membership fees.

## CIVIC PARTNERS - Overview

### Parks, Recreation & Sport

#### **The Parks Foundation, Calgary (Parks Calgary)**

Parks Foundation, functioning as an agent for The City is a leading catalyst in leveraging opportunities and partners in creating parks, pathways and supporting amateur sports.

Parks Foundation raises funds and manages major capital projects. It administers funds raised by communities and schools for parks, playgrounds, and amateur sports; administers the granting program for amateur sports facilities and equipment; prioritizes playgrounds in areas of higher needs; facilitates sponsorship of memorial benches; provides all persons regardless of abilities the opportunity to garden; and supports a new urban farming initiative.

#### **2015-2018 Strategic Priorities:**

- Increase accessible recreation spaces through the Rotary/Mattamy Greenway project, with 138 kilometers of pathways connecting 55 communities, including up to 25 specialty parks and amenities.
- Provide marginalized groups the opportunity to garden.
- Provide free administration and accounting to community-led projects.
- Encourage healthy, active lifestyles by supporting organizations through the amateur sport grant program.
- Continue to work with The City of Calgary Environmental and Safety Management on the feasibility of Old Refinery Science Park.

#### **Risks and Challenges:**

Variable revenues account for 69 per cent of earned revenue from operations and present operational challenges. These revenues consist of administration and management cost recoveries, which depend on funds raised for, and construction costs incurred on, the projects.

#### **Lindsay Park Sports Society (Operating as the Talisman Centre for Sport and Wellness)**

Talisman Centre offers Calgarians and visitors of all ages and abilities affordable and accessible opportunities to engage in sport, recreation and wellness, with assistance programs in place to provide accessibility.

Talisman Centre is recognized as one of the top training and competition facilities in North America, drawing over 1.5 million visitors each year and supporting more than 10,000 amateur athletes. Almost every weekend, Talisman Centre hosts sport competitions that produce significant economic benefits to Calgary.

#### **2015-2018 Strategic Priorities:**

- Deliver on Council Priorities to help create a prosperous city, a city of inspiring neighborhoods, a healthy and green city, and a well-run city.
- Reinvest in the facility to ensure Talisman Centre remains a world class training and competition facility.
- Provide access for people of all ages and abilities including those in the downtown core, high performance athletes and low-income Calgarians.
- Follow the Talisman Centre's five-year strategic plan through to completion to increase profile on a local and national level; introduce new sport options; and increase organizational efficiency and effectiveness.
- Explore opportunities to expand the facility (in-skin and out-of-skin) to meet the growing needs of Calgarians.

#### **Risks and Challenges:**

Talisman Centre is currently experiencing a stable business environment. However, as new facilities and programs open in Calgary and as new facilities are built throughout the country the competitive environment may change. For these reasons, Talisman Centre must continue to evolve through strategic investment in facility maintenance, upgrades and enhancements.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Civic Partner Action Related to Strategy
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Implement the refreshed 10-year Economic Strategy for Calgary to firmly establish Calgary as a global business centre for energy and to further develop and diversify Calgary's economy.  P1.2 Coordinate business investment and attraction initiatives in Calgary through partnership, collaboration and coordination under the renewed 10-year Economic Strategy for Calgary.
P2 Advance purposeful economic diversification and growth.	P2.1 Foster growth, investment and expertise in a variety of sectors including economic development, innovation and creative industries.  P2.2 Diversify the economy through support to businesses providing the full spectrum of technologies.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.

P3.1 Enhance community development and economic diversification through collaboration and partnerships and engagement of multiple community stakeholders.

P5 Seek out partnerships with other governments and community partners to achieve community well-being.

P5.1 Work with multiple partners to leverage funding to provide educational programs and events for Calgarians.

P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.

P9.1 Support, promote and implement strategies under the Arts Development Strategy for Calgary - Living a Creative Life.

P10 Expand our library system and enhance access to technology and information.

P10.1 Expand the library system and services by diversifying service delivery models, strengthening partnerships, increasing outreach efforts and ensuring open access for all.

P10.2 Develop the New Central Library and open by 2018.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

P10 Expand our library system and enhance access to technology and information.

P10.3 Build new library branches to meet the needs of emerging communities and refurbish existing branches.

P10.4 Increase opportunities to access technology and to develop skills throughout the diverse library system.

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Civic Partner Action Related to Strategy
N2 Build resiliency to flooding.	<p>N2.1 Develop, seek funding and implement flood mitigation strategies as pertinent for Civic Partners.</p> <p>N2.2 Address Civic Partner service delivery and infrastructure impacts from 2013 flood and prepare for potential future events through strategic restoration, upgrades and adaptations.</p>
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	N5.1 Adapt facilities, programming and services among Civic Partner organizations to address changing community needs through various approaches including diversified service delivery and advanced technology.
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	N9.1 Provide spaces, services and resources at and surrounding Civic Partner organizations for citizens to connect (e.g., accessible parks systems and pathways, recreation facilities, arts and culture hubs and public spaces).

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.2 Invest in and maintain community assets offered at and through Civic Partner organizations to ensure great public spaces for Calgarians.

N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.

N10.1 Protect, restore, display, animate and promote heritage assets.

A prosperous  
city

A city of inspiring  
neighbourhoods

A city that  
moves

A healthy and  
green city

A well-run  
city

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

**Strategy Related to Council Outcome**

**Civic Partner Actions Related to Strategy**

H2 Encourage a broader range of innovative and clean energy technologies.

H2.1 Increase environmental efficiencies and innovative technologies among Civic Partner organizations.

H5 Protect and enhance our urban forest and natural landscape throughout Calgary.

H5.1 Implement strategies and plans to protect parks and natural landscape features located at Civic Partner locations.

H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.

H7.1 Provide options for active living through indoor and outdoor programs, attractions, facilities and locations.



A healthy and green city  
We steward our air, land, and water while encouraging  
healthy lifestyles for all Calgarians.

H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.

H8.1 Maintain lifecycle requirements and implement strategic upgrades to maximize capital investments.

H8.2 In partnership with The City of Calgary, run recreation facilities that support healthy and active lifestyles and are adaptive to community needs.

H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.

H9.1 Increase the connectivity of pathways and access to playgrounds and green space offered at and through Civic Partner organizations.

**A well-run city**  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Civic Partner Action Related to Strategy
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Maximize leveraging opportunities and cost reduction strategies.  W2.2 Demonstrate transparency and accountability practices through reporting and performance measurement focused on delivering value for money.
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Diversify and explore innovative service delivery models that adapt to changing markets and evolving needs of Calgarians.
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	W6.1 Develop and implement sound asset management practices.  W6.2 Leverage capital, lifecycle and maintenance funding to maximize capital investments and ensure quality customer experiences.

**CIVIC PARTNERS:** Operating Budget for Council Approval

For Council Approval

(Note: These amounts are grants that The City provides to individual Civic Partners)

<b>Civic Partners</b>							
<b>Total Operating Budget (\$000s) for Approval</b>							
	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 Total Budget (as at June 30)</b>	<b>2015 Total</b>	<b>2016 Total</b>	<b>2017 Total</b>	<b>2018 Total</b>
<b>Program 449</b>							
The Aero Space Museum Association of Calgary	214	216	216	224	233	241	250
Calgary Arts Development Authority Ltd.	5,393	5,440	5,441	5,416	5,619	5,828	6,045
Calgary Centre for Performing Arts	2,168	2,185	2,498	1,850	1,919	1,991	2,065
Calgary Convention Centre Authority (Calgary TELUS Convention Ctr.)	2,596	2,609	2,613	2,669	2,728	2,789	2,852
Calgary Economic Development Ltd.	5,285	4,780	4,785	4,964	5,149	5,341	5,540
Calgary Public Library Board	40,234	41,939	42,247	43,834	45,402	48,224	55,403
Calgary Science Centre and Creative Kids Museum (TELUS Spark)	2,034	1,909	1,911	1,983	2,057	2,133	2,213
Calgary Technologies Inc.	709	716	716	743	771	800	829
The Calgary Zoological Society	6,822	7,108	7,158	7,426	7,703	7,990	8,287
The Fort Calgary Preservation Society	963	978	982	1,019	1,057	1,096	1,137
Heritage Park Society	2,662	2,687	3,373	2,790	2,894	3,002	3,114
Lindsay Park Sports Society (Talisman Centre for Sport & Wellness)	1,196	1,207	1,208	1,253	1,300	1,349	1,399
Office of EDCP	665	671	1,946	600	600	600	600
The Parks Foundation, Calgary (*)	300	200	198	200	200	200	0
Tourism Calgary - Convention and Visitors Bureau	2,403	2,426	2,579	2,519	2,613	2,711	2,812
<b>Net</b>	<b>73,644</b>	<b>75,072</b>	<b>77,873</b>	<b>77,492</b>	<b>80,246</b>	<b>84,296</b>	<b>92,546</b>
FTEs	3	1	3	1	1	1	1
Revenues	(172)	(1,130)	(520)				
Expenditures	74,849	78,453	78,769	77,492	80,246	84,296	92,546
Recoveries	(1,033)	(2,251)	(376)				
<b>Net</b>	<b>73,644</b>	<b>75,072</b>	<b>77,873</b>	<b>77,492</b>	<b>80,246</b>	<b>84,296</b>	<b>92,546</b>

(\*) Parks Foundation - One Time funding through Legacy Fund

## CP: Civic Partners - Capital Budget Overview

Funding for Capital Projects	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	180	180	180	180	0	720
Community Investment Reserve	3,500	3,500	3,500	3,500	0	14,000
Pay-As-You-Go	6,274	6,274	6,274	6,274	0	25,096
<b>Total Funding</b>	<b>9,954</b>	<b>9,954</b>	<b>9,954</b>	<b>9,954</b>	<b>0</b>	<b>39,816</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
479-003	Library Lifecycle Grant	M	A	11,600	-	12,548	3,137	3,137	3,137	3,137	-	12,548	
<b>Total Program 479 : Calgary Public Library Branch</b>				11,600	-	12,548	3,137	3,137	3,137	3,137	-	12,548	
-----													
626-096	Convention Centre - Lifecycle	M	A	1,420	-	720	180	180	180	180	-	720	
<b>Total Program 626 : Telus Convention Centre</b>				1,420	-	720	180	180	180	180	-	720	
-----													
633-002	Civic Partners Infrastructure Grant	M	A	18,300	-	26,548	6,637	6,637	6,637	6,637	-	26,548	
<b>Total Program 633 : Capital Investment in Civic Partners</b>				18,300	-	26,548	6,637	6,637	6,637	6,637	-	26,548	
				31,320	-	39,816	9,954	9,954	9,954	9,954	-	39,816	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

**Program 479 : Calgary Public Library Branch**

**Project 479-003: Library Lifecycle Grant**

**Previously Approved Budget up to 2014** of \$11.6 million with funding from Pay-As-You-Go \$8.2 million and Lifecycle Maintenance & Upgrade Reserve \$3.4 million.

**New Budget Request** of \$12.548 million to cover ongoing lifecycle and upgrade projects that maintain existing library assets. Funding from Pay-As-You-Go.

**Program 626 : Telus Convention Centre**

**Project 626-096: Convention Centre Lifecycle**

**Previously Approved Budget up to 2014** of \$1.42 million with funding from Telus Convention Centre Reserve.

**New Budget Request** of \$720 thousand to cover the ongoing maintenance of assets. Funding from Telus Convention Centre Reserve.

**Program 633 : Capital Investment in Civic Partners**

**Project 633-002: Civic Partners Infrastructure Grant**

**Previously Approved Budget up to 2014** of \$18.3 million with funding from Community Investment Reserve \$10.1 million and Pay-As-You-Go \$8.2 million.

**New Budget Request** of \$26.548 million to cover ongoing lifecycle and upgrade projects that maintain existing Civic Partners assets. Funding from Community Investment Reserve \$14 million and Pay-As-You-Go \$12.548 million.

**CP: Civic Partners - Capital Budget for Council Approval**

For Council Approval
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Civic Partners						
Capital Budget (\$000s) for Approval (Totals may not add due to rounding)						
	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	57,730	0	0	0	0	57,730
<b>Projects Requiring Approval</b>						
<i>Program 479 : Calgary Public Library Branch</i>	3,137	3,137	3,137	3,137	0	12,548
<i>Program 626 : Telus Convention Centre</i>	180	180	180	180	0	720
<i>Program 633 : Capital Investment in Civic Partners</i>	6,637	6,637	6,637	6,637	0	26,548
<b>Total Projects Requiring Approval</b>	<b>9,954</b>	<b>9,954</b>	<b>9,954</b>	<b>9,954</b>	<b>0</b>	<b>39,816</b>
Total Capital Budget	67,684	9,954	9,954	9,954	0	97,546

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Calgary Police Service



Tab4

Tab3

Tab2  
Calgary Police Service

Tab1



## Calgary Police Service - Overview

The Calgary Police Service (CPS) business plan outlines the commitments, strategies and actions that will support our mission to maximize public safety in Calgary.

In the last business cycle, the CPS made great strides in achieving its mission, as well as addressing the needs of Calgary's growing population and increasing demands for service. This was achieved in part through more efficient and effective deployment of resources as well as budget growth that allowed for a focus on specific issues and crime trends.

By working with strong community partners such as Alberta Health Services, Community and Neighbourhood Services, Home Front and Calgary school boards, the CPS deployed approximately 40 integrated teams to address youth and families at risk, mental health issues, and domestic violence. Research demonstrates that this approach along with crime prevention and early intervention, are effective in reducing crime and victimization in the community.

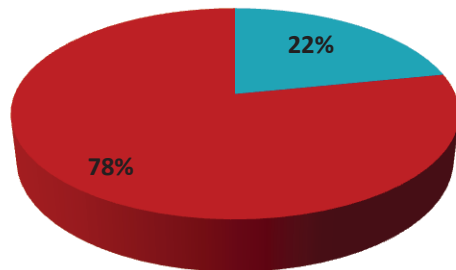
During this business cycle, the CPS will continue to address the needs of a growing city through:

- Leveraging technology to create further operational efficiencies allowing our members to focus more effectively on community concerns and crime issues.
- Continuing to reduce crime through crime prevention, intervention and reduction programs.
- Finding efficiencies such as expanding the police Auxiliary Cadet Program to increase levels of service and improve recruitment opportunities.
- Delivering effective and relevant training to our members.
- Providing health and wellness supports for members, that ensures the CPS is best positioned to confront crime and ensure citizen safety.

By continuously seeking to improve how business is done and using resources with accountability and transparency, the CPS will ensure the best service possible is being provided to the community.

In order to better manage the impacts of anticipated population growth, changes in demographics, increasing diversity and the ever growing complexity of crime, the CPS will continue to find and reinvest benefits from efficiencies. With these efficiencies in mind, it is expected that existing service levels will be maintained through 2015 and 2016. However, as a result of Calgary's economic forecast, it is expected that population growth will continue, while at the same time making the city more attractive to criminals. These increasing pressures will significantly challenge the CPS to maintain service delivery levels to the community in 2017 and 2018.

**Calgary Police Service**  
**Share of Tax Supported Net Operating Budget**  
**City Wide Total Tax Support: \$1,640 Million**



■ Calgary Police Service    ■ Other Tax Supported Operations

(City wide tax support amount is the average common revenues less corporate costs & debt servicing)

## Calgary Police Service - Overview

### Trends

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- Demographic risk factors and criminal behaviour are impacted as Calgary's population continues to rise (for example: aging population and economic crime).
- CPS must continue to explore opportunities to collaborate with diverse cultural backgrounds within the community.
- Financial and commercial crime, cyber-crime, the globalization of organized crime, and the heightened focus on national security and terrorism threats have also expanded the focus of police work.
- Social protests will continue in Calgary in response to both local and international issues.
- Funding constraints continue to demonstrate the importance of community partnerships, implementation of organizational efficiencies, and community engagement.
- Collaboration among community partners continues to be an effective approach to addressing youth at risk, mental health issues, social issues and criminal issues.
- According to the Calgary Police Commission 2014 Citizen Survey house break-ins/break and enter, traffic violations, assault causing injury, drug law enforcement and illegal gang activities were primary concerns in the city.
- Environmental events such as the 2013 flood require strong incident command, preparation, communications and an understanding of the roles of various stakeholders under an emergency management framework.
- Increased use of social media has implications for how crime is committed, reported, investigated, and disclosed.
- The evolving technology environment requires a dynamic approach to police communications with citizens.
- New technology and information initiatives bring with them a range of implications for change management, training, policy development, risk management, resourcing (both financial and personnel) and

legal/privacy concerns.

- Legal changes and complex court requirements will continue to be a reality for investigators. Policing practices and procedures are being redefined by the Supreme Court.

### Long-Term Plans

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imagineCALGARY targets #103-105 highlight the issue of Calgarians feeling safe in their neighbourhoods and the downtown area. The CPS is one of the main contributors to ongoing initiatives to address citizen safety, as well as perceptions of safety.

The Municipal Development Plan includes several objectives related to the safe design of public spaces and buildings. The CPS assists accomplishing this through the application of Crime Prevention through Environmental Design(CPTED) principles.

In addition to the City long term plans, the CPS also utilizes the Crime Prevention and Reduction Continuum as a key strategic approach to confronting crime in the community.

### Citizen Engagement

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Key components of community policing are understanding and addressing the needs of citizens. Apart from the City's formal citizen engagement the CPS utilizes several avenues to communicate with the public such as social media, public interactions, and building robust relationships with community members through the diversity resource officers. In addition, the Calgary Police Commission conducts a citizen survey annually that helps the CPS to understand citizen needs and perceptions. The CPS takes information from all the engagement activities into consideration when developing the Business Plan and Budget.

## Calgary Police Service - Overview

### Council Priorities

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The Calgary Police Service supports the vision for Calgary to be a great place to make a living, a great place to make a life. Through the 2015-2018 Action Plan, the Calgary Police Service is addressing all five of the Council Priorities through the Commitments, Strategies and Actions.

**A prosperous city:** Focusing on partnerships that address crime and public safety needs, the CPS can help ensure that Calgary remains a safe and attractive place to live, work and raise a family.

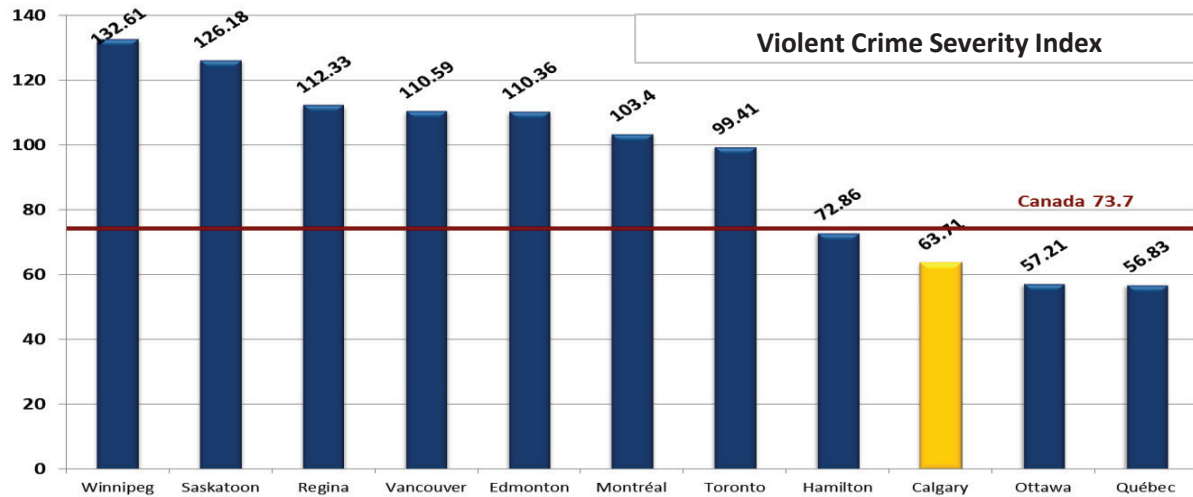
**A city of inspiring neighbourhoods:** Ensuring Calgarians are safe in neighbourhoods across the city is a priority for the Calgary Police Service. The CPS has a strong community policing philosophy that addresses the needs of all citizens through crime prevention and education, crime reduction and early intervention, and enforcement.

**A city that moves:** Through a comprehensive traffic safety plan that aligns with the strategies of other City departments and community groups the CPS will support the safe movement of people and goods throughout the city.

**A healthy green city:** Through robust environmental initiatives, the Calgary Police Service has a strong commitment to conserve and protect the environment.

**A well run city:** The CPS will ensure the best service possible to our community by improving how we do business and providing members with relevant training, skills, and technology.

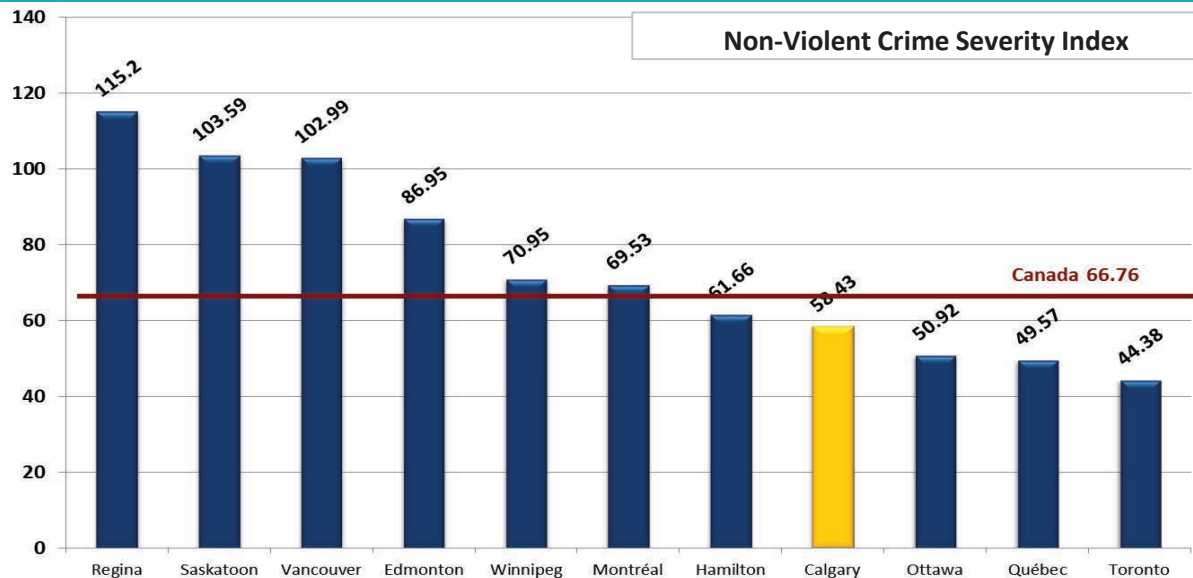
## CPS: Calgary Police Service - Benchmarking



The Violent Crime Severity Index is a statistical measure developed by Statistics Canada. It is designed to measure the relative seriousness of crime within a community.

After seeing year over year decreases since 2005, the Calgary Violent Crime Severity Index has remained stable between 2012 and 2013. Calgary remains well below the national and provincial values.

*Source: Canadian Centre for Justice Studies, Police Reported Crime in Canada, 2013.*

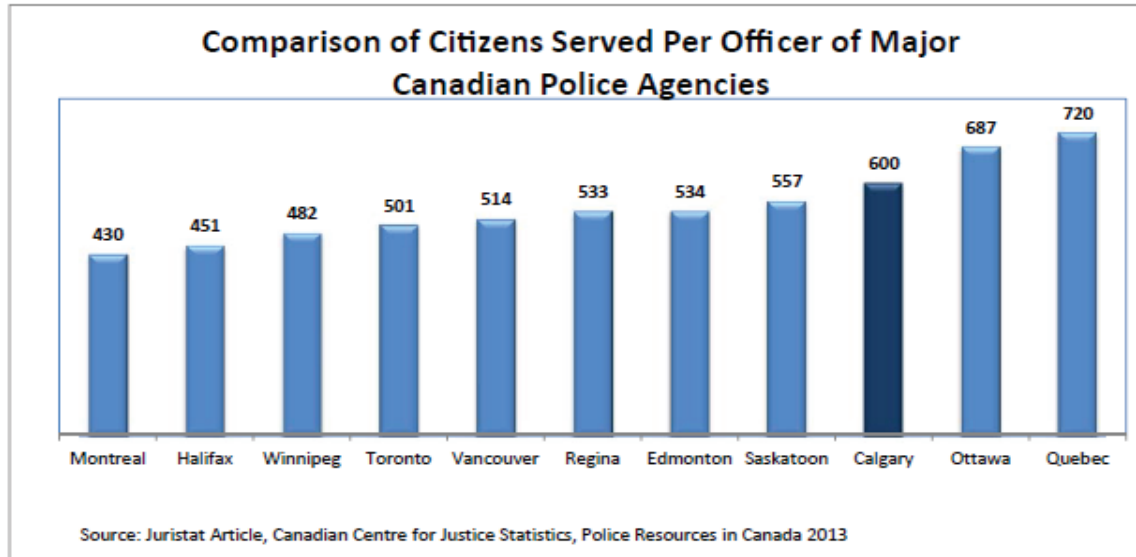


The Non-Violent Crime Severity Index developed by Statistics Canada is designed to measure relative seriousness of non-violent crime within a community.

After declining since 2003, the Non-Violent Crime Severity Index for Calgary (Municipal) was stable between 2012-2013.

*Source: Canadian Centre for Justice Studies, Police Reported Crime in Canada, 2013.*

## CPS: Calgary Police Service - Benchmarking



The Calgary Police Service serves more citizens with fewer officers than most other cities in Canada.

Calgary Police Commission  
 Recommends For Council Approval

**Calgary Police Service Commitment:**

Strengthen Community Policing. We continue to recognize the need for community partnerships and strive to enhance those relationships to make Calgary an even safer place to live, work and raise a family.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

**Strategy Related to Council Outcome**

CPS-P1 Work collaboratively with internal and external partners to address crime and public safety needs.

**Calgary Police Service Action Related to Strategy**

CPS-P1.1 Continue to work together with community partners on a comprehensive youth strategy focused on prevention, education, and early intervention.

CPS-P1.2 Work with social agencies, justice and community partners to better address policing needs of vulnerable populations.

CPS-P1.3 Increase support to victims of crime and their families through comprehensive, coordinated services.

CPS-P1.4 Coordinate strategies with the Crown, Alberta Justice and Corrections Canada to manage repeat offenders.

CPS-P1.5 Foster relationships with corporate partners to address economic cyber-crime.

**Calgary Police Service Commitment:**

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A prosperous city  
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there is opportunity for all, and the best place in Canada  
to start and grow a business.

CPS-P1 Work collaboratively with internal and external partners to address crime and public safety needs.

CPS-P1.6 Collaborate with Public Safety Communications to monitor service level agreements.

CPS-P1.7 Increase interoperability with CEMA and other key partner agencies to ensure a seamless response to major incidents and natural disasters.

Calgary Police Commission  
 Recommends For Council Approval

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 to start and grow a business.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM1 Percentage of CPS partners reporting that the collaborative approach to crime prevention and reduction is positively impacting social issues in the community.	NA	NA	NA	Increase	Increase	Increase	Increase
P.PM2 Implementation of Integrated School Support Program.	NA	NA	NA	Evaluation Report Complete	Expand to 3 schools	TBD	TBD
P.PM3 Number of youths not engaged in crime after participation in the Youth at Risk Development Program.	NA	NA	NA	60 Youth	90 Youth	Maintain	Maintain
P.PM4 Reported positive change in 'constructive use of time' by youth participating with Multi-Agency School Support Team.	NA	NA	NA	Maintain	Maintain	Maintain	Maintain
P.PM5 Improved use of social services among parents of Multi-Agency School Support Team participants.	NA	NA	NA	Maintain	Maintain	Maintain	Maintain
P.PM6 Interoperability with CEMA and other key partner agencies in response to major incidents and natural disasters.	NA	NA	NA	Increase	Increase	Increase	Increase



Calgary Police Commission  
 Recommends For Council Approval

**Calgary Police Service Commitment:**  
 Strengthen Community Policing. The Calgary Police Service plays a key role in addressing community safety, as well as ensuring all citizens feel safe.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

**Strategy Related to Council Outcome**

CPS-N1 Confront crime and improve community safety.

**Calgary Police Service Action Related to Strategy**

CPS-N1.1 Further develop methods to identify and investigate hate crimes.

CPS-N1.2 Concentrate investigative efforts on child exploitation, human trafficking, and vice offences.

CPS-N1.3 Increase emphasis on a wide range of economic crimes.

CPS-N1.4 Develop, implement and sustain a self registry database for persons with disabilities to provide critical information to emergency workers.

CPS-N1.5 Utilize and refine large scale data analytics such as Intelligence Led Policing-Palantir, Facial Recognition Software, Body Worn Camera and In-car Digital Video.

Calgary Police Commission  
Recommends For Council Approval

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CPS-N2 Deliver timely and quality investigations to ensure investigative excellence.

CPS-N2.1 Strengthen the CPS criminal intelligence model.

CPS-N2.2 Conduct a feasibility study for a DNA lab in Calgary.

CPS-N2.3 Establish investigative best practices and maintain these through quality assurance processes.

CPS-N3 Ensure policing practices respond to the needs of an increasingly diverse community.

CPS-N3.1 Identify and address gaps within our diversity initiatives, focusing on frontline response, youth crime prevention, intervention and education, and community engagement.

CPS-N3.2 Develop and sustain a pool of certified interpreters and translators to be utilized by police and other local and provincial governmental agencies.

CPS-N4 Enhance communication with citizens to link community needs to police response.

CPS-N4.1 Expand the Services' digital presence and communication with the public. Enhance the Police and Community Awareness Programme.

Calgary Police Commission  
Recommends For Council Approval

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Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

CPS-N4 Enhance communication with citizens to link community needs to police response.

CPS-N4.2 Increase citizen use and awareness of the CPS online reporting option and continue to research alternative methods, including social media.

CPS-N5 Refine the Service-wide Crime Management Strategy to ensure maximum coordination of police resources.

CPS-N5.1 Develop a coordinated service-wide offender management strategy to be embedded in the Crime Management Strategy.

CPS-N5.2 Incorporate intelligence and threat assessment priorities into the Crime Management Strategy.

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

Calgary Police Commission  
Recommends For Council Approval

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and has the opportunity to participate in civic life.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM1 Violent Crime Severity Index.	61.66	63.71	NA	Reduce	Reduce	Reduce	Reduce
N.PM2 Non-Violent Crime Severity Index.	58.63	58.43	NA	Reduce	Reduce	Reduce	Reduce
N.PM3 Call response time (Priority 1).	6.7	6.9	NA	Maintain	Maintain	Maintain	Maintain
N.PM4 Report on the top citizen crime concerns from the Calgary Police Commission Citizen Survey.	NA	NA	NA	Quarterly Reporting	Quarterly Reporting	Quarterly Reporting	Quarterly Reporting
N.PM5 Percentage of citizens who believe that neighbourhood crime rates have increased over the previous 12 month period.	14%	11%	NA	Maintain/Decrease	Maintain/Decrease	Maintain/Decrease	Maintain/Decrease
N.PM6 Percentage of citizens who strongly or somewhat agree that "Calgary is a safe city to live in".	95%	96%	NA	Maintain/Increase	Maintain/Increase	Maintain/Increase	Maintain/Increase
N.PM7 Overall percentage of citizens who strongly agree that CPS "adequately communicates crime issues and trends to the community".	32%	33%	NA	Maintain/Increase	Maintain/Increase	Maintain/Increase	Maintain/Increase
N.PM8 Website visits to online reporting page.	NA	15, 172	NA	20,000	26,000	34,000	44,000
N.PM9 Number of Twitter followers.	16,271	52,232	NA	62,200	65,000	67,500	70,000
N.PM10 The number of Police and Community Awareness Program subscribers.	NA	4, 204	NA	8,500	20,000	32,500	55,000

Calgary Police Commission  
 Recommends For Council Approval

**Calgary Police Service Commitment:**

Strengthen Community Policing. The Calgary Police Service provides support to maximize traffic safety in communities and on major roadways.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Strategy Related to Council Outcome**

CPS-M1 Promote the safe mobility of all road users by implementing the CPS Traffic Safety Plan.

**Calgary Police Service Action Related to Strategy**

CPS-M1.1 Reduce injury and fatal collisions involving vehicles, pedestrians and cyclists, in Calgary communities and major roadways through education and targeted enforcement.

CPS-M1.2 Continue to coordinate strategies in partnership with City departments and community based groups to achieve a common goal of traffic safety through the Calgary Safer Mobility Plan.

CPS-M1.3 Respond to and address Traffic Service Requests from citizens.

Calgary Police Commission  
Recommends For Council Approval

**Calgary Police Service Commitment:**  
Strengthen Community Policing. The Calgary Police Service provides support to maximize traffic safety in communities and on major roadways.

A city that moves  
People and goods can move well and safely throughout the city,  
using a variety of convenient, affordable, accessible and  
efficient transportation choices.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
M.PM1 Rate of fatal traffic collisions per 100,000 population.	2.3	3.3	NA	Reduce	Reduce	Reduce	Reduce
M.PM2 Rate of non-fatal traffic collisions per 100,000 population.	2,823.9	3,142.0	NA	Reduce	Reduce	Reduce	Reduce
M.PM3 Rate of Criminal Code impaired offences per 100,000 population.	297.4	244.7	NA	Reduce	Reduce	Reduce	Reduce
M.PM4 Rate of collisions involving vulnerable road users per 100,000 population (pedestrians, cyclists, motorcyclists).	94.2	90.4	NA	Reduce	Reduce	Reduce	Reduce
M.PM5 Number of reportable collisions at intersections using automated enforcement measures (speed-on-green, red light cameras).	1,656	1,770	NA	Reduce	Reduce	Reduce	Reduce
M.PM6 Citizen satisfaction with Traffic Service Requests (TSRs).	NA	NA	NA	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase

Calgary Police Commission  
 Recommends For Council Approval

**Calgary Police Service Commitment:**  
 The Calgary Police Service is committed to environmental leadership to conserve, protect and improve the environment.

A healthy and green city  
 We steward our air, land, and water while encouraging  
 healthy lifestyles for all Calgarians.

**Strategy Related to Council Outcome**

CPS-H10 Demonstrate leadership in responsible environmental management practices and energy use.

**Calgary Police Service Action Related to Strategy**

CPS- H10.1 Further develop and implement environmental initiatives and programs including green programs and recycling.

CPS-H10.2 Continue to implement Leadership in Energy and Environmental Design (LEED) projects.

CPS-H10.3 Continue commitment to ISO 14001 environmental management certification.

Calgary Police Commission  
 Recommends For Council Approval

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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM1 Percentage of reduction in energy usage.	NA	NA	NA	Increase	Increase	Increase	Increase
H.PM2 Percentage of reduction in water usage.	NA	NA	NA	Increase	Increase	Increase	Increase
H.PM3 Percentage of waste diversion.	NA	NA	NA	Increase	Increase	Increase	Increase



Calgary Police Commission  
 Recommends For Council Approval

**Calgary Police Service Commitment:**  
 Foster a strong workplace community. Maintain citizen satisfaction and confidence by delivering quality service while effectively utilizing information, technology and infrastructure.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Strategy Related to Council Outcome**

**Calgary Police Service Action Related to Strategy**

CPS-W1 Retain and recruit quality people.

CPS-W1.1 Implement and sustain diverse avenues for the recruitment of members.

CPS-W1.2 Develop retention and engagement strategies that includes members at all stages in their careers.

CPS-W1.3 Develop an integrated Human Resources Information System.

CPS-W2 Train and educate all members to support the delivery of exceptional service.

CPS-W2.1 Implement an integrated learning strategy that aligns with CPS organizational goals.

CPS-W2.2 Continue to advance the use of technology enhanced learning to provide accessible and affordable training for members.

CPS-W2.3 Enhance leadership learning opportunities for all members.

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CPS-W2 Train and educate all members to support the delivery of exceptional service.

CPS-W2.4 Expand the District Training Officer curriculum in the areas of criminal procedure, investigative processes and engagement with diverse communities.

CPS-W2.5 Utilize Westwinds lecture hall for internal and partner training opportunities, as well as a staging area for emergency events.

CPS-W3 Align member development activities with the current vision of policing.

CPS-W3.1 Implement a revised sworn member performance management system.

CPS-W4 Provide a supportive, healthy and professional work environment for all members.

CPS-W4.1 Improve awareness and understanding of Health and Wellness services to members within all areas of the Service.

CPS-W4.2 Implement practices and programs that foster a supportive and professional work environment for all members.

CPS-W4.3 Continue to work in partnership with University of Calgary around gender diversity.

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CPS-W5 Demonstrate the accountable use of financial resources.

CPS-W5.1 Provide timely and relevant financial reporting that demonstrates accountable and transparent use of public funds.

CPS-W6 Continue to explore innovative ways to service delivery models.

CPS-W6.1 Evaluate the current crime scene investigative model.

CPS-W6.2 Develop and implement Service-wide Coordinated Operational Strategy Processes.

CPS-W6.3 Integrate the Real Time Operations Centre Service Delivery Model into all Divisions.

CPS-W6.4 Ensure effective Incident Command throughout the CPS.

CPS-W6.5 Modify the frontline deployment model to account for increasing workload demands, supervisory requirements, city growth and financial sustainability.

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CPS-W7 Strengthen the evaluation framework for programs in the Crime Prevention and Reduction Continuum.

CPS-W7.1 Continue to partner with external research consultants to apply an evaluative framework to the Crime Prevention and Reduction Continuum.

CPS-W8 Explore relevant methodologies and metrics to establish a common understanding of the roles police play in community safety.

CPS-W8.1 Participate in the Sustainable Policing in Canada three year research study involving academic partners and police agencies across Canada.

CPS-W8.2 Engage citizens to obtain feedback on services required.

CPS-W9 Utilize project management principles to ensure quality projects are completed on-time, in-scope and on-budget.

CPS-W9.1 Establish Service-wide project management coordination to facilitate and support the CPS project management framework.

CPS-W9.2 Set a standardized method to prioritize Service projects and workload.

CPS-W10 Enhance policing operations through the implementation of effective technologies.

CPS-W10.1 Establish and deliver a Service-wide technology roadmap.

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CPS-W10 Enhance policing operations through the implementation of effective technologies.

CPS-W10.2 Leverage technology to further automate business processes and recognize efficiencies.

CPS-W10.3 Continue to utilize and evaluate electronic monitoring technology in the management of offenders.

CPS-W10.4 Partner with National Policing Services and RCMP to implement real-time identification technology for fingerprints and criminal record information.

CPS-W10.5 Maximize real time information access for officers through the Mobility strategy.

CPS-W10.6 Operationalize body-worn cameras.

CPS-W11 Leverage data and information to inform organizational decisions and address community safety.

CPS-W11.1 Ensure effective implementation of the new records management system.

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CPS-W11 Leverage data and information to inform organizational decisions and address community safety.

CPS-W12 Develop and manage internal communications.

CPS-W13 Continue to identify and fulfill the infrastructure requirements of the Service.

CPS-W11.2 Establish and implement an information management roadmap, with the support of external vendors.

CPS-W11.3 Assess privacy related risk and strengthen information privacy protection guidelines.

CPS-W12.1 Continue to improve the quality of communication and facilitate increased collaboration across the Service.

CPS-W13.1 Meet or exceed Occupational Health & Safety regulations, industry standards, and environmental requirements.

CPS-W13.2 Provide the infrastructure for a Forensics and Ballistics testing facility.

CPS-W13.3 Complete the Westwinds Evidence and Property Warehouse.

CPS-W13.4 Pursue land acquisition and development for a new driving training track.

Calgary Police Commission  
Recommends For Council Approval

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CPS-W13 Continue to identify and fulfill the infrastructure requirements of the Service.

CPS-W13.5 Sustain core IT infrastructure.

CPS-W13.6 Explore relocation alternatives of the Aero Centre and Court Services Centre.

Calgary Police Commission  
Recommends For Council Approval

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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM1 Percentage of employees who strongly agree with the statement "Overall, I am generally satisfied with my workplace environment".	28%	32%	NA	Increase	Increase	Increase	Increase
W.PM2 Employee Engagement Index Score.	27%	31%	NA	Increase	Increase	Increase	Increase
W.PM3 Percentage of sworn employee completing modules in criminal procedures, investigative processes, and engagement with diverse communities.	NA	NA	NA	Increase	Increase	Increase	Increase
W.PM4 The number of members who have attended non-recruit Chief Crowfoot Learning Centre training courses.	NA	NA	NA	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
W.PM5 Level of employee agreement with the statement: "I was able to apply skills and knowledge from Chief Crowfoot Learning Centre training courses".	NA	NA	NA	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
W.PM6 Percentage of employees who have reported an improvement in their overall wellness after participating in the CPS wellness programs and supports.	NA	NA	NA	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase



Calgary Police Service - Performance Measures for Council Approval

Calgary Police Commission  
Recommends For Council Approval

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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM7 Formalize processes and compliance measures for service-wide Coordinated Operational Strategy Processes.	NA	NA	NA	Complete Processes Development	Establish Compliance Measures	NA	NA
W.PM8 Conduct gap analysis and development of processes to increase situational awareness and effective decision making of Incident Commanders.	NA	NA	NA	Complete gap analysis	Implement processes	NA	NA
W.PM9 Create efficiencies by sharing facilities and technology between the Real Time Operations Centre and Major Events and Emergency Management Unit.	NA	NA	NA	N/A	Completion	NA	NA
W.PM10 Number of operational efficiencies obtained through expansion of roles and responsibilities of Auxiliary Cadets.	NA	NA	NA	Increase	Increase	Increase	Increase
W.PM11 Technology Roadmap development.	NA	NA	NA	Service-wide consultative process	Integrate road-map service-wide	NA	NA
W.PM12 Information Roadmap development.	NA	NA	NA	Complete service-wide consultation.	Complete roadmap	NA	NA

## Calgary Police Service - Operating Budget Overview

Calgary Police Service							
Total Operating Budget (\$000s) (Totals may not add due to rounding)							
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	417,224	438,378	445,722	451,190	454,712	458,618	459,928
Recoveries	(2,895)	(3,234)	(1,900)	(2,600)	(2,600)	(2,600)	(2,600)
Revenue	(97,159)	(98,529)	(94,071)	(94,582)	(94,974)	(95,407)	(95,781)
Net	317,170	336,615	349,751	354,008	357,138	360,611	361,547
FTEs	2,668.0	2,708.0	2,758.0	2,768.0	2,768.0	2,768.0	2,768.0

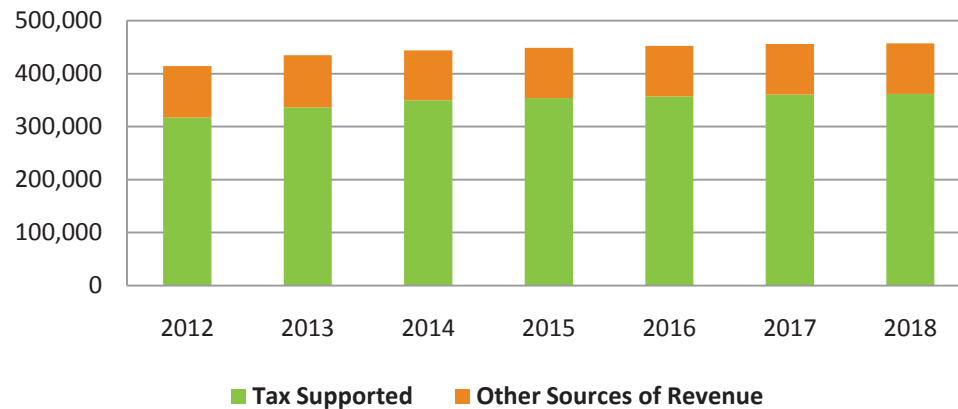
### Operating Budget Highlights

The Calgary Police Service (CPS) reviews its operations in detail on an ongoing basis for efficiency and effectiveness. We have been able to achieve efficiency savings in numerous areas, which have been reinvested to further our operations with the existing budget funding.

Population is projected to increase over the next four years. The increase along with the changing demographics will put increasing pressure on CPS.

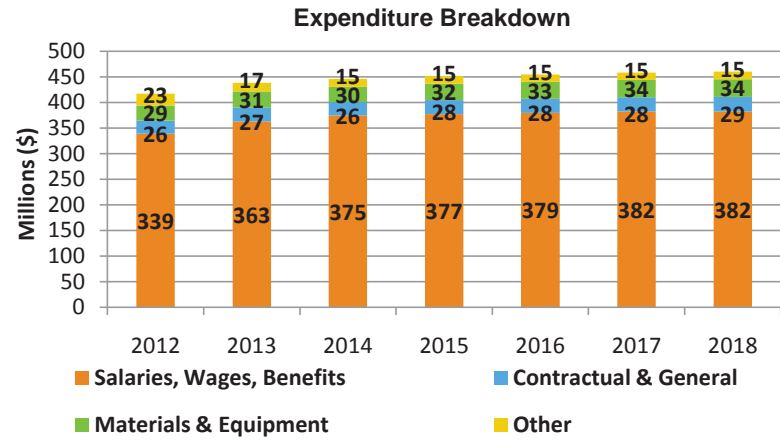
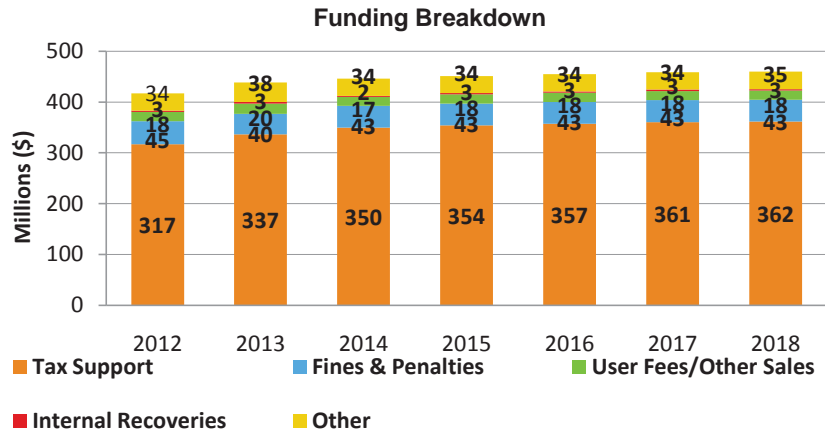
The Service will continue to seek out efficiency savings and reinvest into operations to sustain existing services and attempt to mitigate inflationary impacts and growth increases.

Calgary Police Service  
Funding of Operating Expenditures (Net of Recoveries)  
(\$000s)



## Calgary Police Service - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Major revenue sources include; The Provincial \$16 per capita municipal policing assistance grant (\$18.6 million) and the Police Officer New Hires Grant (\$12.3 million), fines & penalties (\$43.0 million), Safe Community Initiatives and third party funded initiatives (\$12.8 million).

**Expenditures** - 84 per cent of the operating expenditures are salary related. The remainder covers the cost of equipment, training, vehicles, facilities and technology.

## Calgary Police Service - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	349,751	354,008	357,138	360,611
Less: Previous Year One Time	(30)	0	0	0
Base	349,721	354,008	357,138	360,611
Efficiency Gains	0	0	0	0
Inflation	2,787	3,130	3,473	936
Service and Budget Increase	1,500	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	0	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>4,287</b>	<b>3,130</b>	<b>3,473</b>	<b>936</b>
<b>Total Budget</b>	<b>354,008</b>	<b>357,138</b>	<b>360,611</b>	<b>361,547</b>

- Inflationary increases are estimated at \$2.8 million in 2015, \$3.1 million in 2016, \$3.5 million in 2017, and \$936 thousand in 2018. The majority of the inflation allocated is for collective bargaining agreements and the remainder for contractual services and materials & equipment increases.
- Additional funding of \$1.5 million and 10 positions was approved to

assist in keeping up with a growing city and address expanding city boundaries.

- The Service will continue to seek out efficiency savings and reinvest into operations to sustain existing services and attempt to mitigate inflationary impacts and growth increases.

<b>TCA Depreciation (\$000s) - Calgary Police Service</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
14,603	13,406	11,760	10,646

TCA Depreciation content is presented for information only.

**Calgary Police Service - Operating Budget for Council Approval**

Calgary Police Commission Recommends For Council Approval

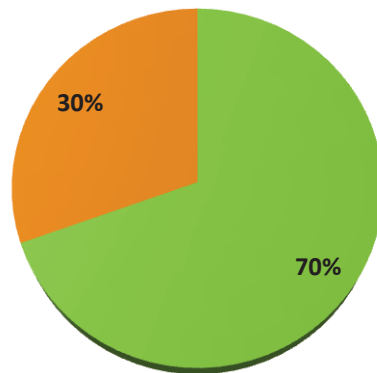
<b>Calgary Police Service</b>															
<b>Total Operating Budget (\$000s) for Approval</b> (Totals may not add due to rounding)															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	417,224	438,378	445,722	451,190	0	451,190	454,712	0	454,712	458,618	0	458,618	459,928	0	459,928
Recoveries	(2,895)	(3,234)	(1,900)	(2,600)	0	(2,600)	(2,600)	0	(2,600)	(2,600)	0	(2,600)	(2,600)	0	(2,600)
Revenue	(97,159)	(98,529)	(94,071)	(94,582)	0	(94,582)	(94,974)	0	(94,974)	(95,407)	0	(95,407)	(95,781)	0	(95,781)
Net	317,170	336,615	349,751	354,008	0	354,008	357,138	0	357,138	360,611	0	360,611	361,547	0	361,547
FTEs	2,668.0	2,708.0	2,758.0	2,768.0	0.0	2,768.0	2,768.0	0.0	2,768.0	2,768.0	0.0	2,768.0	2,768.0	0.0	2,768.0

## CPS: Calgary Police Service - Capital Budget Overview

Calgary Police Service						
Capital Budget (\$000s) Overview (Totals may not add due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	7,640	14,290	14,290	14,290	0	50,510
Total Business Unit Capital Budget	7,640	14,290	14,290	14,290	0	50,510

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Calgary Police Service**  
**New Capital Budget Requests by Project Type**  
 (2015-\*2019+)  
 Total \$51 Million



■ Maintenance ■ Upgrades

The Calgary Police Service 2015-2018 capital budget includes \$50.5 million of capital requests to support the four year business plan and maintain front line services.

**Maintenance/Replacement** - \$35.1 million for lifecycle maintenance of red light cameras, facilities, telecommunication and technology equipment and replacement of police vehicles.

**Upgrades** - \$15.4 million for facility and computer infrastructure upgrades.

Funding sources include a combination of Pay-As-You-Go and Reserves.

## CPS: Calgary Police Service - Capital Budget Overview

Funding for Capital Projects	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	1,640	8,290	8,290	8,290	0	26,510
Pay-As-You-Go	6,000	6,000	6,000	6,000	0	24,000
<b>Total Funding</b>	<b>7,640</b>	<b>14,290</b>	<b>14,290</b>	<b>14,290</b>	<b>0</b>	<b>50,510</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
031-315	Police Equipment - Replacement	M	C			3,400	850	850	850	850	-	3,400	
031-318	Red Light Enforcement Project	M	C			6,560	1,640	1,640	1,640	1,640	-	6,560	
<b>Total Program 031 : Police Equipment</b>				-	-	9,960	2,490	2,490	2,490	2,490	-	9,960	
-----													
032-330	Telecom Equip. - Replacement	M	C			5,220	1,420	1,125	1,625	1,050	-	5,220	
<b>Total Program 032 : Police Communication System</b>				-	-	5,220	1,420	1,125	1,625	1,050	-	5,220	
-----													
037-370	Vehicles - Replacement	M	C			19,950	-	6,650	6,650	6,650	-	19,950	
<b>Total Program 037 : Police Vehicles</b>				-	-	19,950	-	6,650	6,650	6,650	-	19,950	
-----													
038-381	Infrastructure Upgrade - Int./Ext.	U	C			7,080	1,530	1,875	1,275	2,400	-	7,080	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 038 : Police Facilities</b>				-	-	7,080	1,530	1,875	1,275	2,400	-	7,080	
-----													
039-394	Computer Equipment - Upgrades	U	C			8,300	2,200	2,150	2,250	1,700	-	8,300	
<b>Total Program 039 : Police Computer System</b>				-	-	8,300	2,200	2,150	2,250	1,700	-	8,300	
-----													
-----				-	-	50,510	7,640	14,290	14,290	14,290	-	50,510	
=====													

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

#### Explanation of Budget Requests

##### **Program 031 : Police Equipment**

###### **Project 031-315 Police Equipment - Replacement**

New Budget Request of \$3.4 million for Calgary Police Service (CPS) equipment requirements, with funding from Pay-As-You-Go.

Operating impact of Capital - none.

###### **Project 031-318 Red Light Enforcement**

New Budget Request of \$6.56 million for the ongoing Red Light Enforcement program, funded from the Calgary Police Service (CPS) Capital Financing Reserve.

Operating impact of Capital - none.

##### **Program 032 : Police Communication System**

###### **Project 032-330 Telecommunication Equipment - Replacement**

New Budget Request of \$5.22 million for the replacement of telecommunication infrastructure components, with funding from Pay-As-You-Go.

Operating impact of Capital - none.

##### **Program 037 : Police Vehicles**

###### **Project 037-370 Vehicles - Replacement**



New Budget Request of \$19.95 million for the acquisition of replacement vehicles for the Calgary Police Service (CPS) funded by the CPS Capital Financing Reserve.  
Operating impact of Capital - none.

**Program 038 : Police Facilities**

**Project 038-381 Infrastructure Upgrade - Interior/Exterior**

New Budget Request of \$7.08 million for both interior and exterior upgrades to existing buildings funded by Pay-As-You-Go.

No operating impact of future capital.  
Operating impact of Capital - none.

**Program 039 : Police Computer System**

**Project 039-394 Computer Equipment - Upgrades**

New Budget Request of \$8.3 million for Calgary Police Service (CPS) information technology requirements funded from Pay-As-You-Go.

Operating impact of Capital - none.

**Calgary Police Service - Capital Budget for Council Approval**

Calgary Police Commission Recommends For Council Approval

<b>Calgary Police Service Capital Budget (\$000s) for Approval</b>							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	77,035	0	0	0	0	0	0
<b>Projects Requiring Approval</b>							
<i>Program 031 : Police Equipment</i>		2,490	2,490	2,490	2,490	0	9,960
<i>Program 032 : Police Communication System</i>		1,420	1,125	1,625	1,050	0	5,220
<i>Program 037 : Police Vehicles</i>		0	6,650	6,650	6,650	0	19,950
<i>Program 038 : Police Facilities</i>		1,530	1,875	1,275	2,400	0	7,080
<i>Program 039 : Police Computer System</i>		2,200	2,150	2,250	1,700	0	8,300
<b>Total Projects Requiring Approval</b>		<b>7,640</b>	<b>14,290</b>	<b>14,290</b>	<b>14,290</b>	<b>0</b>	<b>50,510</b>
Total Capital Budget	77,035	7,640	14,290	14,290	14,290	0	50,510

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Planning, Development & Assessment



# Planning, Development & Assessment

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### Planning, Development & Assessment

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## LINES OF SERVICE

Applications & Policy
Assessment Development Services
Building Regulations
Business Operations
Business Services
Business Strategy
Centre City
City Wide Strategy
Customer & Governance Services
Customer Advisory Services
Growth Management
Valuation

## Planning, Development & Assessment - Overview

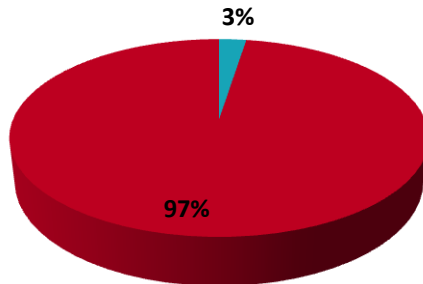
The Planning, Development & Assessment (PDA) department fulfills Calgary's vision for a great city by stewarding the creation, redevelopment and valuation of vibrant, sustainable communities. PDA does this by working collaboratively with citizens and stakeholders to develop land use policies and services that support land use and development, manage population growth, and regional planning. PDA also reviews development and building applications and ensures building safety by performing building inspections, in addition to, assessing all city properties and business to support The City's financial sustainability.

Calgary is a city of tremendous opportunity that finds itself at a critical juncture in its progress. How PDA plans now and the decisions that are made will shape the future of Calgary. This future-focussed work is

branded as nextCITY. With nextCITY, PDA is 'Aiming High' through an expanded and elevated public dialogue and growing smart through the delivery of tangible and valuable processes, products and services. PDA is aligning tactics with values to achieve positive change. NextCITY, including PDA's new planning system, ensures that work is future-focused and outcome-based, which is helping Calgary take the next step in its evolution in achieving the vision of Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP).

PDA is capitalizing on doing business differently and is in the early stages of implementing a departmental realignment, which will enhance process and improve how services are delivered to citizens and customers. This means delivering the best processes, products and services, while making the most of available resources.

**Planning, Development & Assessment  
Share of Tax Supported Net Operating Budget  
City Wide Total Tax Support: \$1,657 Million**



■ Planning, Development & Assessment ■ Other Tax Supported Operations

(City wide tax support amount is the average common revenues less corporate costs & debt servicing)

## Planning, Development & Assessment - Overview

### Trends

---

Calgary's population is projected to increase significantly during this four year business cycle. PDA plans to accommodate this population by continuing to monitor and maintain land supply initiatives of planned and serviced land, developing plans and processing outline plans and applications.

The aging workforce and the competitive environment for talented qualified employees will impact PDA's ability to attract and maintain hard to fill positions. PDA will work with Human Resources (HR) to develop a strategic workforce plan to address this.

As the city evolves, there is more interest in walk-able, mixed use forms of higher density development that integrates the use of public and private spaces. PDA is committed to helping align decisions and effort to maximize investments in these spaces and to helping to influence and implement changes to regulations and policies that enable diverse, safe, and complete communities.

Business trends have been shifting towards more customer self-service options and improved access to information. Information should be available to the audience at the right time and in the manner that the customer expects to be able to receive it. PDA works towards achieving this need through an e-Services program of work and by dedicating significant effort to improving the transparency and consistency of its information and to make that information more available to the customers both on-line and in-person.

### Long-Term Plans

---

The Municipal Development Plan (MDP) provides strategic direction that will help realize Council Priorities: A city of inspiring neighbourhoods; A prosperous city and A healthy and green city, by managing growth and

change, prioritizing corporate initiatives and public investment, and creating complete communities. PDA is putting this plan into action by ensuring co-ordination between departments and business units to align directions and work programs to achieve the objectives of the MDP. Other documents that play a significant role in PDA's actions include the Centre City Plan, the Calgary Heritage Strategy, the Growth Management Framework, and the Government of Alberta's South Saskatchewan Regional Plan. Each of these strategies, plans, and frameworks consist of multiple cross-business unit projects and initiatives that address the form, function, and alignment of development and redevelopment activities both now and into the future.

### Citizen Engagement

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During the Action Plan engagement process, several themes emerged that Planning, Development & Assessment have used to help customize and direct the work going forward: Affordable Housing; Community/Urban Planning; Effectiveness; and Service Levels. PDA is responding to the themes by including strategies and actions related to growth management, corridor planning, lobbying for legislative changes for affordable housing and identifying efficiencies in the services provided. PDA is committed to building relationships and more positive experiences for customers, citizens and stakeholders. Through the Customer Relations Management Program, PDA works to develop ongoing relationships, ensuring the department understands customers, citizens and stakeholders needs as they evolve and affirm that continuous improvement efforts are making a difference and meeting those needs.

PDA historically has been and continues to be a leader in citizen engagement holding over 30+ planning open houses each year alone. PDA is 'Aiming high' through an expanded and elevated public dialogue. This includes both discussions on specific planning matters in Calgary,

## Planning, Development & Assessment - Overview

but also on broad-based urban planning themes, which has demonstrated success with such initiatives as Baconfest, YYC neighbourhood, and 1000 Friends of YYC.

### Council Priorities

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Planning, Development & Assessment contribute to many of the Council Priorities in both a leading and supporting role.

#### A prosperous city:

PDA is committed to being an effective business partner, making it easier to do business with The City by facilitating understanding and predictability of planning and building processes and outcomes. This will be achieved by continuing to work with City departments to deliver the Municipal Development Plan objectives related to the goal, Prosperous economy (MDP 2.1). PDA will monitor its progress through a number of internal process measures and a biennial customer and stakeholder satisfaction survey.

#### A city of inspiring neighbourhoods:

PDA is committed to creating great places by encouraging complete and diverse communities. It will achieve this by promoting diversity in housing choice, amenities and services in alignment with the MDP goals Compact city (MDP 2.2), Great communities (MDP 2.3), Good urban design (MDP 2.4) and Managing growth (MDP 5.2). PDA will encourage the right efforts for the right outcomes and provide staff and customers with the tools and information to make effective decisions about growth and development.

#### A healthy green city:

PDA is committed to leveraging land use and building processes to support healthy, environmentally and fiscal sustainable places. This will be achieved by working with regional partners and the Government of

Alberta, while continuing to build public awareness and understanding. PDA will monitor this commitment through the South Saskatchewan Regional Plan and the Alberta Land Stewardship Act.

#### A city that moves:

PDA has not identified specific actions related to this Council priority, however, the ongoing work plan items related to the MDP goals, Connecting the city (MDP 2.5) and Compact city (MDP 2.2) will indirectly support this priority.

#### A well run city:

PDA is committed to achieving a well run city by continuing to build relationships with citizens, customers and stakeholders as well as providing proactive leadership and improving overall customer service. Focus will be put on expanding the network of partners and investing in access that allow for customers to experience a more positive interaction with the services provided by PDA. Progress will be monitored and measured by the performance metrics contained within the Customer Relations Management Program and other internal processes.

**Planning, Development & Assessment Commitment:**  
 PDA is committed to being an effective business partner to citizens, business, and partners. PDA will make it easier to do business with The City by facilitating understanding and predictability of planning and building processes and outcomes.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Accountable BU
P1 Strengthen Calgary’s position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	ASMT, CPI, IP, LPI
P2 Advance purposeful economic diversification and growth.	CPI
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	ASMT, CPI, IP, LPI
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	ASMT, CPI, IP, LPI
P6 Increase affordable and accessible housing options.	CPI, LPI
P8 Respond to the needs of an aging population.	IP
P10 Expand our library system and enhance access to technology and information.	ASMT, CPI, IP, LPI

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM1 Biennial customer satisfaction survey index score	NA	102.7	NA	+2	NA	+2	NA
P.PM2 Per cent of Calgarians that agree Centre City is a desirable place to live	38% (2011)	49%	NA	53%	NA	53%	NA
P.PM3 Per cent of Calgarians who visit Centre City on a monthly or more basis to shop and/or eat lunch or dinner	NA	45%	NA	>50%	NA	>50%	NA





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to start and grow a business.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM4 Per cent of Single Construction Permits issued in less than 21 days	87%	90%	90%	80%	80%	80%	80%
P.PM5 Per cent of Residential Improvement Projects Permits issued in less than 7 days	81%	77%	85%	80%	80%	80%	80%
P.PM6 Per cent of Commercial /Multi Family Permits for projects under 1 million dollars issued in less than 21 days	92%	93%	91%	80%	80%	80%	80%
P.PM7 Per cent of Commercial /Multi Family Permits for projects over 1 million dollars issued in less than 56 days	96%	100%	100%	80%	80%	80%	80%
P.PM8 Per cent of customers served within 20 minutes of arrival at the permit /licensing counter	58.7%	50.9%	59.5%	80%	80%	80%	80%
P.PM9 Per cent of business tax revenue transferred to non-residential property tax as part of the Business Tax Consolidation initiative	NA	NA	10%	20%	40%	60%	80%

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Many of the actions continue work from PDA's Customer Relationship Management Program and are aligned with work on The City's Digital Strategy and Information Governance Policy.



**Planning, Development & Assessment Commitment:**  
 PDA works with all stakeholders to create complete communities, encouraging diversity in amenities, housing types, activities and services to create places where all citizens can make choices about their quality of life.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Accountable BU
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	ASMT, CPI, IP, LPI
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	CPI, IP, LPI
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	ASMT, CPI
N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.	ASMT, CPI, IP, LPI
N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	CPI, LPI
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	CPI, LPI
N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.	CPI

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM1 Per cent of net new dwelling units within the 2005 built up area boundary	25%	25%	26%	27%	27%	28%	29%
N.PM2 Per cent population growth within the 2005 built up area boundary	9%	14%	10%	10%	10%	10%	10%
N.PM3 Residential diversity index in communities	0.20	NA	0.19	0.20	0.20	0.21	0.22



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM4 Land use diversity index	0.53	NA	0.54	0.54	0.55	0.55	0.55
N.PM5 Number of years of planned land supply	12 to 14	13	12 to 13	15	15	15	15
N.PM6 Number of years of fully serviced land	3 to 5	3 to 4	3 to 5	3 to 5	3 to 5	3 to 5	3 to 5
N.PM7 Number of new Historic Sites protected through Municipal Designation Bylaws per year	NA	6	14	6	6	6	6
N.PM8 Number of heritage incentives used per year	NA	NA	NA	1	1	1	1

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Documents that play a significant role in PDA's actions include the Centre City Plan Implementation Strategy, the Corridors Program, the Calgary Heritage Strategy, the Growth Management Framework, Calgary Transportation Plan, and the MDP Plan to Action. Each of these strategies, plans, and frameworks consist of multiple cross-business unit projects and initiatives that address the form, function, and alignment of development and redevelopment activities both now and into the future.



**Planning, Development & Assessment Commitment:**

PDA will leverage land use and building processes to support healthy, environmentally and fiscal sustainable places.

Strategy Related to Council Outcome	Accountable BU
H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.	CPI
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	CPI, LPI

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM1 Per cent voluntary participation rate in the sustainable development inventory survey	NA	NA	NA	25%	50%	75%	95%
H.PM2 Per cent of total population within Activity Centres and within 600 m of Corridors, as outlined in the Municipal Development Plan	18.8%	NA	NA	19.25%	19.40%	19.55%	19.70%

**Alignment of Strategies and Performance Measures to Long-Term Plans**

The Greening the city goal in the Municipal Development Plan, the Government of Alberta's South Saskatchewan Regional Plan and the Alberta Land Stewardship act will guide these actions.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.



**Planning, Development & Assessment Commitment:**

PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Accountable BU
W1 Finalize a new City Charter with the province.	ASMT, CPI, IP, LPI
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	ASMT, CPI, IP, LPI
W3 Examine opportunities for alternative service delivery for competitiveness.	ASMT, IP, LPI
W4 Balance demand for quality City services with affordable taxes.	ASMT
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	ASMT, CPI, IP, LPI
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	ASMT, CPI
W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.	ASMT, CPI, IP, LPI
W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.	ASMT, CPI, IP, LPI
W10 Support the Corporate Safety Strategy	ASMT, CPI, IP, LPI

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM1 Per cent of customers who feel PDA offers service value for money	NA	NA	NA	TBD	NA	+2%	NA
W.PM2 Per cent of stakeholders who feel PDA offer service value for money	NA	NA	TBD	NA	+2%	NA	+2%
W.PM3 Per cent of employee that know what is expected of them in providing excellent customer service	84%	80%	NA	84%	86%	88%	90%



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM4 Direct inquiry/total account ratio during Assessment's Customer Review Period	1.8%	1.8%	1.2%	<=3.0%	<=3.0%	<=2.5%	<=2.5%
W.PM5 Per cent of those surveyed who had contact with The City regarding their assessment and were satisfied with the customer service provided	84%	88%	81%	>=80%	>=80%	>=80%	>=80%
W.PM6 Number of assigned departmental workstations decreased	NA	NA	NA	0	0	0	109
W.PM7 PDA Employee Satisfaction Score	NA	119	NA	119	120	121	122
W.PM8 Assessed value to Sales value Ratio (ASR) of annual roll, for residential single family dwellings	99.9%	99.8%	100%	95% to 105%	95% to 105%	96% to 104%	97% to 103%
W.PM9 Coefficient Of Dispersion (COD) of annual roll, for residential single family dwellings	6.3%	6.2%	5.9%	<=10%	<=10%	<=10%	<=10%
W.PM10 Per cent of the total annual assessment base under formal complaint	26.85%	27.50%	30.4%	<=35%	<=35%	<=35%	<=35%
W.PM11 Per cent of the total annual assessment base sustained after tribunal	99.60%	99.54%	99.47%	>=97%	>=97%	>=97.5%	>=97.5%
W.PM12 Operating cost of providing assessment services per 100 total property and business tax dollars	\$0.98	\$0.90	\$0.93	<=\$1.00	<=\$1.00	<=\$0.95	<=\$0.95
W.PM13 Total Department-wide recordable Injury Frequency	NA	1.3	NA	1.2	1.1	1.0	0.9
W.PM14 Average Department-wide number of days lost per accepted WCB claims	NA	24	NA	21	19	17	16

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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM15 Department-wide Lost Time Claims Frequency	NA	NA	NA	0.9	0.8	0.5	0.3

**Alignment of Strategies and Performance Measures to Long-Term Plans**

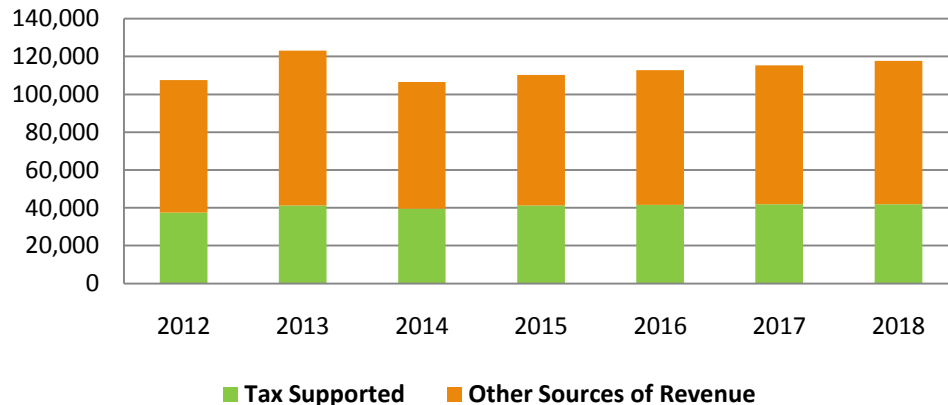
PDA's actions are consistent with Tomorrow's Workplace, corporate customer service framework, corporate safety and corporate workforce direction.



## Planning, Development & Assessment - Operating Budget Overview

Planning, Development & Assessment							
Total Operating Budget (\$000s) (Totals may not add due to rounding)							
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	115,344	131,402	110,906	146,135	149,510	153,194	156,604
Recoveries	(7,747)	(8,371)	(4,336)	(35,837)	(36,780)	(37,893)	(38,832)
Revenue	(70,129)	(81,735)	(67,024)	(69,038)	(71,221)	(73,476)	(75,805)
Net	37,468	41,295	39,546	41,259	41,509	41,824	41,966
FTEs	754.2	764.2	719.2	721.2	722.2	723.2	724.2

**Planning, Development & Assessment  
Funding of Operating Expenditures (Net of Recoveries)  
(\$000s)**



### Operating Budget Highlights

In the 2012-2014 Business Plan, Council directed PDA to re-engineer and simplify the planning process. PDA responded with a departmental realignment approved by the Priorities and Finance Committee in January 2014. One of the key features of this new structure is the amalgamation of like-functions to support integrated decision making, create a workplace for personal and professional success and, to ensure a consistent approach to customer-focused service. Land Use Policy & Planning (LUPP) and Development & Building Approvals (DBA) were officially disbanded as of May 1, 2014, and are now represented by three new business units.

PDA is a mix of tax supported and self-supported functions: with tax supported funding being the smaller portion of PDA's total funding. As a result of the reorganization, operational funding has been re-aligned to reflect the new structure. However, as this structure and supporting process stabilizes, further analysis will be required to ensure the accuracy and efficiency of these allocations going forward.

PDA has been allocated limited increases to its operating budget, even though Calgary's growing and changing population directly correlates to an increasing and more complex workload. Efficiency gains for services will be pursued through the continued execution of the departmental realignment, on-going process improvements and IT system enhancements. Progress will be reported in future budget revisions and adjustments.

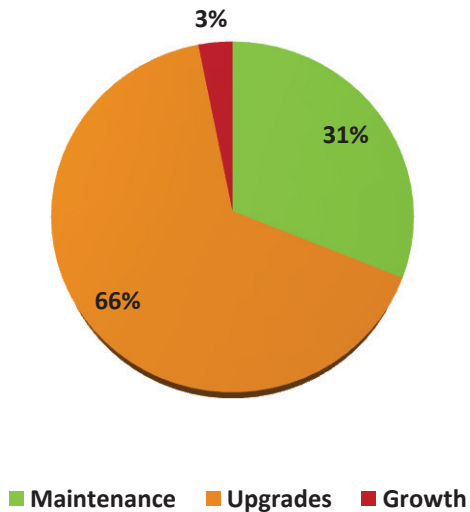


## Planning, Development & Assessment - Capital Budget Overview

Planning, Development & Assessment							
Total Capital Budget (\$000s) (Totals may not add due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	15,732	1,000	0	0	0		1,000
<b>Breakdown of New Budget Requests</b>							
Maintenance/Replacement		3,050	4,150	5,050	3,200	0	15,450
Upgrades		8,300	7,700	8,400	8,200	0	32,600
Growth		700	500	200	150	0	1,550
Service Change		0	0	0	0	0	0
Total New Budget Requests		12,050	12,350	13,650	11,550	0	49,600
<b>Total Capital Budget</b>	<b>15,732</b>	<b>13,050</b>	<b>12,350</b>	<b>13,650</b>	<b>11,550</b>	<b>0</b>	<b>50,600</b>

\*2019+ represents projects which start within the 2015 - 2018 cycle and which are completed in years beyond 2018.

**Planning, Development & Assessment  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$50 Million**



**Maintenance/Replacement** - This capital supports permit and development processes. Most of the investment is directed to the internal supporting systems such as work management and payment processing software. Replacement of logistical assets such as vehicles and equipment used by inspections and permitting staff are also reflected in PDA's maintenance budget.

**Upgrades** - Capital investments are being made into replacing critical supporting technology infrastructure. The largest capital project is replacement of Assessment's Calgary Integrated Assessment Office (CIAO) system. This system enables Assessment to prepare, communicate, and defend over 500,000 annual property and business assessments. The current system will not be supported by the vendor by 2019 and must be upgraded or replaced. This program also supports development and conversion of systems that support external customer-facing services. This work enables transition of planning and building products on-line.

**Growth** - Budget investment in this category supports investment in infrastructure that leverages growth and place making activities and looks at entirely new technologies such as 3D visualization tools.

# Assessment

Tab8

**Assessment**  
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Tab5

Tab4

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Tab2

Tab1

Tab8



Tab7  
Assessment



Tab6

Tab5

Tab4

Tab3

Tab2

Tab1

## PDA: Assessment - Overview

Assessment's role is to annually prepare, communicate and defend property and business assessments for The City of Calgary. Over 500,000 of these assessments were produced in 2014 which provided the basis for over \$2.23 billion of property and business taxes. This represented approximately 50 per cent of The City's total municipally generated revenues. The City uses this stable revenue base to provide important services demanded by customers.

### Assessment Development Services (ADS)

This service provides co-ordination, oversight and functional expertise on a range of Assessment's core operations.

### Business Services (BUS)

This service supports Assessment in the business functions that an organization needs to be successful and in order to continuously improve.

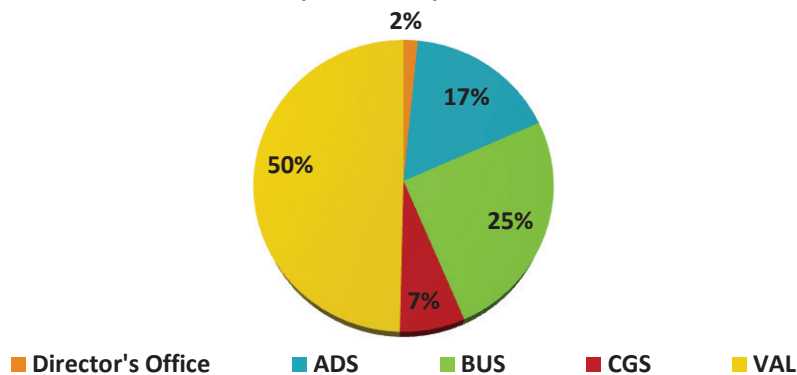
### Customer & Governance Services (CGS)

This service supports Assessment through the co-ordination of internal and external communications and governance. These efforts include, but are not limited to, exemptions, policy and advocacy work. This work targets Council, citizens, internal staff, other municipalities, the Province and other business units within The City.

### Valuation (VAL)

This service is the largest provided by the business unit and it focuses on Assessment's core operations: the preparation, communication and defence of assessments.

**Assessment**  
**Gross Operating Expenditure by Line of Service**  
**(2015-2018)**



Values may not sum to 100%, due to rounding.

## PDA: Assessment - Overview

### Trends

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Assessment identified the following as the main trends that will affect service needs and priorities for the business unit over the long-term:

- Attraction and retention of qualified staff with the necessary skill set is becoming more difficult, due to changes in the labour market. Efforts will be made to expand the hiring pool, develop talent from within and increase staff engagement.
- IT systems are being increasingly relied upon to provide services in an efficient and effective manner. Assessment's core IT system is coming to the end of its lifecycle. This system is vital to Assessment operations and work to replace this system will be a central focus of the next four years.
- A growing population and the corresponding growth rate in property and business accounts is proportionally larger than growth rate in staffing levels. Efficiency gains to meet this increasing demand for services will be pursued through process improvement and IT system enhancements.
- Increased scrutiny by tax payers and their agents requires complete/accurate data and constantly improving valuation methodologies so that tribunal risk is effectively managed. Data reviews and process improvement initiatives will be implemented to address this trend.
- Expected changes to the Municipal Government Act within the 2015-2018 timeframe may require Assessment to adapt to a new or changed legislative environment. Continued engagement as a major stakeholder in this process should provide the advance notice required to effectively react to any of these changes.
- In response to the 2013 flood, there will be continued efforts to ensure affected properties are assessed fairly and equitably. There will also be a renewed focus on business continuity planning to ensure the appropriate response to any future service disruptions.

### Long-Term Plans

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Assessment's contribution to long-term plans is primarily through supporting the business units who are leading these plans. For example, Assessment supports the Municipal Development Plan (MDP) and Sustainability Direction (2020 SD) through the provision of property and business related data. It is expected that these contributions will remain consistent through the course of 2015-2018.

### Citizen Engagement

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The one theme that was particularly applicable to Assessment from the Action Plan 2015-2018 engagement results was "Efficiency / Effectiveness". Citizens were looking for an improved demonstration of spending efficiencies in municipal service delivery. This requirement will help guide the direction of the Assessment business unit throughout 2015-2018. Assessment annually engages with property and business owners through the Advance Consultation Period (ACP) and the Customer Review Period (CRP). This allows Assessment to develop a dialogue with customers and establish strong customer relationships.

### Council Priorities

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The Assessment business unit doesn't lead any of Council's strategic actions but contributes to the Council Priorities through supporting the business units that do. Assessment operates under the rules established under Part 9 of the Municipal Government Act. This legislation is quite prescriptive which means that some of Council's strategic actions are more applicable to Assessment than others.

The highest priority of Council's strategic actions for Assessment, is to balance demand for quality City services with affordable taxes. This speaks directly to Assessment's core business particularly, the preparation and defence of property and business assessments. These assessments provide the basis for approximately 50 per cent of The

## **PDA: Assessment - Overview**

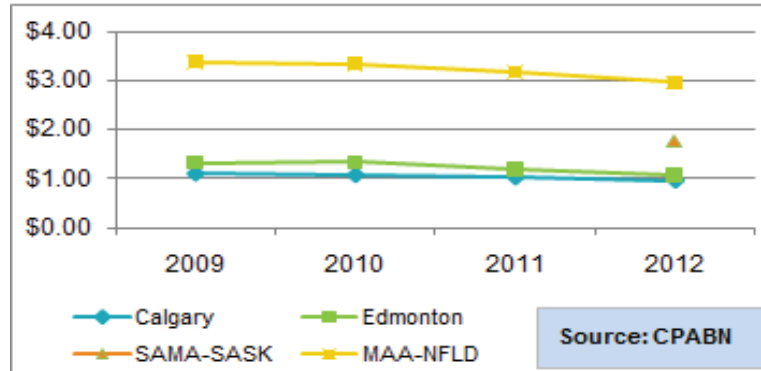
City's total municipally generated revenues.

Another important Council strategic action for Assessment, is to continue to transform the organization to be more citizen-focused in its approach and delivery of service. Here, Assessment will concentrate on improving the customer experience through clear communication, staff training and increased accountability.

The last Council strategic action that Assessment contributes to is to strive to be an employer of choice with a focus on addressing The City's aging workforce. While previously identified as an emerging issue, there will be renewed efforts throughout 2015-2018 to manage this area of concern. Specific business unit actions will involve efforts to improve attraction/retention of qualified staff, workload management, learning/development and staff engagement.

## PDA: Assessment - Benchmarking

### Operating cost of providing assessment services per 100 total property and business tax dollars



Benchmarking across Canadian assessment jurisdictions is difficult as each can differ significantly in their size, length of the assessment cycle, level of regulation and whether assessment services are supplied municipally or regionally. Despite this, benchmarking still occurs through the Canadian Property Assessment Benchmarking Network (CPABN). Edmonton, SAMA and MAA were the only participants in this network that provided data for use in this document. SAMA is the assessment jurisdiction for all of Saskatchewan except Regina and Saskatoon. MAA is the assessment jurisdiction for all of Newfoundland.

### Learning and Best Practices

A review of the above graph shows that Calgary provides the most cost-effective assessment services per 100 total property and business tax dollars of these comparables.

### Improvement Initiatives & Action Plan 2015-2018

Comparables seem to be trending downward so the efficiency improvements The City of Calgary Assessment business unit is undertaking within Action Plan 2015-2018 will be needed just to maintain this position.

**PDA: Assessment - Actions for Council Approval**

For Council Approval

**Planning, Development & Assessment Commitment:**  
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A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary’s position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Increase PDA participation in industry groups.	ADS, VAL
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	P3.1 Build a reputation for being knowledgeable in our field of expertise and helpful in achieving deadlines.	ADS, CGS, VAL
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Implement the business tax consolidation initiative.	CGS, VAL
	P4.2 Improve citizen/business outreach by making information more useful/useable and available in more languages.	CGS





For Council Approval

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P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.

P4.3 Facilitate self-service by increasing the availability of on-line tools.

BUS, CGS

P10 Expand our library system and enhance access to technology and information.

P10.1 Improve public access to PDA stewarded information.

ADS, CGS

P10.2 Improve PDA information management practices.

ADS, BUS



For Council Approval

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 PDA works with all stakeholders to create complete communities, encouraging diversity in amenities, housing types, activities and services to create places where all citizens can make choices about their quality of life.

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 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Further develop and implement a business continuity plan and risk management strategy.	ADS
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	N6.1 Utilize property assessment information to assist in growth planning that is financially sustainable.	ADS
N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.	N7.1 Optimize and leverage existing funding resources to support City development objectives.	ADS, CGS



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For Council Approval

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Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W1 Finalize a new City Charter with the province.	W1.1 Lobby for governing legislation changes that allow services to be provided as efficiently and effectively as possible.	CGS
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Employ business intelligence tools and data analytics to monitor business risks and business performance.	ADS
	W2.2 Improve performance standards and targets and establish benchmarks that justify funding requirements and processes.	ADS
	W2.3 Complete and implement a long term workspace strategy.	BUS
	W2.4 Continue to improve and implement business process management practices.	BUS
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Investigate alternative revenue sources to support service delivery.	CGS



For Council Approval

A well-run city  
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**Planning, Development & Assessment Commitment:**  
 PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

W4 Balance demand for quality City services with affordable taxes.

W4.1 Protect the City of Calgary through application of risk management practices to the assessment process.

ADS

W4.2 Produce property and business assessments to provide The City of Calgary and Provincial government with stable tax revenue.

VAL

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Continue to develop stakeholder relationships to achieve positive outcomes.

ADS, CGS, VAL

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Enhance long term planning for PDA technologies and assets.

BUS

W6.2 Explore opportunities to use new technologies.

BUS

W6.3 Keep up with new versions of critical supporting technology and optimize use of existing technologies to increase capacity.

BUS



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<p>W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.</p>	<p>W7.1 Integrate customer service commitments and standards into Department and Business Unit programs and services by 2018 to drive program and service improvements.</p>	<p>CGS</p>
	<p>W7.2 Set clear expectations for staff and reinforce those through learning and development and recognition programs to empower staff to deliver excellent customer service.</p>	<p>BUS, CGS</p>
	<p>W7.3 Establish service standards, metrics and targets incorporating customer feedback to provide responsive and quality service.</p>	<p>CGS</p>
	<p>W7.4 Use customer metrics to drive service improvements, process efficiencies and value for money.</p>	<p>CGS</p>
<p>W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.</p>	<p>W9.1 Build an inclusive workplace that is reflective of the greater community.</p>	<p>ADS, BUS, CGS, VAL</p>
	<p>W9.2 Develop a PDA strategic workforce plan that responds to and forecasts workforce trends.</p>	<p>ADS, BUS, CGS, VAL</p>



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**Planning, Development & Assessment Commitment:**  
 PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.3 Develop and implement strategic workforce learning and development plans that foster a high performing culture.

ADS, BUS, CGS, VAL

W10 Support the Corporate Safety Strategy

W10.1 Foster a risk-based health and safety focused culture.

BUS

W10.2 Improve reporting and follow-up procedures for specific leading safety indicators, near misses and hazardous conditions.

BUS



## PDA: Assessment - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	341	341	2.0	343	343	2.0	347	347	2.0	351	351	2.0	351	351	2.0
Assessment Development Services	3,462	3,460	35.2	3,547	3,545	35.2	3,644	3,642	35.2	3,753	3,751	35.2	3,895	3,893	36.2
Business Services	5,397	5,397	29.0	5,475	5,475	29.0	5,548	5,548	29.0	5,632	5,632	29.0	5,632	5,632	29.0
Customer & Governance Services	1,439	1,439	7.0	1,463	1,463	7.0	1,491	1,491	7.0	1,522	1,522	7.0	1,522	1,522	7.0
Valuation	10,027	10,027	91.0	10,541	10,415	93.0	10,863	10,737	93.0	11,229	11,103	93.0	11,229	11,103	93.0
Total Business Unit	20,665	20,663	164.2	21,369	21,241	166.2	21,894	21,766	166.2	22,486	22,358	166.2	22,628	22,500	167.2

Over the 2015-2018 timeframe, the operating budget for the Assessment business unit is almost 100 per cent tax-supported with approximately 90 per cent of that budget being used for salaries, wages and benefits. This means that tax dollars provided to Assessment go principally to employing staff members who provide services to customers. At a high level these services can be summarized as the preparation, communication and defence of property and business assessments.

In 2014, property and business assessments provided the basis for \$2.23 billion in tax revenues. Of that revenue, \$667 million was paid to the Province of Alberta through the Alberta School Foundation Fund requisition. The remainder represented approximately 50 per cent of the total municipally generated revenues for The City of Calgary and was used to pay for many of the services provided to City of Calgary customers.

Assessment has forecasted a 2.0-2.7 per cent increase in property and business assessment accounts annually in Calgary throughout 2015-2018. While Assessment's operating budget accommodates some of this growth it is not enough to keep up with this increasing workload. Assessment will therefore be pursuing opportunities to become increasingly efficient with the resources available in order to manage that gap. At a high level, these efficiency related changes will be primarily tied to process improvements and IT systems enhancements. This aligns well with both long-term plans and citizen engagement results, which call for business units to employ a continual effort to become more efficient.

**PDA: Assessment - Lines of Service**

*All \$ values are in Thousands (\$000)*

Assessment Development Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	3,462	3,460	35.2	3,547	3,545	35.2	3,644	3,642	35.2	3,753	3,751	35.2	3,895	3,893	36.2

A product development based service that uses its operating budget to co-ordinate, oversee and provide functional expertise to core Assessment operations. The operating budget is adding an FTE in 2018 in order to deal with the growth in data processing requirements that stem from a growing city. Primary responsibilities include assisting Valuation in the preparation of property and business assessments through mass appraisal, statistical modelling, quality and audit functions. High level and detailed business planning and reporting are

also coordinated by this service to ensure effective operations that align with Council Priorities. Accurate data is the basis for fair and equitable assessments and this line of service is responsible for the coordination of this vital input, along with customer inquiry support, requests for information and liaising with tax agents. Lastly, this line of service oversees the defence of assessments and coordinates the assessment complaint process administered by the Assessment Review Board (ARB).

Business Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,397	5,397	29.0	5,475	5,475	29.0	5,548	5,548	29.0	5,632	5,632	29.0	5,632	5,632	29.0

A product support based service that uses its operating budget to administer, manage and improve Assessment's business functions. The largest of these business functions is information technology. Other important business functions include human resource administration, project management, process capture and improvements. Additionally, this line of service is responsible for the coordination of finance/budget, safety administration, records management and administrative support. Business Services is not scheduled to receive any additional FTE growth during 2015-2018 and will be able to maintain service levels due to recent structural realignments.

Assessment's growth in staffing is not keeping pace with its workload growth so efficiency gains are essential in the upcoming years. Citizens are also asking for efficiency gains to be made by The City as noted within the Action Plan 2015-2018 engagement results. Listening to these two inputs, Business Services will lead Assessment's effort to become more efficient through process improvements and IT enhancements. Primary examples include streamlining Valuation processes, improving online services and the complete replacement of Assessment's core software system.



All \$ values are in Thousands (\$000)

Customer & Governance Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	1,439	1,439	7.0	1,463	1,463	7.0	1,491	1,491	7.0	1,522	1,522	7.0	1,522	1,522	7.0

A product support based service that uses its operating budget to co-ordinate internal and external communications and governance. The most visible of these activities revolve around communications such as the annual mailing of Assessment Notices and the Customer Review Period. Other key activities include exemptions, policy and advocacy work. This work targets and responds to inquiries made by Council,

citizens, internal staff, other municipalities, the Province and other business units within The City. Customer and Governance Services is not scheduled to receive any additional FTE growth during 2015-2018 and will be able to maintain service levels due to internal process improvements.

Valuation	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	10,027	10,027	91.0	10,541	10,415	93.0	10,863	10,737	93.0	11,229	11,103	93.0	11,229	11,103	93.0

A product ownership based service that conducts Assessment's core operations and is the largest service within the business unit. Valuation uses its operating budget to annually prepare over 500,000 market value property and business assessments. This is done by applying mass appraisal methodologies to a large quantity of property and business data collected throughout the year. In 2014, these assessments provided the basis for the collection of \$2.23 billion property and business tax dollars.

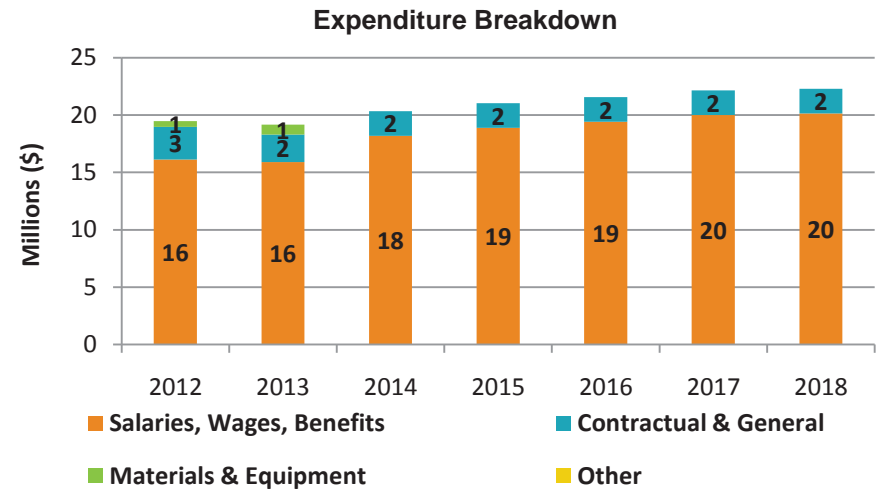
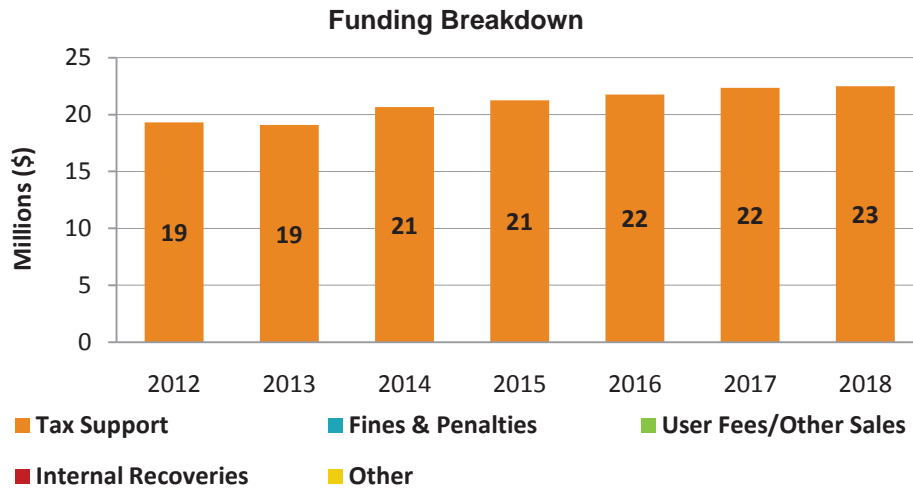
the property and business tax base for all customers – taxpayers, The City of Calgary, and the Province of Alberta.

Valuation also uses its operating budget to communicate those assessments to property and business owners and provide a high level of customer service. The defence of those assessments is also paid for by Valuation's operating budget should property and business owners not agree with their assessment and decide to complain to the Assessment Review Board (ARB). This maintains equity and stability of

Long standing Valuation performance measure targets are being changed to express Assessment's intent to continue improving the preparation, communication and defence of assessments. This is necessary to reflect the high standard that is expected of Assessment by its customers. These service improvements will be assisted by the addition of two FTEs in 2015. However, these two FTEs will not be enough to improve services to match targets. Therefore, service improvements will be achieved through streamlining processes and enhancing information technology which will be coordinated by Business Services. This is consistent with the Council Priority to have A well run city, specifically to be efficient and effective as possible, reducing costs and focusing on value for money.

## PDA: Assessment - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Almost 100 per cent of funding for the Assessment business unit is tax-supported. The level of funding coming from tax-support has been at a comparable level for many years now and there is no expectation that this will change in the future. The remainder of Assessment's funding is minimal and comes from user fee revenue.

**Expenditures** - Approximately 90 per cent of expenditures for the Assessment business unit go to salaries, wages and benefits. The level of expenditures going to salaries, wages and benefits has been at a similar level for many years now and there is no expectation that this will

change in the future. The remainder of Assessment's expenditures can mainly be characterized as contractual and general.

**User Fees / Charges / Utility Rates** - In 2015-2018, the Assessment business unit will be increasing their user fees for paper based assessment information requests. This change will result in full cost recovery, as well as encourage utilization of on-line services that are provided free to customers. Fees for 2015-2018 are detailed in Attachment 2 and have been drafted in accordance with User Fees and Subsidies Policy (CFO010).

**PDA: Assessment - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	20,663	21,241	21,766	22,358
Less: Previous Year One Time	0	0	0	0
Base	20,663	21,241	21,766	22,358
Efficiency Gains	0	0	0	0
Inflation	472	525	592	0
Service and Budget Increase	106	0	0	142
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	0	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>578</b>	<b>525</b>	<b>592</b>	<b>142</b>
<b>Total Budget</b>	<b>21,241</b>	<b>21,766</b>	<b>22,358</b>	<b>22,500</b>

PDA was allocated limited increases to its overall operating allocation. Consequently, year over year changes to Assessment's operating budget are minimal, restricted to general salary and wage increases for tax-supported staff as well as salary and wages for 3 additional FTEs - 2 in 2015 and 1 in 2018.

The Assessment business unit's operating budget will receive salary and wage inflation increases from 2015-2017 due to established labour contracts. Salary and wage inflation for Management Exempt are not reflected in Assessment's operating budget.

The proposed increase of FTEs is intended to help Assessment address annual workload growth. This is currently estimated to be in the range of

a 2.0-2.7 per cent annual increase in property and business accounts and this increases will accommodate some, but not all of this growth.

In order to manage that gap, Assessment will be pursuing opportunities to become increasingly efficient with the resources available. These efficiencies will allow workload growth to be absorbed within Assessment's current staff compliment. Efficiency Gains are consequently being expressed as zero throughout 2015-2018 as they will be reinvested to address this workload growth. This approach aligns well with both long-term plans and citizen engagement results, which call for business units to employ a continual effort to do more with less. These efficiency-related advances will be tied primarily to process improvements and IT systems enhancements.

<b>TCA Depreciation (\$000s) - Assessment</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
122	129	133	122

*TCA Depreciation content is presented for information only.*

**PDA: Assessment - Operating Budget for Council Approval**

For Council Approval
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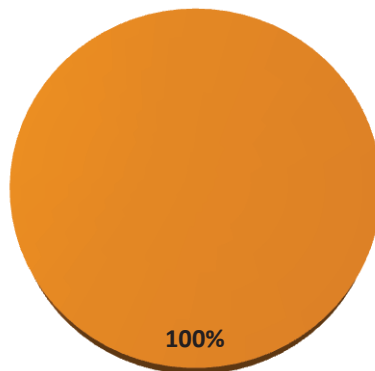
<b>Assessment</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	19,480	19,161	20,665	21,369	0	21,369	21,894	0	21,894	22,486	0	22,486	22,628	0	22,628
Recoveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	(155)	(85)	(2)	(128)	0	(128)	(128)	0	(128)	(128)	0	(128)	(128)	0	(128)
Net	19,325	19,075	20,663	21,241	0	21,241	21,766	0	21,766	22,358	0	22,358	22,500	0	22,500
FTEs	159.2	163.2	164.2	166.2	0.0	166.2	166.2	0.0	166.2	166.2	0.0	166.2	167.2	0.0	167.2

## PDA: Assessment - Capital Budget Overview

Assessment						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)					0	0
Total New Capital Budget Requests	4,800	2,700	3,400	4,700	0	15,600
Total Business Unit Capital Budget	4,800	2,700	3,400	4,700	0	15,600

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Assessment**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$16 Million**



■ Upgrades

**Upgrades** - The Assessment business unit is dependent on the Calgary Integrated Assessment Office (CIAO) software system to annually prepare, communicate and defend over 500,000 annual property and business assessments. CIAO in its current state will not be supported by the vendor by 2019. A detailed impact analysis and market scan has been undertaken, which has led to an approved approach for dealing with this issue. The resultant Assessment Systems Improvement program will be rolled out over 2015-2019. Its main intent will be to have a new assessment specific software system in place for 2020.

This new software will maintain all of the data-sharing relationships required by numerous other business units across The City. It will also result in an improved and more stable assessment specific software system that can be used for years to come. The property and business assessments prepared, communicated and defended by Assessment provides the basis for the collection of over \$2.23 billion of property and business tax dollars in 2014. The Assessment Systems Improvement program will ensure that any risk to this important revenue source, which comprises approximately 50 per cent of the total operating budget for The City, is appropriately managed. It will also enable Assessment to pursue efficiency gains as directed via the Council Priorities and a major theme identified through citizen engagement. Lastly, the Assessment Systems Improvement program is critical for Assessment to continue to provide quality services despite workload growth which exceeds staffing growth.

**PDA: Assessment - Capital Budget Overview**

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Lifecycle Maintenance &amp; Upgrade Reserve</i>	4,800	2,700	3,400	4,700	0	15,600
<b>Total Funding</b>	<b>4,800</b>	<b>2,700</b>	<b>3,400</b>	<b>4,700</b>	<b>0</b>	<b>15,600</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

**Capital Budget Listing (by Program - Project) (\$000s)**

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
153-001	Assessment Systems Improvement	U	C			15,600	4,800	2,700	3,400	4,700		15,600	
<b>Total Program 153 : Assessment Systems Improvement</b>				-	-	15,600	4,800	2,700	3,400	4,700	-	15,600	
				-	-	15,600	4,800	2,700	3,400	4,700	-	15,600	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

## Explanation of Budget Requests

### **Program 153 : Assessment Systems Improvement**

#### **153-001 Assessment Systems Improvement**

The Assessment Systems Improvement program will result in the CIAO software system being replaced by the end of 2019. This is needed as 2019 is the last year that CIAO will be supported by the vendor. Assessment is dependent on this software system to prepare, communicate and defend over 500,000 annual property and business assessments so it must be supported. No additional operating resources are expected to be required and the program is funded through the Lifecycle Maintenance and Upgrade Reserve.

**PDA: Assessment** - Capital Budget for Council Approval

For Council Approval
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<b>Assessment</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0	0
Projects Requiring Approval							
<i>Program 153 : Assessment Systems Improvement</i>		4,800	2,700	3,400	4,700	0	15,600
<b>Total Projects Requiring Approval</b>		<b>4,800</b>	<b>2,700</b>	<b>3,400</b>	<b>4,700</b>	<b>0</b>	<b>15,600</b>
Total Capital Budget	0	4,800	2,700	3,400	4,700	0	15,600

*\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.*



# City Wide Policy & Integration

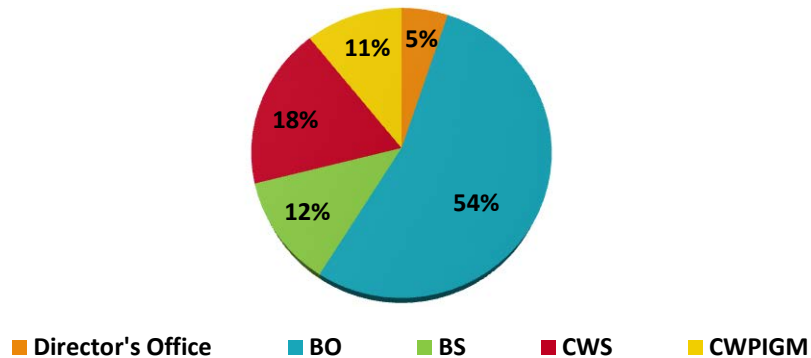


## PDA: City Wide Policy & Integration - Overview

City Wide Policy & Integration (CPI) oversees departmental strategy, both for planning and for the business of planning and development. CPI helps to set, implement, and monitor land use plans and regulations at the regional and city wide level, while providing expertise in heritage planning and urban design. Land use and demographic forecasting is prepared, maintained and monitored by this business unit. CPI also leads the corporation's growth management framework.

CPI designs and delivers the tools and electronic services that help the Local Area Planning & Implementation and Inspection & Permit Services business units deliver efficient, helpful service to their customers. CPI connects with clients to measure and monitor performance, and supports the department in aiming high and growing smart by continually balancing long term goals with the needs of customers.

**City Wide Policy & Integration  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

### **Business Operations (BO)**

Business Operations supports and enables the business of planning and development by provisioning services and tangible benefits that create business value and deliver innovative results for our clients.

### **Business Strategy (BS)**

Business Strategy leads in the coordination of departmental business planning and budget preparation, reporting and performance measurement. Business Strategy leads the departmental Customer Relationship Management Program.

### **City Wide Strategy (CWS)**

City Wide Strategy contributes to creating a great city by delivering a broad range of policy, regulation, specialized planning expertise and services to support decision making.

### **Growth Management (CWPIGM)**

Growth Management supports the coordination of policy and infrastructure to ensure that growth is aligned to meet the objectives of the Municipal Development Plan and the Calgary Transportation Plan.

## PDA: City Wide Policy & Integration - Overview

### Trends

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The flood event of 2013 highlighted the imperative of resiliency in the city – not just related to the flood, but in the ability to recover from other environment and disaster related impacts. CPI plays an important role in this: both strategically, in stewarding the Municipal Development Plan (MDP); and operationally, by ensuring the land use bylaw contains the rules necessary to help protect the safety of citizens.

Over the next 50-60 years, Calgary is expected to grow by another 1.3 million people. Since 2005, 94 per cent of population growth has occurred in the newly developed areas of the city. Recent trends do show an increasing proportion of growth in existing communities, and CPI plays a role in building on that. Redevelopment in existing communities supports population growth, and in making better use of existing infrastructure it makes good financial sense for The City and citizens.

In both new and existing communities, citizens want to live, work and grow old in places that offer a wide range of services and amenities. To support quality of life for citizens, development and redevelopment must occur in ways that support transit, cycling and walking; and provision of local amenities. Plans for both developing and developed communities must balance these wants and costs to maintain a financially viable and a resilient City, while striving to meet the needs of citizens.

Personalizing service and increasing the use of technology are key pieces of providing quality customer service. CPI meets these needs on two fronts. Delivering a robust customer relationship management program, supports the department in connecting and working with customers in a variety of ways to assess service delivery and identify improvements. Then, once improvements are identified, CPI develops the web and technology solutions to deliver them, and train our employees

on service standards.

As Baby Boomer retirements continue to quickly rise, PDA must remain an employer that can attract new talent and resources. Incentives such as work/life balance and interesting work must be marketed to attract new talent. Knowledge management and transfer of that knowledge to new employees are critical to meet demands in a rapidly evolving workforce.

### Long-Term Plans

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The 2020 Sustainability Direction and imagineCalgary strongly influence the Municipal Development Plan, which is the long-term statutory plan stewarded by CPI. Corporate Growth Management and City Wide Strategy seek to align City actions and investments with the goals of the MDP and its 'partner' document, the Calgary Transportation Plan (CTP).

CPI is accountable for and to a number of other long term plans. The Calgary Heritage Strategy describes a strategic, long-term approach to support the preservation of Calgary's historic resources with the goal of creating a visionary, credible and corporately aligned strategy which positions Calgary as a Canadian leader in historic preservation. The South Saskatchewan Regional Plan, developed by the province under the provincial Land Use Framework, is a regional land-use plan for Southern Alberta that addresses economic development, environmental management and social concerns. And The Land Use Bylaw outlines all land use districts and is an important tool for implementing the policies of the MDP and local area plans.

City Wide Policy & Integration leads the creation and implementation of a city-wide strategy to meet the growth targets of the MDP/CTP. This includes identifying issues and land use planning requirements, determining infrastructure capacity, and identifying opportunities,

## **PDA: City Wide Policy & Integration - Overview**

constraints and service levels in our existing communities. This is complemented by monitoring growth and change through tracking land supply, population and job forecast distributions, and analysis of City infrastructure needs. It is also linked to the growth management portfolio which leads implementation of the growth management framework. The Growth Management Framework coordinates planning approvals with capital and operating budgets and ensures that resources available to support growth are deployed as efficiently as possible.

### **Citizen Engagement**

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Affordable housing was a priority voiced by citizens during Action Plan engagement. The work of CPI attempts to address affordability through provision of diversity in housing choice; efficient growth patterns; and development that supports transit, cycling and walking, and provision of local amenities (mobility and local amenities are important for all citizens of Calgary, and this was another theme in the Action Plan engagement). Affordable housing is also supported by CPI through the staffing of a position intended to support affordable housing applicants work through the planning application process. Lastly, CPI's work on investigating new or revised policies, rules and guidelines for secondary suites supports the affordable housing priority.

A desire for less urban sprawl and a more integrated approach to planning was another theme from Action Plan engagement. CPI is addressing this theme through leading on a redevelopment strategy that will meet the objectives of the MDP; and through our growth management framework which is intended to ensure logical sequencing of growth, in new and existing communities, in a manner that is financially viable for The City.

Citizens also said that more collaboration among City departments and business units, and less red tape, is important. CPI continues to work

on both these fronts through close partnerships within PDA and across The City, developing and implementing one-window solutions and electronic solutions for customers. We also work closely with Corporate Planning Applications Group (CPAG) partners to refine and rebuild outcome-focused workflows for CPAG applications. The new 'research and development' function for CPAG allows for continual testing and piloting of new ideas toward the creation of a more nimble, responsive applications process.

Feedback gathered from customer focus groups led to the development of a biennial customer satisfaction survey and a customer service index to identify the opportunities for improvement and the key drivers of customer satisfaction in planning and development. The index is used as a tool to prioritize initiatives to increase customer satisfaction. Ongoing engagement with customers and stakeholders is also used to prioritize online services and ensure a focus on efficient service delivery that meet the needs of customers and stakeholders.

A customer-centric web strategy was developed as an outcome of customer and employee feedback and is applied to all planning and development initiatives; identifying opportunities to increase shared value for citizens and staff, and improve the online customer experience.

### **Council Priorities**

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CPI contributes to the Council Priority areas of a prosperous city; a city of inspiring neighbourhoods; a healthy and green city; and a well-run city. Growth Management and City Wide Strategy efforts are integral to achieving the best possible development outcomes within financial capacities, and advancing MDP and CTP targets. CPI actions are intended to align industry, council, and business unit growth decisions and provide the tools and information to make effective decisions.

## **PDA: City Wide Policy & Integration - Overview**

Regarding A prosperous city, CPI works with industry on opportunities to innovate, improve customer service and cut red tape. CPI strives to make it easier to do business with PDA by making PDA processes and outcomes more predictable.

For A city of inspiring neighbourhoods, CPI plays a leading role in the development of new funding frameworks to provide infrastructure in new and redeveloping neighbourhoods. Central to this effort will be facilitation of updates to the Standard Development Agreement and Subdivision Agreement. CPI also has a significant role to play in protection of heritage resources and development of great communities, buildings and public spaces critical components of inspiring neighbourhoods. Work will continue implementing recommendations and building on successes originating from the Calgary Heritage Strategy. CPI, in coordination with Office of Land Servicing and Housing (OLSH), supports the increase of affordable housing by exploring and implementing new mechanisms to support affordable housing options and through implementation of decisions related to secondary suites.

CPI leads The City's actions to comply with the South Saskatchewan Regional Plan in relation to A healthy and green city.

CPI plays a critical supporting role for all planning and development functions in achieving A well run city. Business Operations and Business Strategy services lead the way in involving performance measurement and financial information, implementing work space efficiencies, and managing planning and development assets. Business Strategy coordinates initiatives related to customer service improvements and learning and knowledge management, giving staff the tools, training, and feedback needed to provide exceptional results.

For Council Approval

**Planning, Development & Assessment Commitment:**  
 PDA is committed to being an effective business partner to citizens, business, and partners. PDA will make it easier to do business with The City by facilitating understanding and predictability of planning and building processes and outcomes.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Develop and implement a targeted communication strategy to improve The City's reputation as a great place to do business	BS
	P1.2 Increase PDA participation in industry groups	BS, CWS
P2 Advance purposeful economic diversification and growth.	P2.1 Implement recommendations from the Central Industrial Areas Land Review	CWS
	P2.2 Engage industry, working closely with Calgary Economic Development to better coordinate efforts to advance purposeful economic diversity and growth	BS



For Council Approval

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**Planning, Development & Assessment Commitment:**

PDA is committed to being an effective business partner to citizens, business, and partners. PDA will make it easier to do business with The City by facilitating understanding and predictability of planning and building processes and outcomes.

<p>P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.</p>	<p>P3.1 Continue to research and develop opportunities for planning and development innovation</p>	<p>BO, BS, CWPIGM, CWS</p>
<p>P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.</p>	<p>P3.2 Build a reputation for being knowledgeable in our field of expertise and helpful in achieving deadlines</p>	<p>BO, BS, CWPIGM, CWS</p>
<p>P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.</p>	<p>P4.1 Improve transparency and understanding of the planning system by standardizing and optimizing internal business practices and policies</p>	<p>BO, BS, CWPIGM, CWS</p>
<p>P6 Increase affordable and accessible housing options.</p>	<p>P4.2 Improve citizen/business outreach by making information more useful/useable and available in more languages</p>	<p>BO</p>
<p>P6 Increase affordable and accessible housing options.</p>	<p>P4.3 Facilitate self-service by increasing the availability of on-line tools.</p>	<p>BO</p>
<p>P6 Increase affordable and accessible housing options.</p>	<p>P6.1 Support corporate direction and implementation actions related to secondary suites</p>	<p>BO, BS, CWS</p>
<p></p>	<p>P6.2 Monitor related land supply initiatives and provide policy support</p>	<p>CWS</p>





**PDA: City Wide Policy & Integration - Actions for Council Approval**

For Council Approval

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

**Planning, Development & Assessment Commitment:**  
 PDA is committed to being an effective business partner to citizens, business, and partners. PDA will make it easier to do business with The City by facilitating understanding and predictability of planning and building processes and outcomes.

P6 Increase affordable and accessible housing options.

P6.3 Explore and implement new mechanisms to support affordable housing options

CWS

P10 Expand our library system and enhance access to technology and information.

P10.1 Improve public access to PDA stewarded information

BO, BS, CWPIGM, CWS

P10.2 Improve PDA information management practices

BO, BS, CWPIGM, CWS



For Council Approval

**Planning, Development & Assessment Commitment:**

PDA works with all stakeholders to create complete communities, encouraging diversity in amenities, housing types, activities and services to create places where all citizens can make choices about their quality of life.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Further develop and implement a business continuity plan and risk management strategy	BO
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	N3.2 Amend land use policy and regulation as necessary to support and implement resiliency initiatives	CWS
	N5.1 Implement coordinated redevelopment strategies that promote increased population and employment in activity centres and along urban and neighbourhood corridors identified in the MDP	CWPIGM, CWS
	N5.2 Identify and support investments in capital infrastructure that supports the evolution and growth of inner city and established communities	CWPIGM, CWS



For Council Approval

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and has the opportunity to participate in civic life.

**Planning, Development & Assessment Commitment:**

PDA works with all stakeholders to create complete communities, encouraging diversity in amenities, housing types, activities and services to create places where all citizens can make choices about their quality of life.

<p>N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.</p>	<p>N6.1 Develop and implement growth management strategies to enable development of complete communities</p>	<p>CWPIGM</p>
	<p>N6.2 Work with stakeholders to enhance the development sequencing process</p>	<p>CWPIGM</p>
<p>N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.</p>	<p>N7.1 Work with City and industry stakeholders to update and implement a Standard Development Agreement and a new Subdivision Agreement</p>	<p>CWPIGM, CWS</p>
	<p>N7.2 Investigate and promote new and innovative financing techniques and partnerships to provide infrastructure in new and redeveloping neighbourhoods</p>	<p>CWPIGM, CWS</p>
<p>N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.</p>	<p>N8.1 Monitor and report on MDP success</p>	<p>BS, CWS</p>
	<p>N8.2 In collaboration with stakeholders, address issues and opportunities related to achieving MDP/CTP implementation</p>	<p>BS, CWS</p>



For Council Approval

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and has the opportunity to participate in civic life.

**Planning, Development & Assessment Commitment:**  
PDA works with all stakeholders to create complete communities, encouraging diversity in amenities, housing types, activities and services to create places where all citizens can make choices about their quality of life.

N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.

N8.3 Review and optimize roles and responsibilities for MDP/CTP implementation

BO, BS, CWS

N8.4 Continue to implement improvements to application processes

BO, BS

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.1 Ensure early integration of urban design and public realm design conversations into all aspects of the planning process in order to maximize desired outcomes

CWS

N9.2 Complete the development of Urban Design guidelines for all urban forms

CWS

N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.

N10.1 Review and build on existing incentive programs to improve and support effective rehabilitation and designation of heritage assets

CWS

N10.2 Continue to develop the inventory of Municipal Historic Assets

CWS

N10.3 Further implementation of the Calgary Heritage Strategy

CWS



**PDA: City Wide Policy & Integration - Actions for Council Approval**

For Council Approval

**Planning, Development & Assessment Commitment:**  
 PDA will leverage land use and building processes to support healthy, environmentally and fiscal sustainable places.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.	H4.1 Lead The City's actions to comply with the South Saskatchewan Regional Plan and Land Stewardship Act working closely with Parks, Water Resources, and Transportation	CWS
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	H6.1 Promote sustainable built environments	CWPIGM, CWS



For Council Approval

**Planning, Development & Assessment Commitment:**  
 PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W1 Finalize a new City Charter with the province.	W1.1 Lobby for governing legislation changes that allow services to be provided as efficiently and effectively as possible	CWS
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Improve financial forecasts and reports to better manage and mitigate long-term financial risks	BS, CWS
	W2.2 Employ business intelligence tools and data analytics to monitor business risks and business performance	BO, BS
	W2.3 Improve performance standards and targets and establish benchmarks that justify funding requirements and processes	BO, BS, CWPIGM, CWS
	W2.4 Complete and implement a long term workspace strategy	BO
	W2.5 Continue to implement business process management practices	BO



For Council Approval

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**Planning, Development & Assessment Commitment:**  
 PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Continue to develop stakeholder relationships to achieve positive outcomes

BO, BS, CWPIGM, CWS

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Enhance long term planning for PDA technologies and assets

BO

W6.2 Explore opportunities to use new technologies

BO

W6.3 Keep up with new versions of critical supporting technology and optimize use of existing technologies to increase capacity

BO

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Integrate customer service commitments and standards into Department and Business Unit programs and services by 2018 to drive program and service improvements

BO, BS, CWPIGM, CWS



For Council Approval

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**Planning, Development & Assessment Commitment:**  
 PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.2 Set clear expectations for staff and reinforce those through learning and development and recognition programs to empower staff to deliver excellent customer service

BO, BS, CWPIGM, CWS

W7.3 Establish service standards, metrics and targets incorporating customer feedback to provide responsive and quality service

BO, BS, CWPIGM, CWS

W7.4 Use customer metrics to drive service improvements, process efficiencies and value for money

BO, BS, CWPIGM, CWS

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Build an inclusive work place that is reflective of the greater community

BO, BS, CWPIGM, CWS

W9.2 Develop a PDA strategic workforce plan that responds to and forecasts work force trends

BO, BS, CWPIGM, CWS

W9.3 Develop and implement a strategic workforce learning and development plan that fosters a high performing culture

BO, BS, CWPIGM, CWS





For Council Approval

**Planning, Development & Assessment Commitment:**

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W10 Support the Corporate Safety Strategy

W10.1 Foster a risk-based health and safety focused culture

BO, BS, CWPIGM, CWS

W10.2 Improve reporting and follow up procedures for specific leading safety indicators, near misses and hazardous conditions

BO, BS, CWPIGM, CWS



**PDA: City Wide Policy & Integration - Lines of Service**

<b>Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)</b>															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	1,503	1,074	9.0	2,010	1,577	11.0	2,048	1,612	11.0	2,076	1,636	11.0	2,087	1,643	11.0
Business Operations	18,858	18,858	73.0	20,605	(10,747)	73.5	21,171	(10,996)	73.5	21,773	(11,375)	73.5	22,231	(11,718)	73.5
Business Strategy	4,744	4,744	28.0	4,755	4,755	26.0	4,833	4,833	26.0	4,907	4,907	26.0	4,954	4,954	26.0
City Wide Strategy	6,656	6,431	43.0	7,224	6,999	40.0	7,569	7,344	41.0	7,031	6,806	41.0	7,070	6,845	41.0
Growth Management	3,976	3,976	15.0	4,152	4,152	17.5	4,169	4,169	17.5	4,338	4,338	17.5	4,588	4,588	17.5
Total Business Unit	35,737	35,083	168.0	38,746	6,736	168.0	39,790	6,962	169.0	40,125	6,312	169.0	40,930	6,312	169.0

As a result of the realignment, operational funding has been redistributed to this new business unit as it best reflects the new structure. Most of the operating budget is dedicated to salary and wage expenditures to pay for the planners and technological and business support staff that coordinate city-wide initiatives and enable front line services in Local Area Planning & Implementation and Inspections & Permit Services.

Indirect planning and development support costs such as training & certification, safety equipment and furniture, facilities charges, IT support, corporate services, and external services have been centralized

within the City Wide Policy & Integration business unit. This centralization enables efficient and equitable application of administrative resources across all planning and development products and services. Revenues earned from fees charged by Inspections & Permit Services are used to fund a portion of these supporting costs.

Year over year changes to the operating budget are minimal. As this new structure and its supporting processes stabilize; further analysis and review will be required and approval of additional changes to and/or redistribution of this operating budget may be requested.

## PDA: City Wide Policy & Integration - Lines of Service

All \$ values are in Thousands (\$000)

Business Operations	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	18,858	18,858	73.0	20,605	(10,747)	73.5	21,171	(10,996)	73.5	21,773	(11,375)	73.5	22,231	(11,718)	73.5

The division supports the business of CPI, IPS and LPI. We offer a wide range of services that delivers results for our clients. These results are achieved by providing administrative services, business analysis and logistics solutions; managing all assets including fleet and technology;

providing business process management services; and developing technology-based solutions, GIS mapping analysis, and 3D visualizations.

Business Strategy	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,744	4,744	28.0	4,755	4,755	26.0	4,833	4,833	26.0	4,907	4,907	26.0	4,954	4,954	26.0

The division provides strategic planning and analysis complemented by performance metrics that guide the implementation of strategy. To facilitate this implementation, Business Strategy also develops employees (CPI, LPI, and IPS) so they have the knowledge, skills and

abilities to excel. Another key element of this division's contribution is project management consultation and support to ensure key strategies are implemented on time and on budget to key stakeholders.

City Wide Strategy	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,656	6,431	43.0	7,224	6,999	40.0	7,569	7,344	41.0	7,031	6,806	41.0	7,070	6,845	41.0

This division sustains the Municipal Development Plan (MDP) and the Land Use Bylaw. This sustainment is accomplished by identifying actions to implement the MDP, developing means to monitor the progress of those actions, and assessing their effectiveness. To maintain consistency, City Wide Strategy prepares guideline documents that applicants and planners can use to achieve high quality places, buildings and communities. As well, the division creates tools that

provide incentives for heritage conservation.

City Wide Strategy supports the operations of the Calgary Planning Commission, Urban Design Review Panel, and the Subdivision and Development Appeal Board. This support requires the review of decision-making of these bodies to ensure efficiency, effectiveness, and progress towards building a great city.

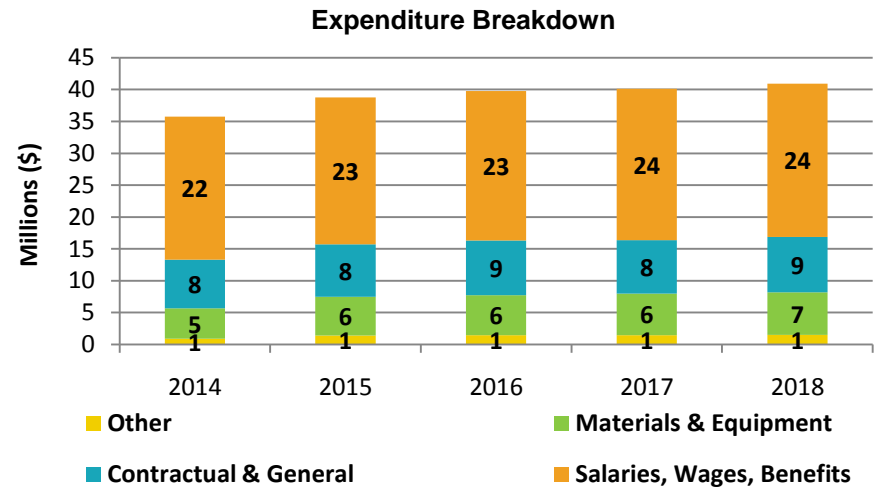
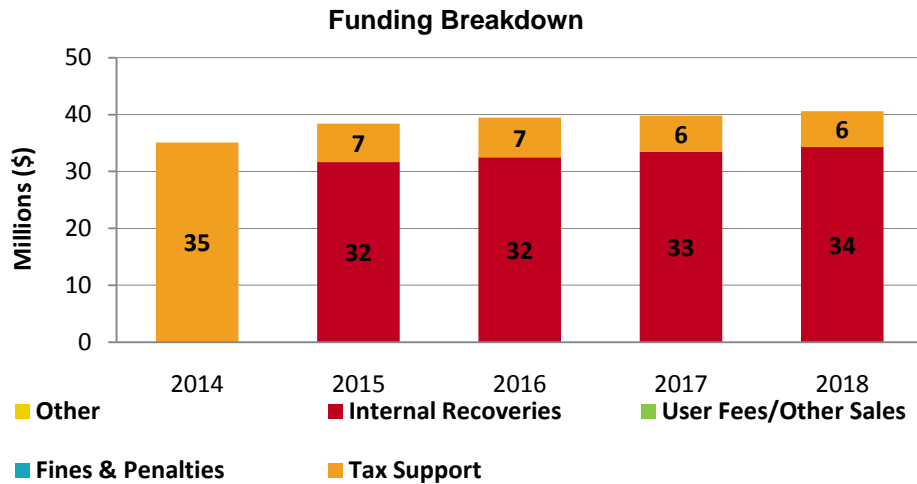
Growth Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	3,976	3,976	15.0	4,152	4,152	17.5	4,169	4,169	17.5	4,338	4,338	17.5	4,588	4,588	17.5

This division's mandate focuses on the integration of decision-making to align and prioritize The City's capital expenditures to meet financial and infrastructure capacity. One of the key inputs into this decision-making process is provided by Growth Management as it develops and manages a sequenced list of growth areas. This list supports the provision of a planned and adequate land supply is available to drive a healthy economy in Calgary.

Finally, the division supports the development and implementation strategies for developed areas, executes site specific Development Agreements at the subdivision approval stage, and supports the development of a Standard Development Agreement with key internal and external stakeholders.

**PDA: City Wide Policy & Integration - Breakdown of the Operating Budget**

*Totals may not match due to rounding*



**Funding Breakdown** - Budgeted funding for City Wide Policy & Integration functions primarily originates from user fees charged and collected for inspection and permitting activities. This revenue is used to pay for the technological and administrative support required to deliver these front line services.

Tax supported funding is applied to land use planning functions that benefit the overall look and feel of The City of Calgary over time such as growth management coordination, heritage structure preservation, and city-wide urban planning initiatives.

**Expenditures** - As a result of the realignment of DBA and LUPP in mid-2014, City Wide Policy & Integration functions as a strategic business unit in Planning, Development & Assessment. Centralization of administrative budgets for planning and development business units

promotes strategic use of funding and encourages standardization and efficiency in its administration and usage.

Operating budgets for planning and development mandatory learning and development are centralized in Business Strategy. Operating budgets for planning and development logistics, technology support, and administrative costs are centralized in Business Operations.

More than 60 per cent of CPI's operating budget is dedicated to salary and wages expenses for staff.

**User Fees / Charges / Utility Rates** - No user fees are charged by this business unit but a portion of the fees collected by Inspection & Permit Services is transferred to CPI to fund supporting administrative operations.

**PDA: City Wide Policy & Integration - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	35,083	6,736	6,962	6,312
Less: Previous Year One Time	0	(550)	(650)	0
Base	35,083	6,186	6,312	6,312
Efficiency Gains	0	0	0	0
Inflation	0	(0)	(0)	(0)
Service and Budget Increase	0	126	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	(28,896)	0	0	0
One Time	550	650	0	0
<b>Total Budget Change</b>	<b>(28,346)</b>	<b>776</b>	<b>(0)</b>	<b>(0)</b>
<b>Total Budget</b>	<b>6,736</b>	<b>6,962</b>	<b>6,312</b>	<b>6,312</b>

Operating budget changes are minimal, restricted primarily to base salary and wage adjustments. Limited available PDA tax supported funds have been allocated to allow one additional FTE in 2016. This position will be used to support critical city-wide initiatives.

Investments in the departmental realignment, as well as in technology and process improvements, are expected to enable CPI to absorb the impact of on-going city growth over the next four years. Because the implementation of the departmental realignment occurred late in 2014, it

is still too early to determine a value for what capacity to absorb work or what level of general efficiencies has been gained before entering into this next planning cycle. PDA expects to bring forward an update to Council describing the results and benefits from these efforts sometime in 2015.

CPI is planning a number of capital projects. However, no impacts to the operating budget are expected.

<b>TCA Depreciation (\$000s) - City Wide Policy &amp; Integration</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
1,982	2,048	1,901	1,837

*TCA Depreciation content is presented for information only. CWPI's TCA Depreciation for vehicles are funded through its operating budget.*

**PDA: City Wide Policy & Integration - Operating Budget for Council Approval**

For Council Approval
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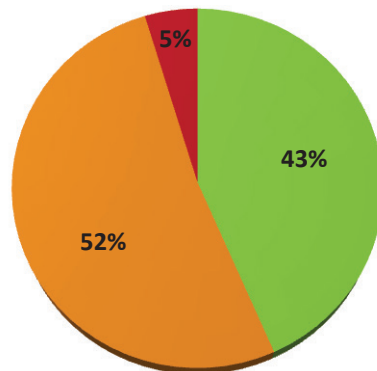
<b>City Wide Policy &amp; Integration</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	NA	NA	35,737	38,196	550	38,746	39,140	650	39,790	40,125	0	40,125	40,930	0	40,930
Recoveries	NA	NA	(322)	(31,675)	0	(31,675)	(32,489)	0	(32,489)	(33,469)	0	(33,469)	(34,271)	0	(34,271)
Revenue	NA	NA	(332)	(335)	0	(335)	(339)	0	(339)	(343)	0	(343)	(347)	0	(347)
Net	NA	NA	35,083	6,186	550	<b>6,736</b>	6,312	650	<b>6,962</b>	6,312	0	<b>6,312</b>	6,312	0	<b>6,312</b>
FTEs	NA	NA	168.0	168.0	0.0	<b>168.0</b>	169.0	0.0	<b>169.0</b>	169.0	0.0	<b>169.0</b>	169.0	0.0	<b>169.0</b>

## PDA: City Wide Policy & Integration - Capital Budget Overview

City Wide Policy & Integration						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	1,000	0	0	0	0	1,000
Total New Capital Budget Requests	6,950	9,350	9,950	6,550	0	32,800
Total Business Unit Capital Budget	7,950	9,350	9,950	6,550	0	33,800

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**City Wide Policy & Integration  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$33 Million**



■ Maintenance ■ Upgrades ■ Growth

**Maintenance/Replacement** - This capital program is used to support permit and development processes. Most of the investment is directed to the internal supporting systems such as work management and payment processing software. Replacement of logistical assets such as vehicles and equipment used by inspections and permitting staff are also reflected in PDA's maintenance budget.

**Upgrades** - Capital investments are being made to replace critical supporting technology infrastructure. This program supports development and conversion of systems that support external customer facing services. This work enables transition of planning and building products on-line.

**Growth** - Budget investment in this category supports investment in infrastructure that leverages growth and place making activities and looks at entirely new technologies such as 3D visualization tools.



## PDA: City Wide Policy & Integration - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	6,250	8,850	9,750	6,400	0	31,250
Pay-As-You-Go	700	500	200	150	0	1,550
<b>Total Funding</b>	<b>6,950</b>	<b>9,350</b>	<b>9,950</b>	<b>6,550</b>	<b>0</b>	<b>32,800</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
061-002	Capital Asset Lifecycle	M	C			8,250	1,250	2,350	3,250	1,400		8,250	
<b>Total Program 061 : Capital Asset Acquisition</b>				-	-	8,250	1,250	2,350	3,250	1,400	-	8,250	
-----													
067-002	Business Technology Sustainment	U	A	9,820	1,000	17,000	3,500	5,000	5,000	3,500	-	17,000	
067-003	Technology Upgrades	M	C			6,000	1,500	1,500	1,500	1,500	-	6,000	
067-004	3D Services in Planning	G	C			1,550	700	500	200	150		1,550	
<b>Total Program 067 : Business Technology Sustainment</b>				9,820	1,000	24,550	5,700	7,000	6,700	5,150	-	24,550	
-----													
				9,820	1,000	32,800	6,950	9,350	9,950	6,550	-	32,800	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

## Explanation of Budget Requests

### **Program 061 : Capital Asset Acquisition**

#### **061-002 Capital Asset Lifecycle**

This program supports replacement of vehicles, computer equipment and printers, and improvements to physical spaces used by staff.

**Operating Impact of Capital:** None.

### **Program 067 : Business Technology Sustainment**

#### **067-002 Business Technology Sustainment**

This program addresses replacement and/or upgrades to internal support systems including work management tools, point of sale systems, records management, GIS systems, and progress workflow.

**Operating Impact of Capital:** None.

#### **067-003 Technology Upgrades**

This program supports development and conversion of systems that support external customer facing services. This work enables transition of planning and building products and service on-line.

**Operating Impact of Capital:** None.

#### **067-004 3D Services in Planning**

This project supports 3D visualization of proposed developments or redevelopments. This capability enables better communication with stakeholders and quicker identification and resolution of potential issues.

**Operating Impact of Capital:** None.

**PDA: City Wide Policy & Integration - Capital Budget for Council Approval**

For Council Approval

<b>City Wide Policy &amp; Integration</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	15,251	1,000	0	0	0	0	1,000
<b>Projects Requiring Approval</b>							
<i>Program 061 : Capital Asset Acquisition</i>		1,250	2,350	3,250	1,400	0	8,250
<i>Program 067 : Business Technology Sustainment</i>		5,700	7,000	6,700	5,150	0	24,550
<b>Total Projects Requiring Approval</b>		<b>6,950</b>	<b>9,350</b>	<b>9,950</b>	<b>6,550</b>	<b>0</b>	<b>32,800</b>
Total Capital Budget	15,251	7,950	9,350	9,950	6,550	0	33,800

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Inspections & Permit Services

Tab8

**Inspections & Permit Services**

Tab6

Tab5

Tab4

Tab3

Tab2

Tab1

### PDA: Inspection & Permit Services - Overview

Inspection & Permit Services (IPS) is the primary point of contact for customers for services including applications, permits, business licences and inspections. IPS ensures compliance with regulations governing development, building, use and occupancy. As a cost recovery business unit, lines of business help sustain service delivery models involving civic partners.

This business unit offers a variety of products and services to customers including: 3rd Floor intake counter, planning information support centre, business licensing (new/renewal), development site servicing plans, development permits, construction drawings, grade slips, trade permits & inspections (building, plumbing & gas, electrical, HVAC), certificate of compliance, home occupation approval, tenancy and address changes, pre-construction site safety meetings, demolition permits, and records centre.

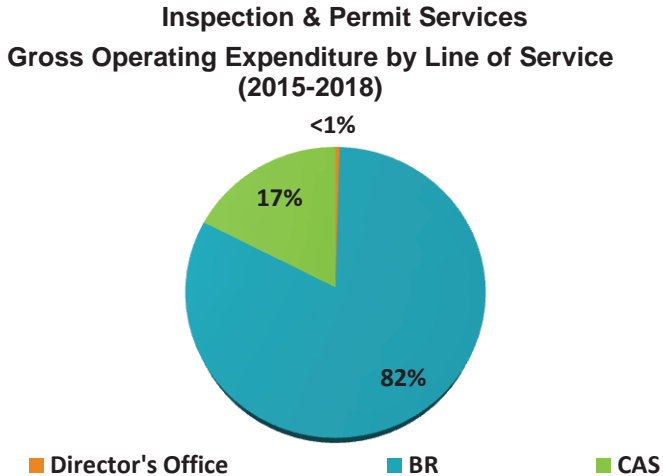
IPS participates, through industry committees and task groups, in the development and implementation of tools that govern safety and enhance related codes. It advocates for changes to legislation both provincially and nationally on building codes and it educates industry and the community on the regulations that apply to their projects. Building Regulations promotes excellence in construction site safety through industry engagement, education and enforcement.

#### Building Regulations (BR)

Building Regulations manages the permitting process for building and renovations through plan review, permit issuance, inspections, and enforcement of applicable codes to ensure public safety in Calgary.

#### Customer Advisory Services (CAS)

Customer Advisory Services acts as a single point of contact for customer transactions, operating a mixture of front counter, online, call centre, publication and administrative services, and manages the intake of business permit and licensing applications.



Values may not sum to 100%, due to rounding.

## PDA: Inspection & Permit Services - Overview

### Trends

---

As the population of the city of Calgary continues to grow, development and construction activities continue to increase in volume and complexity. Inspection & Permit Services monitors and adapts to these trends, continuously improving the way it does business to maintain a high level of service and customer value.

In anticipation of the provincial review and adoption of the 2015 National Building Code (NBC), BR met with the Canadian Home Builders Association (CHBA) – Calgary Region to discuss the potential for six-story wood frame development in Calgary. BR continues to proactively address this matter with the construction industry, and continues to partner with the National Research Council committees in preparation for final code approvals of the 2015 NBC.

With higher frequency and intensity of extreme weather events in Calgary, PDA must take steps to enhance its ability to respond to and recover from floods and windstorms. These events pose a significant risk to The City and its citizens and it is critical that IPS be ready to protect the public and help them recover from these potentially catastrophic events. It will do so through the implementation of the Building Safety Emergency Management System.

Customer service standards are continually evolving and influenced by retail and private industry. Personalizing service and increasing the use of technology are key pieces of providing quality customer service. Working with CPI, IPS' efforts to provide mobile solutions, improve processes, enhance the customer experience, and offer one-stop shopping capabilities will have to accelerate over the next business cycle to meet evolving standards. IPS is working to provide greater and easier access to its products and services, and is shifting to a risk-based business approach. Additional products and services are being made available online to meet customer needs and business

trends. To create more concise ways of completing business transactions, processes are being carefully reviewed with stakeholder behaviours and user experience in mind.

As the city continues to thrive, workloads continue to increase. At the same time, the workforce is reaching retirement age and there is significant competition in attracting new employees. Creating an environment where staff can excel and leverage their skills and knowledge appropriately will be critical for maintaining customer satisfaction and levels of service.

### Long-Term Plans

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IPS is committed towards achieving Council Priorities and the long-term goals of the Municipal Development Plan by delivering the tangible services that facilitate and foster smart planning and development activities in the city. Ongoing efforts to simplify and streamline the products and services provided to industry and citizens will only make Calgary a more attractive place to live and work.

The business plan demonstrates IPS commitment to facilitating prosperity, growth and business development by supporting PDA's nextCity objectives including: Growth Management Strategy, Corridors Program, Redevelopment Implementation Plan and Centre City Implementation.

Moving our products and services online for our customers is part of the commitment to make it faster and easier to do business in Calgary. IPS is working closely with industry and citizens to facilitate development of these online solutions and incorporate their feedback into the end products to ensure they meet their needs and expectations. The City and its customers benefit from 24/7 access to online services by saving both time and money by eliminating paper transactions, avoiding courier

## PDA: Inspection & Permit Services - Overview

or travel costs to City hall and reducing wait times at the IPS service counter.

By participating with National code development and provincial safety programs, IPS is influencing the development of built communities in Canada. Striving to be a leader in the industry, IPS' expertise continues to provide sound guidance to the safety of the built form.

IPS is guided by the 2020 Sustainability Direction to strengthen neighbourhoods through community development by exploring incentives to increase the number of businesses that support sustainable practices.

### Citizen Engagement

Affordable housing was identified as a top priority in the Action Plan 2015-2018 public engagement campaign. Business, citizens and civic partners indicated housing affordability as a concern with negative impacts on attracting people to our city and on quality of life. IPS continues to participate and support opportunities for planning and development innovations including a mix of housing solutions. Reviewing policy rules and guidelines of Secondary Suites may provide development and income opportunities in established communities, allowing the retention of existing homes.

Encouraging development that supports aging in place by promoting the increase of housing that provides convenience for residents and a welcoming environment for people of all ages and mobility. All engagement input streams have identified public safety as a priority. IPS strongly supports this priority by collaborating with civic and industry partners. BR promotes excellence in construction site safety through industry engagement, education and enforcement and will address concerns of aging buildings with the implementation of a new building maintenance bylaw.

Our citizens also said that more collaboration among City departments and business units, and less red tape, is important. Commitment to improvements in the efficiency, transparency, and simplicity of inspections and permit processes and tools is integral to 2015-2018 plans. These efforts contribute to both A well-run city and A prosperous city outcomes by looking for ways to improve customer understanding and accessibility to services, as well as optimizing use of city resources in provision of those services.

### Council Priorities

IPS contributes to the Council Priority areas of a prosperous city, a city of inspiring neighbourhoods, and a well run city.

Regarding A prosperous city, IPS is committed to building a reputation as an effective business partner. Through coordination with civic, business, and community partners, as well as business revitalization zones, its services play a fundamental contribution to Calgary being an attractive place to do business. IPS addresses effectiveness and efficiency by working with stakeholders. Inspection processes will be aligned with industry practice, ensuring timely review of code requirements, support code development and ultimately, safe construction of the built form.

Regarding A city of inspiring neighbourhoods, IPS also plays a significant role in Council Strategy 'Respond to the needs of an aging population'. To support affordable and accessible housing options, BR will work with the Advisory Committee on Accessibility to update the Access Design Standards to align The City's requirements for the barrier-free design of City-owned properties with the Alberta Building Code. BR proactively seeks to promote the increase in housing options in new and established communities through initiatives that support aging in place.



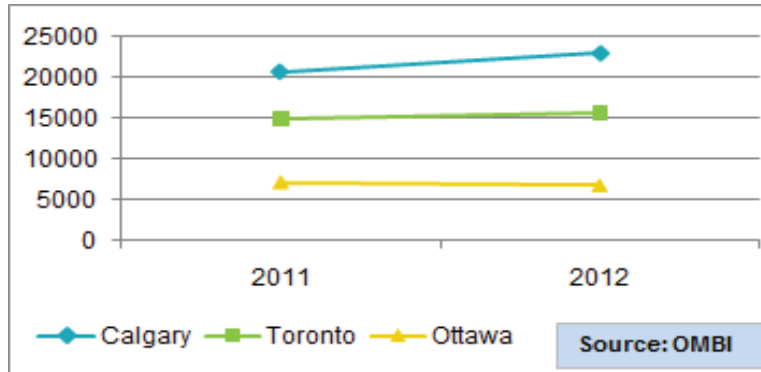
## **PDA: Inspection & Permit Services - Overview**

IPS helps to prepare the community to be resilient to future emergencies and has a critical role to play in helping businesses and citizens to resume their normal activities after an event.

Under A well run city, IPS supports both Corporate and Departmental customer service, safety and human resources strategic plans and is committed to participation in the Zero-Based Review program.

## PDA: Inspection & Permit Services - Benchmarking

### Volume of Building Permits Issued



Calgary is a busy and growing city. Inspection and permit volumes have been trending upwards. Permit volumes remained steady at 20,000+ from 2009 to 2011, increasing to 22,900 in 2012 and 24,800 in 2013.

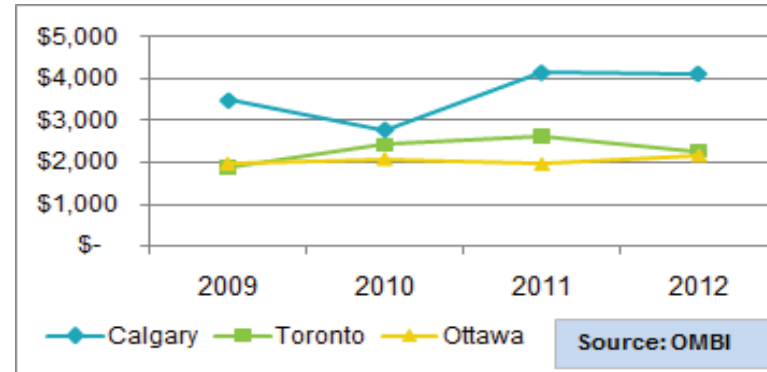
### Learning and Best Practices

OMBI comparatives are limited at present, but Calgary volume estimates are significantly higher (40 per cent +) than those reported by other large cities. The outlook for Calgary is positive with a steady rate of growth expected over the coming years. This will continue to put pressure on staff to meet level of service expectations that are significantly higher than the pressure that may be felt in similar roles in other cities.

### Improvement Initiatives & Action Plan 2015-2018

IPS participates in several provincial and national committees that will shape future code requirements. IPS is committed to meeting the needs of its customers in the most efficient way possible and supporting the development and well-being of its employees.

### Construction Value of Building Permits Issued Per Capita



High construction value projects, including offices, apartments, industrial spaces and retail spaces, continue to be approved and developed, changing Calgary's skyline and supporting Calgary's economic growth. In 2013, the estimated construction value per capita was \$5,365 showing the continuation of high investment levels and a positive economic outlook.

### Learning and Best Practices

Increasing construction value is a result of several market forces but is often also an indicator of a project's complexity. IPS must realize efficiencies in order to sustain service standards while offering the additional attention required by projects of greater complexity.

### Improvement Initiatives & Action Plan 2015-2018

To meet the service demands of complex projects, IPS seeks to improve productivity by: increasing the use of technology throughout the permitting and inspection processes including on-site code compliance inspections; continuing to implement workforce strategies to foster high performing culture; and implementing an outcomes based inspection strategy, streamlining processes for lower risk projects.

**PDA: Inspection & Permit Services - Actions for Council Approval**

For Council Approval

**Planning, Development & Assessment Commitment:**  
 PDA is committed to being an effective business partner to citizens, business, and partners. PDA will make it easier to do business with The City by facilitating understanding and predictability of planning and building processes and outcomes.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Increase PDA participation in industry groups to enhance collaboration	BR, CAS
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	P3.1 Continue to research and develop opportunities for planning and development innovation	BR, CAS
	P3.2 Build a reputation as a leader in our field of expertise and a facilitator of business success	BR, CAS
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Improve transparency and understanding of the planning system by standardizing and optimizing internal business practices and policies	BR, CAS



**PDA: Inspection & Permit Services - Actions for Council Approval**

For Council Approval

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<p>P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.</p>	<p>P4.2 Implement an outcomes/risk based inspection strategy, incorporating appropriate use of audit and enforcement approaches</p>	<p>BR</p>
	<p>P4.3 Improve citizen/business outreach by making information available in more languages</p>	<p>BR, CAS</p>
	<p>P4.4 Facilitate self-service by increasing the availability of on-line tools</p>	<p>BR, CAS</p>
<p>P8 Respond to the needs of an aging population.</p>	<p>P8.1 Implement changes resulting from the Alberta Building Code's new adaptable dwelling unit requirements</p>	<p>BR, CAS</p>
	<p>P8.2 Support greater accessibility to buildings for persons with disabilities</p>	<p>BR, CAS</p>
<p>P10 Expand our library system and enhance access to technology and information.</p>	<p>P10.1 Improve public access to PDA stewarded information.</p>	<p>BR, CAS</p>
	<p>P10.2 Improve PDA information management practices.</p>	<p>BR, CAS</p>



**PDA: Inspection & Permit Services - Actions for Council Approval**

For Council Approval

**Planning, Development & Assessment Commitment:**  
 PDA works with all stakeholders to create complete communities, encouraging diversity in amenities, housing types, activities and services to create places where all citizens can make choices about their quality of life.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Further develop and implement a business continuity plan and risk management strategy	BR, CAS
	N3.2 Implement a Building Safety Emergency Management System	BR, CAS
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	N5.1 Encourage development that supports aging in place by promoting the increase of housing that is convenient for residents and welcoming to visitors of all ages and mobility	BR
	N5.2 Work cooperatively with the Province to improve building codes for fire safety for care facilities	BR



**PDA: Inspection & Permit Services - Actions for Council Approval**

For Council Approval

**Planning, Development & Assessment Commitment:**  
 PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Improve performance standards and targets and establish benchmarks that justify funding requirements and processes	BR, CAS
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Participate in a Zero-based Review in order to realize improvements in service efficiency and effectiveness	BR, CAS
	W3.2 Implement the recommendations of the Zero-based Review	BR, CAS
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	W5.1 Continue to develop stakeholder relationships to achieve positive outcomes	BR, CAS



**PDA: Inspection & Permit Services - Actions for Council Approval**

For Council Approval

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**Planning, Development & Assessment Commitment:**  
PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Integrate customer service commitments and standards into Department and Business Unit programs and services to drive program and service improvements

BR, CAS

W7.2 Set clear expectations for staff and reinforce those through learning and development and recognition programs to empower staff to deliver excellent customer service

BR, CAS

W7.3 Establish service standards, metrics and targets incorporating customer feedback to provide responsive quality service

BR, CAS

W7.4 Use customer metrics to drive service improvements, process efficiencies and value for money

BR, CAS

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Build an inclusive workplace that is reflective of the greater community

BR, CAS

W9.2 Develop a PDA strategic workforce plan that responds to and forecasts workforce trends

BR, CAS



**PDA: Inspection & Permit Services - Actions for Council Approval**

For Council Approval

**Planning, Development & Assessment Commitment:**

PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

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 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.3 Develop and implement strategic workforce learning and development plans that foster a high performing culture

BR, CAS

W10 Support the Corporate Safety Strategy

W10.1 Foster a risk-based health and safety focused culture

BR, CAS

W10.2 Improve reporting and follow up procedures for specific leading safety indicators, near misses, and hazardous conditions

BR, CAS





**PDA: Inspection & Permit Services - Lines of Service**

<b>Breakdown of Operating Budget by Service (\$000)</b> (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	90	90	2.0	327	327	2.0	329	329	2.0	332	332	2.0	333	333	2.0
Building Regulations	28,012	(40,710)	177.0	58,102	(12,645)	177.0	60,067	(12,979)	177.0	62,072	(13,349)	177.0	64,500	(13,373)	177.0
Customer Advisory Services	12,298	12,034	124.0	12,591	12,319	124.0	12,932	12,650	124.0	13,308	13,016	124.0	13,342	13,041	124.0
<b>Total Business Unit</b>	<b>40,400</b>	<b>(28,586)</b>	<b>303.0</b>	<b>71,020</b>	<b>0</b>	<b>303.0</b>	<b>73,328</b>	<b>0</b>	<b>303.0</b>	<b>75,712</b>	<b>0</b>	<b>303.0</b>	<b>78,174</b>	<b>0</b>	<b>303.0</b>

PDA went through an organizational realignment in 2014, adapting to pursue efficiencies by bringing like services together. IPS business unit combines PDA's frontline employees, those that receive planning and development applications, with those that inspect development and building construction activity. IPS operates as a cost recovery business unit, within a model that allows scalability of services to effectively respond to trends including growth.

Operating expenditures for IPS consist primarily of the salary and wages costs for the staff that provide front line service. Indirect costs such as training, equipment, IT support, administrative support and outside services have been centralized in the City Wide Planning & Integration

business unit as part of the organizational realignment. This centralization enables efficient and equitable application of resources to planning and development products and services. Revenues earned from fees charged by Inspections & Permit Services are used to fund a portion of these supporting costs.

As the new organizational structure and its supporting processes stabilize; further analysis and review of staffing and operational budget requirements will be required. Changes to or redistribution of budgets between the planning and development related business units may be requested as a result.

## PDA: Inspection & Permit Services - Lines of Service

All \$ values are in Thousands (\$000)

Building Regulations	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	28,012	(40,710)	177.0	58,102	(12,645)	177.0	60,067	(12,979)	177.0	62,072	(13,349)	177.0	64,500	(13,373)	177.0

Building Regulations is responsible for Inspections (Building Permits & Development Permits), Building Plans Examination, Codes, Safety Response, Construction Drawings, and Development Site Servicing Plans. Safety codes officers examine plans and perform inspections to make sure the design and construction conforms to the applicable safety codes and bylaws with respect to the structure itself as well as the interior services (e.g. plumbing, gas, heating, ventilation, air conditioning, and electrical). They coverage in urgent response situations were public also provide 24/7 safety is a concern. This service

ensures citizen safety in buildings both now and into the future.

For 2015-2018, service levels will be maintained through increased efficiencies and by using a risk-based approach to work priorities. Accommodating increased growth over the next four years will be addressed in a number of ways including: greater self serve options for customers, combining development and building inspection processes, incorporating technology advancements into the field operations, and implementing solutions based on customer feedback.

Customer Advisory Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	12,298	12,034	124.0	12,591	12,319	124.0	12,932	12,650	124.0	13,308	13,016	124.0	13,342	13,041	124.0

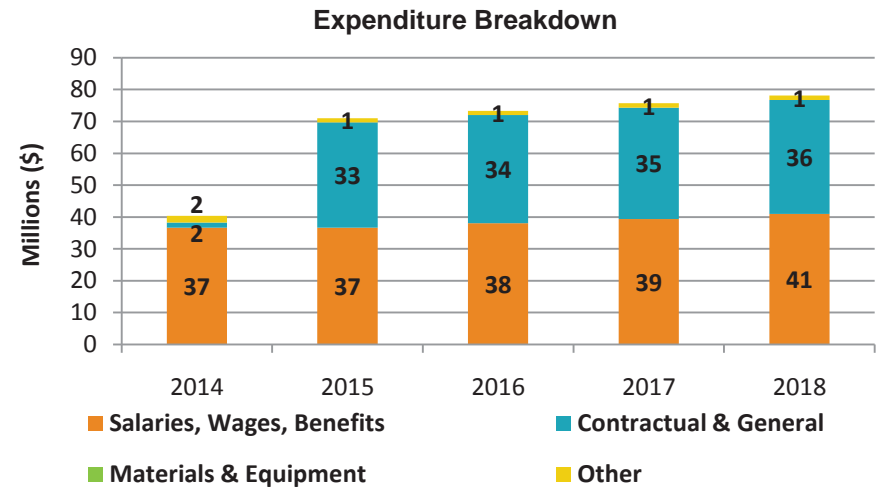
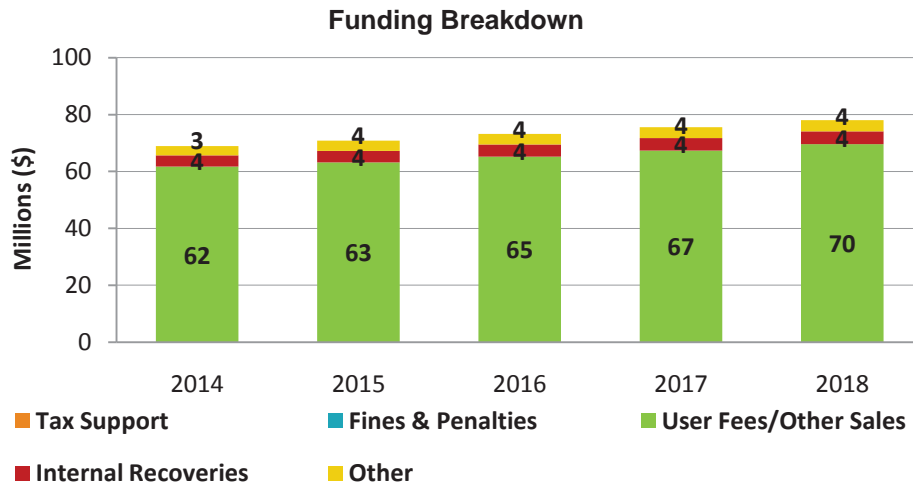
Customer Advisory Services provides information and application processing to planning and development customers online, through the call centre, and at the front counter. As the first point of contact for customers, CAS interacts with over 1,000 customers per day, and is the starting point for any planning and development application or inquiry. CAS ensures initial compliance of applications with applicable legislation and standards, and that businesses are safe, reputable and fit within the fabric of the city. In addition to intake, CAS processes a wide variety of applications in the planning and development product line varying from residential improvement projects, trade, building and development

permits, and business licences, the majority of which are issued in under two business days. It is also responsible for records management and ensures the integrity of customer data, and addressing.

CAS is strongly focused on providing a high-level of customer service, seeking to enhance the customer experience by constantly monitoring service delivery across all channels. CAS is continuously improving the quality of information available to customers: providing up-to-date application requirement lists, increasing the availability of online tools, and educating customers on the planning and development process.

## PDA: Inspection & Permit Services - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Inspections & Permit Services is a self-supporting business unit funded from fees charged for the services it provides.

**Expenditures** - 54 per cent of the expenses for this business are for direct salary and wages to provide inspections and permit services to customers.

Indirect planning and development support costs such as training & certification, safety equipment and furniture, facilities charges, IT support, corporate services, and external services have been centralized within the City Wide Policy & Integration business unit. The remaining 46 per cent of expenditures in IPS are for this administrative and technical support provided by CPI.

As the new departmental realignment and its supporting processes stabilize; further analysis and review of operating budget allocations between business units will be required and changes to this baseline may result.

**User Fees / Charges / Utility Rates** - There are no changes to 2015-2018 user fees at this time. Fees for 2015-2018 are detailed in Attachment 2.

Fee increases have been restricted to a minimum (3.3 per cent) in order to offset expected salary and wage increases and limited inflation only. Due to the PDA departmental realignment, a detailed review of individual fees is required but could not be completed in time for the 2015-2018 Action Plan implementation. Analysis of specific changes required to individual fees as a result of organizational or procedural changes will be brought forward as is practical as part of ongoing nextCITY initiatives.

**PDA: Inspection & Permit Services - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	(28,586)	0	0	0
Less: Previous Year One Time	(310)	0	0	0
Base	(28,896)	0	0	0
Efficiency Gains	0	0	0	0
Inflation	(351)	0	0	0
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	29,247	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>28,896</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating budget changes are minimal, restricted primarily to service inflation and salary and wages adjustments.

Investments in the departmental realignment, as well as in technology and process improvements, are expected to enable IPS to absorb the impact of on-going city growth over the next four years. Because the

implementation of the departmental realignment occurred late in 2014, it is still too early to determine a value on what capacity to absorb work or what level of general efficiencies has been gained before entering into this next planning cycle. PDA expects to bring forward an update to Council describing the results and benefits from these efforts sometime in 2015.

<b>TCA Depreciation (\$000s) - Inspection &amp; Permit Services</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
0	0	0	0

*TCA Depreciation content is presented for information only.*

**PDA: Inspection & Permit Services - Operating Budget for Council Approval**

For Council Approval
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Inspection & Permit Services															
Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	NA	NA	40,400	71,020	0	71,020	73,328	0	73,328	75,712	0	75,712	78,174	0	78,174
Recoveries	NA	NA	(3,945)	(4,093)	0	(4,093)	(4,222)	0	(4,222)	(4,355)	0	(4,355)	(4,491)	0	(4,491)
Revenue	NA	NA	(65,042)	(66,927)	0	(66,927)	(69,106)	0	(69,106)	(71,357)	0	(71,357)	(73,683)	0	(73,683)
Net	NA	NA	(28,586)	0	0	0	0	0	0	0	0	0	0	0	0
FTEs	NA	NA	303.0	303.0	0.0	303.0	303.0	0.0	303.0	303.0	0.0	303.0	303.0	0.0	303.0

# Local Area Planning & Implementation

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Local Area Planning &  
Implementation

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**PDA: Local Area Planning Implementation - Overview**

Local Area Planning & Implementation (LPI) provides guidance in planning and development across Calgary. It is focused on achieving the corporate goals of the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) through collaborative, outcome based policy development, application reviews and integrated decision making. LPI's work is customer-focused and prides itself on its interactions with its partners, stakeholders, and the people who call Calgary home. LPI plays an essential role in guiding development to aim high, grow smart and to make Calgary a place where people love to live, work and play.

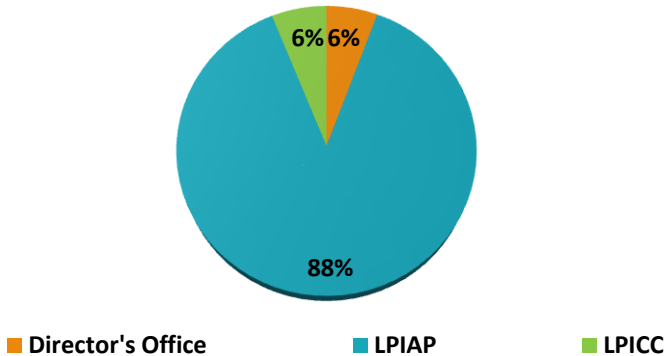
**Applications & Policy (LPIAP)**

LPI develops policies which enable growth patterns that meet the needs of the community including area structure plans, area redevelopment plans, development guidelines and other stand alone policies. LPI also leads the corporate review of planning applications (via the Corporate Planning Applications Group) such as land use amendments, outline plans, road closures, development permits and subdivision applications.

**Centre City (LPICC)**

LPI is the corporate lead for the inter-departmental implementation of the Centre City Plan. The centre city implementation team coordinates initiatives, facilitates collaboration, and builds strong partnerships with both internal business units and external stakeholders to achieve the vision of the Centre City Plan.

**Local Area Planning Implementation  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.



## PDA: Local Area Planning Implementation - Overview

### Trends

---

Calgary will continue to grow with citizens wanting to live, work, play and grow old in communities that offer a wide range of services and amenities. Outcomes of plans and planning applications will promote a city that is well-connected, comprised of walkable neighbourhoods with a mix of uses and a variety of housing types to meet all citizens' needs. Neighbourhood design, housing options and public engagement have to address the requirements of an aging and increasingly diverse community.

Population growth is expected to be significant over the next 50-60 years. Managing this growth will require planning for new greenfield communities and for the intensification of existing areas of the city. Today, 94 per cent of new growth is accommodated in new suburban areas.

Neighbourhoods of similar age across the city share similar demographic trends and development patterns. Area planning across community boundaries, while recognizing neighbourhood character, will efficiently address community life cycle changes and will help Calgary move towards the long term objectives identified in the MDP.

With the trend towards greater urban densities comes the need to consider new or improved services and infrastructure investment, while maintaining a financially viable City. Development incentives for the provision of public amenities and the alignment of City investments across departments will add to traditional funding sources.

As the city continues to thrive, workloads continue to increase. At the same time, the workforce is reaching retirement age and there is significant competition in attracting new employees. Strategies for employee retention and training will be critical for maintaining customer

satisfaction and levels of service.

### Long-Term Plans

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Work in LPI is anchored by imagineCalgary, 2020 Sustainability Direction as well as MDP/CTP objectives and is strongly linked to efforts related to growth management and redevelopment strategies.

Growth management overlays in new Area Structure Plans ensure alignment with Council decisions on Funding & Financing Proposals by developers specifying how the infrastructure costs triggered by such development will be funded.

LPI is leading two priority projects, the Corridors Program and Centre City Implementation while working with other business units in support of other identified priorities. The Corridors Program will coordinate a comprehensive approach to development within Calgary's 24 main street corridors. The intention is to make desirable development easier and to support achievement of the outcomes described in the MDP and CTP, including a greater share of population growth in the established areas and a strong link to transit locations and services.

The Centre City Implementation strategy supports coordinated and concentrated investments in desirable downtown and inner city areas to implement the vision of the Centre City Plan. The strategy includes improvements to centre city open spaces, underpasses and key redevelopment corridors, as well as safety and cleanliness initiatives.

## PDA: Local Area Planning Implementation - Overview

### Citizen Engagement

---

A key theme arising from the Action Plan engagement sessions highlighted a need for more collaboration between City Departments and Business Units. Under the new Planning Structure, all members of the Corporate Planning Applications Group (Engineering, Parks, Planning and Transportation) have been co-located into the same work area. Over 2015-18, this approach is intended to increase opportunities for daily collaboration within the different Departments, provide clear and unified direction and increase overall efficiency and effectiveness in the review of planning applications.

The new Planning System, that will continue to be built upon in the 2015-2018 business cycle, encourages effectiveness in the evaluation of proposed plans and /or applications. This will be done through early review and design discussions to examine and consider the best opportunities for a proposed policy document or application. This approach allows for more constructive dialogue and decision making between staff, applicants, and the community and a more in-depth and shared understanding of the project intent. Proactive community engagement is incorporated into individual projects or applications based on the scope of the work being reviewed.

Another theme arising from the Action Plan engagement was that Citizens of Calgary have expressed their desire to have greater access to local amenities and transit with improved pedestrian networks. All plans for new and redeveloped areas, including the Corridors Program, are in support of these objectives.

Inclusive and representative engagement is essential in the development of any local area plan. In 2009, Administration facilitated the first Centre City Citizen Perception Survey to establish benchmarks against which future actions and initiatives could be measured. Opinions and perceptions were captured in 2011 and 2013 and the story continues to be one of success. This engagement will continue, providing value insight into future actions and activities.

Community and stakeholder engagement is central to the work that is done is LPI. The tools and methods used to gather and analyze feedback are always changing. New approaches for reaching out to the citizens of Calgary will be supported and will help improve overall public participation in the planning process. The Corridors Program, for example, employs a Neighbourhood Charter as a tool for community members to pinpoint the issues, opportunities and outcomes they would like to see for main streets in their area.

### Council Priorities

---

Local Area Planning & Implementation plays a significant role in A prosperous city and A city of inspiring neighbourhoods. Applications & Policy implements the MDP through the creation of a more compact city that supports transit use and mixed use activity, and by connecting the city with transportation and transit choices and complete streets. The City's investments in the Centre City since 2007 have created a more attractive core, resulting in greater capacity to support and encourage future investment and growth. Sustaining this momentum and investment is critical to achieving and maintaining the vision of the Centre City as a liveable, thriving, and caring place.

**PDA: Local Area Planning Implementation - Actions for Council Approval**

For Council Approval

**Planning, Development & Assessment Commitment:**

PDA is committed to being an effective business partner to citizens, business, and partners. PDA will make it easier to do business with The City by facilitating understanding and predictability of planning and building processes and outcomes.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary’s position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Increase PDA participation in industry groups	LPIAP, LPICC
	P1.2 Build partnerships with the private sector to leverage investments in public amenities	LPIAP, LPICC
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	P3.1 Continue to research and develop opportunities for planning and development innovation	LPIAP, LPICC
	P3.2 Build a reputation for being knowledgeable in our field of expertise and helpful in achieving deadlines	LPIAP, LPICC
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Improve transparency and understanding of the planning system by standardizing and optimizing internal business practices and policies	LPIAP, LPICC



**PDA: Local Area Planning Implementation - Actions for Council Approval**

For Council Approval

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

**Planning, Development & Assessment Commitment:**  
 PDA is committed to being an effective business partner to citizens, business, and partners. PDA will make it easier to do business with The City by facilitating understanding and predictability of planning and building processes and outcomes.

P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.

P4.2 Improve citizen/business outreach by making information more useful/useable and available in more languages

LPIAP, LPICC

P6 Increase affordable and accessible housing options.

P6.1 Support corporate direction and implementation actions related to secondary suites

LPIAP, LPICC

P6.2 Monitor related land supply initiatives and provide policy support

LPIAP, LPICC

P10 Expand our library system and enhance access to technology and information.

P10.1 Improve public access to PDA stewarded information

LPIAP, LPICC

P10.2 Improve PDA information management practices

LPIAP, LPICC



**PDA: Local Area Planning Implementation - Actions for Council Approval**

For Council Approval

**Planning, Development & Assessment Commitment:**  
 PDA works with all stakeholders to create complete communities, encouraging diversity in amenities, housing types, activities and services to create places where all citizens can make choices about their quality of life.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Further develop and implement a business continuity plan and risk management strategy	LPIAP, LPICC
N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	N5.1 Implement coordinated redevelopment strategies that promote increased population and employment in activity centres and along urban and neighbourhood corridors identified in the MDP	LPIAP, LPICC
	N5.2 Identify and support investments in capital infrastructure that supports the evolution and growth of inner city and established communities	LPIAP, LPICC
N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.	N7.1 Investigate and promote new and innovative financing techniques and partnerships to provide infrastructure in new and redeveloping neighbourhoods	LPIAP, LPICC



**PDA: Local Area Planning Implementation - Actions for Council Approval**

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Planning, Development & Assessment Commitment:**  
PDA works with all stakeholders to create complete communities, encouraging diversity in amenities, housing types, activities and services to create places where all citizens can make choices about their quality of life.

N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.

N7.2 Optimize and leverage existing funding resources to support City development objectives

LPIAP, LPICC

N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.

N8.1 In collaboration with stakeholders, address issues and opportunities related to achieving MDP/CTP objectives

LPIAP, LPICC

N8.2 Review and optimize roles and responsibilities for MDP/CTP implementation

LPIAP, LPICC



**PDA: Local Area Planning Implementation - Actions for Council Approval**

For Council Approval

**Planning, Development & Assessment Commitment:**  
 PDA will leverage land use and building processes to support healthy, environmentally and fiscal sustainable places.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	H6.1 Promote sustainable built environments	LPIAP, LPICC
	H6.2 Provide opportunities for conservation and tree preservation through the design and approvals process	LPIAP



For Council Approval

**Planning, Development & Assessment Commitment:**

PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Participate in a zero-based review in order to realize improvements in service efficiency and effectiveness	LPIAP, LPICC
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	W5.1 Continue to develop stakeholder relationships to achieve positive outcomes	LPIAP, LPICC
W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.	W7.1 Integrate customer service commitments and standards into Department and Business Unit programs and services to drive program and service improvements	LPIAP, LPICC
	W7.2 Set clear expectations for staff and reinforce those through learning and development and recognition programs to empower staff to deliver excellent customer service	LPIAP, LPICC





**PDA: Local Area Planning Implementation - Actions for Council Approval**

For Council Approval

**A well-run city**  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Planning, Development & Assessment Commitment:**  
 PDA is pro-active and strategic in mitigating risks and finding opportunities for improvement. PDA will be involved in the community and build relationships with customers to provide services they have confidence in.

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.3 Establish service standards, metrics and targets incorporating customer feedback to provide responsive and quality service

LPIAP, LPICC

W7.4 Use customer metrics to drive service improvements, process efficiencies and value for money

LPIAP, LPICC

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Build an inclusive work place that is reflective of the greater community

LPIAP, LPICC

W9.2 Develop a PDA strategic work force plan that responds to and forecasts workforce trends

LPIAP, LPICC

W9.3 Develop and implement strategic work force learning and development plans that foster a high performing culture

LPIAP, LPICC

W10 Support the Corporate Safety Strategy

W10.1 Foster a risk-based health and safety focused culture

LPIAP, LPICC

W10.2 Improve reporting and follow up procedures for specific leading safety indicators, near misses, and hazardous conditions

LPIAP, LPICC



**PDA: Local Area Planning Implementation - Lines of Service**

<b>Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)</b>															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	735	735	3.0	1,311	1,311	3.0	606	606	3.0	615	615	3.0	615	615	3.0
Applications & Policy	11,577	9,929	74.0	11,896	10,248	74.0	12,100	10,452	74.0	12,464	10,816	75.0	12,464	10,816	75.0
Centre City	847	847	3.0	847	847	3.0	847	847	3.0	847	847	3.0	847	847	3.0
Total Business Unit	13,159	11,511	80.0	14,054	12,406	80.0	13,553	11,905	80.0	13,926	12,278	81.0	13,926	12,278	81.0

Operating expenditures for Local Area Planning & Implementation consist primarily of the salary and wages costs for the staff that provide front line service.

Indirect costs such as training, equipment, IT support, administrative support and outside services have been centralized in the City Wide Planning & Integration business unit as part of the new matrix management organizational structure. This centralization enables efficient and equitable application of administrative resources to Planning & Development products and services.

PDA was allocated limited increases to its overall operating allocation.

Consequently, year over year changes to LPI's operating budget are minimal, restricted to general salary and wage increases for tax supported staff as well as salary and wages for 1 additional FTE in 2017. This proposed increase of 1 FTE is intended to help address increased demand for community planning services, public engagement, and inquiries resulting from significant population growth and development.

As the new organizational structure and its supporting processes stabilize; further analysis and review of staffing and operational budget requirements will be required. Changes to or redistribution of budgets between the planning and development related business units may be requested as a result.

**PDA: Local Area Planning Implementation - Lines of Service**

*All \$ values are in Thousands (\$000)*

Centre City	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	847	847	3.0	847	847	3.0	847	847	3.0	847	847	3.0	847	847	3.0

Centre City Planning and Implementation is responsible for policy development, development application processing, and aligning operating and capital projects, all of which add to the vibrancy and strength of the Centre City. The operating budget contained in LPI supports the

corporate lead team only. The overall Centre City Implementation Team is comprised of many contributing Business Units. These contributing members are reported within their respective Business Units.

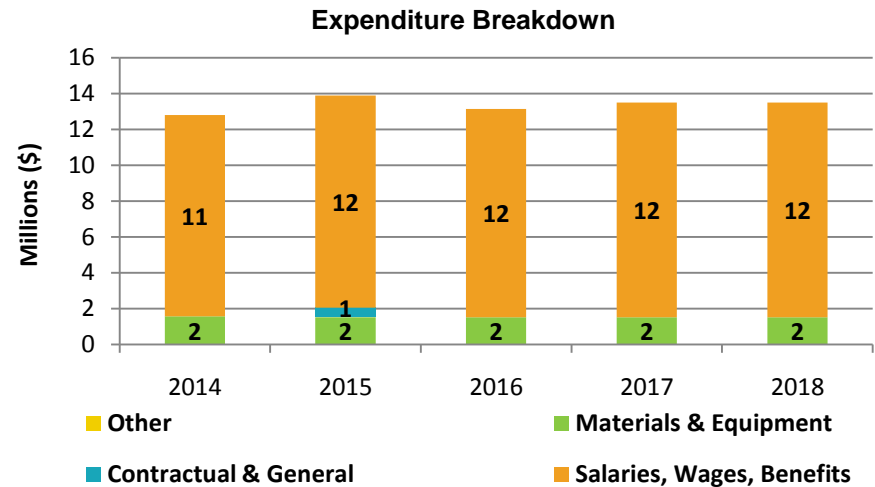
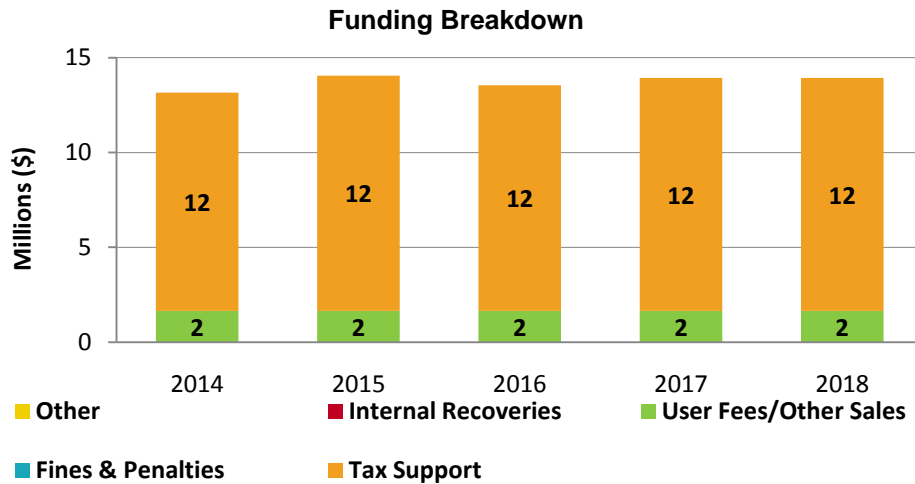
Applications & Policy	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	11,577	9,929	74.0	11,896	10,248	74.0	12,100	10,452	74.0	12,464	10,816	75.0	12,464	10,816	75.0

Application and policy teams are managed by geographical location: North, South, and West. Teams support the full lifecycle of development for communities within their assigned boundaries. This can include planning for change in existing communities, translating Council's policies into appropriate development, land use, and design within new

communities as well as promoting a mix of land uses and a more walk-able urban form in all communities. This structure provides more consistency for developers and increased opportunities for development for staff.

**PDA: Local Area Planning Implementation - Breakdown of the Operating Budget**

*Totals may not match due to rounding*



**Funding Breakdown** - Local Area Planning & Implementation is primarily a tax supported business unit. This funding model, as applied to broad based planning policy development, aligns with the User Fees and Subsidies Policy because benefits of this work are realized by the broader community rather than a single development.

**Expenditures** - Expenses are primarily for salary and wages for LPI staff that manage the planning and applications processes.

Indirect planning and development support costs such as training & certification, safety equipment and furniture, facilities charges, IT support, corporate services, and external services have been centralized within the City Wide Policy & Integration business unit. As the new organizational structure and its supporting processes stabilize; further analysis and review of operating budget allocations between business

units will be required and changes to this baseline may result.

**User Fees / Charges / Utility Rates** - Recent funding policy trends are shifting, items that were once thought to benefit only the larger community have been considered appropriate for funding from fees. The appetite to move away from this funding model may be expressing itself through the introduction of developer funded Area Structure Plans.

A complete funding review, building on changes introduced via transforming planning initiatives and the organizational realignment, could not be completed in time for Action Plan implementation. Analysis of specific changes required to individual fees as a result of organizational or procedural changes will be brought forward as is practical as part of ongoing nextCITY initiatives.

**PDA: Local Area Planning Implementation - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	11,511	12,406	11,905	12,278
Less: Previous Year One Time	0	(713)	0	0
Base	11,511	11,693	11,905	12,278
Efficiency Gains	0	0	0	0
Inflation	182	212	240	0
Service and Budget Increase	0	0	133	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	(0)	0	0	0
One Time	713	0	0	0
<b>Total Budget Change</b>	<b>895</b>	<b>212</b>	<b>373</b>	<b>0</b>
<b>Total Budget</b>	<b>12,406</b>	<b>11,905</b>	<b>12,278</b>	<b>12,278</b>

Investments in the departmental realignment, as well as in technology and process improvements, are expected to enable LPI to absorb the impact of on-going city growth over the next four years. Because the implementation of the departmental realignment occurred late in 2014, it is still too early to determine a value on what capacity to absorb work or what level of general efficiencies has been gained before entering into this next planning cycle. PDA expects to bring forward an update to

Council describing the results and benefits from these efforts sometime in 2015.

Capital budget investments in downtown improvements planned for 2015-18 will not have an impact on the operating budget.

<b>TCA Depreciation (\$000s) - Local Area Planning Implementation</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
0	0	0	0

*TCA Depreciation content is presented for information only.*

**PDA: Local Area Planning Implementation - Operating Budget for Council Approval**

For Council Approval

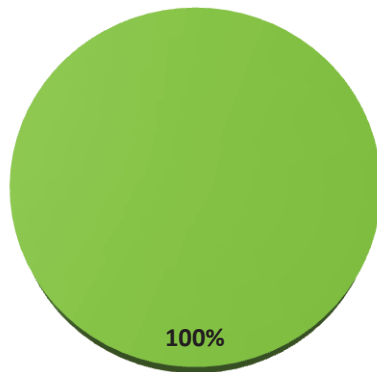
<b>Local Area Planning Implementation</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	NA	NA	13,159	13,341	713	14,054	13,553	0	13,553	13,926	0	13,926	13,926	0	13,926
Recoveries	NA	NA	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	NA	NA	(1,648)	(1,648)	0	(1,648)	(1,648)	0	(1,648)	(1,648)	0	(1,648)	(1,648)	0	(1,648)
Net	NA	NA	11,511	11,693	713	12,406	11,905	0	11,905	12,278	0	12,278	12,278	0	12,278
FTEs	NA	NA	80.0	80.0	0.0	80.0	80.0	0.0	80.0	81.0	0.0	81.0	81.0	0.0	81.0

**PDA: Local Area Planning Implementation - Capital Budget Overview**

Local Area Planning Implementation						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	300	300	300	300	0	1,200
Total Business Unit Capital Budget	300	300	300	300	0	1,200

*\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.*

**Local Area Planning Implementation  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$1 Million**



■ Maintenance

**Maintenance/Replacement** - The capital budget request will support annual capital funding for the Downtown Improvement (DOIT) Program of improvements in the public realm within the Downtown area. This funding is to be drawn from the Downtown Improvement Reserve (non-tax supported source). DOIT is an annual program that undertakes selective improvements in the public realm. Recent improvements include the Center City Banner Program, Centre Street Bridge Illumination and Centre City Wayfinding Program. 2015-2018 funding will contribute towards the continuation of the Banner Program, CPR underpass improvements, as well as other smaller scale projects yet to be determined.

This program will enhance the public realm, encourage citizens and visitors to use the Downtown's many amenities, and improve the public perception of downtown Calgary. In addition the fund plays a significant role in the implementation of the Centre City Plan by providing quick wins and noticeable differences in the pedestrian environment thereby providing synergies for other projects.

## PDA: Local Area Planning Implementation - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	300	300	300	300	0	1,200
<b>Total Funding</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>1,200</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
152-002	Downtown Improvements	M	C			1,200	300	300	300	300		1,200	
<b>Total Program 152 : Downtown Improvements</b>				-	-	1,200	300	300	300	300	-	1,200	
				-	-	1,200	300	300	300	300	-	1,200	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

### Explanation of Budget Requests

#### Program 152 : Downtown Improvements

##### Project 152-002 Downtown Improvements

**New budget request** for \$1.2million. The Downtown Improvement Fund (DOIT Fund) is a Council approved program for smaller-scale public improvements in the downtown area. The Centre City Plan provides guidance for these enhancements. The annual maximum the reserve may fund is \$300K plus any accrued carry-forward spending from previous years.

**Operating Impact of Capital:** None.



**PDA: Local Area Planning Implementation - Capital Budget for Council Approval**

For Council Approval
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Local Area Planning Implementation							
Capital Budget (\$000s) for Approval (Totals may not match due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	481	0	0	0	0	0	0
Projects Requiring Approval							
<i>Program 152 : Downtown Improvements</i>		300	300	300	300	0	1,200
<b>Total Projects Requiring Approval</b>		<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>1,200</b>
Total Capital Budget	481	300	300	300	300	0	1,200

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

**Planning, Development & Assessment: General Manager - Operating Budget for Council Approval**

For Council Approval

<b>Planning, Development &amp; Assessment: General Manager</b>															
<b>Total GM Operating Budget (\$000s) (Totals may not add due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	NA	NA	945	945	0	945	945	0	945	945	0	945	945	0	945
Recoveries	NA	NA	(69)	(69)	0	(69)	(69)	0	(69)	(69)	0	(69)	(69)	0	(69)
Revenue	NA	NA	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	NA	NA	875	875	0	875	875	0	875	875	0	875	875	0	875
FTEs	NA	NA	4.0	4.0	0.0	4.0	4.0	0.0	4.0	4.0	0.0	4.0	4.0	0.0	4.0

# Corporate Services



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Corporate Services  
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# Corporate Services

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<b>Customer Service &amp; Communications</b> .....	<b>596</b>
<b>Fleet Services</b> .....	<b>619</b>
<b>Human Resources</b> .....	<b>638</b>
<b>Information Technology</b> .....	<b>657</b>
<b>Infrastructure &amp; Information Services</b> .....	<b>685</b>
<b>Office of Land Servicing &amp; Housing</b> .....	<b>713</b>
<b>Calgary Housing Company</b> .....	<b>734</b>

## LINES OF SERVICE

- Affordable Housing
- Asset & Base Mapping
- Business Technology Solutions
- Corporate Human Resources Services
- Creative Services
- Customer Service, 311 & Research
- Data & Rights of Way Access
- Engineering & Energy Management
- Fabrication & Welding Service
- Field Surveying Services
- Fleet Acquisition
- Fleet Maintenance & Repairs
- Geographic Data & Analysis
- Human Resources Consulting to Business
- Human Resources Service Centre
- Information and Communications Technologies
- Land Servicing
- Pay Services
- Project & Asset Management
- Public & Employee Engagement & Communications
- Real Estate Sales & Marketing
- Real Estate Services
- Safety & Training Services
- Strategic Business Technology Planning
- Workplace Facility Asset Management
- Workspace Solutions

# Corporate Services - Overview

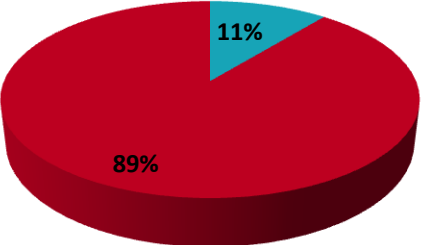
The Corporate Services (CS) Department plays a dual role in delivery of services to citizens and employees. First, CS delivers business support services to other business units on a cost recovery basis. Second, CS is responsible for governing related Council and administrative policies to achieve the best interests of the organization. Corporate Services continues to provide high value services while managing costs. Department will not be increasing internal fees.

In this business planning cycle, CS will be focusing on its operating principles of:

- providing cost effective and efficient services;
- managing corporate assets to minimize risk and optimize triple bottom line benefits to The Corporation and citizens;
- delivering quality and accessible services to customers and citizens; and
- providing a safe work environment where employees are engaged and productive.

CS interacts with citizens through 311, CITYonline and Calgary.ca. It has the responsibility to provide and maintain affordable housing, supports economic prosperity by providing a steady supply of serviced industrial land and sells surplus City-owned land. It exercises oversight for project and asset management practices and generates geographic, energy and imagery data to support informed decision making. In support of client service delivery, CS provides the tools and technologies to connect citizens to The City and employees to each other. CS supports the attraction, recruitment and retention of employees, provides safe and appropriate workspaces for employees; and acquires, maintains and manages vehicles for most business units.

**Corporate Services**  
**Share of Tax Supported Net Operating Budget**  
**City Wide Total Tax Support: \$1,657 Million**



■ Corporate Services      ■ Other Tax Supported Operations

(City wide tax support amount is the average common revenues less corporate costs & debt servicing)

## Corporate Services - Overview

### Trends

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The most significant trends affecting Corporate Services are increased cost pressures combined with increased demand for services. As The City grows and demand for business support services increases, CS strives to continually provide value-added, efficient and effective services to its internal customers within provided resource levels.

In the past, CS business units have experienced cost increases that have exceeded projected inflation in areas such as contract services, software, and materials and supplies. These additional costs have typically been absorbed without increasing internal client fees through the identification and implementation of off-setting efficiencies and alternative service delivery models. CS will continue to employ these approaches throughout 2015 - 2018.

Changes in both labour force composition and availability will affect the attraction, recruitment and retention of staff for The City. A forecasted strong economic environment and low unemployment rate will result in continued competition for scarce labour. CS will address recruitment challenges by focusing on its goal of becoming an employer of choice. It will concentrate on diversity and inclusiveness, development of tools to enhance knowledge management and learning opportunities, and increasing efforts to utilize the mature workforce.

Social and technology trends, such as the ability to connect physical objects including vehicles and other devices to the network, mobile access expectations, and changes to work styles, will all have an impact on how CS offers services. Impacts can be expected to the type of technology offered, data availability and accessibility, and work places and spaces.

### Long-Term Plans

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CS supports the achievement of Municipal Development Plan (MDP) Prosperous Economy objectives through the development and sale of industrial land; specifically by developing small parcels desired by small to mid-size owner/operator businesses, typically not provided by the private sector. It also initiates development adjacent to key transit oriented development areas or develops surplus City-owned lands to aid in achieving intensification goals. Goals associated with the MDP Great Communities objectives will be supported by providing affordable housing options and giving citizens opportunities to become involved in decision-making processes to help shape their communities. CS will also initiate efforts to mine citizen data that will aid in making citizen-driven decisions. By providing support services to other parts of the organization, CS will help other Departments achieve the objectives associated with the MDP, Calgary Transportation Plan and 2020 SD.

### Citizen Engagement

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Affordable housing emerged as a priority in the citizen engagement process. It was seen to impact everything from cost of living, to social isolation, to job talent attraction. Through the Office of Land Servicing and Housing (OLSH) and the Calgary Housing Company (CHC), The City has built, purchased or partnered to increase supply and managed housing for those in need of affordable housing. Historically, the provincial government supported these programs. Recent changes to the funding mechanisms for affordable housing make The City's role unclear in this area. To provide clarity and aid progress, a review of The City's role in this area will be undertaken in the 2015–2018 business cycle. Citizens also expressed an interest in the value they receive for their tax dollars and indicated they want to be active participants in decision-making. As the primary provider of tools for citizens to interact with The City (e.g. 311, CITYonline, Calgary.ca) CS is improving these services through its budget allocations. CITYonline will be enhanced

## Corporate Services - Overview

through improvement to open data quantity, quality and availability. 311 will be provided with increased resourcing to allow it to meet its customer service targets and provide more services through mobile and web channels. Finally, the engage! framework will be provided resources to improve The City's coordinated approach to citizen engagement.

### Council Priorities

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Corporate Services' contribution to achieving Council Priorities will include leading or supporting strategies in all five outcome areas. The Department will lead on increasing affordable or accessible housing options (P6). Efforts to address this strategy will focus on identifying and clarifying The City's role in this area given changes to the provincial funding model. CS will also lead in providing access to technology and information (P10) by increasing internet availability at City-owned public buildings and expanding on-line and mobile services.

CS is leading many of Council priorities in the well run city outcome. The Department will lead the effort to increase citizen focus and satisfaction by collaborating with and engaging citizens (W5) and transforming the organization to be more citizen-focused (W7) through implementation of the customer service framework and engage! policy. CS leads the strategy to effectively manage The City's inventory of public assets (W6) and will continue to make progress through the development of corporate tools, performance measures and systems. CS will focus on being efficient and effective, reducing costs and focusing on value for money (W2) by improving adherence to shared services principles including: adopting a service culture, increasing customer focus, and improving accountability. Finally, CS will lead on becoming an employer of choice (W9).

## Corporate Services - Strategies and Performance Measures for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

Strategy Related to Council Outcome	Accountable BU
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	OLSH
P2 Advance purposeful economic diversification and growth.	OLSH
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	CPB, CSC, HR, IIS, IT
P6 Increase affordable and accessible housing options.	CHC, OLSH
P10 Enhance access to technology and information.	CSC, IIS, IT

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM1 Supply of serviced industrial land available annually (acres).	540 AC	210 AC	144 AC	144 AC	87 AC	156 AC	138 AC
P.PM2 Industrial land sold annually (acres).	60 AC	45 AC	120 AC	96 AC	58 AC	104 AC	92 AC
P.PM3 Customer wait times for approved encroachment agreement/letter.	29 days	27 days	27 days	27 days	17 days	15 days	14 days
P.PM4 Percentage of citizens who agree The City practices open and accessible government.	84%	86%	85%	87%	88%	89%	90%
P.PM5 Time to re-occupy affordable housing units.	50 days	40 days	38 days	< 30 days	< 30 days	< 30 days	< 30 days
P.PM6 Percentage of fully subsidized housing occupied by high needs households (as per provincial rating scale).	NA	NA	NA	100%	100%	100%	100%

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

A prosperous  
city

A city of inspiring  
neighbourhoods

A city that  
moves

A healthy and  
green city

A well-run  
city



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM7 Number of affordable housing units delivered annually by OLSH and partners (counted at time of opening).	0	0	0	0	48 units	0	48 units
P.PM8 Number of new service requests deployed on 311 handheld application.	NA	NA	5	5	5	5	5
P.PM9 Percentage of website visitors who are able to complete their task online via Calgary.ca.	NA	68%	70%	71%	74%	77%	80%
P.PM10 Percentage of City of Calgary business units that have data sets in the Open Data Catalogue.	NA	NA	37%	39%	46%	57%	68%
P.PM11 Percentage of customers satisfied with data formats delivered in the Open Data Catalogue.	NA	NA	85%	85%	85%	85%	85%
P.PM12 Percentage of customers satisfied with ease of navigation of the CITYonline website.	71%	87%	87%	87%	89%	91%	93%
P.PM13 Number of public City of Calgary facilities with free access to wireless internet.	NA	NA	16	28	33	38	43
P.PM14 Number of citizen facing transactions that can be completed on-line with a mobile device.	63	132	164	173	184	194	204

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to start and grow a business.

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Corporate Services supports Calgary's economic growth and prosperity in alignment with MDP policy goals by providing: developed industrial lands, affordable housing, and providing data and access to City information. CS will add new performance measures that identify how quickly existing affordable housing units are made available for re-occupancy and ensuring those most in need are provided with housing. Performance measures related to availability of information through various channels, open data, citizen satisfaction and web services align with objectives of 2020 SD. This is also in alignment with Council direction to cut red tape (P4), and the MDP target of by 2036 80 per cent of citizens report that "government activity is open, honest, inclusive and responsive."



## Corporate Services - Strategies and Performance Measures for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

Strategy Related to Council Outcome	Accountable BU
N2 Build resiliency to flooding.	CSC
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	CPB, CSC, HR, IIS, IT
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	OLSH
N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	CPB
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	CPB
N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.	CPB

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM1 Number of corporate workplace emergency training exercises run successfully.	0	2	3	3	4	5	6
N.PM2 Percentage of City of Calgary employees who completed skills profiles in the Skills Inventory for emergency management purposes.	NA	NA	NA	TBD	TBD	TBD	TBD
N.PM3 Percentage of business critical systems that can sustain an unscheduled data centre service interruption with minimal business impact.	NA	NA	NA	Baseline	TBD	TBD	TBD

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

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and has the opportunity to participate in civic life.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM4 Number of events utilizing the Municipal Complex Atrium and Plaza annually.	NA	51	52	53	56	58	61
N.PM5 Facility Condition Index of Corporate Properties & Buildings managed Heritage Buildings portfolio. (Range is 0.0 - 1.0, where a 0.0 score is a building in new condition and over 0.5 indicates a failing building).	NA	NA	0.26	0.30	0.30	0.35	0.37

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Corporate Services will focus on reducing risk and enabling The City to continue to offer critical services in the event of an emergency with a performance measure focused on tracking system overlap which protects against service interruption. Section 2.3 of the MDP speaks to maintaining The City's historical assets and preserving The City's history. By monitoring the condition of CPB Heritage Buildings, critical restoration and repairs can be prioritized. Key elements of the MDP include building a great city through intensification, urban corridors, transit nodes and enhancing community use of public spaces. Corporate Services is committed to increasing the use of public spaces to support community events and will measure public use of the Municipal Complex atrium and plaza.



## Corporate Services - Strategies and Performance Measures for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services will provide the tools and information to enhance planning and execution of a variety of convenient, affordable, accessible and efficient transportation choices.

Strategy Related to Council Outcome	Accountable BU
M1 Implement and accelerate RouteAhead as transit funding becomes available.	CPB
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	IIS, IT

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
M.PM1 Number of traffic intersections with connections through Calgary City Net to support intelligent transportation initiatives.	N/A	N/A	92	192	292	392	492

### Alignment of Strategies and Performance Measures to Long-Term Plans

Corporate Services will support Section 3.1 of the CTP which states "maintain automobile, commercial goods and emergency vehicle mobility in Calgary while placing increased emphasis on sustainable modes of transportation (walking, cycling and transit)" by developing tools, applications and information for planning and development of The City's transportation systems. An example of a project supporting this goal is the Common Operating Picture (COP) system developed by IIS and IT in collaboration with CEMA partners. This system provides a real-time view of critical geographic information for emergency response by Calgary Emergency Management Agency and its partners. The performance measure identifies progress on an existing program to increase connectivity of intersections that will enable data monitoring. This progress is dependant on the expansion of Calgary City Net.

A city that moves  
People and goods can move well and safely throughout the city,  
using a variety of convenient, affordable, accessible and  
efficient transportation choices.

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

A healthy and green city  
 We steward our air, land, and water while encouraging  
 healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Accountable BU
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	CPB, CSC
H2 Encourage a broader range of innovative and clean energy technologies.	CPB, FLEET, IIS, IT
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	CSC

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM1 Energy units (kiloWatts/hour) consumption per gross floor area for buildings in CPB's management system (based on facility's operating hours).	8.42 kWh	7.92 kWh	7.84 kWh	7.76 kWh	7.69 kWh	7.61 kWh	7.53 kWh
H.PM2 Percent of Fleet vehicles that are green.	14%	14%	14%	14%	14%	14%	14%
H.PM3 Power saved from installing energy efficient end-user devices. (kiloWatts/year)	NA	NA	NA	.51M kW/yr	.85M kW/yr	1.19M kW/yr	1.53M kW/yr

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Corporate Services will continue to decrease the environmental footprint of vehicles through initiatives such as assigning the most appropriately sized vehicle to jobs based on work requirements. It will also assess the viability of using alternative fuel sources. CS will also find and implement energy conservation practices for buildings and operational work centres to help achieve the objectives stated in section 2.6.5 of the MDP and the imagineCALGARY goal of "by 2036, the use of renewable energy increases by 30 per cent as a percentage of total energy use." Corporate Services will also support citizen facing efforts (such as Green Cart roll-out) through communication programs, business analytics and 311 support.



## Corporate Services - Strategies and Performance Measures for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Accountable BU
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	CPB, CSC, FLEET, HR, IIS, IT, OLSH
W3 Examine opportunities for alternative service delivery for competitiveness.	CPB, CSC, IT
W4 Balance demand for quality City services with affordable taxes.	CSC, HR, IIS, IT
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	CSC, OLSH
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	CPB, FLEET, IIS, IT, OLSH
W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.	CSC, IIS
W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.	CPB, CSC, FLEET, HR, IIS, IT
W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.	CPB, CSC, FLEET, HR, IIS, IT, OLSH

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM1 Number of assigned departmental workstations decreased.	NA	NA	NA	0	0	0	172
W.PM2 Percentage of Snow Units available for operational use (Seasonal Average).	NA	NA	90%	90%	90%	90%	90%



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM3 Percentage of Collection Service Units available for operational use.	NA	NA	TBD	TBD	TBD	TBD	TBD
W.PM4 Vehicle equivalent units maintained per fleet technician annually.	NA	118 units	118 units	119 units	120 units	121 units	122 units
W.PM5 Corporate FTE served per Human Resources FTE.	63.6	64	63.5	69.45	70.48	71.56	72.25
W.PM6 Percentage of City of Calgary Business Units that have an increase in Project Management Maturity.	NA	NA	NA	TBD	TBD	TBD	TBD
W.PM7 Information Technology cost per user compared to benchmarked organizations.	7.3% Lower	3.7% Lower	Equal to Peer	Equal to Peer	Equal to Peer	Equal to Peer	Equal to Peer
W.PM8 Cost avoidance (in Millions) for City business units as a result of using City Of Calgary fibre network.	NA	NA	\$3.5 M	\$4.1 M	\$4.8 M	\$5.6 M	\$6.5 M
W.PM9 Percentage of 311 calls answered within 30 seconds or less.	73%	64%	80%	80%	80%	80%	80%
W.PM10 Percentage of citizens who say that The City offers the opportunity to have meaningful input into decision making.	NA	69%	70%	71%	73%	75%	75%
W.PM11 Percentage of citizens who agree The City uses Calgarian's input.	NA	65%	TBD	67%	69%	71%	71%
W.PM12 Facility Condition Index of Corporate Properties & Buildings managed Corporate Accommodation Buildings portfolio. (Range is 0.0 - 1.0, where a 0.0 score is a building in new condition and over 0.5 indicates a failing building).	0.40	0.41	0.27	0.28	0.29	0.32	0.34

A prosperous city	A city of inspiring neighbourhoods	A city that moves	A healthy and green city	A well-run city
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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM13 Percentage of City of Calgary Business Units that have an increase in Asset Management maturity.	NA	NA	NA	75%	80%	85%	90%
W.PM14 Revenue (in Millions) from general surplus parcels sold annually.	\$12.3 M	\$12.8 M	\$14.5 M	\$12.0 M	\$10.0 M	\$8.0 M	\$8.0 M
W.PM15 Percentage of citizens satisfied with the courteousness of 311 staff during their most recent experience.	94%	NA	88%	88%	90%	90%	90%
W.PM16 Percentage of citizens who indicate they receive the right amount of information from The City.	65%	69%	65%	65%	65%	65%	65%
W.PM17 Job applicant satisfaction with on-line experience.	NA	NA	Baseline	70%	70%	80%	80%
W.PM18 Average days lost per Workers' Compensation Board claim for Corporate Buildings & Properties.	20 days	17 days	17 days	12 days	10 days	9 days	8 days
W.PM19 Average days lost per Workers' Compensation Board claim for Fleet.	11 days	5 days	4 days	4 days	4 days	4 days	3 days
W.PM20 Corporate time to hire.	36 days	34 days	32 days	32 days	32 days	32 days	32 days
W.PM21 Corporate non-retirement resignation rate.	2.8%	2.2%	< 3%	< 3%	< 3%	< 3%	< 3%
W.PM22 Corporate retirement rate.	2.4%	2.4%	2.6%	< 3%	< 3%	< 3%	< 3%
W.PM23 Corporate voluntary turnover rate.	5.1%	4.6%	< 5%	< 5%	< 5%	< 5%	< 5%



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM24 Corporate involuntary turnover rate.	1.1%	0.9%	1%	1%	1%	1%	1%
W.PM25 Corporate average number of sickness and accident days per eligible employee.	9.7 days	9.1 days	<10 days	< 10 days	< 10 days	< 10 days	< 10 days
W.PM26 Corporate Services' resignation rate.	3%	3.1%	< 4%	< 4%	< 4%	< 4%	< 4%
W.PM27 Corporate Services' employee satisfaction survey index score.	141	135	140	140	140	140	140
W.PM28 Corporate Services' average number of sickness and accident days per eligible employee.	7.2 days	7.1 days	< 7 days	< 7 days	< 7 days	< 7 days	< 7 days
W.PM29 Corporate Services internal customer satisfaction rate.	NA	NA	NA	TBD	TBD	TBD	TBD

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Corporate Services leads four strategies in this Priority: citizen engagement and collaboration, citizen focused organization, management of The City's public assets and becoming an employer of choice. First, CS will engage citizens and measure their satisfaction with this engagement. Second, the MDP policy of ensuring sustainable municipal finances and 2020 SD targets related to asset and infrastructure management are incorporated into performance measures for asset management. The measures will support strategic actions to manage assets wisely and make planning and capital investment decisions within a corporate strategic framework. These measures monitor asset condition and inform asset management practices. Employer of choice measures include monitoring retirement rate; sickness and accident days; and non-retirement turn-over. To position City services as open, responsive, accountable and transparent, CS will monitor the efficiency and effectiveness of service delivery (e.g. 311 call answering time, snow unit availability, and IT cost per user).



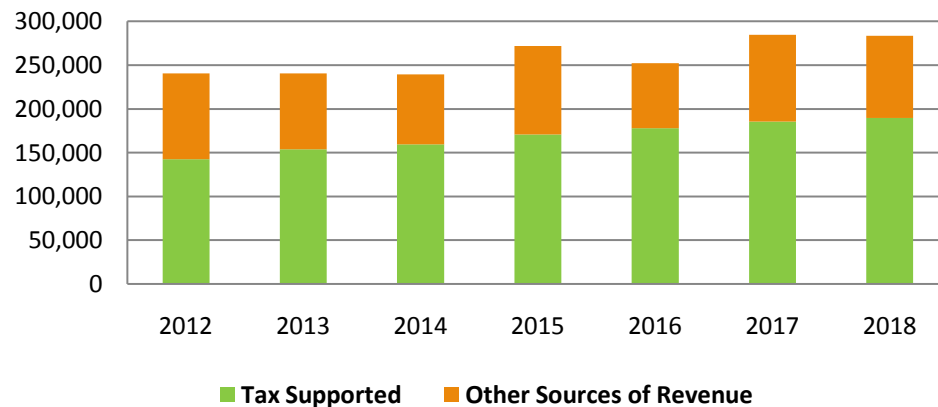
## Corporate Services - Operating Budget Overview

Corporate Services							
Total Operating Budget (\$000s) (Totals may not add due to rounding)							
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	509,494	523,128	504,989	543,851	525,458	558,238	557,578
Recoveries	(269,099)	(282,546)	(265,414)	(272,079)	(273,094)	(273,616)	(273,846)
Revenue	(98,031)	(86,929)	(80,192)	(100,967)	(74,552)	(99,113)	(94,000)
Net	142,364	153,652	159,383	170,806	177,813	185,509	189,732
FTEs	1,543.2	1,577.4	1,573.9	1,602.4	1,610.4	1,613.4	1,616.4

### Operating Budget Highlights

Corporate Services provides efficient and effective, quality and accessible services, as reflected in its operating budget. As in the previous budget cycle, business units will not be increasing rates to internal customers. Operating budget increases support anticipated inflationary increases to "contract and general services" and "materials and supplies" budget line items. The primary drivers for full-time equivalent (FTE) requests within this plan are to support increased citizen engagement over the next four years, allowing the service to be offered on a non-recovery basis; and to enable 311 to meet targeted service ratios. Over the past four years, CS has maintained a ratio of 1:11 FTEs to total Corporate FTEs and will continue to monitor and maintain this ratio.

**Corporate Services**  
**Funding of Operating Expenditures (Net of Recoveries)**  
**(\$000s)**



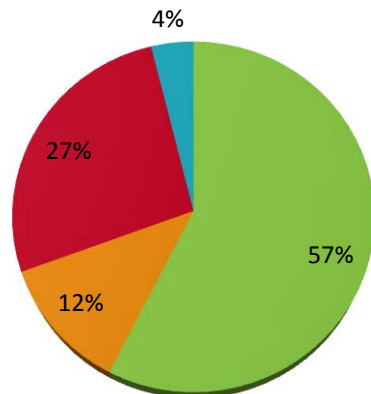
The city is experiencing some of the highest growth rates in the country. In addition to the related increased costs and service demands, the challenges of scarce labour resources and asset degradation due to physical age of the assets and deterioration from weather conditions will be faced in the 2015–2018 business cycle. CS will strive to further absorb cost increases not covered with budget allocation through preventative and lifecycle maintenance programs, energy and utility management practices, renegotiation of vendor contracts, debt reduction strategies, leveraging existing infrastructure, and identifying options for alternative service delivery. Operating efficiencies of \$5.4 million have been identified in this plan. The Department will also continue to employ its shared service model to pursue opportunities in service consolidation, process efficiencies, and alternative cost models.

## Corporate Services - Capital Budget Overview

Corporate Services							
Total Capital Budget (\$000s) (Totals may not add due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	515,680	239,493	27,789	10,516	910		278,708
<b>Breakdown of New Budget Requests</b>							
Maintenance/Replacement		75,462	81,200	74,555	85,005	12,020	328,242
Upgrades		12,366	14,405	18,869	16,803	6,000	68,443
Growth		38,767	33,848	55,408	24,600	0	152,623
Service Change		7,355	6,020	5,114	3,731	0	22,220
Total New Budget Requests		133,950	135,473	153,946	130,139	18,020	571,528
<b>Total Capital Budget</b>	<b>515,680</b>	<b>373,443</b>	<b>163,262</b>	<b>164,462</b>	<b>131,049</b>	<b>18,020</b>	<b>850,236</b>

\*2019+ includes projects which start within the 2015 - 2018 cycle and which are completed in years beyond 2018.

**Corporate Services**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$572 Million**



■ Maintenance    ■ Upgrades  
■ Growth            ■ Service Change

**Maintenance/Replacement** - A major portion of the maintenance budget is allocated to Fleet, funded through self-supported debt, for lifecycle management and replacement of aging fleet assets. Other major requests include funds for lifecycle investments in aging building infrastructure and associated risk management, energy reduction and safety initiatives. Also included is a request for funding to support ongoing maintenance and lifecycle of technology infrastructure such as network equipment and servers.

**Upgrades** - Primary upgrade projects relate to increasing interaction with citizens and using citizen input to drive decisions. These include tools for on-line engagement opportunities, 311 operations, citizen request analysis, and Calgary.ca. In addition, funds are requested to support development of applications to reduce process times such as the construction document and drawings management program.

**Growth** - Self-funded industrial land development projects, Forest Lawn Creek and Point Trotter, make up the largest component of this budget. An employee skills and an energy tracking system are proposed to support achieving Council's Priority of a well run city.

**Service Change** - Tools to support asset and project management practices and advances in technology based on implementation of the Digital Strategy are included in this list of capital requests.

# Corporate Properties & Buildings

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Corporate Properties  
& Buildings

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Corporate Properties  
& Buildings

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**CS: Corporate Properties & Buildings - Overview**

The Corporate Properties & Buildings (CPB) business unit operates and maintains key City workplaces (sites and buildings) and workspaces (interior of buildings) that are essential to deliver services to citizens by Council and The City's staff. Its mandate is to maintain an affordable, productive and safe work environment. CPB operates 56 buildings (occupying 3 million square feet) and ten operational work centres (on 570 acres) with an estimated replacement value of \$1.7 billion. In addition, CPB manages The City's real estate requirements and supports other business units in managing their land and building portfolios.

As Calgary continues to grow, The City's service delivery to citizens must keep pace. CPB provides corporate-wide, long range service delivery planning that facilitates integration and collaboration between City business units to meet growth requirements within The City's existing buildings and facilities and in accordance with regularly reviewed

standards. CPB designs, plans, and implements workspace solutions that combine services to reduce operating and capital costs, as well as avoid future acquisition costs of new real estate.

CPB is focused on achieving asset and cost management. This includes focusing capital funds on the performance needs of our existing sites and buildings, and implementing a preventative maintenance system to effectively manage escalating future operating costs. The innovative Tomorrow's Workplace program will lead solutions to avoid increasing physical space by optimizing design and work processes for the changing nature of work.

**Real Estate Services (RES)**

Negotiates and completes all corporate real estate acquisitions, with the goal of providing the right land at the right time” for all City infrastructure. It manages and leases City-owned properties, determines property values, and acquires land required for developing industrial lands.

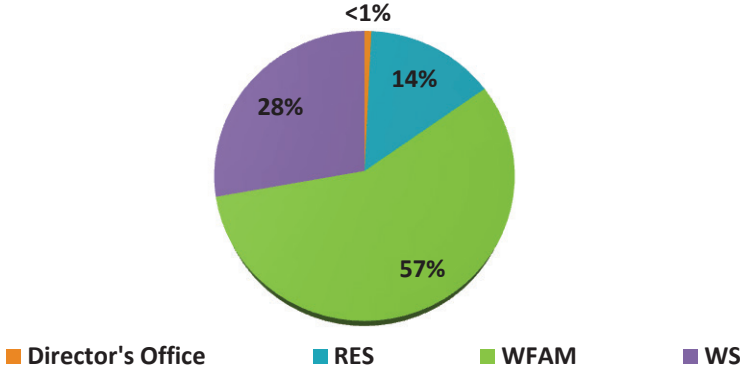
**Workspace Solutions (WS)**

Plans, designs, builds and fits-up The City's administrative and operational sites, buildings and workspace requirements to support cost-effective and efficient service delivery to citizens. It implements business improvement, tenant and occupant care and innovative solutions to manage the cost of office space.

**Workplace Facility Asset Management (WFAM)**

Operates and maintains safe and productive administrative, legislative, and operational buildings and facilities; developing lifecycle plans to optimize the use of existing infrastructure in accordance with best practices in facility management.

**Corporate Properties & Buildings  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## CS: Corporate Properties & Buildings - Overview

### Trends

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Technological advances and social changes are transforming work and workplaces. The notion of "going to work" is no longer tied to a specific location. The Tomorrow's Workplace initiative is responding to this trend by developing solutions for flexible work styles and the trend of a multi-generational workforce. In responding to this trend, The City also manages costs by optimizing existing office space and reducing the need for new space. One example is to convert some offices into "collaboration hubs" and unassigned workspaces. This will enable The City to "grow without growing" by supporting more employees in the same work area. CPB is also investigating workspace designs that will support changing service delivery outcomes, and improve engagement for both public and employees.

However, the most significant trend affecting CPB's buildings and facilities is under investment in life cycle repairs. Insufficient life cycle funding leads to building deterioration, which in turn causes an upward trend in operating costs, as it is more costly to repair building failures than to prevent them. This further reduces funds available for life cycle maintenance. The only way to break this cycle is to invest in renewal projects that extend the operating life of the building or to dispose of the building.

Recent trends of more severe weather events also damages buildings, resulting in increased maintenance costs, such as leaking from damaged roofs and deterioration of sandstone, masonry and mortar at both Historic City Hall and the Municipal Plaza. These events also raise operating costs as a result of increased seasonal utility consumption.

As a result, many of the buildings in CPB's portfolio require funding to protect the existing investment in these assets, keep them functioning and extend asset life. To manage these issues and mitigate escalating

future operating cost increases CPB will: implement a risk-based approach to life-cycle planning, enhance its preventative maintenance programs, continue to install energy efficient components and pilot new materials and maintenance practices.

Finally, extreme weather events led to the 2013 flooding disaster that damaged The City's downtown buildings and disrupted City service delivery to citizens. CPB is responding by enhancing building resiliency and developing workplace continuity plans that support service delivery and employee productivity in emergency situations.

### Long-Term Plans

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Calgary Municipal Development Plan (MDP)

Section 2.1.4 of the MDP references the provision and maintenance of municipal infrastructure. CPB capital requests and actions focus on maintaining existing infrastructure assets, managing assets over their life cycle and limiting growth while avoiding premature investments that expand The City's footprint.

In addition, MDP 2.3.3 details The City's policies for Public Art and Heritage Properties. CPB action N10.1 will attempt to delay further age-related deterioration of its heritage buildings. Performance measure NPM.5 targets the condition of those assets.

CPB supports section 3.2 - The Centre City by planning to increase the number of arts and culture events at the Municipal Complex (Action N9.1 and performance measure N.PM4). Finally, CPB is actively involved in and supporting the Corridor Strategy as detailed in Action N8.1.

Calgary Transportation Plan (CTP)

CPB Action M1.1 supports the Green Line and transportation initiatives by acquiring the necessary properties to support the implementation of this program.



## CS: Corporate Properties & Buildings - Overview

### Citizen Engagement

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Calgary's citizens expressed their expectation that The City focus on the delivery of core services in an efficient and effective manner. Citizens also expect The City to safeguard the environment, explore new energy sources, and demonstrate the responsible use of energy.

CPB continues its focus on environmental stewardship and cost management. CPB will lead solutions to reduce the total number of assigned workspaces required for administrative staff to avoid the need for new office space funding. CPB will also implement a preventative maintenance system that will improve facility operations and reduce future operating costs.

CPB is implementing numerous environmental initiatives to manage energy consumption, including a study to deploy wind turbines and solar panels at some operational work centres. CPB will continue to install LED lighting, implement a system that varies interior lighting in spaces with adequate sunlight and test green roofs. Other actions include expanding the green office program, using environment-friendly cleaning agents, and leveraging the green building index to target facility environmental issues.

### Council Priorities

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CPB is leading and coordinating four corporate-wide projects that will support the Council Priority of a well-run city.

The Corporate Land Management Framework will define responsible and sustainable corporate-wide land management practices, including disposal of surplus lands;

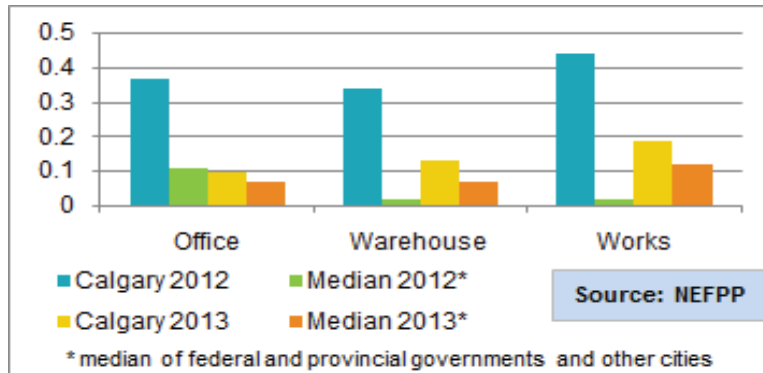
Operational Work Centres will conduct an operational review of site usage and efficiencies through co-location of service providers;

Tomorrow's Workplace will result in avoidance of future real estate costs, support employee retention and attraction, and eventually support expanded service delivery to citizens; and

Corporate Workplace Continuity Planning will mitigate the impact of a major disruption on The City's service delivery and employee productivity.

## CS: Corporate Properties & Buildings - Benchmarking

### Facility Condition



CPB benchmarks with The National Executive Forum on Public Property (NEFPP), with members from all levels of government. The industry standard benchmark, the Facility Condition Index (FCI), measures the impact of funding relative to building lifecycle needs. It is the ratio of deferred maintenance over current replacement value expressed between 0.0 and 1.0, where a 0.0 score is a building in new condition and over 0.5 indicates a failing building.

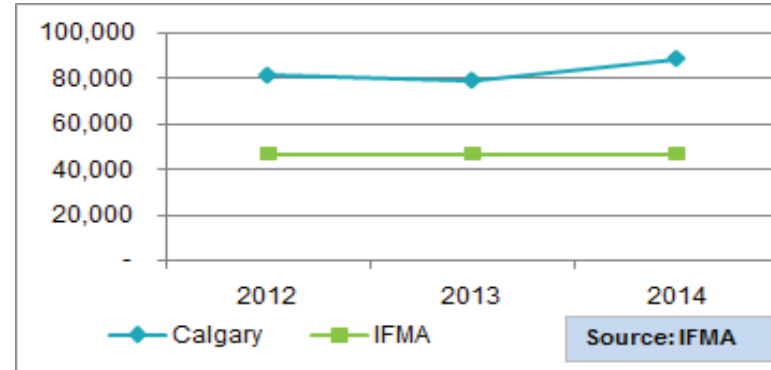
### Learning and Best Practices

CPB's portfolio is in fair condition and underperforms relative to NEFPP members. This is the result of insufficient lifecycle investments that are critical to extending asset life and managing future operating costs.

### Improvement Initiatives & Action Plan 2015-2018

CPB will focus any lifecycle funds available on the most critical buildings and asset components to extend their functional life. CPB will also direct energy or operating initiatives saving into preventative maintenance.

### Amount of space (SQF) serviced by one maintenance worker



The International Facility Management Association (IFMA) North American benchmark (650 facility operators) is one maintenance worker per 47,000 square feet of space. This measures a facility operators' ability to implement both preventative maintenance projects and react to current building issues. CPB has one maintenance worker per 88,800 square feet. At 89 per cent more space to look after than industry standards, CPB staff are unable to achieve necessary preventative maintenance.

### Learning and Best Practices

While CPB staff are efficiently looking after more space than industry, understaffing limits preventative maintenance activities, adds to building deterioration and costs. Other organizations have more maintenance staff resources and are more effective with overall funds directed at preventative maintenance to avoid greater risk and future costs.

### Improvement Initiatives & Action Plan 2015-2018

CPB will focus funding on lifecycle upgrades to lower the amount of breaks and failures and free up resources for some preventative maintenance activities to manage escalating future operating costs.

**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**

Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Streamline the review and approval process for encroachment agreements and reduce customer wait times to expedite their real estate transactions.	RES



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Corporate Services Commitment:**  
Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Develop Corporate Workplace business continuity plans to minimize disruptions in productivity and service delivery due to facility related emergency situations.	WS
N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	N8.1 Acquire land and other properties as required to support the development of The City's Urban and Neighbourhood Corridors.	RES
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	N9.1 Contribute to the Centre City Plan by increasing the use of the Municipal Complex for public, arts, and cultural activities.	WFAM, WS



## CS: Corporate Properties & Buildings - Actions for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.

N10.1 Address critical and urgent lifecycle needs to protect CPB's heritage properties portfolio in accordance with The City-owned Historic Building Management Plan.

WFAM

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

A prosperous  
city

A city of inspiring  
neighbourhoods

A city that  
moves

A healthy and  
green city

A well-run  
city

**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**

Corporate Services will provide the tools and information to enhance planning and execution of a variety of convenient, affordable, accessible and efficient transportation choices.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M1 Implement and accelerate RouteAhead as transit funding becomes available.	M1.1 Acquire land and other properties, as required, to support the planning and development of the Green Line Program.	RES



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	H1.1 Enhance both waste reduction and the recycling of materials for all CPB operated buildings and facilities in alignment with the Green Office Program.	WFAM
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Continue to seek opportunities to reduce utility consumption for all properties in CPB's buildings portfolio.	WFAM



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Develop individual building level budgets to more effectively manage utility consumption, preventative and reactive maintenance, and lifecycle requirements.	WFAM
	W2.2 Participate in a zero-based review in order to realize improvements in service efficiency and effectiveness.	RES, WFAM, WS
	W2.3 Integrate "Tomorrow's Workplace" strategies and recommended practices by realigning CPB's business organization, processes, and service delivery.	WS
	W2.4 Adopt flexible work options that result in reduced assigned workstations in order to optimize the use of administrative spaces.	WS
	W2.5 Continue to improve customer satisfaction, service efficiency and effectiveness by enhancing service delivery performance measures and benchmarks.	WS





**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**  
Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.

W2.6 Enhance existing facility performance metrics to mitigate operational and infrastructure risks and inform the lifecycle planning process.

WFAM

W2.7 Conduct regular safety inspections of CPB's buildings portfolio and promptly resolve identified health and safety issues to reduce the risk of accidents.

WFAM

W3 Examine opportunities for alternative service delivery for competitiveness.

W3.1 Investigate alternative delivery options for building operations, construction, and space utilization that result in effective operating cost management.

WFAM, WS

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Develop a lifecycle plan for CPB's buildings portfolio that supports improved service delivery and effectively manages future costs.

WFAM

W6.2 Improve building effectiveness and reduce risk through system solutions that focus on preventative maintenance at the building level.

WFAM



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

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 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.3 Review CPB's land and properties to determine those assets that support CPB's current and projected service delivery objectives and those that can be disposed.

RES

W6.4 Coordinate review of space utilization on major City operation workplace sites to support meeting needs with existing assets and avoid future costs.

WS

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Collaborate with business units to identify future land and building needs to align budgets with projected service delivery priorities and reduce future costs.

WS

W8.2 Lead the development of the corporate-wide land management framework to improve sustainable management of land resources including disposal of surplus lands.

WFAM

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Improve service delivery by supporting employee training and development that is focused on results-based organizational practices and performance measurement.

WS



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.2 Cross train real estate services agents in land acquisition and leasing practices to enhance career development opportunities and to improve service offering.

RES

W9.3 Engage in succession planning and career development as part of the Workforce Strategy to prepare for retirements and internal employee movements.

RES, WFAM, WS

W9.4 Improve CPB's modified work assignments by updating Job Hazards and Physical Demands Analysis that results in providing meaningful and productive employment.

WFAM

W9.5 Prioritize occupation health, safety and wellness in operational planning activities in order to foster a complete culture of engaged employee safety.

WFAM



## CS: Corporate Properties & Buildings - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	517	517	3.0	569	569	3.0	572	572	3.0	576	576	3.0	576	576	3.0
Real Estate Services	10,424	(3,656)	36.0	10,602	(1,903)	36.0	10,823	(1,631)	36.0	11,072	(1,383)	36.0	11,176	(1,279)	36.0
Workplace Facility Asset Management	37,217	28,880	111.0	41,946	30,159	116.0	42,814	30,997	116.0	43,589	31,741	116.0	44,246	32,368	116.0
Workspace Solutions	18,338	9,264	62.5	20,236	9,432	66.5	21,063	9,709	66.5	21,323	9,969	66.5	21,703	10,149	66.5
Total Business Unit	66,495	35,005	212.5	73,353	38,258	221.5	75,274	39,648	221.5	76,559	40,903	221.5	77,700	41,814	221.5

With Action Plan 2015-2018, CPB will continue its past practice of allocating its operating budget on personnel, maintenance and operations including utilities and contracted services. During the 2012-14 budget cycle, CPB absorbed all inflation which exceeded predicted levels for utilities, materials and contracted services. CPB also absorbed unfunded operating costs of capital. For Action Plan 2015-18, CPB streamlined its services from five to three. These changes align with CPB's value chain and enable tighter integration that will support a continued focus on service delivery; managing corporate space, building operations, and land and property management.

Citizens expect The City to manage energy use and provide efficient service. CPB will continue to improve business operations and effectively manage future operating costs. This will be achieved by enhancing building preventative maintenance and lifecycle programs, implementing energy/utility consumption management practices, and by expanding the Green Office recycling program.

In addition, CPB will respond to Council's directions for efficient and effective services, management of The City's assets, and enhanced collaboration between City business units by leading and coordinating

four initiatives across The Corporation to:

- improve functionality of multi-use sites and buildings to contribute to the effective delivery of services to citizens by business units;
- better manage The City's land portfolios and rationalize ownership with needs and disposing of surplus lands to manage risk and costs;
- improve utilization of office and operational workplaces to avoid future costs; and
- develop workplace continuity plans to support municipal service delivery in the event of a natural or accidental disaster resulting in the loss of access to key buildings or facilities.

However, CPB will likely experience three significant operating budget challenges in 2015-2018. First, CPB anticipates that materials and contracted services costs will exceed projected inflation due to labour scarcity in key trades and professions. Second, CPB is challenged by its dependence on recoveries from land acquisition fees that are not achievable given The City's projected requirements for land between 2015-2018. Finally, recoveries from non-tax supported business units will be below market rates for space. CPB will address these issues by seeking economies of scale and, where applicable, adjust its level of service.

## CS: Corporate Properties & Buildings - Lines of Service

All \$ values are in Thousands (\$000)

Real Estate Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	10,424	(3,656)	36.0	10,602	(1,903)	36.0	10,823	(1,631)	36.0	11,072	(1,383)	36.0	11,176	(1,279)	36.0

Real Estate Services (RES) is responsible for transactions related to, and the administration of, The City of Calgary's real estate portfolio. RES supports Council's objectives by acquiring land for capital projects that include the Green Line Transitway, urban and neighbourhood corridors, fire halls, operational work centres and future industrial lands.

RES advises business units on best practices for managing their respective real estate portfolios. In addition, RES leases City properties that are not immediately required for municipal purposes. Operating resources are allocated for governance of The City's real estate portfolio including market land valuations. RES also supports compliance with the Municipal Government Act and the Real Property Bylaw in all Corporate real estate related matters.

Workplace Facility Asset Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	37,217	28,880	111.0	41,946	30,159	116.0	42,814	30,997	116.0	43,589	31,741	116.0	44,246	32,368	116.0

Workplace Facility Asset Management (WFAM) safely operates and maintains a key set of The City's buildings for service delivery to citizens. The WFAM service is new in 2015-18, combining the Facility Management and Asset Management Services to integrate CPB's asset management and capital planning with frontline facility operations preventative and reactive building maintenance. This line of service is responsible for a majority of the maintenance capital budget.

Operating and capital expenditures are prioritized with the goal of slowing age-related deterioration in the condition of CPB's buildings portfolio, including heritage assets. To be cost efficient and environmentally responsive, WFAM will continue to improve energy and utility management. It will manage utility costs and respond to service issues in the CPB buildings portfolio, with an enhanced focus on staff

and visitor safety. CPB will add 1.0 FTE for maintenance of new buildings on two operational sites. WFAM's operating budget priorities address Council directions to be both efficient and effective and to effectively manage public assets. WFAM will focus on identifying and implementing cost savings or cost avoidance opportunities.

WFAM will implement best practices in facility and asset management by developing individual building level budgets. This will enable CPB to accurately identify key cost drivers for each building to support optimization of maintenance operations and prioritize limited resources to improve individual building performance and effectiveness. CPB will add 4.0 FTEs on a cost recovery basis to deliver facility management services to other business units.

All \$ values are in Thousands (\$000)

Workspace Solutions	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	18,338	9,264	62.5	20,236	9,432	66.5	21,063	9,709	66.5	21,323	9,969	66.5	21,703	10,149	66.5

Workspace Solutions (WS) combines Corporate Accommodation, Facility Design and Construction, together with Tomorrow's Workplace, and CPB's Business & Customer Service divisions. The WS service manages projects, delivers LEED gold certified buildings, and works with client business units to determine how the interior of a building can be best used to support service delivery, productivity and staff and citizen engagement.

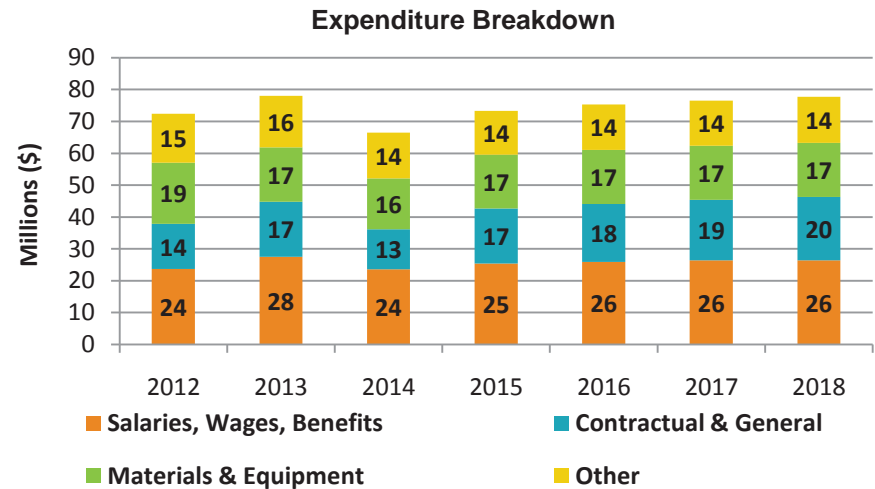
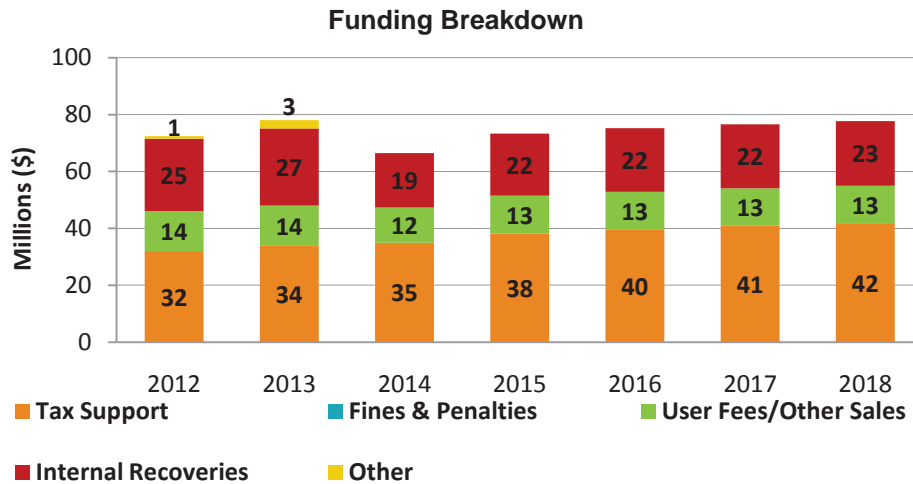
For Action Plan 2015-18, WS will add 4.0 FTEs to support a continued focus on business improvement, managing operating costs, and on identifying new opportunities to optimize the use of workspace in The City's buildings, sites and facilities. Integrating best practices identified by Tomorrow's Workplace Team, WS is adopting a smart growth philosophy of "grow without growing". Also WS will develop workplace

continuity plans to support a functioning municipal government in the event of an emergency or disaster. The service will continue to focus on supporting The City's frontline business units' service delivery to citizens, by identifying opportunities to use workspace to achieve optimal service delivery to Calgary's citizens. Finally, WS will implement CPB's Customer Service standards and develop information systems to manage and resolve customer issues with respect to building operations and service delivery.

Through these actions, WS supports the expectation from Council and citizens to be resilient from natural and man-made disasters, and to deliver efficient and effective services with the goal of avoiding future operating costs and reducing current assigned workspaces by end 2018.

## CS: Corporate Properties & Buildings - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - External lease recoveries will be affected as agreements expire and new market rates for leases are established.

Internal recovery rates are fixed at 2013 rates with new Service Level Agreements with Water Services and Waste and Recycling for facility management services. Recoveries also include Construction Shop activities and charges for space management and corporate staffing.

Tax support will remain constant, but for an increase in inflation to assist in material and operating cost increases projected to exceed the Municipal Price Index for inflation. The budget also includes an allocation for inflation increases to Salary and Wage expenditures due to the union settlements.

Finally, there will be no changes to CPB's 2015-2018 real estate acquisition fees or charges for space, at this time.

**Expenditures** - Materials & Equipment are expected to trend upward, and exceed projected inflation rates due to age-related deterioration of the condition of buildings and facilities, requiring increased reactive maintenance.

Contractual and general expenses will also trend upward as a result of continuing labour shortage in Alberta of skilled building trades, particularly building and environmental control technicians, and life-safety systems inspectors. Also, as a result of the flood, insurance costs have risen and are likely to continue increasing.

CPB's net-zero budget changes include revenue increases from third-parties and internal business units for space, facility management and carpentry services. These revenues will be used to support expenditures for service delivery.

Other expenditures include utility costs and transfers to reserve.

## CS: Corporate Properties & Buildings - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	35,005	38,258	39,648	40,903
Less: Previous Year One Time	(513)	(100)	(100)	0
Base	34,492	38,158	39,548	40,903
Efficiency Gains	(100)	(200)	(150)	(100)
Inflation	1,156	1,240	1,355	911
Service and Budget Increase	200	150	0	0
Operating Impact of Previously Approved Capital	225	0	0	0
Operating Impact of New Capital (Incremental)	175	200	150	100
Re-alignments	2,009	0	0	0
One Time	100	100	0	0
<b>Total Budget Change</b>	<b>3,765</b>	<b>1,490</b>	<b>1,355</b>	<b>911</b>
<b>Total Budget</b>	<b>38,258</b>	<b>39,648</b>	<b>40,903</b>	<b>41,814</b>

CPB's growth in its operating budget will cover salary and wage increases and will partially fund inflation for utilities, materials, and contracted services. Funding will further support developing building level budgets and enable the optimized allocation of building maintenance budgets to effectively manage and monitor costs. Budget increases will cover the rising costs of insurance and security. CPB is continuing the development of a business continuity program that improves The City's resiliency for its facilities and workplaces, and supports sustainable delivery of CPB's services. One time funding in 2015 and 2016 of \$100 thousand is being allocated for security and maintenance of the former YMCA building at Haddon Road SW until it is disposed. Realignment of \$2.009 million due to Fleet Services change in business model as a result of a Zero-Based Review.

Through efficiency gains CPB will absorb \$550 thousand in unfunded operating costs associated with completed capital projects. In addition, CPB will not charge internal customers unfunded inflation costs associated with operating their workspace in CPB buildings. Instead, these incremental cost increases will be managed by evaluating and adjusting levels of service as required, and from innovative solutions that reduce energy and operating costs. Finally, CPB will not increase rates for space to non-tax supported business units, resulting in a \$2.5 million impact to maintenance and lifecycle investments. The total future incremental operating impact of capital (2019 – 2024) for CPB is anticipated to be \$814 thousand added to the annual base by 2023, beginning with \$600 thousand in 2019.

<b>TCA Depreciation (\$000s) - Corporate Properties &amp; Buildings</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
14,915	15,633	16,286	17,059

TCA Depreciation content is presented for information only.



CS: Corporate Properties & Buildings - Operating Budget for Council Approval

For Council Approval

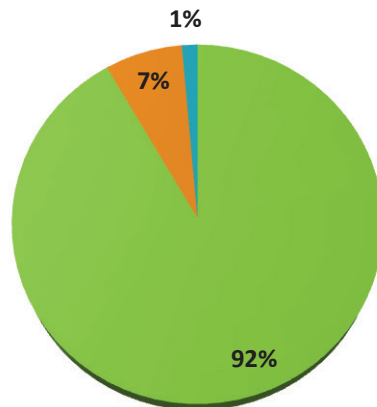
<b>Corporate Properties &amp; Buildings</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	72,447	78,076	66,495	73,253	100	73,353	75,174	100	75,274	76,559	0	76,559	77,700	0	77,700
Recoveries	(25,445)	(27,104)	(19,172)	(21,852)	0	(21,852)	(22,432)	0	(22,432)	(22,462)	0	(22,462)	(22,692)	0	(22,692)
Revenue	(14,954)	(16,917)	(12,318)	(13,244)	0	(13,244)	(13,194)	0	(13,194)	(13,194)	0	(13,194)	(13,194)	0	(13,194)
Net	32,048	34,055	35,005	38,158	100	<b>38,258</b>	39,548	100	<b>39,648</b>	40,903	0	<b>40,903</b>	41,814	0	<b>41,814</b>
FTEs	203.5	211.5	212.5	221.5	0.0	<b>221.5</b>	221.5	0.0	<b>221.5</b>	221.5	0.0	<b>221.5</b>	221.5	0.0	<b>221.5</b>

## CS: Corporate Properties & Buildings - Capital Budget Overview

Corporate Properties & Buildings						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	38,728	10,700	6,700	0	0	56,128
Total New Capital Budget Requests	26,300	30,250	28,520	33,230	12,020	130,320
Total Business Unit Capital Budget	65,028	40,950	35,220	33,230	12,020	186,448

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Corporate Properties & Buildings  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$130 Million**



■ Maintenance ■ Upgrades ■ Service Change

**Maintenance/Replacement** • \$56.8 million for facility related projects to manage risk, energy use, safety and necessary lifecycle investments to limit further asset deterioration and manage future costs.

- \$26.8 million investment in changes to the physical workplace for lifecycle, changing work styles and business needs to avoid future corporate workspace growth costs in alignment with existing Council direction.
- \$13.6 million to address safety, internal site traffic issues and community interfaces at all major Operations Workplace Centres (OWC).
- \$8.8 million for integrating operational processes and financial systems to support effective cost management, service delivery improvement from better performance metrics and benchmarks, and timely automated entry of customer data.
- \$1.4 million to continue master plans for efficient use of existing and future OWC required for business units to effectively deliver services to citizens.

**Upgrades** • \$5.0 million investment in common, collaborative areas to support alternative flexible workspaces.

- \$4.1 million to deliver the corporate-wide land management program and to support business enhancements and processes that will improve efficiency and sustainability at CPB.
- \$12 million investment in 2019 - 2024 to develop a reduced satellite OWC.

**Service Change** • \$1.8 million to support continuity of City business service delivery to citizens and maintain employee productivity when business disruptions occur, e.g.: building failures, climatic events.

## CS: Corporate Properties & Buildings - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	2,100	1,700	1,570	1,780	12,020	19,170
Pay-As-You-Go	6,360	5,170	6,545	4,995	0	23,070
Lifecycle Maintenance & Upgrade Reserve	13,890	19,130	17,455	23,505	0	73,980
Reserve for Future Capital (RFC)	3,950	4,250	2,950	2,950	0	14,100
<b>Total Funding</b>	<b>26,300</b>	<b>30,250</b>	<b>28,520</b>	<b>33,230</b>	<b>12,020</b>	<b>130,320</b>
<hr/>						
Total Operating Impacts of Capital (Cumulative)						
2015-2018 Operating Budget	175	375	525	625	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	8,039	

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
698-444	Real Estate Demolitions	M	C			5,600	1,400	1,400	1,400	1,400		5,600	
698-701	CPB Heritage Building Portfolio Lifecycle Projects	M	C			2,300	1,000	1,300				2,300	
698-719	Corporate Land Management Framework	U	C			1,000	700	300				1,000	
<b>Total Program 698 : Real Estate Improvement-Support</b>				-	-	8,900	3,100	3,000	1,400	1,400	-	8,900	
<hr/>													
770-702	Workspace Optimization Program	M	C			25,840	3,280	7,000	7,110	8,450		25,840	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 770 : Space Optimization- Management</b>				-	-	25,840	3,280	7,000	7,110	8,450	-	25,840	
<i>Operating impact of capital of Program 770</i>													
	2015-2018 Operating Budget		O1				-	-	-	-	N/A	-	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	3,600	3,600	
773-706	Furniture Program	U	C			5,000	1,000	1,250	1,250	1,500	-	5,000	
<b>Total Program 773 : Furniture And Office Equip</b>				-	-	5,000	1,000	1,250	1,250	1,500	-	5,000	
776-710	Bearspaw OWC Storm Water and Salt Management Plan	M	C			1,860	1,215	645	-	-	-	1,860	
776-711	OWC Planning	M	C			1,380	160	420	400	400		1,380	
776-712	Richmond Green Satellite Redevelopment	M	C			12,570			170	380	12,020	12,570	
776-713	Sarcee Site Grading for Parks Relocation	M	C			1,000		750	250			1,000	
<b>Total Program 776 : Operations Wkplace Development</b>				-	-	16,810	1,375	1,815	820	780	12,020	16,810	
<i>Operating impact of capital of Program 776</i>													
	2015-2018 Operating Budget		O1				-	100	100	100	N/A	300	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	1,289	1,289	
779-714	Integrated Operations and Asset Management System Development	M	C			6,960	1,740	1,740	1,740	1,740		6,960	
779-716	Integrated Customer Data Management	M	C			1,800		500	1,300			1,800	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
779-726	Sustainable Business Program	U	C			3,100	650	900	900	650		3,100	
779-729	Workplace Continuity Management Program	S	C			1,820	455	455	455	455		1,820	
<b>Total Program 779 : Asset and Business Management</b>				-	-	13,680	2,845	3,595	4,395	2,845	-	13,680	
<b>Operating impact of capital of Program 779</b>													
	2015-2018 Operating Budget		O1				175	175	325	425	N/A	1,100	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	2,550	2,550	
880-721	Workplace Accommodation Site Management Program	M	C			10,220	1,755	2,050	2,810	3,605		10,220	
880-722	Corporate Accommodation Building Portfolio Base Building and Site Lifecycle	M	C			27,670	6,795	6,540	6,685	7,650		27,670	
880-724	Corporate Accommodation Buildings Portfolio – Envelopes & Roofs Lifecycle Program	M	C			500				500		500	
880-727	Municipal Complex Optimization	M	C			7,500	3,050	1,450	500	2,500		7,500	
880-881	Corporate Accommodation Building Portfolio - Common and Interior Area Lifecycle	M	C			11,800	2,950	2,950	2,950	2,950		11,800	
880-882	Building Recommissioning Program for Energy Use Reduction	M	C			2,400	150	600	600	1,050		2,400	

Program- Project	Project Description	Type Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 880 : Accommodation Lifecycle- Operations</b>			-	-	60,090	14,700	13,590	13,545	18,255	-	60,090	
<i>Operating impact of capital of Program 880</i>												
	<i>2015-2018 Operating Budget</i>	O1				-	100	100	100	N/A	300	
	<i>2019 and beyond Operating Plan</i>	O2				N/A	N/A	N/A	N/A	600	600	
			-	-	130,320	26,300	30,250	28,520	33,230	12,020	130,320	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

#### Explanation of Budget Requests

##### **Program 698 : Real Estate Improvement-Support**

###### **Project 698-444: Real Estate Demolitions**

New budget request of \$5.600 million for abatement and demolition of unsafe buildings on sites being held for future City use with funding from Capital Reserve (Revolving Fund).

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

###### **Project 698-701: CPB Heritage Building Portfolio Lifecycle Projects**

New budget request of \$2.300 million to repair and rehabilitate base building aspects of historic buildings the Corporate Properties & Buildings' Heritage Portfolio with funding from Corporate Properties & Buildings' Reserved for Future Capital Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 698-719: Corporate Land Management Framework**

New budget request of \$1.000 million to lead a corporate wide project to develop roles, policies, standards and requirements for data and documentation to achieve coordinated management of land across The Corporation with funding from Capital Reserves (Revolving Fund).

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Program 770 : Space Optimization-Management**

**Project 770-702: Workspace Optimization Program**

New budget request of \$25.840 million investment in administrative workspace changes to optimize use of workspace, changing business needs and new workstyles to avoid future workspace growth costs in alignment with existing Council direction in Corporate Properties & Buildings' Building Portfolio with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This program requires \$600 thousand per year, effective 2019, in operating base budget, total of \$3.600 million in operating costs for 2019 to 2024.

**Program 773 : Furniture And Office Equip**

**Project 773-706: Furniture Program**

New budget request of \$5.000 million to meet The Corporation's ongoing Health & Safety requirements for staff whose needs cannot be met by standard furniture and to provide ongoing investment in common and collaborative areas to support alternative flexible workstyles with \$4.655 million funding from Pay-As-You-Go and \$345 thousand from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Program 776 : Operations Wkplace Development**

**Project 776-710: Bears paw OWC Storm Water and Salt Management Plan**

New budget request of \$1.860 million to complete a storm water management plan and improve environmental performance on the Bears paw Operations Workplace Centre with \$1.215 million funding from Pay-As-You-Go and \$645 thousand from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$100 thousand per year, effective 2016, in operating base budget, 2016 to 2018 operating costs total \$300 thousand which will be absorbed in the Action Plan 2015-2018 budget cycle, and 2019 to 2024 operating costs total \$600 thousand.

**Project 776-711: OWC Planning**

New budget request of \$1.380 million to continue master plans for more efficient use of investment funding for existing and future Operations Workplace Centre sites with funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 776-712: Richmond Green Satellite Redevelopment**

New budget request of \$12.570 million. \$550 thousand to design a reduced satellite Operations Workplace Centre for Parks and Roads. Development is scheduled to commence 2019 at an estimated design and costing of \$12.020 million with funding from Corporate Properties & Buildings' Reserved for Future Capital Reserve.

**Operating impact of capital:** This program requires \$689 thousand in operating costs for 2019 to 2024.

**Project 776-713: Sarcee Site Grading for Parks Relocation**

New budget request of \$1.000 million to prepare an interim outdoor Parks equipment storage at Sarcee Operations Workplace Centre site with \$250 thousand funding from Pay-As-You-Go and \$750 thousand funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Program 779 : Asset and Business Management**

**Project 779-714: Integrated Operations and Asset Management System Development**

New budget request of \$6.960 million to integrate Corporate Properties & Buildings' facility operations and maintenance with asset management and provide dependable streamlined information for decision-making to deliver service improvement, cost management and optimize facility investment and lifecycle of Corporate Properties & Buildings' Portfolio with funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires base operating budget in 2015 and 2016 of \$175 thousand per year increasing to a total of \$325 thousand per year in 2017 and 2018; total operating impact of capital in 2015 through 2018 of \$1.000 million. \$300 thousand in 2017 through 2018 will be offset by efficiency gains. The total operating impact of capital in 2019 through 2024 is \$1.950 million.

**Project 779-716: Integrated Customer Data Management**

New budget request of \$1.800 million to deliver integrated and readily available City business unit information, to use along with our knowledge on land and facilities, to better address risk, unmet needs, enable optimal service decisions and achieve economies of scale and scope for The Corporation with funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$100 thousand in operating costs in 2018 and \$600 thousand for 2019 to 2024. These operating impacts of capital will be absorbed through efficiency gains.



**Project 779-726: Sustainable Business Program**

New budget request of \$3.100 million to respond to CPB's changing roles in The Corporation, improve CPB's business processes, measurement and achieve efficiencies through a move to electronic data management with funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 779-729: Workplace Continuity Management Program**

A new budget request of \$1.820 million to lead a corporate wide initiative to develop and implement the actions required for workplace continuity of service delivery to citizens by maintaining employee productivity during any business interruption including climate events with funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Program 880 : Accommodation Lifecycle-Operations**

**Project 880-721: Workplace Accommodation Site Management Program**

New budget request of \$10.220 million investment to carry-out improvements to address safety concerns, internal site movement issues and community interfaces in all major Operations Workplace Centres sites with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 880-722: Corporate Accommodation Building Portfolio Base Building and Site Lifecycle**

New budget request of \$27.670 million investment in the highest priority maintenance and lifecycle required to maintain functional use and manage deterioration in Corporate Properties & Buildings' Building Portfolio with \$25.780 million funding from Lifecycle Maintenance Upgrade Reserve and \$1.890 million from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 880-724: Corporate Accommodation Buildings Portfolio – Envelopes & Roofs Lifecycle Program**

New budget request of \$500 thousand to continue funding for critical repairs to windows, building exteriors and roofs for Corporate Properties & Buildings' Building Portfolio with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 880-727: Municipal Complex Optimization**

New budget request of \$7.500 million to optimize use of public areas and to invest in improved space for civic, public and citizen events, with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$100 thousand per year, effective 2016, in operating base budget, 2016 to 2018 operating costs total \$300 thousand which will be absorbed in the Action Plan 2015-2018 budget cycle, and 2019 to 2024 operating costs total \$600 thousand.

**Project 880-881: Corporate Accommodation Building Portfolio - Common and Interior Area Lifecycle**

New budget request of \$11.800 million to invest in building interior and exterior fixture repairs in 56 buildings in the Corporate Accommodation Building Portfolio with funding from Corporate Properties & Buildings' Reserved for Future Capital Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 880-882: Building Recommissioning Program for Energy Use Reduction**

New budget request of \$2.400 million to manage electricity usage in the Corporate Accommodation Building Portfolio through energy-efficient equipment and innovative practices with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**CS: Corporate Properties & Buildings - Capital Budget for Council Approval**

For Council Approval
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<b>Corporate Properties &amp; Buildings</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	161,579	38,728	10,700	6,700	0	0	56,128
<b>Projects Requiring Approval</b>							
<i>Program 698 : Real Estate Improvement-Support</i>		3,100	3,000	1,400	1,400	0	8,900
<i>Program 770 : Space Optimization-Management</i>		3,280	7,000	7,110	8,450	0	25,840
<i>Program 773 : Furniture And Office Equip</i>		1,000	1,250	1,250	1,500	0	5,000
<i>Program 776 : Operations Wkplace Development</i>		1,375	1,815	820	780	12,020	16,810
<i>Program 779 : Asset and Business Management</i>		2,845	3,595	4,395	2,845	0	13,680
<i>Program 880 : Accommodation Lifecycle-Operations</i>		14,700	13,590	13,545	18,255	0	60,090
<b>Total Projects Requiring Approval</b>		<b>26,300</b>	<b>30,250</b>	<b>28,520</b>	<b>33,230</b>	<b>12,020</b>	<b>130,320</b>
Total Capital Budget	161,579	65,028	40,950	35,220	33,230	12,020	186,448

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Customer Service & Communications

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Customer Service  
& Communications

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Tab6  
**Customer Service  
& Communications**

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Tab1

## CS: Customer Service & Communications - Overview

The Customer Service & Communications (CSC) business unit provides citizens with access to City services, information and programs through traditional and new digital communication channels. CSC leads The City's primary points for citizen information and interaction through 311, calgary.ca, citizen engagement and corporate social media channels. This budget cycle, resources are being shifted to increase capacity in servicing Calgarians through 311 and citizen engagement. In addition to direct services and communication with citizens, CSC provides City departments with various services that include: building web and social media sites, developing communication campaigns, producing videos and graphic design, conducting focus groups and surveys, facilitating public engagement, coordinating media relations and leading employee and crisis communications.

### Creative Services (CS)

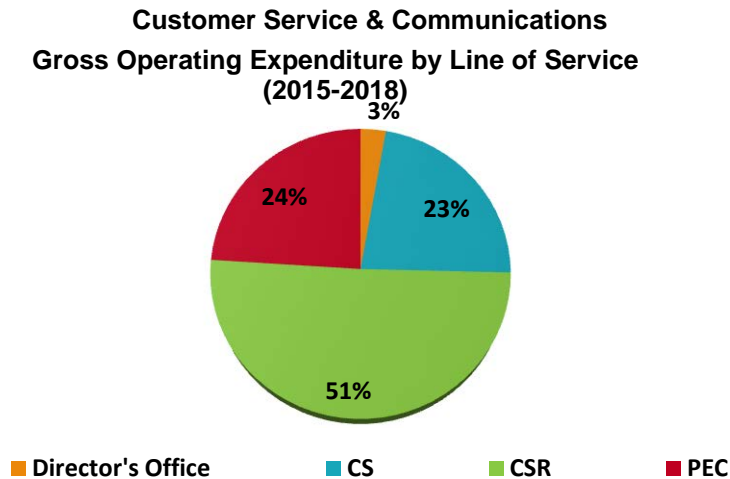
This full-service team provides innovative communication solutions for The City including creative production, writing, editing, photography, video/motion graphics, illustration, print/multi-media production, brand and visual identity management and media buying.

### Customer Service, 311 & Research (CSR)

311 responds to over 1.2 million annual calls, coordinates citizen service requests plus facilitates and documents work flow for City operations' business processes. 311 has not increased staffing for the past three years and yet adds new City programs to the system. A project being led by the service line is the Corporate Customer Service Framework, responsible for advancing The City's customer service standards and practices. Additionally, CSC leads The City's statistical process of measuring and analyzing customers through corporate research, conducting The City's annual Citizen Satisfaction Survey, facilitating research for City business units and managing the research library and panel.

### Public & Employee Engagement & Communications (PEC)

PEC is responsible for managing The City's websites (calgary.ca and myCity), social media, the Engage Resource Unit, corporate communication channels, employee communications, crisis communications, media relations and corporate marketing for The City.



Values may not sum to 100%, due to rounding.

## CS: Customer Service & Communications - Overview

### Trends

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A number of demographic, political, technological, customer service and digital trends shape the way CSC provides programs and services to citizens. Demographic factors include Calgary's growing and aging population and the increase of Calgary's immigration rate. CSC also recognizes that a high percentage of Calgarians have a high level of education, are civically engaged and are technologically advanced. These trends have resulted in a vast divergence of communications needs across Calgary, with an increasing number of citizens looking for detailed, timely information and answers to complex City decisions. Some citizens require repeated information for basic City needs, especially new immigrants. Moreover, customer service standards are continually evolving as influenced by the private sector, retail industry and advancing technological landscape.

Understanding the customers, what their needs are and what CSC can do to respond to those needs in a timely, agile manner, is critical. There is a significant push to integrate customer service into The City's service delivery, while keeping the voice of the customer at the core of all operations. CSC will address changing customer service standards and service innovation through the Corporate Customer Service Framework (CSF) program, an initiative working with The City Manager to help transform The Corporation to a 'citizen-first' orientation.

Technological and digital trends are shaping and informing CSC's business. Citizens of various ages are using an array of technological devices pressuring the need for instant access to City information, products and services. Mobile access to City information is now both expected and required as a best practice. Channel analytics must be used to understand the constant changing needs of citizens. All of these trends, factors and drivers are key considerations that CSC has considered in this plan to achieve progress towards Council Priorities

and strategic actions.

### Long-Term Plans

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CSC will align to long-term plans and priorities extending beyond The City's 2015-18 Action Plan. These plans include imagineCALGARY, the Municipal Development Plan (MDP) and Calgary's Transportation Plan (CTP).

CSC directly supports specific imagineCALGARY goals, which include "providing individuals with access to public information when they need it, so they can participate in decisions affecting their well-being." In doing so, CSC will help ensure that factors such as language, age, race, culture, time, finances, ability or knowledge are not barriers to public decision-making.

CSC will lead The City's new engage policy and process which will support The City's MDP by ensuring that "preparation of Local Area Plans include community engagement early in the decision-making process." City engagement will now include a feature to report back on all engagement with what citizens are saying with respect to their concerns. The MDP is a platform that will enable CSC to foster community dialogue, while participating in community planning and promoting community education and engagement.

In terms of the CTP, CSC will support this cross-corporate priority by providing communications, citizen education, research and engagement throughout the lifecycles of its various projects. As identified in the CTP, "residents, businesses and other stakeholders should be engaged and encouraged to actively participate in the development of street design and landscaping standards in order to foster a community's sense of place." CSC plays an integral role in ensuring that stakeholders, internal and external, are well-educated and engaged.

## CS: Customer Service & Communications - Overview

### Citizen Engagement

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Results from the 2015-18 Action Plan engagement revealed that citizens place a heavy emphasis on citizen engagement in City decision-making.” CSC supports the need for improved engagement and will be implementing the newly approved engage! Policy. The engage! Policy and accompanying framework outlines the roles, responsibilities, procedures, accountabilities and tools to support The City’s Administration in having a dialogue with citizens and stakeholders to provide input to City decisions.

The Action Plan engagement also identified the need for The City to be “more citizen-focused in its approach and delivery of service.” CSC will continue to champion advances in customer service in conjunction with City departments by leading the Customer Service Framework initiative.

The framework will build customer service standards for City programs and services to ensure that The City is delivering excellent customer service to its citizens. This framework includes the development of employee training, service reporting and mechanisms for process improvements.

Lastly, citizens raised concerns about the way in which City business units, departments and citizens collaborate.” To respond to these concerns, CSC will open its 311, research and engagement data to allow citizens to have an improved understanding of the services provided by The City. Operations will be provided 311 data, web analytics and citizen research to support decisions that will improve programs and services.

### Council Priorities

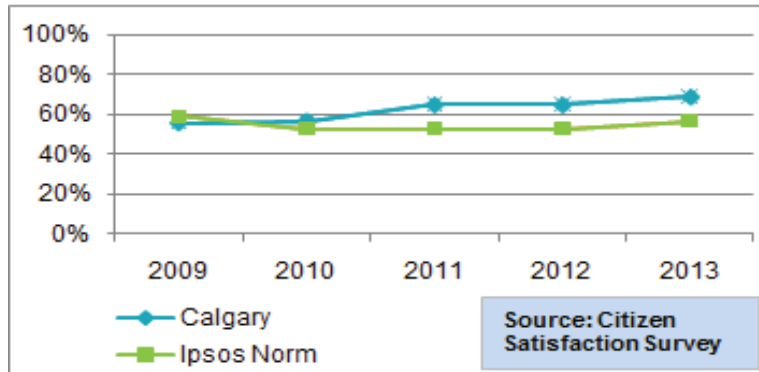
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CSC plays an important role in achieving Council Priorities. As an enabling service for The City, CSC touches every City program. Providing robust programs and services for citizens requires communication, research, engagement and marketing, all areas in which CSC has demonstrated municipal leadership. CSC is leading two of Council’s strategic actions while supporting another 10. The two areas CSC will lead are regularly collaborating and engaging citizens...” (W5) and continue to transform the organization to be more citizen-focused in its approach and delivery of service” (W7). The engage! Policy, toolkit and processes will ensure citizens have access to a wide range of tools and opportunities that will enable them to participate more fully in City decisions. This supports the principles of transparency, accountability and partnership to ensure better decisions. The program will also allow Council to have increased confidence when making decisions which have large reach and impact. Similarly, CSC’s leadership on the Customer Service Framework will help improve City-wide service standards and ensure citizens and City employees know what the service level commitments are. The program will also support initiatives to move the organization to a citizen-first orientation.



## CS: Customer Service & Communications - Benchmarking

### Communications Satisfaction



Customer Service & Communications (CSC) partners with City operations to achieve the target of 65 per cent of citizens indicating that they receive the right amount of information about City services and programs. Results show that from 2009-2013, overall citizen satisfaction increased by 13 per cent from 56 to 69 per cent. The largest satisfaction increase occurred in 2010-11 at eight per cent.

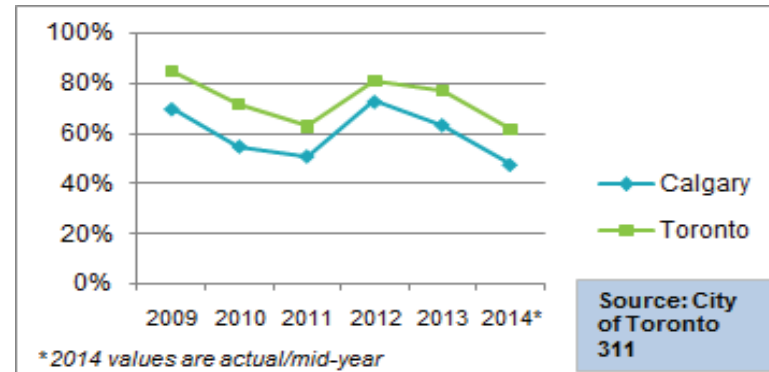
### Learning and Best Practices

Ipsos surveys across Canada find Calgary's communication satisfaction to be on par and slightly higher than the public sector norm. Ensuring citizens are able to access the information they need through their current channel of choice requires constant evaluation and change.

### Improvement Initiatives & Action Plan 2015-2018

To reach diverse audiences and meet changing citizen needs, tactics include developing video streaming, the visual/data library, continued plain language creation, a new bundled television partnership, web process improvements, app/mobile development, digital display modifications and translation services.

### Telephone Service Factor (TSF)



311 measures are compared across municipalities with Toronto being the closest comparator. City Council adopted the industry best practice Telephone Service Factor (TSF) target of 80 per cent of calls answered in 30 seconds. Calgary is below target by an average of 18 per cent per year. It experienced a low of 29 per cent below in 2011 and is trending at 32 per cent below target for 2014.

### Learning and Best Practices

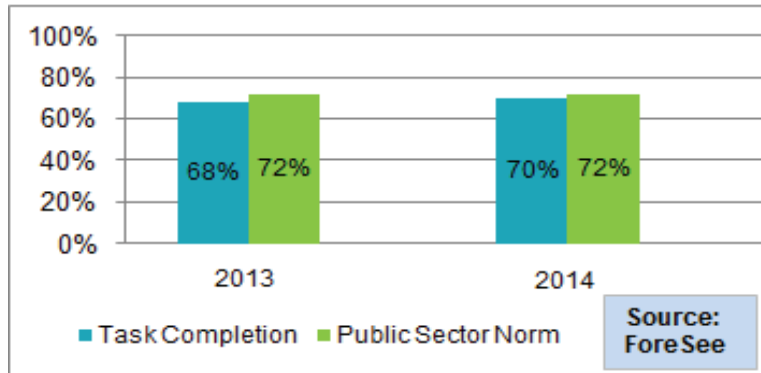
TSF is impacted by staff capacity, complexity of calls and workflow processes for service requests. Improvements can be achieved through enhancements to technology, better processes and less service complexity. Adding and enhancing alternative service channels can aid with volume management.

### Improvement Initiatives & Action Plan 2015-2018

CSC will continue investing in capital infrastructure, software and staffing to support 311 operations. CSC continues to improve alternate channels and must update The City's web content management to offset 311 demand.

## CS: Customer Service & Communications - Benchmarking

### Online Task Completion - Calgary.ca



Currently, calgary.ca experiences more than 16.4 million site visits per year. In 2013 and 14, citizens' ability to complete their task on calgary.ca was, on average, three per cent below the public sector norm of 72 per cent. Current task completion is 10 per cent below the 2018 target.

#### Learning and Best Practices

The calgary.ca analytics tool provides insight into the gaps for all online services, functions and processes required to manage the web. Data show that a greater number of citizens rely on the web for information and increasingly need a mobile-friendly format. Analytics point to gaps in The City's current web decisions and processes which are fragmented and require resourcing changes.

#### Improvement Initiatives & Action Plan 2015-2018

The City needs to improve calgary.ca by reorganizing web content management plus business unit processes for digital decision-making. Task completion can be enhanced by changing web content formats and online tools to improve mobile access.

**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support Calgary’s continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Communicate how small businesses receive City programs and services.	CSR, PEC
P10 Enhance access to technology and information.	P10.1 Expand access to City information and services through web and 311 digital online channels, including the development of a photo and online research library that is easily searchable for use by City staff.	CSR, PEC
	P10.2 Broaden access to translation and interpretation services in partnership with Calgary Police Service and Community & Neighbourhood Services.	CSR
	P10.3 Develop information and communications methods to keep citizens informed of real-time traffic flow.	PEC



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N2 Build resiliency to flooding.	N2.1 In support of the Flood Resiliency Program, build an annual flood preparation communications campaign to educate citizens.	CS, CSR, PEC
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Train staff in crisis communications to respond to pandemics, natural disasters and emergency situations should they occur.	PEC
	N3.2 Implement customer service resiliency strategy (i.e. Pop-up customer service kiosks) to address citizens' needs in the event of an emergency situation.	CSR



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	H1.1 Support the UEP communications strategy and build channels, campaigns and ongoing service requests for 311 and the web to inform citizens of the green cart program and multi-family recycling strategy.	CS, PEC
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	H1.2 Develop associated reports of 311 data, user data and web analytics for business unit analysis.	CSR
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	H6.1 Integrate content into corporate communication channels related to conservation and protection of the environment and implement tactics to build public awareness.	CS, PEC



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Enhance service delivery processes in CSC to reduce duplication and improve timeliness.	CS, CSR, PEC
	W2.2 Rebuild and expand the intranet to allow field employees remote access to City information .	PEC
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Pilot alternative methods of service delivery to identify potential cost savings.	CS, CSR, PEC
W4 Balance demand for quality City services with affordable taxes.	W4.1 Implement efficiency improvements in the 311 system that respond to citizens' needs.	CSR



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

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**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Expand access to City information and services by adopting emerging communication and engagement channels.

PEC

W5.2 Improve communication tools to reach and serve diverse, aging and hard-to-reach audiences.

PEC

W5.3 Manage and implement the engage! portal and the online citizen research panel to enhance citizens' input into decision making.

CSR, PEC

W5.4 Action the Council approved engage! Policy through hiring, training and transitioning to the new service delivery process.

PEC

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Integrate customer service commitments into CSC programs and services.

CSR, PEC

W7.2 Create learning, development and recognition programs to empower staff to deliver excellent customer service.

CSR, PEC



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.3 Establish service standards, metrics and targets based on customer expectations to provide responsive and quality service.

CSR, PEC

W7.4 Develop a citizen dashboard to display operational, informational and performance data to provide insight on issues that matter to citizens.

CSR, PEC

W7.5 Develop a customer service dashboard comprised of data from City information and service requests.

CSR

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Open 311, research and engagement data to improve citizens' understanding of the services provided by The City.

CSR

W8.2 Apply an integrated approach to communications.

PEC

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Hire and provide staff with professional development opportunities that align with CSC's core competencies.

CS, CSR, PEC





## CS: Customer Service & Communications - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	654	654	3.0	707	707	3.0	723	723	3.0	742	742	3.0	779	779	3.0
Creative Services	5,628	2,401	22.0	5,760	2,533	22.0	5,867	2,640	22.0	6,023	2,796	22.0	6,085	2,858	22.0
Customer Service, 311 & Research	11,508	11,142	107.7	12,107	11,741	110.7	12,945	12,579	113.7	13,822	13,456	116.7	14,362	13,996	119.7
Public & Employee Engagement & Communications	4,673	4,574	25.7	5,606	5,507	36.7	6,041	5,942	41.7	6,579	6,480	41.7	6,998	6,898	41.7
<b>Total Business Unit</b>	<b>22,463</b>	<b>18,771</b>	<b>158.4</b>	<b>24,180</b>	<b>20,488</b>	<b>172.4</b>	<b>25,576</b>	<b>21,884</b>	<b>180.4</b>	<b>27,166</b>	<b>23,474</b>	<b>183.4</b>	<b>28,223</b>	<b>24,531</b>	<b>186.4</b>

CSC's operating budget for 2015-18 is intended to deliver and meet Council approved service levels (e.g. telephone service factor) supporting business units and The City's growing population. Strong customer service and communications enables The City to effectively achieve Council Priorities, respond to citizen demands and support City business units in actively communicating The City's programs and services to citizens and stakeholders. The programs and services that CSC will provide to clients, customers and citizens for 2015-18 will focus on enhancing customer service, conducting sound engagement, providing quality research and enhancing the City's web and digital presence. Two areas that the 2015-18 operating budget will immediately impact are The City's engage! Program and 311 Operations Centre.

Based on the importance citizens place on engagement across The Corporation, Corporate Services has allocated its budget to fund the engage! Program. By funding the program through the operating budget, the administrative burden of recovering for engagement services will be reduced and engagement activities can be undertaken for both operating

and capital projects regardless of the type of funding in place. In order to implement this program effectively, the 2015-18 operating budget includes FTE growth for the Public Engagement & Communications (PEC) service line of 16 FTEs. Of these FTEs, seven limited term (LTE) positions will be made permanent and the remaining nine will be net new FTEs. With additional staff, CSC will aim to meet the continually rising expectations of citizens who want to be more involved in City decision-making. Such expectations include a demand for transparency, accountability and responsiveness. CSC will find \$250 thousand in new efficiency gains each year over the four-year business cycle.

With Action Plan 2015-18, CSC will also focus on improving The City's service delivery via its 311 operations. To address service gaps, the operating budget for the Customer Service, 311 and Research (CSR) service line is increased. This growth includes the addition of 12 net new staff from 2015-18. Additional resources will enable CSC to improve its telephone service factor (TSF), established in 2005, which has fallen below average by 18 per cent since 2009.

## CS: Customer Service & Communications - Lines of Service

All \$ values are in Thousands (\$000)

Customer Service, 311 & Research	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	11,508	11,142	107.7	12,107	11,741	110.7	12,945	12,579	113.7	13,822	13,456	116.7	14,362	13,996	119.7

The 311 Operations Centre provides customer service to citizens by resolving citizen inquiries, coordinating and responding to citizen service requests (e.g. SRs), as well as continuously improving service delivery through business process review and design. Corporate Research provides research consultation and services to City business units in the areas of research strategy development and implementation. Key components of this service line for 2015-18 include the day-to-day management of 311, the development, implementation and report-back

of The City's annual Citizen Satisfaction Survey, and the continued advancement of the Corporate Customer Service Framework to support customer service standards and practices at The City. This service line will annually add three FTEs per year to support the delivery of 311 services. With additional resources and capacity, CSC expects to improve upon Council approved targets (e.g. telephone service factor) which experienced below- average scores of 29 per cent in 2011, seven per cent in 2012, 16 per cent in 2013 and 38 per cent in 2014 to date.

Public & Employee Engagement & Communications	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,673	4,574	25.7	5,606	5,507	36.7	6,041	5,942	41.7	6,579	6,480	41.7	6,998	6,898	41.7

Public Engagement and Communications (PEC) is responsible for The City's engagement and communications with citizens and internal and external partners. PEC also manages The City's internal and external websites, new social media development/digital solutions, employee communications, crisis communications plans and programs, media relations and corporate marketing.

In this business cycle, the service line will focus on the implementation of the engage! Framework, including policy stewardship and City staff training. It will seek to ensure that The City's website (calgary.ca) is technologically current to engage citizens and serve customers, allowing

citizens better access to City services and information. The service line will have seven LTE staff made permanent plus nine new FTEs created to support The City's adherence to engagement. The additional resources will enable The City's Administration to have a dialogue with citizens and stakeholders utilizing a thorough, professional and transparent process. As citizens' desire for involvement grows, The City needs to be responsive to these demands. By implementing the new engage! Policy and Framework, The City will be better positioned to ensure citizens have access to a wide range of tools and information that will enable them to participate more fully in City decisions.

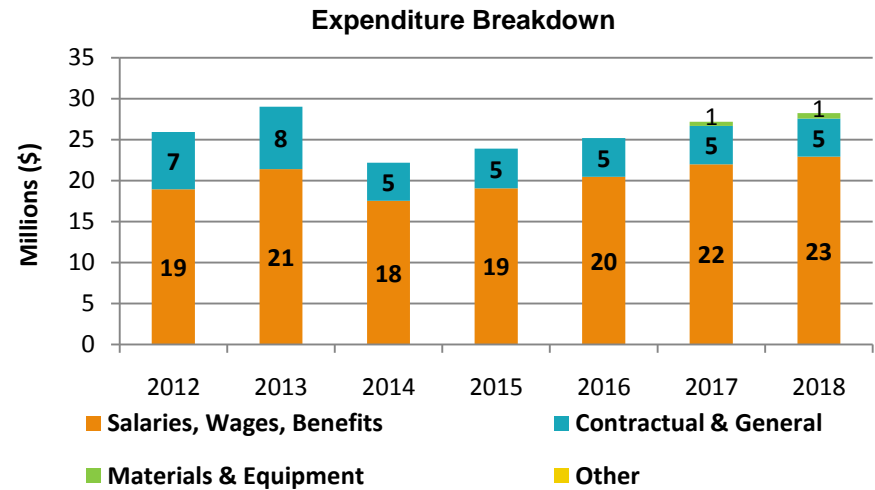
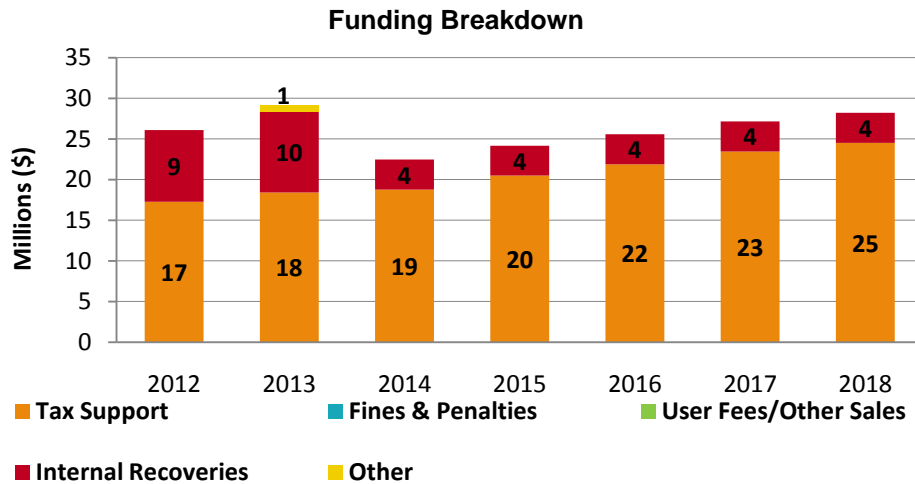
Creative Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,628	2,401	22.0	5,760	2,533	22.0	5,867	2,640	22.0	6,023	2,796	22.0	6,085	2,858	22.0

Creative Services is a full-service team that provides innovative solutions for City business units. This service line provides strategic direction and creative production for all communications mediums including: digital and print design, outdoor, point of sale and radio and television. As the main steward of The City's brand, this service line also offers services to City business units in the areas of: visual identity management, creative strategy and direction, writing and editing, photography and video/motion graphics, illustration, account coordination, print and multi-media

production, brokerage for outside creative services and media buying. For the 2015-18 business cycle, this service line will focus on administering the lifecycle replacement of digital and graphic design desktops, visual and data library/storage and delivering City information through video streaming. As well, the service line will also review traditional and new source communication tools and technologies to meet the current and future demands of operations and citizens. This service line will not experience staff growth for 2015-18.

## CS: Customer Service & Communications - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - CSC is primarily tax supported. The majority of recoveries occur within the Creative Services (CS) line of service. Recoveries have been budgeted conservatively, consistent with prior year budgets. Historically, CSC's internal clients have generated greater demand for services or projects than what was budgeted. Work levels have been difficult to forecast and the Corporate Services Department is currently looking at different systems, tools and mechanisms to manage business unit intake.

Tax supported services indicate an increase in 2015 in support of the newly approved City engage! Program and citizen demand for 311 services in concert with population growth.

**Expenditures** - The majority of CSC's spending is for salaries, wages and benefits for staff in all of its service lines. Salaries for 2012 and 2013 were higher than the 2014 and 2015-2018 budget due to increased client demand which was offset by recoveries. The increase in salaries is due to unionized worker wage increases, and a slight uplift in salaries in order to implement the engage! Program and to support demands on 311

The majority of Contract & General Services are comprised of advertising, promotion and printing costs paid through Creative Services and recovered from operational business units. Contract & General Services for 2012 and 2013 were higher than the 2014 and 2015-2018 budget due to increases in client demand which are offset by recoveries.

## CS: Customer Service & Communications - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	18,771	20,488	21,884	23,474
Less: Previous Year One Time	0	(100)	0	0
Base	18,771	20,388	21,884	23,474
Efficiency Gains	(250)	(250)	(250)	(250)
Inflation	597	699	795	359
Service and Budget Increase	1,019	1,047	970	885
Operating Impact of Previously Approved Capital	125	0	0	0
Operating Impact of New Capital (Incremental)	125	0	75	63
Re-alignments	0	0	0	0
One Time	100	0	0	0
<b>Total Budget Change</b>	<b>1,716</b>	<b>1,496</b>	<b>1,590</b>	<b>1,057</b>
<b>Total Budget</b>	<b>20,488</b>	<b>21,884</b>	<b>23,474</b>	<b>24,531</b>

Efficiency Gains: Through process mapping and re-engineering, CSC will find efficiency gains of \$250 thousand per year from two service lines: Public Engagement and Communications (PEC) and Creative Services (CS). These efficiency gains will be split evenly (50 per cent) between the PEC and CS — primarily contractors' fees.

Inflation: CSC operating budget changes are primarily related to salary and wage inflation costs for union settlements for 2015-2017, inflation on contracts and materials.

Service and budget increase: For Council's new engage! Policy and Framework, funds have been allocated from Corporate Service business units to accommodate previously contracted work that is being brought

in-house. Additional costs will be offset by efficiency gains outlined above. The 2015-18 operating budget changes support the Public Engagement & Communications (PEC) service line and 311 Operations. This investment will help meet the service demands of Calgary's growing population and to achieve Council approved targets (e.g., Telephone Service Factor) where The City has fallen by seven per cent in 2012 and 16 per cent in 2013.

Operating Cost of Capital: Costs will be for two projects – The City's Intranet to connect all City employees and Diversity and Crisis Communication Tools. There are no further incremental operating impacts of capital that need to be added to base for 2019-2024 for the capital projects identified in Action Plan.

<b>TCA Depreciation (\$000s) - Customer Service &amp; Communications</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
433	302	273	184

TCA Depreciation content is presented for information only.

**CS: Customer Service & Communications - Operating Budget for Council Approval**

For Council Approval

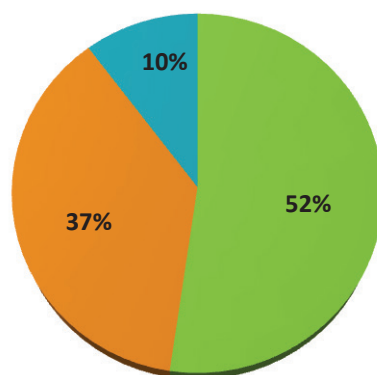
<b>Customer Service &amp; Communications</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	26,162	29,212	22,463	24,080	100	24,180	25,576	0	25,576	27,166	0	27,166	28,223	0	28,223
Recoveries	(8,816)	(9,963)	(3,692)	(3,692)	0	(3,692)	(3,692)	0	(3,692)	(3,692)	0	(3,692)	(3,692)	0	(3,692)
Revenue	(63)	(839)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	17,283	18,409	18,771	20,388	100	<b>20,488</b>	21,884	0	<b>21,884</b>	23,474	0	<b>23,474</b>	24,531	0	<b>24,531</b>
FTEs	154.4	158.4	158.4	172.4	0.0	<b>172.4</b>	180.4	0.0	<b>180.4</b>	183.4	0.0	<b>183.4</b>	186.4	0.0	<b>186.4</b>

## CS: Customer Service & Communications - Capital Budget Overview

Customer Service & Communications						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	2,600	1,450	750	750	0	5,550
Total New Capital Budget Requests	3,400	4,900	6,200	4,900	0	19,400
Total Business Unit Capital Budget	6,000	6,350	6,950	5,650	0	24,950

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Customer Service & Communications  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$19 Million**



■ Maintenance ■ Upgrades ■ Service Change

**Maintenance/Replacement** - \$5.9 million to continually maintain and update calgary.ca's content. Maintenance include calgary.ca's user experience, improving navigation, fixing breaks, improving The City's search results and developing new content to keep pace with changing technology platforms and meet changing citizen expectations.

- \$2.4 million to increase the number and types of City transactions available on calgary.ca as well as improving the website's mobile formatting to ensure customer transactions are more accessible and user-friendly.
- \$1.8 million for the lifecycle replacement of digital and graphic design desktops, visual and data library/storage and maintenance of City digital displays. This investment also includes providing citizens access to City information through video streaming, digital software licensing and social media channel development, as well as developing crisis communications training modules.

**Upgrades** - \$3.4 million to expand citizen engagement and research options, including tools and resources to enable citizen participation. The upgrades will advance customer service standards, enhance online engagement opportunities and analyze citizen service request data to improve service delivery (e.g., channel improvements).

- \$3.9 million to invest in capital infrastructure, hardware and software to ensure that 311 Operations can continue to provide information and services to citizens. This upgrade will also serve as a strategic management tool enabling 311 to meet current and future service standards for The City of Calgary.

**Service Change** - \$2.0 million to implement a new intranet platform that meets the information needs of all City employees and supports its changing workforce. This new platform will replace the old environment which only served half of the City's employees and will enable all City employees to better serve citizens through access to City information.

## CS: Customer Service & Communications - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Pay-As-You-Go	3,400	3,287	6,200	4,900	0	17,787
Lifecycle Maintenance & Upgrade Reserve	0	1,613	0	0	0	1,613
<b>Total Funding</b>	<b>3,400</b>	<b>4,900</b>	<b>6,200</b>	<b>4,900</b>	<b>0</b>	<b>19,400</b>
<hr/>						
Total Operating Impacts of Capital (Cumulative)						
2015-2018 Operating Budget	125	125	200	263	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	1,525	

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
788-001	Customer Service Framework, Research & Analytics	U	C			3,350	539	897	1,037	877		3,350	
<b>Total Program 788 : Customer Service Framework &amp; Analytics</b>				-	-	3,350	539	897	1,037	877	-	3,350	
<hr/>													
789-001	Online Customer Service Transactions	M	C			2,351	219	776	833	523		2,351	
<b>Total Program 789 : Web Customer Service</b>				-	-	2,351	219	776	833	523	-	2,351	
<hr/>													
791-002	311 Software & Upgrades	U	C			3,901	627	908	1,315	1,051	-	3,901	
<b>Total Program 791 : Corporate Contact Centre</b>				-	-	3,901	627	908	1,315	1,051	-	3,901	
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Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
793-001	Intranet for All City Employees (including field)	S	C			2,000	750	290	684	276	-	2,000	
793-002	Diversity and Crisis Communication Tools	M	C			1,800	328	416	475	581		1,800	
<b>Total Program 793 : Citizen/Employee Information Access</b>				-	-	3,800	1,078	706	1,159	857	-	3,800	
<b>Operating impact of capital of Program 793</b>													
	2015-2018 Operating Budget		O1				125	125	200	263	N/A	713	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	1,525	1,525	
794-003	Online (calgary.ca) Upgrades & Maintenance	M	C			5,998	937	1,613	1,856	1,592	-	5,998	
<b>Total Program 794 : Web Communication &amp; Content Upgrades</b>				-	-	5,998	937	1,613	1,856	1,592	-	5,998	
				-	-	19,400	3,400	4,900	6,200	4,900	-	19,400	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

### Explanation of Budget Requests

#### **Program 788 : Customer Service Framework & Analytics**

##### **Project 788-001 Customer Service Framework, Research & Analytics**

New budget request of \$3.350 million with funding from Pay-As-You-Go. The investment will address gaps in engagement, research and customer service for The City, advance operational customer service data, integrate tools with The City's data warehouse, build citizen and customer service dashboards, develop engagement and communications training, expand online engagement and decision research tools and complete Ward analysis of the Citizen Satisfaction Survey.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

## **Program 789 : Web Customer Service**

### **Project 789-001 Online Customer Service Transactions**

New budget request of \$2.351 million with funding from Pay-As-You-Go. This investment involves increasing the number and types of City transactions on calgary.ca and improving mobile formatting to make customer transactions more accessible and usable.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

## **Program 791 : Corporate Contact Centre**

### **Project 791-002 311 Software & Upgrades**

New budget request of \$3.901 million with funding from Pay-As-You-Go. This investment supports the software, storage and equipment replacements at 311. Investments include: the required vendor upgrades to the software, increased disk storage for production environment, integration with field operations work order systems, replacement of monitors and work stations and completion of the project intake system.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

## **Program 793 : Citizen/Employee Information Access**

### **Project 793-001 Intranet for All City Employees (including field)**

New budget request of \$2.000 million with funding from Pay-As-You-Go. The myCity intranet, along with all business unit intranet sites, only provides half of The City's employees with information and access to employee resources and tools. The current intranet platform is not accessible to all City employees and the software is several versions past its supported lifespan. This investment will upgrade the intranet and connect to the eHR tools to allow all City field workers access.

**Operating impact of capital:** This project required \$313 thousand for 2015-2018 and \$625 thousand for 2019-2024.

### **Project 793-002 Diversity and Crisis Communication Tools**

New budget request of \$1.800 million with funding from Pay-As-You-Go. The investment involves the lifecycle replacement of digital and graphic design desktops, visual and data library/storage and maintenance of City digital displays. This investment also provides citizens access to City information through video streaming, digital software licensing and social media channel development, as well as developing crisis communications training modules.

**Operating impact of capital:** This project requires \$400 thousand of operating costs in 2015-2018 and \$900 thousand for 2019-2024.

**Program 794 : Web Communication & Content Upgrades**

**Project 794-003 Online (calgary.ca) Upgrades & Maintenance**

New budget request of \$5.998 million with funding from Pay-As-You-Go of \$4.385 million and funding from Lifecycle Maintenance & Upgrade Reserve of \$1.613 million. This investment involves continual content management including: daily maintenance of calgary.ca's user experience, improving navigation, fixing breaks, improving search results and developing and updating new content.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

**CS: Customer Service & Communications - Capital Budget for Council Approval**

For Council Approval
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<b>Customer Service &amp; Communications</b>							
<b>Capital Budget (\$000s) for Approval (Totals may not match due to rounding)</b>							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	7,182	2,600	1,450	750	750	0	5,550
<b>Projects Requiring Approval</b>							
<i>Program 788 : Customer Service Framework &amp; Analytics</i>		539	897	1,037	877	0	3,350
<i>Program 789 : Web Customer Service</i>		219	776	833	523	0	2,351
<i>Program 791 : Corporate Contact Centre</i>		627	908	1,315	1,051	0	3,901
<i>Program 793 : Citizen/Employee Information Access</i>		1,078	706	1,159	857	0	3,800
<i>Program 794 : Web Communication &amp; Content Upgrades</i>		937	1,613	1,856	1,592	0	5,998
<b>Total Projects Requiring Approval</b>		<b>3,400</b>	<b>4,900</b>	<b>6,200</b>	<b>4,900</b>	<b>0</b>	<b>19,400</b>
Total Capital Budget	7,182	6,000	6,350	6,950	5,650	0	24,950

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Fleet Services

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**Fleet Services**

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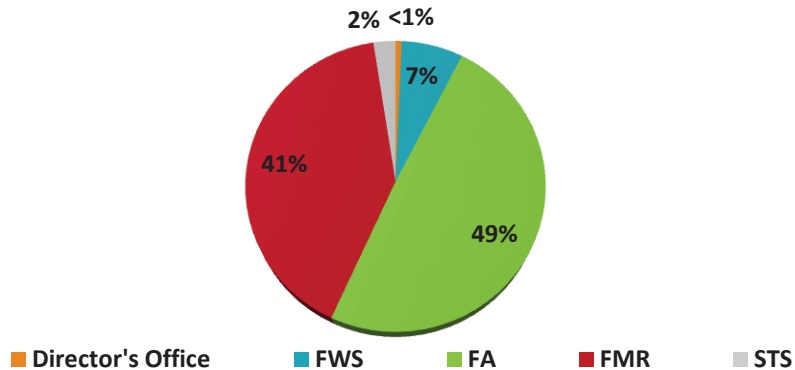
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Tab1

## CS: Fleet Services - Overview

The Fleet Services (Fleet) business unit is responsible for acquiring, managing and maintaining a large portion of The City's vehicles and equipment. Fleet works behind the scenes to care for equipment that is seen as the face of The City. Reliable, efficient and well-maintained vehicles are an essential part of meeting the diverse needs of citizens and the business units that serve them. Fleet enables this by providing leasing services, performing preventative maintenance and conducting repair work. Fleet also governs the policies and training that ensures City operators are working safely and responsibly. As a result of the Zero-Based Review, Fleet is moving to a self-supporting, self-sufficient business model. This means Fleet will provide services on a fee basis, maintain self-supporting debt and establish a reserve. Customers can determine the level of service they receive through service-level agreements. Fleet currently serves all City business units except Transit, Police, and Fire.

**Fleet Services**  
**Gross Operating Expenditure by Line of Service**  
**(2015-2018)**



Values may not sum to 100%, due to rounding.

### **Fabrication & Welding Services (FWS)**

Fabrication and Welding Services provides a range of design, machining, welding, fabrication, manufacturing, restoration and refurbishing services to meet specialized customer requirements. These services include the fabrication of specialized vehicle components, facility maintenance and manufacturing projects for City business units.

### **Fleet Acquisition (FA)**

Fleet Acquisition oversees the leasing and lifecycle management of vehicles and equipment for internal City customers. This includes evaluating new equipment and technologies to replace units or to accommodate growth. FA commissions new units into service, decommissions and disposes of replaced units and develops quality and maintenance technical standards. It also negotiates, facilitates and procures short-term leases and manages the hiring of vehicle services from third parties, when required.

### **Fleet Maintenance & Repairs (FMR)**

Fleet Maintenance and Repair performs maintenance, repairs and inspections for The City's fleet. It does so in accordance with manufacturers' recommendations, warranty requirements, industry best practices and in alignment with legislative requirements. FMR also provides autobody painting, refurbishing and collision damage repair.

### **Safety & Training Services (STS)**

Safety and Training Services governs driver/operator policies, provides operator training for City vehicles and investigates collisions involving The City's 5,900 certified operators. STS manages legislative requirements related to commercial fleets, which includes the National Safety Code, the Alberta Traffic Safety Act and the Occupational Health and Safety Act, Regulation and Code.

## CS: Fleet Services - Overview

### Trends

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With expectations of a three per cent economic growth rate and a significant population growth rate for Calgary, Fleet Services anticipates an increased requirement for fleet vehicles and equipment in order to meet the needs of a growing city. To remain sustainable, Fleet will need to continually improve business processes and find efficiencies with its internal business partners to mitigate the effects of cost increases due to inflation.

Workforce trends will be significant. Strong local competition for staff challenges Fleet's ability to attract and retain hard-to-fill positions, such as heavy duty mechanics. To address this, Fleet Services is working with Human Resources, to develop targeted recruitment, retention and succession plans. Fleet is also focusing on employee engagement and mentoring.

Environmental changes present opportunities for Fleet Services to support the City in reducing its overall environmental footprint. Fleet Services has and will continue to seek out sustainable options for vehicles and equipment. Fleet will reduce greenhouse gas emissions in the City's existing fleet through timely maintenance, technological innovation and green driver training.

In addition, evolving customer service standards are driving business units to use more collaborative approaches for delivering service. Fleet Services will integrate a customer service approach into its service delivery model to assist business partners as they address citizen engagement findings. This can include increasing use of customer engagement programs, providing personalized service, encouraging staff empowerment and the use of technologies and analytics to better understand areas for improvement.

Technological progress is also changing the way The City's fleet is managed. As vehicles and equipment become more advanced, Fleet Services is being driven to utilize increasingly sophisticated electronics for diagnostics and repair. Simultaneously, new tools that increase

efficiency and effectiveness are constantly being developed and allow Fleet to better serve its customers. Use of water jet technology in fabrication and welding, as well as real-time on-vehicle computerized data collection capability, are a few examples of how Fleet Services is helping the City leverage emerging technology.

### Long-Term Plans

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Fleet Services' plans align with the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP).

Fleet Services will support the MDP by enabling infrastructure that maintains Great Communities. Fleet achieves this by keeping waste & recycling collection vehicles, ice resurfacers, mowers and other equipment roadworthy. The business unit also supports the MDP's goal of greening the City by sourcing assets that will have the least impact on the environment. This will include projects to review the use of compressed natural gas and biodiesel as alternative fuels. Fleet Services supports the CTP's goal of ensuring transportation infrastructure is well managed by working to ensure vehicles and equipment required for road maintenance and utility work (sweepers, plowers and pavers) are ready for service. Fleet works with its customers to determine optimal long-term vehicle growth and replacement strategies.

Key to Fleet Services' long-term plans is developing strategic alliances with partner business units. Fleet's Customer Focus Initiative (CFI) project is working to gain better understanding of its partner business units and learning how they can support each other's work in the long-term. For example, Fleet is currently building a new facility at The City's Shepard site to replace an aging building, allowing for better service delivery and a better working environment.

As an enabling business unit, Fleet Services' long-term strategies remain focused on finding more effective ways of doing business to realize the best value for the Corporation.



## CS: Fleet Services - Overview

### Citizen Engagement

In 2015-2018 Action Plan engagement, citizens said they wanted The City to focus on continued engagement, customer service and greater collaboration between business units, departments and citizens. Fleet has a dual responsibility in responding to this feedback because it provides equipment that directly serves citizens while it also enables other business units to provide their service to those same citizens through training and policy management.

In response to citizen feedback, Fleet is working to increase collaboration with its customer business units. One way Fleet is doing this is with the Fleet Customer Forum (FCF). The FCF allows customers to interact in a way that enables the sharing of business unit information and creates opportunities to find cross-business unit solutions. This can lead to more effective and efficient service and potentially lower costs. This also assists in balancing quality service with affordable taxes, efficiency and effectiveness.

Fleet's Customer Focus Initiative (CFI) will bring its team closer to each of its customer business units to address the specific and unique needs of their lines of business. The CFI Project provides a way for Fleet and its internal customers to collaborate and respond in tandem to vehicle and equipment issues that directly affect citizens.

Fleet also commits to actions around the prioritization of several cross-corporate initiatives. This includes the continued advancement of safety issues in alignment with the Corporate Safety Strategy.

### Council Priorities

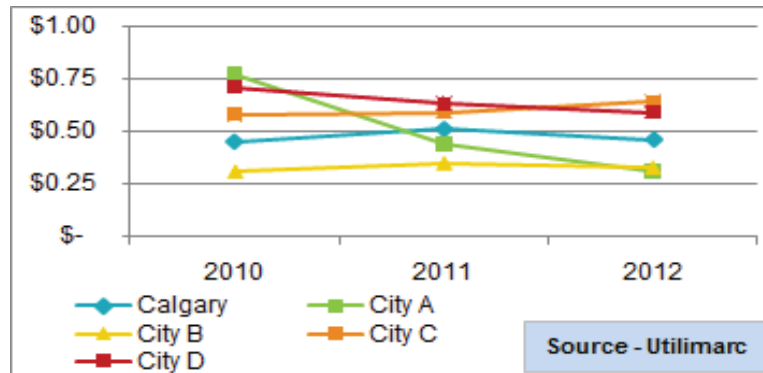
Fleet Services will play an enabling role as it seeks to achieve Council Priorities. The business unit has 15 actions spread throughout two Council Priorities: a healthy and green city and a well run city. Vehicle emissions are a significant component of The City's overall environmental footprint and Fleet plays a vital role in The City's mandate of stewarding air, land and water. In the upcoming business cycle, Fleet will evaluate the use of alternative fuels to reduce emissions from its vehicles and will use technology and the analysis of data to make better decisions for the environment. For example, enhanced data collection helps business units determine the right vehicle needed for the job. Also, Fleet's driver simulator can teach green driving techniques to reduce fuel use and vehicle emissions.

To support a well run city, Fleet has a responsibility to The Corporation, its customer business units and citizens to provide service that reflects an appropriate balance of efficiency, effectiveness and cost. Fleet will undertake several initiatives to this end, including a review of its operating model, conducting comparisons to leading practices in the industry and increasing accuracy in the collection and analysis of data to improve the utilization of vehicles.

It will also be important to continue strengthening relationships with internal customers through initiatives such as the optimization of service delivery locations, enhancing transparency through improved communication and building on a strong reputation of employee training and asset management.

## CS: Fleet Services - Benchmarking

### Average vehicle maintenance cost per kilometre



The maintenance cost per kilometre is a ratio of the total cost of maintaining The City's vehicles (entire City owned Fleet) divided by the total number of kilometres driven by those vehicles. In 2011, Fleet Services' average maintenance cost per kilometre increased by 13 per cent over 2010 while there was a 10 per cent decrease in 2012, due to changing usage patterns and maintenance costs.

### Learning and Best Practices

In comparison to other snow-belt cities, Calgary's ratio falls in the middle. Fleet performs lifecycle costing to avoid high maintenance years and reduces costly breakdowns by conducting preventative maintenance.

### Improvement Initiatives & Action Plan 2015-2018

Fleet will work with customers to improve maintenance cost performance through preventative maintenance and will address cost challenges through the Customer Focus Initiative. In addition to service level agreements on maintenance, Fleet will also employ vehicle lifecycle management and work with customers to educate them on vehicle use best practices.

**CS: Fleet Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Explore how Compressed Natural Gas can be used in fleet and determine how that can reduce operating costs and energy emissions.	FA, FMR
	H2.2 Look at different ways Fleet can use technology and data to reduce emissions.	FA, FMR



CS: Fleet Services - Actions for Council Approval

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Benchmark Fleet Services in order to identify best and leading practices and increase service productivity and effectiveness.	FA, FMR, FWS, STS
	W2.2 Implement ZBR recommendation of financial model adjustment to achieve cost savings.	FA, FMR, FWS, STS
	W2.3 Improve data quality and decision making through use of technology, measurements and analysis.	FA, FMR, FWS, STS
	W2.4 Implement unit standardization by class project in order to improve processes and documentation.	FA
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	W6.1 Work with CPB and customers to optimize Fleet service delivery locations.	FA, FMR, FWS, STS
	W6.2 Improve vehicle uptime to meet customer requirements.	FMR



**CS: Fleet Services - Actions for Council Approval**

For Council Approval

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Improve transparency and cooperation with customers by creating and delivering a marketing program outlining services Fleet offers.

FA, FMR, FWS, STS

W8.2 Improve asset utilization by including the customer focus initiative process into current asset management practices and improving customer reporting .

FA, FWS

W8.3 Work together with customers to improve training and asset management.

FA, FMR, FWS, STS

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Continue development of strategies, safety programs and internal processes to ensure safe and reliable Fleet Assets are available for City Operations.

FA, FMR, FWS, STS

W9.2 Prioritize occupational health, safety and wellness in order to foster a complete culture of engaged employee safety.

FA, FMR, FWS, STS



## CS: Fleet Services - Actions for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.3 Provide employee training and development opportunities and address employee survey results to support The City as an employer of choice.

FA, FMR, FWS, STS

W9.4 Develop strategic workforce plans to increase attraction and retention as part of the workforce strategy to address changing demographics and retirements.

FA, FMR, FWS, STS

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

## CS: Fleet Services - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	558	558	1.0	560	560	1.0	560	560	1.0	560	560	1.0	560	560	1.0
Revenues & Recoveries	0	(84,584)		0	(81,140)		0	(81,575)		0	(82,067)		0	(82,067)	
Fabrication & Welding Services	5,788	5,788	29.5	5,428	5,428	29.5	5,546	5,546	29.5	5,683	5,683	29.5	5,683	5,683	29.5
Fleet Acquisition	40,052	40,052	20.5	40,237	40,237	20.5	40,267	40,267	20.5	40,306	40,306	20.5	40,306	40,306	20.5
Fleet Maintenance & Repairs	33,717	33,717	155.5	32,971	32,971	155.5	33,215	33,215	155.5	33,484	33,484	155.5	33,484	33,484	155.5
Safety & Training Services	1,998	1,998	17.0	1,943	1,943	17.0	1,986	1,986	17.0	2,034	2,034	17.0	2,034	2,034	17.0
<b>Total Business Unit</b>	<b>82,113</b>	<b>(2,471)</b>	<b>223.5</b>	<b>81,140</b>	<b>0</b>	<b>223.5</b>	<b>81,575</b>	<b>0</b>	<b>223.5</b>	<b>82,067</b>	<b>0</b>	<b>223.5</b>	<b>82,067</b>	<b>0</b>	<b>223.5</b>

Fleet Services strives to provide value to its customers and continues to increase its customer service focus and achieve efficiency gains through productivity targets. Fleet maintains over 3000 Fleet-owned vehicles and equipment, in addition to many owned by other business units and external customers, such as Alberta Health Services units.

Fleet utilizes a fee-for-service model designed to recover its costs from the business units that make use of its services. The rate structure consists of lease and hourly service rates that are continuously benchmarked to the local market as a tool to measure effectiveness. As an example, on average, the current Fleet hourly labour rate is greater than 20 per cent below local vendors and is indicative of Fleet Services commitment to provide high value at the lowest possible cost. Fleet

Services will continue to work towards improving the cost per kilometre benchmark and focus on timely replacement, availability and utilization of units. Fleet has included two performance measures in the Action Plan that will measure unit availability for major segments of the fleet.

Overall, Fleet's business model is changing and aligning with Zero-Based Review recommendations. Fleet will no longer be required to recover a return on equity from its customers and some of its administrative charges. This results in reduced Fleet recoveries and associated reductions in the expenditures budget of Fleet customers. After the change, Fleet has a net budget of zero dollars. Fleet will maintain its services through efficiency gains and partially through its door (labour) rate which was increased in 2014 to match salary inflation.

## CS: Fleet Services - Lines of Service

All \$ values are in Thousands (\$000)

Fleet Maintenance & Repairs	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	33,717	33,717	155.5	32,971	32,971	155.5	33,215	33,215	155.5	33,484	33,484	155.5	33,484	33,484	155.5

Fleet Maintenance and Repairs performs preventative maintenance and repairs for The City's fleet in accordance with manufacturers' recommendations and warranty requirements. Fleet's administered maintenance and inspection programs are aligned with the National Safety Code and other federal and provincial legislative requirements. Services such as autobody painting, refurbishing and collision damage repair are also provided. Fleet Maintenance and Repairs will experience

an expenditure increase from union settlements on salary and wages, along with a decrease due to business model changes. Overall service level is expected to be maintained. This line of service is responsible for meeting targets for availability of fleet (such as garbage collection and snow clearing units) and increasing productivity through its performance measures.

Fleet Acquisition	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	40,052	40,052	20.5	40,237	40,237	20.5	40,267	40,267	20.5	40,306	40,306	20.5	40,306	40,306	20.5

Fleet Acquisitions oversees the lifecycle management and leasing of vehicles and equipment to City client business units, with the exception of Calgary Police Services, Calgary Transit and Fire. This includes evaluating new units and technologies for replacement of units coming to the end of their useful life, as well as growth units. Fleet Acquisitions takes care of commissioning new units into service, decommissioning and disposal of replaced units, development of quality and maintenance

technical standards, third parties' provision of short-term leasing and hiring of vehicle & equipment with operators to other City business units. Fleet Acquisitions will experience an expenditures increase from union settlements on salary and wages, along with a decrease due to business model changes. Overall service level is expected to be maintained. This line of service is responsible for meeting green fleet targets.



All \$ values are in Thousands (\$000)

Fabrication & Welding Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,788	5,788	29.5	5,428	5,428	29.5	5,546	5,546	29.5	5,683	5,683	29.5	5,683	5,683	29.5

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. Fabrication and Welding Services will experience an expenditures increase from union settlements on salary and wages, along with a decrease due to business model changes. Overall service level is expected to be maintained.

Safety & Training Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	1,998	1,998	17.0	1,943	1,943	17.0	1,986	1,986	17.0	2,034	2,034	17.0	2,034	2,034	17.0

Safety and Training Services include driver/operator policies, training for operation of City units, and collision investigation for approximately 5,900 certified operators, excluding Calgary Police Services, Fire and Calgary Transit. On behalf of The Corporation, Fleet Services manages the legislative requirements related to the operation of City units and collision investigation for the commercial fleet, including the National

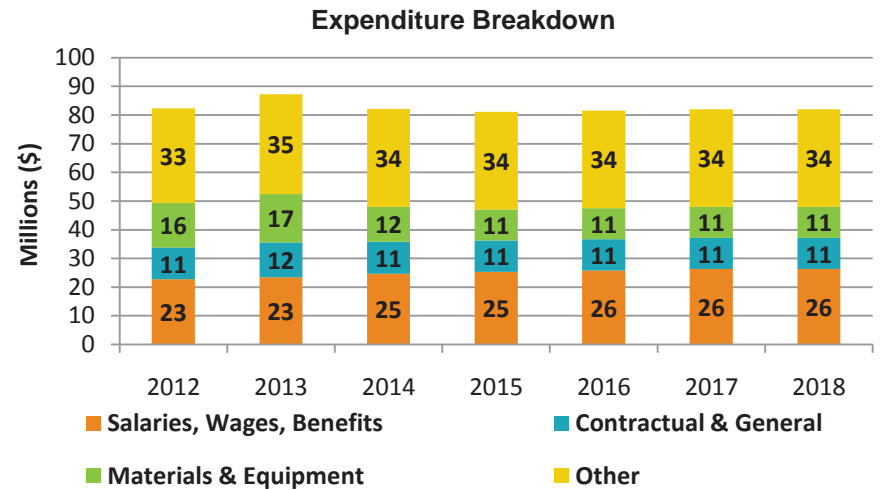
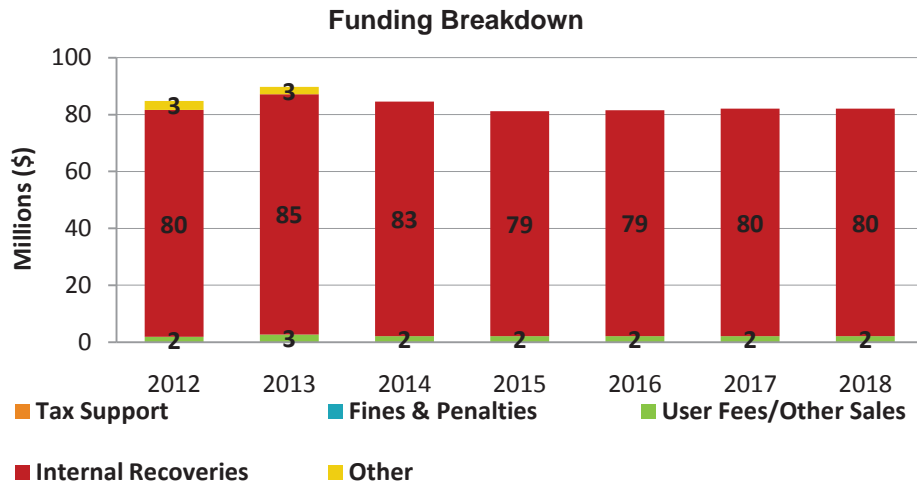
Safety Code, the Alberta Traffic Safety Act and the Occupational Health and Safety Act. Safety and Training Services will experience an expenditures increase from union settlements on salary and wages, along with a decrease due to business model changes. Overall service level is expected to be maintained. This line of service is responsible for meeting targets for lost time, by working with the other lines of service.

Revenues & Recoveries	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	0	(84,584)		0	(81,140)		0	(81,575)		0	(82,067)		0	(82,067)	

Fleet recovers for services provided based on a fee-for-service model. Fleet's overhead rates and lease rates will decrease due to business model changes.

## CS: Fleet Services - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Fleet's business model primarily offsets expenditures through recoveries received from city business units.

**Expenditures** - All growth planned by Fleet Services will be absorbed through productivity increases and the increased recovery will allow Fleet Services to cover inflationary increases. Fleet has a net budget of zero dollars.

**CS: Fleet Services - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	(2,471)	0	0	0
Less: Previous Year One Time	0	0	0	0
Base	(2,471)	0	0	0
Efficiency Gains	0	0	0	0
Inflation	0	0	0	0
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	2,471	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>2,471</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fleet is moving to a self-supporting, self-sufficient business model as a result of the Zero-Based Review. Fleet will no longer provide a Return on Equity to the City and pay for some of its administrative charges. This is reflected in a realignment of \$2.471 million. There is no net impact to the Corporation as Fleet's rates will be adjusted accordingly. Fleet's revenues and recoveries are off-set by expenditures for a net zero budget.

<b>TCA Depreciation (\$000s) - Fleet Services</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
29,085	29,085	29,085	29,085

*TCA Depreciation content is presented for information only. Fleet's TCA Depreciation is funded through its operating budget.*

**CS: Fleet Services - Operating Budget for Council Approval**

For Council Approval
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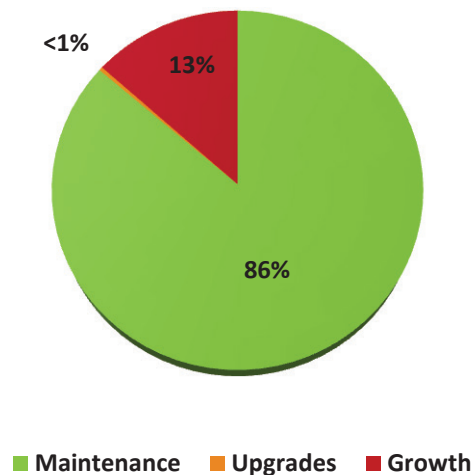
<b>Fleet Services</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	82,353	87,261	82,113	81,140	0	81,140	81,575	0	81,575	82,067	0	82,067	82,067	0	82,067
Recoveries	(79,826)	(84,508)	(82,500)	(79,056)	0	(79,056)	(79,491)	0	(79,491)	(79,983)	0	(79,983)	(79,983)	0	(79,983)
Revenue	(4,998)	(5,224)	(2,084)	(2,084)	0	(2,084)	(2,084)	0	(2,084)	(2,084)	0	(2,084)	(2,084)	0	(2,084)
Net	(2,471)	(2,471)	(2,471)	0	0	0	0	0	0	0	0	0	0	0	0
FTEs	224.5	223.5	223.5	223.5	0.0	223.5	223.5	0.0	223.5	223.5	0.0	223.5	223.5	0.0	223.5

## CS: Fleet Services - Capital Budget Overview

Fleet Services						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	55,520	47,055	35,600	43,153	0	181,328
Total Business Unit Capital Budget	55,520	47,055	35,600	43,153	0	181,328

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Fleet Services**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$181 Million**



**Maintenance/Replacement** - \$155 million - Proper lifecycle management involves replacement of aging vehicles and equipment. The replacement of aging vehicles reduces the operating impact of maintenance. This process will continue, with emphasis on having customers replace vehicles and equipment in accordance with lifecycle investment plans.

**Upgrades** - \$0.6 million - Tooling and equipment required to maintain the fleet is aging and technology is changing. To continue to provide an effective service, continual upgrades and replacement is required.

**Growth** - \$24.3 million - There is some planned investment in growing the current fleet of vehicles and equipment to accommodate new customers needs and to respond to the pressures of a growing city. The operating impact of this capital is managed by the customer who has operating budget to pay for vehicle and equipment costs.

## CS: Fleet Services - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Self-supported Debt</i>	55,520	47,055	35,600	43,153	0	181,328
<b>Total Funding</b>	<b>55,520</b>	<b>47,055</b>	<b>35,600</b>	<b>43,153</b>	<b>0</b>	<b>181,328</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
871-000	Replacements	M	C			155,019	41,364	41,336	32,666	39,653		155,019	
871-001	Growth	G	C			24,309	13,656	5,219	2,434	3,000		24,309	
<b>Total Program 871 : Fleet Acquisitions</b>				-	-	179,328	55,020	46,555	35,100	42,653	-	179,328	
-----													
872-001	Maintenance Mgmt. Systems	U	C			600	150	150	150	150		600	
872-003	Machinery - Maintenance	M	C			1,200	300	300	300	300	-	1,200	
872-005	Furniture & Fixtures	M	C			200	50	50	50	50	-	200	
<b>Total Program 872 : Support Facilities</b>				-	-	2,000	500	500	500	500	-	2,000	
-----													
				-	-	181,328	55,520	47,055	35,600	43,153	-	181,328	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

## Explanation of Budget Requests

### **Program 871 : Fleet Acquisitions**

#### **Project 871-000: Replacements**

**New budget Request** of \$155.019 million from 2015-2018 with funding from self-supported debt. This investment will be used to replace vehicles and equipment being operated by client business units that are at the end of their service life. Doing so will avoid unnecessary interruptions in service to customers due to increasing maintenance and breakdown repairs associated with an aging fleet. This investment has also been balanced against the cost of more frequent maintenance and upgrades compared with replacement.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

#### **Project 871-001: Growth**

**New budget Request** of \$24.309 million from 2015-2018 with funding from self-supported debt. This investment will be used to purchase additional vehicles and equipment for use in client business units. Doing so will allow internal clients to provide services in response to new customer demands as well as to meet the needs of a rapidly growing city.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

### **Program 872 : Support Facilities**

#### **Project 872-001: Maintenance Mgmt. Systems**

**New budget Request** of \$600 thousand from 2015-2018 with funding from self-supported debt. This investment will provide for upgrades to existing systems and the development of new systems that help fleet manage vehicle and equipment maintenance. This will allow for better tracking of maintenance and repairs which will make maintaining a large and diverse fleet much more effective. This will keep vehicles and equipment in better current and long-term condition to minimize costs and maximize the amount of time vehicles and equipment can be on the road serving customers.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**872-003: Machinery - Maintenance**

**New budget Request** of \$1.200 million from 2015-2018 with funding from self-supported debt. This investment will provide for the required upkeep of fleet shops and machinery that are used to maintain vehicles and equipment. This equipment is a key component of maintenance turnaround times and making sure that vehicles and equipment are ready and available when they are planned to be.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**872-005: Furniture & Fixtures**

**New budget Request** of \$200 thousand from 2015-2018 with funding from self-supported debt. This investment will allow for the purchase and replacement of the shop floor tools and equipment that are used to maintain fleet vehicles and equipment. This equipment is a key component of maintenance turnaround times and making sure that vehicles and equipment are ready and available when they are planned to be.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.



**CS: Fleet Services** - Capital Budget for Council Approval

For Council Approval
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<b>Fleet Services</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	116,905	0	0	0	0	0	0
<b>Projects Requiring Approval</b>							
<i>Program 871 : Fleet Acquisitions</i>		55,020	46,555	35,100	42,653	0	179,328
<i>Program 872 : Support Facilities</i>		500	500	500	500	0	2,000
<b>Total Projects Requiring Approval</b>		<b>55,520</b>	<b>47,055</b>	<b>35,600</b>	<b>43,153</b>	<b>0</b>	<b>181,328</b>
Total Capital Budget	116,905	55,520	47,055	35,600	43,153	0	181,328

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Human Resources

Tab8  
Human Resources

Tab7

Tab6

Tab5

Tab4

Tab3

Tab2

Tab1

## CS: Human Resources - Overview

The Human Resources (HR) business unit supports The City by designing and implementing human resource strategies and programs to help it meet business objectives. HR is focused on providing excellent customer service while having regard for its governance responsibilities. As part of this, it delivers efficient and effective programs in recruiting, labour relations, organizational effectiveness, compensation as well as one-on-one support to management and employees who are helping The City deliver services to Calgarians.

As part of a commitment to customer service, HR works with clients to ensure they have the right human capital to deliver services to citizens. Supporting programs include recruitment, compensation and benefits, pensions, learning and development and workforce as well as career planning programs that help attract, develop and retain The City of Calgary's workforce. HR also provides labour relations consultation, collective agreement negotiations and arbitration, as well as health and wellness benefits and programs that foster a healthy workforce and work environment.

HR also ensures that employees are fairly compensated for their service, all legislated deductions are submitted to the proper authorities, and employee records are maintained throughout the lifecycle of the employee, from pre-employment application stages through career changes to post-retirement benefits administration.

HR works hard to be as efficient and effective as possible. There were no increases to the HR budget in the past three years and an actual reduction in FTEs. Positions were realigned in HR to better match skill levels to the work resulting in efficiencies and increased capacity for senior-level staff to tackle more complex consulting projects.

### Corporate HR Services (CHRS)

Corporate HR Services supports the organization by delivering corporate programs and processes including workforce planning and recruitment, labour relations, leadership and career development, compensation and health and wellness.

### HR Consulting to Business (HRCB)

HR Consulting to Business supports management and employees directly within their business units in HR matters to enable them to deliver their services to the citizens.

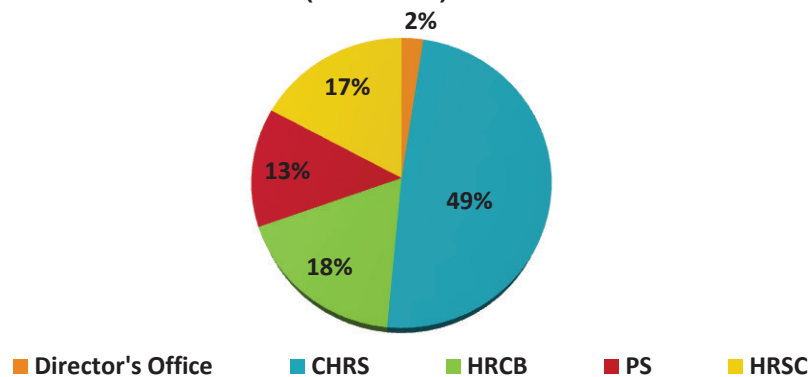
### HR Service Centre (HRSC)

HR Service Centre provides accurate, responsive and cost-effective administration and transaction of HR related information.

### Pay Services (PS)

Pay Services provides quality and timely payroll services to all City of Calgary employees and third party affiliates.

**Human Resources  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## CS: Human Resources - Overview

### Trends

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The long-term economic and workforce trends forecast that Calgary will continue to see strong economic growth and low unemployment rates resulting in a continued tight labour market for talent. The workforce composition is also changing with increased immigration to Canada and Calgary resulting in a more diverse workforce. As well, there is a shift in the workforce age distribution due to a growing number of people in the 55-64 age range. To help The City remain competitive in attracting and retaining workers, HR is taking actions to source talent, improve recruitment processes to target the skills needed, and market The City to underrepresented segments of the available workforce. HR is also working to support business units in creating an inclusive work environment to retain employees and support The City to strive to be an employer of choice. Health and wellness initiatives, as well as competitive wages and benefits, will continue to be important factors in keeping the existing workforce at The City.

### Long-Term Plans

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Supporting the 2020 Sustainability Direction, HR helps all business units within The City of Calgary attract, hire, train and retain engaged and productive employees from all segments of the community that deliver services and programs to Calgarians. HR works with each business unit and department to gather information on their workforce needs and challenges. Analysis of this information provides guidance for the development of long-term HR plans. The Corporate Workforce Strategy includes strategies such as the Talent Management Framework, actions that work together to help The City attract, develop and retain engaged, productive employees and support a cultural shift. HR also provides support directly to the business units in matters such as employee engagement, diversity and inclusion, productivity, health and wellness, recruitment, workforce planning, organizational development and training. By providing these services, HR helps client business units progress

toward achieving their long-range plans such as the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP).

### Citizen Engagement

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Results from the citizen engagement showed that Calgarians were interested in the efficient and effective delivery of HR services with a focus on providing value-for-money. Based on that response, HR strives to find efficiencies in the delivery of its services including the rollout of more self-serve functionality of simple HR processes for our employees through the eHR initiative. Efficiency will be gained through the implementation of recommendations from a review of the HR Service Centre and resource alignment within HR allowing more senior employees to focus on complex human capital issues and making better use of existing resources. HR continues to focus on improving its processes through a continuous improvement cycle, business process reviews, simplifying complicated processes as well as improving both response times and effectiveness.

## CS: Human Resources - Overview

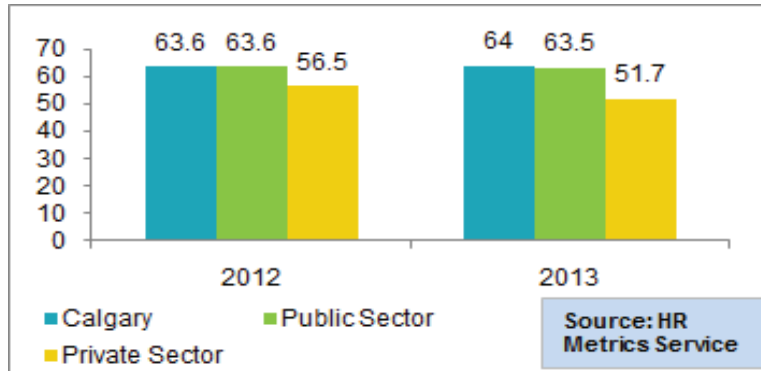
### Council Priorities

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HR is supporting The City in its corporate culture change initiative to provide better service to citizens and support the Council Priority of a well-run city. By providing change management and performance management support to all areas of The City, HR will work with both City leadership and employees to create a work environment that supports the direction set out by Council and City leaders. HR is the lead business unit supporting the Council strategic action to strive to be an employer of choice with a focus on addressing The City's aging workforce under the Council Priority of a well-run city. As such, HR supports the Corporation with immediate and long-term strategies to attract, develop and retain employees and nurture a culture that supports delivery of services to citizens. HR will support, measure and nurture culture, deliver recruitment processes that use social and other marketing to attract and hire skilled employees, and deliver diversity and inclusion programs so that employees and the organization benefit from an inclusive work environment. HR also supports workforce planning to prepare for future business needs to deliver services, and delivers learning and development programs for leaders and employees to develop the skills necessary for effective service delivery. Additionally, HR provides health and wellness initiatives to give employees the tools to get and stay healthy as well as programs to foster healthy lifestyle choices. As a whole, HR supports The City's goal to be an employer of choice.

## CS: Human Resources - Benchmarking

### Median number of FTEs served by 1 HR FTE



The HR FTE ratio shows how many full-time employees are being helped by a single HR employee. The City of Calgary scores well on this benchmark with 64.0 employees being served by a single HR employee with the median 2013 public sector benchmark (Crown corporations, municipal governments) being 63.5 and the median private sector benchmark (private organizations, non-for profits) at 51.7.

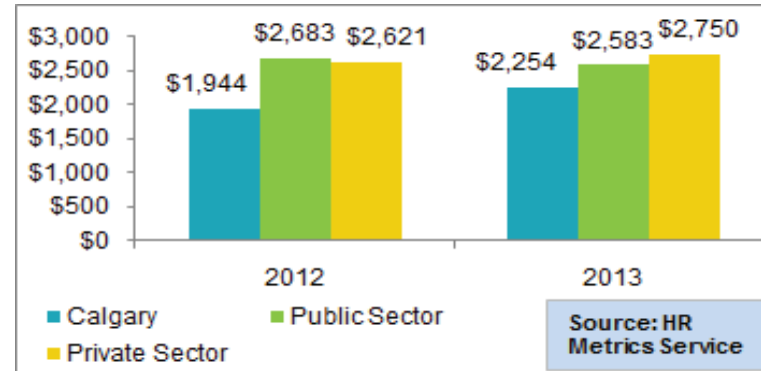
#### Learning and Best Practices

HR has focused on matching the work with the skill levels of the consultants, utilizing less experienced consultants for less difficult assignments, while freeing up the more experienced consultants to handle the larger and more complex assignments, resulting in more efficient and effective use of available resources.

#### Improvement Initiatives & Action Plan 2015-2018

HR will continue to be as efficient as possible while supporting an increasing number of City employees while maintaining the levels of service and effectiveness that clients expect by matching the work with the skill levels of the consultants, and integrating HR service delivery to provide clients with a seamless experience.

### HR Costs per FTE



The HR costs per FTE ratio shows the cost of providing HR support for each City FTE, with The City's HR function costing \$2,254 per FTE compared to the median 2013 public sector benchmark of \$2,583 per FTE and the median private sector benchmark of \$2,750 per FTE.

#### Learning and Best Practices

Over the past few years, HR has worked to reduce administrative costs by sharing administrative staff between divisions as well as relying more on electronic versions of documents made available through the HR web sites instead of print. As well, the HR Service Centre was reviewed to streamline processes and the anticipated introduction of eHR is designed to better connect with employees and allow for increased self-service.

#### Improvement Initiatives & Action Plan 2015-2018

HR will continue to focus on providing the best service possible to clients while continuing to operate as efficiently as possible, keeping costs low while maintaining or improving effectiveness. For example, HR will continue to develop the eHR website allowing for increased efficiency in employees accessing and changing their personal HR information.

**CS: Human Resources - Actions for Council Approval**

For Council Approval

**Corporate Service Commitment:**  
 Corporate Services will support Calgary’s continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Continuously review and improve HR processes and procedures to make it easier for citizens and employees to interact with HR at The City.	CHRS, HRCB, HRSC, PS
	P4.2 Enhance recruitment processes by increasing the use of social media and other marketing tools to better reach job seekers and make it easier for citizens to apply.	CHRS





**CS: Human Resources - Actions for Council Approval**

For Council Approval

**Corporate Service Commitment:**  
 Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Create an employee skills inventory in order to prepare for and respond to emergency situations.	CHRS
	N3.2 Develop and implement Corporate Services business continuity plans to mitigate disruptions of service.	CHRS, HRCB, HRSC, PS



**CS: Human Resources - Actions for Council Approval**

For Council Approval

**Corporate Service Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Refine the way HR collects and uses job information to support effective and efficient delivery of HR services and programs.	CHRS
	W2.2 Integrate HR service delivery to provide clients with a seamless experience to increase efficiency and effectiveness.	CHRS, HRCB, HRSC, PS
	W2.3 Review the exempt compensation system and the reward and recognition system to create alignment to business objectives and achieve value-for-money.	CHRS
W4 Balance demand for quality City services with affordable taxes.	W4.1 Continue to develop the eHR website to allow for more employee self-service resulting in increased efficiency of HR service delivery.	CHRS
	W4.2 Investigate and implement a Learning Management System that supports the talent management framework to increase effectiveness of HR service delivery and optimize human capital.	CHRS



CS: Human Resources - Actions for Council Approval

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Service Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Partner with corporate-wide initiatives, such as Tomorrow's Workplace, that can help shift the cultural mindset, engage employees, and contribute to The City as an employer of choice.

CHRS, HRCB

W8.2 Facilitate organizational culture shift on behalf of the City Manager's Office incorporating individual performance and behaviours.

CHRS, HRCB

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Align recruitment, training, development and retention practices to support The City becoming an employer of choice.

CHRS

W9.2 Continue to lead Diversity & Inclusion initiatives to attract and engage a diverse workforce to position The City as an employer of choice.

CHRS, HRCB

W9.3 Apply neuroscience-based performance coaching techniques to improve supervisory-employee interactions and performance management.

CHRS, HRCB



CS: Human Resources - Actions for Council Approval

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Service Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.4 Gather workforce information to improve diversity and inclusion programs and other initiatives that support The City in becoming an employer of choice.

CHRS

W9.5 Use workforce information to provide customized support to employees to improve health and wellness programs and services for staff.

CHRS

W9.6 Monitor and measure the impacts of pension reform on The City's aging workforce to maintain service to citizens and support The City in becoming an employer of choice.

CHRS

W9.7 Review the Rewards and Recognition system to support a cultural change within The City to strive to be an employer of choice.

CHRS

W9.8 Support The City in knowledge management and succession planning to maintain delivery of City services while addressing The City's aging workforce.

CHRS, HRCB



## CS: Human Resources - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	1,045	1,045	4.3	845	845	4.3	845	845	4.3	1,065	1,065	4.3	1,072	1,072	4.3
Corporate HR Services	18,936	11,203	93.1	19,095	11,362	93.1	19,360	11,627	93.1	19,645	11,912	93.1	19,836	12,103	93.1
HR Consulting to Business	6,848	6,296	42.8	6,923	6,371	42.8	7,092	6,540	42.8	7,269	6,717	42.8	7,460	6,908	42.8
Pay Services	4,917	4,481	44.0	5,112	4,675	44.0	5,237	4,800	44.0	5,380	4,943	44.0	5,367	4,931	44.0
HR Service Centre	6,600	5,888	45.5	6,780	6,068	45.5	6,889	6,177	45.5	6,793	6,081	45.5	6,773	6,062	45.5
Total Business Unit	38,346	28,913	229.6	38,754	29,321	229.6	39,422	29,989	229.6	40,151	30,717	229.6	40,509	31,075	229.6

HR continues to be efficient in supporting The Corporation with the budget dollars that it is allocated according to the benchmarks provided by the HR Metrics Service in both the HR FTE ratio and in controlling the costs associated with providing HR service to The City. HR's operating budget has not increased since 2012 with the exception of salary and wage inflation required to meet contract and payroll obligations. As a result of budgetary pressures, HR experienced a decline from 240 FTEs in 2011 to the current level of 230 FTEs as of July 2013. HR is proposing to remain at its current staffing level and will not, at this time, request additional FTEs.

Due to forecasted growth at The City of Calgary, HR will continue to see increased pressures to provide services to clients while staying within the current FTE and budget allocations. To do this, HR will continue to focus on finding efficiencies in the way it provides services as well as shifting resources where necessary to provide effective, high quality

outcomes. HR will use the inflationary increases allocated in 2016 -2018 to hire limited-term staff to support projects focusing on high priority issues such as disability management, return to work support, and changing organizational culture to support increases in productivity and customer service, along with supporting existing staff in delivering services to clients.

HR will continue to support the organization by leading the Council strategic action to strive to be an employer of choice with a focus on addressing The City's aging workforce. This will be done by providing services and programs to individual business units that will impact the attraction, development and retention of employees while increasing the number of staff each HR FTE supports and keeping the cost per HR FTE below public sector benchmarks. This must be done while having regard for the impact on HR staff stress, sickness and accident use, turnover, diversity, inclusion and employee survey results.

## CS: Human Resources - Lines of Service

Corporate HR Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	18,936	11,203	93.1	19,095	11,362	93.1	19,360	11,627	93.1	19,645	11,912	93.1	19,836	12,103	93.1

Corporate HR Services provides support to the organization through areas of specialization and expertise including workforce planning, recruitment, labour relations, compensation, organizational effectiveness, leadership and career development, diversity and inclusion, health and wellness, and HR information systems.

Corporate-wide, the services include supervisory and management development programs, performance management programs, standardized frameworks for performance management, 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.

The main focus of Corporate HR Services is to support The City with corporate-wide programs and initiatives to ensure that The City is an employer of choice, with a total rewards package and supportive work environment, that enables The City to attract, develop, and retain productive employees to deliver services to the citizens of Calgary.

Corporate HR Services also contains the Seasonal Recruitment Office (SEO) and the 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.

HR Consulting to Business	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,848	6,296	42.8	6,923	6,371	42.8	7,092	6,540	42.8	7,269	6,717	42.8	7,460	6,908	42.8

HR provides consulting services to leaders and employees across individual business units. HR works with department and business unit management to develop specific HR strategies and actions to support annual and four-year business goals. HR staff consult with business units on a wide range of human resource management practices including: workplace culture, workforce planning, recruitment, staffing and organization structure, compensation, leadership effectiveness and succession planning, performance management, employee and labour relations, employee engagement, diversity and inclusion, workplace and

employee wellness, and change management with the goal of supporting each business unit to strive to be an employer of choice within The City.

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 productivity. The effectiveness of this service is predicated on knowledge of both human resources management and the business.

All \$ values are in Thousands (\$000)

HR Service Centre	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,600	5,888	45.5	6,780	6,068	45.5	6,889	6,177	45.5	6,793	6,081	45.5	6,773	6,062	45.5

The HR Service Centre (HRSC) 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. HRSC 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, and incoming telephone inquiries

(from the public and City employees) regarding HR related information.

The HR Service Centre will continue to strive to become more efficient in delivering services by reviewing the way it provides services to employees, supervisors and managers, as well as continuing to optimize processes.

Pay Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,917	4,481	44.0	5,112	4,675	44.0	5,237	4,800	44.0	5,380	4,943	44.0	5,367	4,931	44.0

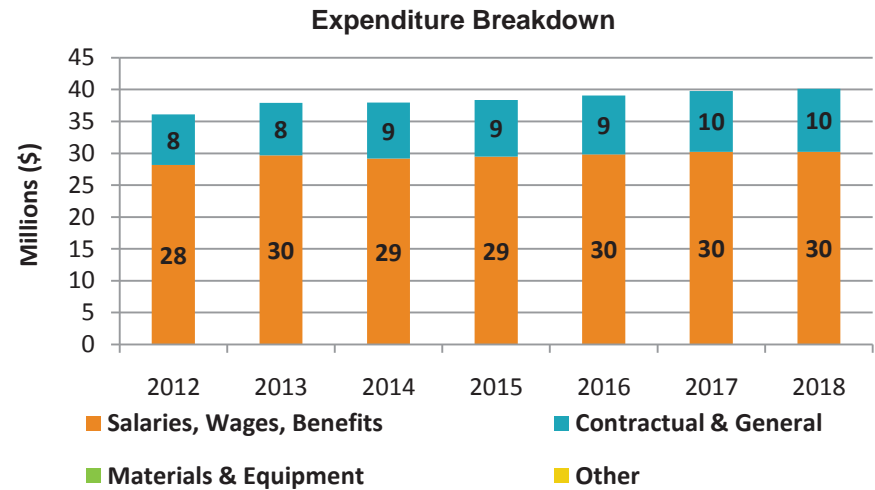
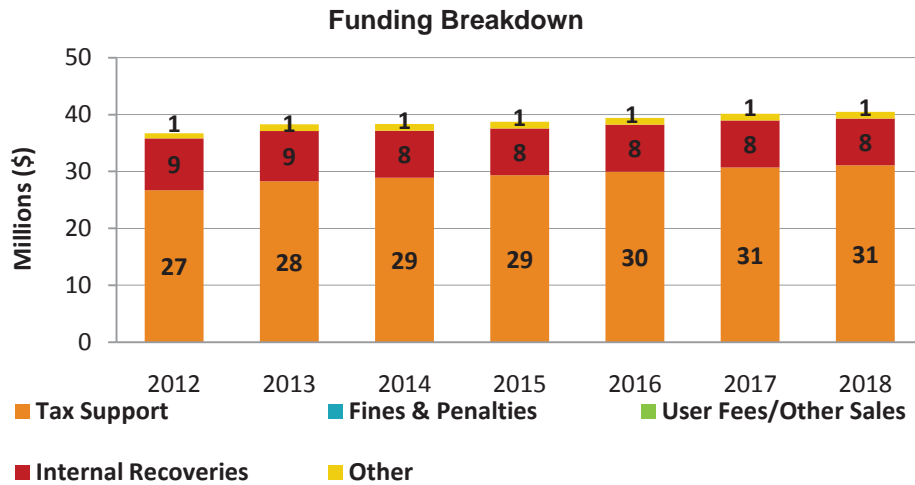
Pay Services provides quality and timely payroll services to all City of Calgary employees and third party affiliates, having regard to the judicious and economical expenditure of taxpayer funds in meeting all payroll obligations. The key services provided by Pay Services include: accurate and timely 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.

Efficient service delivery will continue to be a priority within Pay Services, with a focus on continuously monitoring and reviewing processes to ensure efficient and effective outcomes.

## CS: Human Resources - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Funding for HR consists of mainly tax-supported sources with approximately \$9 million from internal recoveries for services provided to the organization such as workforce planning, contracted learning and development programs.

**Expenditures** - Expenditures are primarily comprised of salaries, wages, and benefits for HR employees. There have been minimal increases year-over-year based on inflation for union contract settlements and pay-for-performance increases. Additional funding beginning in 2016 will support temporary resources to complete high priority projects and support the delivery of services to clients.

Contractual & General services have also remained steady and will continue this trend for the 2015-2018 periods. These services are primarily comprised of training and staff development and employee service awards, communications services and external service providers.



## CS: Human Resources - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	28,913	29,321	29,989	30,717
Less: Previous Year One Time	(200)	0	0	0
Base	28,713	29,321	29,989	30,717
Efficiency Gains	(50)	(50)	(270)	(57)
Inflation	658	718	779	408
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	220	7
Re-alignments	0	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>608</b>	<b>668</b>	<b>729</b>	<b>358</b>
<b>Total Budget</b>	<b>29,321</b>	<b>29,989</b>	<b>30,717</b>	<b>31,075</b>

HR operating budget changes are primarily related to salary and wage inflation costs for union settlements for 2015-2017, inflation on contracts and materials, and temporary resources to complete high priority projects that support the delivery of services to clients for 2016-2018.

Efficiency gains may be realized via process improvements and the implementation of the recommendations from the HR Service Centre review. Other potential efficiency gains include the roll-out of the eHR

project which will provide greater self-service functionality to City employees, allowing for HR staff to focus on higher-value transactions and services reducing the need for additional temporary hires.

The operating impact of capital relates to the Talent Management/LMS project. The total future incremental operating impact of capital (2019-2024) for HR is anticipated to be \$47 thousand added to the annual base by 2024, beginning with seven thousand in 2019.

<b>TCA Depreciation (\$000s) - Human Resources</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
89	79	86	50

TCA Depreciation content is presented for information only.

**CS: Human Resources - Operating Budget for Council Approval**

For Council Approval
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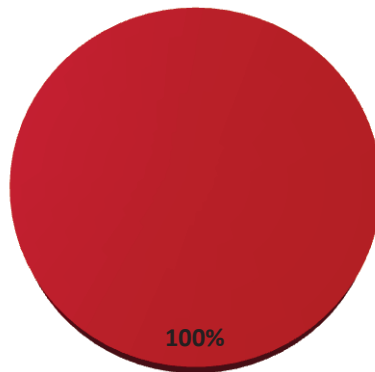
<b>Human Resources</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	36,759	38,351	38,346	38,754	0	38,754	39,422	0	39,422	40,151	0	40,151	40,509	0	40,509
Recoveries	(9,112)	(8,821)	(8,233)	(8,233)	0	(8,233)	(8,233)	0	(8,233)	(8,233)	0	(8,233)	(8,233)	0	(8,233)
Revenue	(922)	(1,248)	(1,200)	(1,200)	0	(1,200)	(1,200)	0	(1,200)	(1,200)	0	(1,200)	(1,200)	0	(1,200)
Net	26,724	28,282	28,913	29,321	0	29,321	29,989	0	29,989	30,717	0	30,717	31,075	0	31,075
FTEs	234.1	232.1	229.6	229.6	0.0	229.6	229.6	0.0	229.6	229.6	0.0	229.6	229.6	0.0	229.6

## CS: Human Resources - Capital Budget Overview

Human Resources						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	0	1,200	500	0	0	1,700
Total Business Unit Capital Budget	0	1,200	500	0	0	1,700

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Human Resources  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$2 Million**



■ Growth

**Growth** - HR 001 - Talent Management/LMS – Aligning with Council strategic actions to be as efficient as possible, reducing costs and focusing on value for money, as well as to strive to be an employer of choice with a focus on addressing The City's aging workforce under the priority area of a well-run city, Human Resources is researching solutions that support The City's talent management framework. As part of the HR functions at The City, talent management and development is crucial to maintaining an effective and efficient workforce. HR, in supporting business units at The City, has received many requests to help clients with their talent management and development needs throughout the years. Developing and maintaining multiple methods to gather and store employee talent-related information is inefficient and costly, with multiple opportunities for errors. Investing in the development of a talent management system would allow for better capture and integration of talent information, resulting in more effective service delivery to clients in areas such as succession planning, learning and development, and career development. As well, this system would provide a common repository of required certification and licensing information and skills information that can be used in deploying the workforce in the case of an emergency event.

## CS: Human Resources - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Pay-As-You-Go	0	1,200	500	0	0	1,700
<b>Total Funding</b>	<b>0</b>	<b>1,200</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>1,700</b>
<b>Total Operating Impacts of Capital (Cumulative)</b>						
2015-2018 Operating Budget	0	0	220	227	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	1,524	

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
795-001	Asset Optimization - Talent Management/LMS	G	C			1,700	-	1,200	500	-	-	1,700	
<b>Total Program 795 : Human Resources Capital</b>				-	-	1,700	-	1,200	500	-	-	1,700	
<b>Operating impact of capital of Program 795</b>													
	2015-2018 Operating Budget		O1				-	-	220	227	N/A	447	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	1,524	1,524	
				-	-	1,700	-	1,200	500	-	-	1,700	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

## Explanation of Budget Requests

### Program 795 : Human Resources Capital

#### **Project 795-001 Asset Optimization - Talent Management/LMS**

New budget request of \$1.700 million with funding from Pay-As-You-Go. The full scope of this investment is in development, with the intent to research and purchase IT solutions which include software to support The City's Talent Development and Management framework.

**Operating Impact of Capital:** This project requires \$447 thousand in operating costs during 2015-2018 and \$1.524 million in operating costs during 2019-2024.

**CS: Human Resources** - Capital Budget for Council Approval

For Council Approval
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Human Resources							
Capital Budget (\$000s) for Approval (Totals may not match due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	269	0	0	0	0	0	0
Projects Requiring Approval							
<i>Program 795 : Human Resources Capital</i>		0	1,200	500	0	0	1,700
<b>Total Projects Requiring Approval</b>		<b>0</b>	<b>1,200</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>1,700</b>
Total Capital Budget	269	0	1,200	500	0	0	1,700

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Information Technology

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Technology

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Tab1



**CS: Information Technology - Overview**

The Information Technology (IT) business unit enables The City to effectively use technology in achieving Council Priorities. IT responds to citizen demand for transparency and access to information and services, as well as supports City business in delivering and improving service. From recreation bookings to 9-1-1 calls, to traffic monitoring systems, IT provides the people, resources and technology needed to deliver City services to all Calgarians.

IT provides over 400 enterprise and line-of-business systems in support of 30 City business units. Almost every corporate asset and dollar The City spends or collects is supported by technology. IT connects over 15,000 employees at over 325 sites to serve 1.2 million citizens. As well, IT manages over \$350 million in corporate technology assets including two data centres, the municipal area network and provides corporate telecommunications including call centre technologies. Service and support is delivered in-house and through managed external

providers. In 2013 alone, IT delivered over \$21 million of business technology-related projects.

As a corporate service, IT helps City departments improve their business performance by aligning technology with corporate and departmental strategies and operational needs. Corporate technology is managed through structured governance, best practices and processes and integrated risk management. IT stays cost competitive with industry through the use of external benchmarking and by staying current with industry trends.

**Business Technology Solutions (BTS)**

BTS delivers, supports and maintains corporate-wide applications and hundreds of line-of-business systems that enable City business units to deliver internal and citizen-facing services.

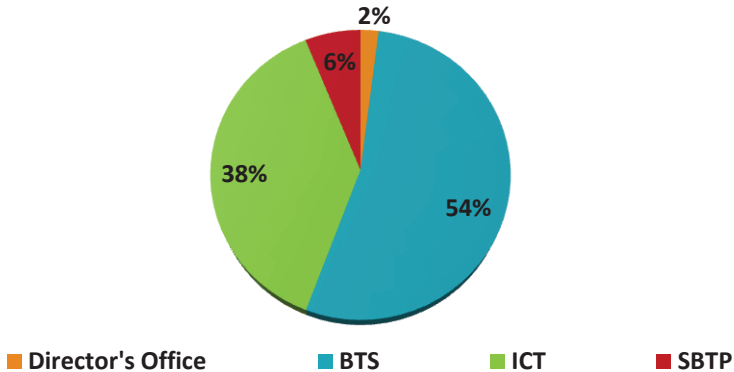
**Information and Communications Technologies (ICT)**

ICT provides a robust, secure and cost-effective technology and information infrastructure (i.e. network, devices, data) and services (i.e. email, help desk, printing) that underpin the delivery of all business technology solutions for The City.

**Strategic Business Technology Planning (SBTP)**

SBTP partners with business units to improve and automate business processes, support client investment in technology, develop new services and capabilities, and align technology investment with corporate strategies and standards.

**Information Technology  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## CS: Information Technology - Overview

### Trends

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#### Information Explosion

The volume of information The City is accumulating continues to grow exponentially. Since 2005, storage for electronic data at The City has grown almost 900 per cent. The volume of data and the wide variety of content leads to challenges with discovery, storage and retention, and complicates the ability to transform this content into usable information for business. The implications for The City include security and privacy concerns, transparency and accessibility and the opportunity for better business data analysis.

#### The Internet of Things

The Internet of Things refers to the ability to identify physical objects such as vehicles and other devices through a unique internet address that is integrated into an information network. The City has already started to connect physical things such as traffic light controllers, surveillance cameras and high water sensors. Embedding sensors into physical objects allow for data collection in real-time, remote monitoring of conditions and remote management of devices and services.

#### Mobility - Business Anytime, Anywhere

Citizens and employees are doing business in new ways by connecting, interacting and collaborating through the use of web and mobile applications as well as social media. This shift, coupled with consumer expectations, requires The City to respond and keep pace. This means The City must enable a mobile workforce, design services for mobile access and ease-of-use while maintaining security and the protection of privacy.

### Long-Term Plans

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IT provides the technology platform to support The City's growth, and the objectives set out in the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP). IT invests in long-term management

and sustainment plans to support a vibrant and growing organization.

The City's technology investments broadly support the MDP goals. The multi-data centre strategy supports the MDP Prosperous Economy goal by improving resiliency of the complex technology environment that is essential in providing and supporting City services.

The MDP goal of Great Communities is supported by ensuring connectivity across the city through a multi-year initiative to build a high-speed fibre network called Calgary City Net. This network enables The City to provide anytime anywhere access and network availability required for critical City services. Calgary City Net also supports the forecasted high growth in connectivity and bandwidth requirements and provides a sustainable technology infrastructure to support future needs.

IT supports the MDP Growth and Change goal by ensuring that services are delivered while operating within The City's financial constraints. Investments in Calgary City Net manage future costs by reducing The City's reliance on third party providers. IT is pursuing opportunities to support Civic Partners to ensure that the network and infrastructure are fully utilized, as well as explore cost-sharing opportunities with government partners and other municipalities.

The Digital Strategy supports the MDP goal of Reporting and Monitoring and will provide better information to citizens and employees to help The City become a more open and transparent organization through the use of technology.

Continued investments in technology infrastructure and services have enabled The City to steadily improve its services to citizens. The benefits of The City's technology investment ensure that the organization is well positioned for tomorrow's challenges and demands.

## CS: Information Technology - Overview

### Citizen Engagement

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Many of the services The City provides can be improved by the use of technology. The 2015-2018 Action Plan Engagement did not specifically ask how technology can improve government, but many individual responses addressed solving issues through technology. This information, along with additional internal and external research including feedback from the eGovernment Citizens Advisory Committee and City business units, indicates that The City must embrace the idea that technology is influencing change in society. The role of the citizen is transforming from passive to active and The City must strive to ensure that citizens feel government is open, honest and responsive. In response, IT will need to play an increasingly integral role in shaping City processes, services, organizational behaviour and corporate culture in the future.

Together with City business units, IT will implement The Digital Strategy to provide more and better information to citizens and employees, and make it easier for citizens to participate in the decision-making process.

To meet a growing client and citizen demand, IT will continue to leverage new and existing technologies and services including mobility, online services and growth in connectivity requirements.

The multi-data centre strategy and Calgary City Net will help improve business resilience and help minimize the impact of outages and disruptions to City services.

To absorb growth and improve business operations, IT continues to leverage existing capital investments and seek alternative delivery options to assist in the rapid delivery of cost-effective technology services.

### Council Priorities

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IT is the lead business unit supporting the strategic action to enhance access to technology and information (P10). IT works collaboratively with City business units, industry partners and citizens and will implement several initiatives to support this strategic action as well as other Council Priorities. The Digital Strategy and the technology infrastructure that underpins the delivery of all eServices at The City directly support P10.

IT will leverage new and existing technologies (e.g. Calgary City Net, Fibre Optics) in response to growth as well as improve the resiliency of all City services dependent on technology.

IT will continue to explore partnerships with other municipalities and Civic Partners, utilize advancements in technology and industry to develop alternative use and revenue opportunities and implement alternative service delivery options.

## CS: Information Technology - Benchmarking

### IT Cost Per User



The benchmark study draws data from private and public organizations of similar size and complexity and is maintained by a third party vendor. IT cost per user is an industry standard measure comprised of technology cost categories including: hardware, software, staffing, transmission, facilities, outsourcing and disaster recovery.

### Learning and Best Practices

Over three years, The City's average IT cost per user is eight per cent lower than its peer. The study shows City costs gradually increasing against a declining trend among peers. Organizational growth, increasing complexity of services and demand for technology contribute to The City's trend. Analysis has identified that software costs represent the biggest opportunity for cost reductions.

### Improvement Initiatives & Action Plan 2015-2018

IT will continue to manage software costs by aggressively negotiating with major software vendors, further leveraging existing technology (i.e. cloud computing) and maturing software asset management practices. Savings have already been identified through these initiatives and efforts will continue to keep costs in-line with peer comparators.

**CS: Information Technology - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Deliver information and services to citizens and employees that are accessible and easy to use.	BTS, SBTP
P10 Enhance access to technology and information.	P10.1 Implement the Digital Strategy, a plan to provide better information to citizens and create a more open and transparent government through technology.	BTS, SBTP
	P10.2 Provide the technology platforms to expand on-line access to City services, web and mobile information and public participation.	BTS, SBTP



**CS: Information Technology - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Implement the multi-data centre strategy to minimize the impact of outages, disasters and emergencies.	ICT
	N3.2 Build resiliency in the core technology environment to minimize service interruptions to business critical systems (e.g. 311, 911, Water, Transit).	ICT
	N3.3 Use City-owned communications infrastructure (e.g. Calgary City Net, fibre optics, radio network) to enhance resiliency and agility to emergency responders.	ICT



## CS: Information Technology - Actions for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services will provide the tools and information to enhance planning and execution of a variety of convenient, affordable, accessible and efficient transportation choices.

### Strategy Related to Council Outcome

### Business Unit Action Related to Strategy

### Accountable Service

M2 Maximize the flow of traffic on the existing transportation network through the application of technology.

M2.1 Support Intelligent Traffic System initiatives by implementing Calgary City Net and remote sensing to improve traffic flow and information to citizens.

ICT

A city that moves  
People and goods can move well and safely throughout the city,  
using a variety of convenient, affordable, accessible and  
efficient transportation choices.

A prosperous  
city

A city of inspiring  
neighbourhoods

A city that  
moves

A healthy and  
green city

A well-run  
city

**CS: Information Technology - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Reduce power consumption and operating costs in The City's data centres and employee computing environment (i.e. desktops, laptops, printers).	BTS, ICT





For Council Approval

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Participate in a Zero-Based Review to identify opportunities in service efficiency and effectiveness.	BTS, ICT, SBTP
	W2.2 Provide City business units with data analysis tools, training and expertise to support evidence-based decision-making and improve business insight.	BTS
	W2.3 As a sponsoring business unit, implement the technology needed to support Tomorrow's Workplace and support flexible work styles to help attract and retain engaged employees.	BTS, ICT, SBTP
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Use measures, benchmark comparisons, market knowledge and continuous improvement to deliver lower cost alternatives for providing technology.	BTS, ICT, SBTP



**CS: Information Technology - Actions for Council Approval**

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W3 Examine opportunities for alternative service delivery for competitiveness.

W3.2 Continue the Software Alternatives Program to seek out alternatives to software use and practices including cloud-based solutions and open source software.

BTS, ICT

W4 Balance demand for quality City services with affordable taxes.

W4.1 Define governance and best practices for The City to leverage corporate-wide investments and capture and report the benefits of business technology investments.

SBTP

W4.2 Enhance The City's technology environment by taking advantage of opportunities from emerging technologies, new innovations and collaborations.

BTS, ICT, SBTP

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Enable The City to effectively and efficiently manage information, resulting in the availability of quality and timely information to citizens.

BTS, SBTP



**CS: Information Technology - Actions for Council Approval**

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Move to a federated governance and portfolio investment model that drives technology investment decisions that align with business goals, reduce duplication and reduce costs.

BTS, SBTP

W8.2 Introduce more flexibility in IT's relationships with clients to help improve business understanding and maximize business technology investments.

BTS, ICT, SBTP

W8.3 Provide City technology infrastructure and services to Civic Partners to maximize technology investment, reduce costs and reliance on third party providers.

ICT

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Explore organizational models and alternative service delivery options to respond to labour shortages and enable greater agility in meeting business unit needs.

BTS, ICT, SBTP



## CS: Information Technology - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	2,300	2,247	11.9	2,302	2,249	11.9	2,305	2,252	11.9	2,309	2,256	11.9	2,309	2,256	11.9
Business Technology Solutions	56,169	44,053	252.0	59,917	45,701	254.0	61,330	47,114	254.0	62,503	48,287	254.0	63,294	49,078	254.0
Information and Communications Technologies	35,670	4,154	123.0	41,884	4,938	122.0	42,914	5,969	122.0	44,744	7,674	122.0	45,508	8,313	122.0
Strategic Business Technology Planning	7,227	6,774	40.0	7,091	6,638	39.0	7,106	6,653	39.0	7,123	6,670	39.0	7,123	6,670	39.0
<b>Total Business Unit</b>	<b>101,366</b>	<b>57,228</b>	<b>426.9</b>	<b>111,195</b>	<b>59,527</b>	<b>426.9</b>	<b>113,655</b>	<b>61,987</b>	<b>426.9</b>	<b>116,679</b>	<b>64,886</b>	<b>426.9</b>	<b>118,234</b>	<b>66,316</b>	<b>426.9</b>

The relationships and business models between IT, City business units, external service providers and citizens are evolving. The business unit continues to respond to these changes. IT is the shared services provider of enterprise services and core technology infrastructure to all City business units, however, its role is also shifting to one of greater partnership and collaboration with a larger audience of stakeholders.

IT is moving toward a new relationship model and approach to technology governance. This approach provides technology decision-making and accountability to the business unit making the investment. IT will continue to oversee governance responsibilities in the areas of compliance, managing and protecting assets, seeking economies of scale and maximizing corporate investment. This approach will result in clients having greater input on how corporate technology funds are spent and increased collaboration on technology decisions within the organization.

Despite increased use of technology, IT remains at its current staffing levels with no request for additional full-time equivalents. As client demand increases, so does the size and complexity of the technology environment. To manage growth, complexity and ensure financial sustainability, IT looks to find the right balance between cost, level of service and risk.

IT manages service growth and absorbs costs by taking advantage of its existing infrastructure assets and capital investments, looking at alternate ways to deliver services by using third party providers, adopting more subscription-based services or looking to open source solutions. IT is also pursuing revenue opportunities with other municipalities and Civic Partners, and aggressively manages cost and contracts with third party providers.

Success in these initiatives allows IT to keep its internal recovery rates at 2009-2011 levels while providing business units with additional services, options and flexibility.

## CS: Information Technology - Lines of Service

All \$ values are in Thousands (\$000)

Business Technology Solutions	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	56,169	44,053	252.0	59,917	45,701	254.0	61,330	47,114	254.0	62,503	48,287	254.0	63,294	49,078	254.0

Business Technology Solutions (BTS) delivers, supports and maintains all corporate-wide applications, services and the hundreds of line-of-business systems that enable City businesses to achieve Council Priorities and deliver internal and public-facing services. Whether it's adding new functionality to existing applications, adding new services and channels for citizens or looking for an innovative technology solution for a business problem, BTS provides City staff with the tools and information to help with decision-making.

City business units have a greater appreciation for the impact technology has on their business. As demand for this service line

continues to grow and business units implement their own technology solutions, BTS is evolving to reflect the changing business needs and partnership with clients. In doing so, this service line evaluates the overall technology needs of The City and assists clients in selecting the best technology options, while ensuring The City's network, data and infrastructure remain secure.

To keep pace with demand and remain agile, BTS looks at alternative delivery options such as cloud-based solutions and takes advantage of technology investments to assist in the rapid delivery of technology services and solutions.

Information and Communications Technologies	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	35,670	4,154	123.0	41,884	4,938	122.0	42,914	5,969	122.0	44,744	7,674	122.0	45,508	8,313	122.0

Information & Communications Technology (ICT) provides the robust, secure and modern technology infrastructure that underpins the delivery of all business technology solutions for The City. A key component of this service line is planning for the future needs and resiliency of the critical infrastructure that enable City employees to conduct their day-to-day business activities to achieve Council Priorities. ICT supports core network services such as data, voice, video and email to over 15,000 staff in over 325 locations. This service also manages outsourced technology services on behalf of The Corporation (e.g. IT Service Desk, off-site printing, network printing, cellular services).

With technology integral to all City departments, IT must keep up with demand. In the 2012-2014 business cycle, ICT enhanced the service to provide more technology options for field operations, introduced new services for voice and video conferencing and enabled mobile computing and online meetings. ICT will continue to evolve to reflect Tomorrow's Workplace and changing demands. Growth in this service line continues to strain resources within IT. Costs are absorbed by streamlining processes, maintaining capital investments, exploring opportunities for alternate service delivery and managing costs and contracts with external service providers.

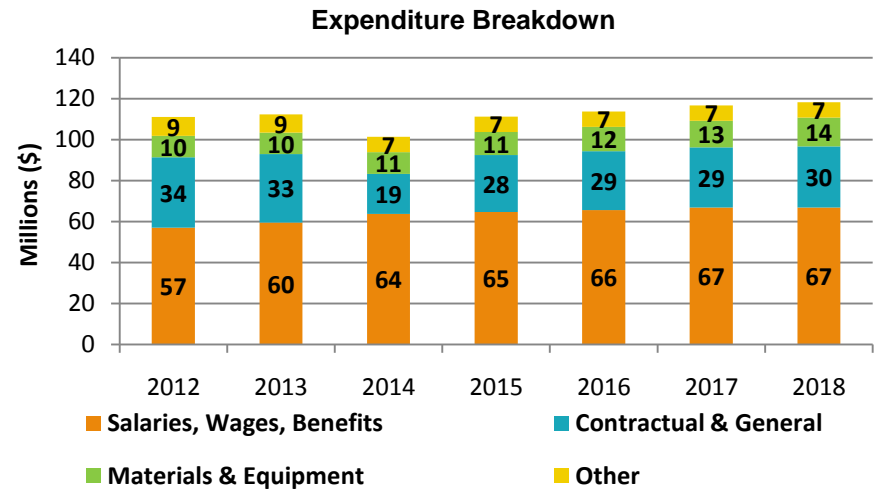
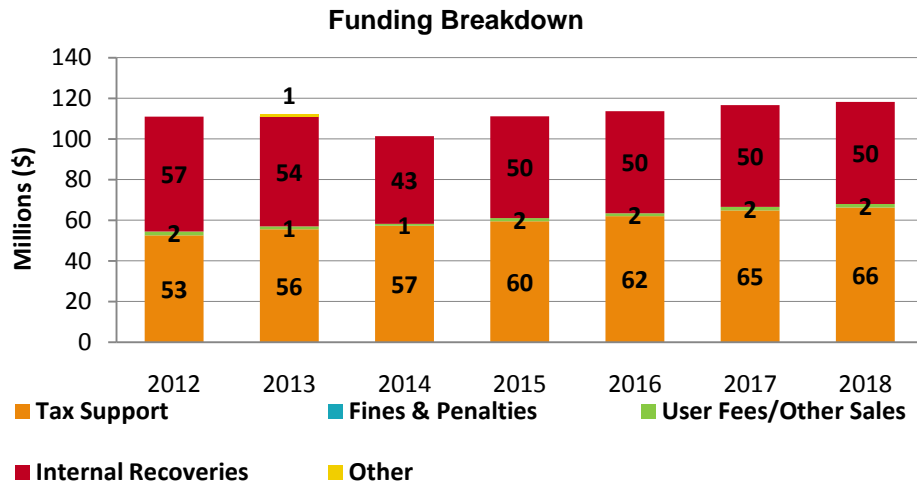
Strategic Business Technology Planning	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	7,227	6,774	40.0	7,091	6,638	39.0	7,106	6,653	39.0	7,123	6,670	39.0	7,123	6,670	39.0

Strategic Business Technology Planning (SBTP) enables City business units to leverage technology by streamlining and automating existing business processes and aligning with corporate and departmental strategy. This service line supports the Council Priority of a well-run city by helping clients maximize their technology investments. SBTP also provides the framework and project management discipline to ensure that projects meet corporate project management standards and best practices.

There is an increase in business-driven technology investments with clients taking on more responsibility for related projects. SBTP will work with City business units to develop business technology plans and strategies and assist business to increase their ability to measure and report on program efficiencies and technology investments. Changes in the corporate technology governance model will mean finding the right balance between business agility and corporate controls. This service line develops key corporate-wide strategies such as The Digital Strategy and Information Management Strategy, both aimed at providing accessible and better services for Calgarians.

### CS: Information Technology - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - IT is funded primarily through tax support and internal recoveries. The tax funded portion of the budget has remained relatively flat despite a 73 per cent growth in the value of corporate technology assets from 2009-2013.

Actual internal recoveries in 2012 and 2013 and forecasted actuals in 2014 exceed budgeted internal recoveries, reflecting the growth in client demand for more technology. Due to this increased demand, the 2015-2018 budget for internal recoveries has been realigned to be closer to the 2012-2013 actual recoveries level. This will reflect both forecasted demand by clients offset by anticipated reductions in recoveries due to introduction of more flexible IT account types, increased client self-service for technology services, reduction in the IT development pool and a shift in the type of technology solutions being implemented for clients.

**Expenditures** - As a result of anticipated demand, expenditures are expected to increase but will be offset by internal recoveries.

Actual Contractual & General expenditures in 2012 and 2013 and forecasted actuals in 2014 exceed budgeted amounts. The budget for 2015-2018 has been realigned to reflect higher Contractual & General expenditures which are offset by increased recoveries. These numbers reflect client demand for business technology-related initiatives. IT uses external service providers to deliver cost-effective alternatives where appropriate, and supplements IT staff resources where the acquisition of specialized skills is required.

Salaries, wages and benefits reflect inflationary increases required to meet union settlement obligations.

**CS: Information Technology - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	57,228	59,527	61,987	64,886
Less: Previous Year One Time	0	0	0	0
Base	57,228	59,527	61,987	64,886
Efficiency Gains	(433)	(872)	(511)	(974)
Inflation	2,227	2,415	2,602	1,499
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	506	918	807	905
Re-alignments	(1)	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>2,299</b>	<b>2,461</b>	<b>2,898</b>	<b>1,430</b>
<b>Total Budget</b>	<b>59,527</b>	<b>61,987</b>	<b>64,886</b>	<b>66,316</b>

Inflation includes the salary and wage adjustments for union contracts that have been settled. There are also inflationary increases for materials, equipment, supplies and contractual and general services.

Efficiencies - IT will absorb \$2.790 million in efficiency gains in 2015-2018 primarily by absorbing operating costs of capital into current operational expenses. This is achieved by taking advantage of existing capital investments, utilizing advancements in technology and looking for alternate service delivery. Additional efficiencies include savings with vendors through aggressive contract negotiations and a shift towards subscription-based software licensing agreements. IT will also provide services such as data centre hosting to Civic Partners. This

collaboration provides cost-sharing opportunities and maximizes technology investments.

Operating impact of new capital relate to two major areas: the growth and maintenance of City staff using corporate-wide software, and the expected increased use of contractors for specialized IT skills. There are no further incremental operating impacts of capital that need to be added to base for 2019-2024 for the capital projects identified in Action Plan.

IT will monitor its project portfolio to manage the operating impact of capital investments. The operating impact increases over time due to the phasing and estimated completion date of the projects.

<b>TCA Depreciation (\$000s) - Information Technology</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
23,290	19,641	15,419	11,121

*TCA Depreciation content is presented for information only.*



**CS: Information Technology - Operating Budget for Council Approval**

For Council Approval

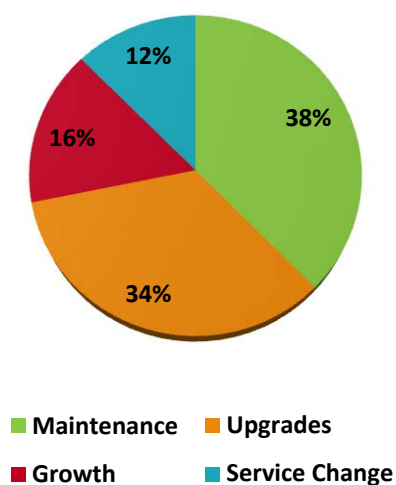
<b>Information Technology</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	111,053	112,298	101,366	111,195	0	111,195	113,655	0	113,655	116,679	0	116,679	118,234	0	118,234
Recoveries	(56,556)	(54,120)	(43,168)	(50,168)	0	(50,168)	(50,168)	0	(50,168)	(50,168)	0	(50,168)	(50,168)	0	(50,168)
Revenue	(1,881)	(2,652)	(970)	(1,500)	0	(1,500)	(1,500)	0	(1,500)	(1,625)	0	(1,625)	(1,750)	0	(1,750)
Net	52,616	55,526	57,228	59,527	0	59,527	61,987	0	61,987	64,886	0	64,886	66,316	0	66,316
FTEs	422.9	426.9	426.9	426.9	0.0	426.9	426.9	0.0	426.9	426.9	0.0	426.9	426.9	0.0	426.9

## CS: Information Technology - Capital Budget Overview

Information Technology						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	9,765	3,050	1,160	45	0	14,020
Total New Capital Budget Requests	17,939	20,809	29,972	28,656	6,000	103,376
Total Business Unit Capital Budget	27,704	23,859	31,132	28,701	6,000	117,396

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Information Technology**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$103 Million**



**Maintenance/Replacement** - \$38.9 million for investment supports IT in managing over \$350 million of technology assets on behalf of The Corporation. Investments in this category support the ongoing maintenance and lifecycle of The City's technology backbone including network and data centre equipment, servers, storage, and software. Lifecycles are typically short and replacements are required more frequently than other public assets, however, as technology improves, replacements often help to meet the demands of growth.

**Upgrades** - \$35.3 million for investment supports the required upgrades to major corporate-wide applications that enable The City's financial, supply and human resources functions. This contributes to a well-run city and gives employees tools, knowledge and access to information to support decision-making. Upgrades are required to ensure resiliency of the communications infrastructure including voice and video services, contact centre technology and mobile device management. IT will continue to upgrade and enhance Calgary City Net to provide reliable and resilient connectivity for essential City services.

**Growth** - \$16.3 million for investment supports the growth of enterprise software licenses. This investment also includes the planning phases of The City's multi-data centre strategy that will begin during this cycle with the replacement and enhancement of the Manchester data centre. The goal is to minimize the service interruptions to business critical systems. The City's fibre optic plant is a strategic asset and expansion of this infrastructure will continue in collaboration with other City business units.

**Service Change** - \$12.9 million for investment supports The Digital Strategy that will expand citizen access to City services and information. Citizens will be provided with more choice in service delivery. As the ways of doing business continue to evolve and change, technologies such as cloud computing, mobile applications and business analytics become key strategic investments.

## CS: Information Technology - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Capital Reserves</i>	5,350	5,665	5,910	5,970	6,000	28,895
<i>Pay-As-You-Go</i>	9,360	7,660	16,550	17,635	0	51,205
<i>Lifecycle Maintenance &amp; Upgrade Reserve</i>	3,229	7,484	7,512	5,051	0	23,276
<b>Total Funding</b>	<b>17,939</b>	<b>20,809</b>	<b>29,972</b>	<b>28,656</b>	<b>6,000</b>	<b>103,376</b>

Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+
2015-2018 Operating Budget	506	1,424	2,231	3,136	N/A
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	15,858

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
735-001	PeopleSoft FSCM	U	C			5,400	250	150	3,750	1,250	-	5,400	
735-004	PeopleSoft HCM	U	C			5,850	900	2,650	1,400	900	-	5,850	
<b>Total Program 735 : Enterprise Financial Suites</b>				-	-	11,250	1,150	2,800	5,150	2,150	-	11,250	
<b>Operating impact of capital of Program 735</b>													
	2015-2018 Operating Budget		O1				60	62	64	66	N/A	252	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	438	438	
741-020	Network Infrastructure (Hardware and Cabling)	M	C			2,400	600	600	600	600	-	2,400	
741-040	IT Communications Infrastructure	U	C			4,000	900	925	1,000	1,175	-	4,000	
741-050	IT -Lifecycle Replace-Desktop	M	C			7,360	1,840	1,840	1,840	1,840	-	7,360	
741-100	IT-Enterprise Storage Units	M	C			6,850	1,000	1,500	2,500	1,850	-	6,850	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
741-101	Client Computing	S	C			2,850	1,000	800	550	500	-	2,850	
741-102	Multi-Data Centre Strategy	U	C			13,000			3,300	3,700	6,000	13,000	
741-103	IT Service Resiliency and Disaster Recovery	U	C			2,450	1,500	300	350	300		2,450	
741-140	IT-Enterprise Servers	M	C			4,200	600	1,000	1,100	1,500	-	4,200	
741-160	Data Centre Environmentals (Lifecycle Replacement)	M	C			1,480	550	240	400	290	-	1,480	
741-170	Enterprise Software Licensing	G	C			13,500	2,400	3,300	4,000	3,800	-	13,500	
741-180	IT-Calgary City Net	U	C			4,600	-	1,000	1,000	2,600	-	4,600	
741-190	Software Lifecycle Replacement	M	C			16,626	3,229	3,334	5,012	5,051	-	16,626	
<b>Total Program 741 : Information Technology Infrastructure</b>				-	-	79,316	13,619	14,839	21,652	23,206	6,000	79,316	
<b>Operating impact of capital of Program 741</b>													
	<i>2015-2018 Operating Budget</i>		O1				446	1,362	2,167	3,070	N/A	7,045	
	<i>2019 and beyond Operating Plan</i>		O2				N/A	N/A	N/A	N/A	15,420	15,420	
744-007	Digital Strategy	S	C			2,000	500	500	500	500		2,000	
<b>Total Program 744 : Web &amp; Mobile Based Initiatives</b>				-	-	2,000	500	500	500	500	-	2,000	
751-001	Fibre Optics	G	C			2,810	670	670	670	800	-	2,810	
<b>Total Program 751 : Fibre Optic Network</b>				-	-	2,810	670	670	670	800	-	2,810	
803-001	IT-Development Pool	S	C			8,000	2,000	2,000	2,000	2,000	-	8,000	
<b>Total Program 803 : IT Development Projects</b>				-	-	8,000	2,000	2,000	2,000	2,000	-	8,000	

Program- Project	Project Description	Type Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
			-	-	103,376	17,939	20,809	29,972	28,656	6,000	103,376	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

### Explanation of Budget Requests

#### **Program 735 : Enterprise Financial Suites**

##### **Project 735-001 - PeopleSoft FSCM**

New budget request of \$5.400 million with funding from Pay-As-You-Go is to invest in upgrades and growth for Enterprise Resource Planning (ERP) Business Intelligence and PeopleSoft Finance and Supply Chain Management (FSCM) suite. This work includes the expansion and growth of business intelligence/data warehousing capabilities related to financial data stored in the PeopleSoft databases, and provides business units with better decision-making capabilities. Upgrade of the FSCM suite allows The City to maximize the benefits of the system, improve efficiencies, provide enhanced functionality to City staff and strengthen The Corporation's ability to report accurate, timely information to assist in corporate decision-making.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

##### **Project 735-004 - PeopleSoft HCM**

New budget request of \$5.850 million with funding from Pay-As-You-Go of \$3.200 million and funding from Lifecycle Maintenance & Upgrade Reserve of \$2.650 million is to invest in the eHR initiative and upgrades to PeopleSoft Human Capital Management (HCM) suite. The eHR initiative provides all City employees with access to their human resources information - anytime, anyplace, through any device, and supports the Tomorrow's Workplace initiative. Upgrade of the HCM suite allows The City to maximize the benefits of the system, improve efficiencies, streamline and enhance system functionality and ensure version compliance for continued vendor support.

Operating impact of capital: This project requires \$252 thousand of operating costs in 2015-2018 and \$438 thousand of operating costs in 2019-2024.

## **Program 741 : Information Technology Infrastructure**

### **Project 741-020 - Network Infrastructure (Hardware and Cabling)**

New budget request of \$2.400 million with funding from Pay-As-You-Go. The purpose of this investment is the growth and lifecycle replacement of data network infrastructure, and maintenance and growth of physical cabling required for communications within facilities in use by The City. This includes all switches, routers, firewalls, etc. and their related cabling required to support City of Calgary business units.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

### **Project 741-040 - Communications Infrastructure**

New budget request of \$4.000 million with funding from Pay-As-You-Go. This investment includes continued deployment of Voice over Internet Protocol (VoIP) phones, resulting in a cost savings to The City, both on infrastructure and monthly service provider costs. The investment also includes lifecycle replacement of The City's traditional phone switch which provides telephony services to a number of City facilities, including Transit help phones, elevator circuits, call centre agents, faxes, modems, alarm circuits, etc. In addition to maintenance and upgrades, this investment includes growth and new service including Mobile Device Management, wireless service RFP, video conferencing enhancements, and other new Unified Communications (UC) technology. Lastly, it incorporates upgrades to telephony applications/technology for The City's 20+ contact centres including 311, Access Calgary, and HR Service Centre.

Operating impact of capital: This project requires \$175 thousand of operating costs in 2015-2018 and \$450 thousand of operating costs in 2019-2024.

### **Project 741-050 - Lifecycle Replace-Desktop**

New budget request of \$7.360 million with funding from Capital reserve. This investment provides for the Desktop Lifecycle Replacement program. It will replace desktop computers and hardware that are obsolete or out of warranty for all City business units. Application software is not included in this investment.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

### **Project 741-100 - IT-Enterprise Storage Units**

New budget request of \$6.850 million with funding from Pay-As-You-Go of \$2.850 million and funding from Lifecycle Maintenance & Upgrade Reserve of \$4.000 million. The quantity of The City's data grows by about 40 per cent per year. This investment ensures capacity to store The City's current and future information. The City manages and stores data in-house via a Managed Storage Service and this project will invest in new hardware on which to store data, as well as upgrade obsolete or vendor unsupported hardware. This will also upgrade and enhance the data backup and data recovery systems required to protect The City's data and meet the retention requirements for The City's data.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

### **Project 741-101 - Client Computing**

New budget request of \$2.850 million with funding from Pay-As-You-Go. The City is experiencing a shift in the way desktops, office productivity tools and applications are delivered to City staff. The Client Computing strategy provides the framework and systematic plan to enable a flexible choice of client computing services. This investment will enable the implementation of myDesktop (i.e. virtual desktop) as a corporate service. Leveraging these technologies will help improve staff productivity and, as a result, customer and citizen service.

Operating impact of capital: This project requires \$650 thousand of operating costs in 2015-2018 and \$1.2 million of operating costs in 2019-2024.

### **Project 741-102 - Multi-Data Centre Strategy**

New budget request of \$13.000 million with funding from Pay-As-You-Go of \$7.000 million and from Innovative Technology Reserve of \$6.000 million. The Multi-Data Centre Strategy seeks to replace the backup data centre that currently resides in Manchester. A secondary site is critical in the event of a major failure at the primary site.

In conjunction with Corporate Properties and Buildings, IT will identify an appropriate site for the replacement centre, develop initial requirements and design of the new facility, and commence building the new facility.

The \$6.000 million for 2019+ is comprised of \$3.000 million in 2019 and \$3.000 million in 2020.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

### **Project 741-103 - Service Resiliency and Disaster Recovery**

New budget request of \$2.450 million with funding from Pay-As-You-Go. The IT Service Resiliency and Disaster Recovery program provides for the continuous delivery of critical IT services, and improved service resilience during planned and unplanned outages. Included in this investment are: increased IT infrastructure redundancy, monitoring and management tools, data replication and availability, and service/application relocation pilot and implementation.

Operating impact of capital: This project requires \$200 thousand of operating costs in 2015-2018 and \$600 thousand of operating costs in 2019-2024.

### **Project 741-140 - IT-Enterprise Servers**

New budget request of \$4.200 million with funding from Pay-As-You-Go. The Enterprise Server lifecycle replacement program focuses on the lifecycle replacement of obsolete or soon-to-be obsolete Windows and Linux server infrastructure.

Windows and Linux Servers run the software for over 500 business applications for The City of Calgary. This investment will provide for the capital replacement costs for these servers.

This program contributes to the capacity, performance, security and efficient operation of the corporate information technology environment.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.



### **Project 741-160 - Data Centre Environmentals (Lifecycle Replacement)**

New budget request of \$1.480 million with funding from Pay-As-You-Go. This investment will properly maintain/lifecycle the equipment that provides the controlled environment required in City IT computing facilities such as data centres, network/phone and other communication rooms throughout The City of Calgary.

This equipment includes items such as computer room air systems, computer room air conditioners (CRAC) or computer air handling units (CRAHU) and their supporting infrastructure, raised floor and its supporting infrastructure, uninterruptable power supply (UPS) systems (including their individual battery systems), fire suppression systems (clean agent and water), power distribution infrastructure and server/network cabinets, etc to support the Corporation's IT needs.

Operating impact of capital: This project requires \$20 thousand of operating costs in 2015-2018 and \$60 thousand of operating costs in 2019-2024.

### **Project 741-170 - Enterprise Software Licensing**

New budget request of \$4.725 million with funding from Capital reserve and \$8.775 million with funding from Pay-As-You-Go. Acquire, upgrade and replace City wide software licenses as needed.

Operating impact of capital : This project requires \$3.010 million of operating costs in 2015-2018 and \$7.410 million of operating costs in 2019-2024.

### **Project 741-180 - Calgary City Net**

New budget request of \$4.600 million with funding from Pay-As-You-Go. Through this investment, Calgary City Net (CCNet) will continue to mature and expand across the municipal footprint with a focus on implementing reliable and scalable wireless solutions to accommodate remote sensor requirements and integration of business technologies. Implementation of Internet Protocol version 6 (IPv6) addressing will ensure there are sufficient IP addresses available to connect physical things to the network.

Comprehensive tools will be implemented to enhance the reporting of applicable metrics while deployment of security solutions such as next generation firewall technology will provide enhanced security controls in a continuously evolving threat landscape. Evolving requirements and technology advancements will require a hardware refresh of the Calgary City Net (CCNet) backbone and enterprise solutions in 2018.

Operating impact of capital: This project requires \$950 thousands of operating costs in 2015-2018 and \$3.3 million of operating costs in 2019-2024.

### **Project 741-190 - Software Lifecycle Replacement**

New budget request of \$16.626 million with funding from Lifecycle Maintenance & Upgrade Reserve. This investment provides maintenance, upgrades and improvements to many software applications and system software required to serve City business. This software lifecycle replacement program is critical to keep and enhance the value these systems add to business units.

Included are large packaged systems, in-house developed systems, customized applications, and small package applications. Specific systems and applications are identified with client input, and are evaluated and prioritized through a portfolio management process.

Operating impact of capital: This project requires \$2.040 million of operating costs in 2015-2018 and \$2.400 million of operating costs in 2019-2024.

### **Program 744 : Web & Mobile Based Initiatives**

#### **Project 744-007 - Digital Strategy**

New budget request of \$2.000 million with funding from Pay-As-You-Go is to invest in The Digital Strategy. This strategy provides direction to The City of Calgary around the use of information and communication technologies to provide information, service and engagement. This investment evolves The City's digital environment that makes services and information available to staff and citizens through various digital channels (e.g. web, mobile, 311, social media).

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

## **Program 751 : Fibre Optic Network**

### **Project 751-001 - Fibre Optics**

New budget request of \$2.810 million with funding from Capital reserve. This investment is for the high-speed fibre optic network that provides a reliable communication path between corporate facilities and enables the technology that interacts with citizens and the business units that serve them. All City essential services, such as Calgary Police Service and Calgary Transit, rely on fibre optics to serve the public. IT leverages opportunities to expand the fibre optic facility and save costs by placing fibre optics in the ground during existing construction projects, such as road upgrades and LRT expansions. The demand and growth of the fibre optic infrastructure has increased, driven by the increased use in high bandwidth applications, including multimedia and mapping applications, and the demand for greater access to this technology.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

## **Program 803 : IT Development Projects**

### **Project 803-001 - Development Pool**

New budget request of \$8.000 million with funding from Capital reserve. This investment provides funding for the delivery of line-of-business applications to tax supported business units. Investments in line-of-business applications assist City business units add new functionality to existing applications, enhance the delivery of new or existing services or look for innovative technology solutions for a business problem.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

**CS: Information Technology - Capital Budget for Council Approval**

For Council Approval
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<b>Information Technology</b>							
<b>Capital Budget (\$000s) for Approval (Totals may not match due to rounding)</b>							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	47,104	9,765	3,050	1,160	45	0	14,020
<b>Projects Requiring Approval</b>							
<i>Program 735 : Enterprise Financial Suites</i>		1,150	2,800	5,150	2,150	0	11,250
<i>Program 741 : Information Technology Infrastructure</i>		13,619	14,839	21,652	23,206	6,000	79,316
<i>Program 744 : Web &amp; Mobile Based Initiatives</i>		500	500	500	500	0	2,000
<i>Program 751 : Fibre Optic Network</i>		670	670	670	800	0	2,810
<i>Program 803 : IT Development Projects</i>		2,000	2,000	2,000	2,000	0	8,000
<b>Total Projects Requiring Approval</b>		<b>17,939</b>	<b>20,809</b>	<b>29,972</b>	<b>28,656</b>	<b>6,000</b>	<b>103,376</b>
Total Capital Budget	47,104	27,704	23,859	31,132	28,701	6,000	117,396

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Infrastructure & Information Services

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## CS: Infrastructure & Information Services - Overview

The Infrastructure & Information Services (IIS) business unit creates, analyzes and provides data and information that enables City departments to make informed business decisions. City departments rely on the data, information and services provided by IIS to support energy, project and asset management functions. IIS provides customers with geographic mapping and surveying services. IIS is also responsible for delivering web-based access to information via the Open Data Catalogue, products via CITYonline and providing access to, and protection of, municipal rights-of-way.

### Asset & Base Mapping (ABM)

Asset & Base Mapping maintains The City's base map (i.e. the foundation for the network of parcels of land and transportation systems) and provides geographic asset management services for The Corporation.

### Data & Rights of Way Access (DRWA)

Data & Rights of Way Access manages and distributes open and commercial data sets and intellectual property on behalf of business units. Municipal rights-of-way are managed to ensure coordination and protection of the asset, and fair and equal access to internal and commercial utilities in a regulated environment.

### Engineering & Energy Management (EEM)

Engineering & Energy Management supports the development of City buildings, manages the Engineer-in-Training program, manages electricity and natural gas contracts, forecasts energy consumption and advances energy initiatives to improve energy use, reduce costs and increase benefits.

### Field Surveying Services (FSS)

Field Surveying Services provides surveying and positioning services, including engineering and legal surveys, mobile mapping, survey control networks and inspections to enable development, maintenance and management of City infrastructure and land.

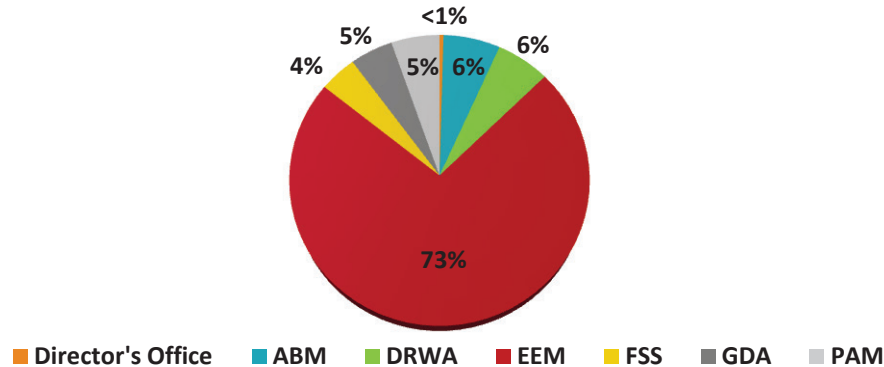
### Geographic Data & Analysis (GDA)

Geographic Data & Analysis provides a corporate wide framework for all geographic data, providing imagery, mapping, spatial analysis and other related technologies and methodologies.

### Project & Asset Management (PAM)

Project and Asset Management enables project and asset management excellence throughout The City by co-ordinating project and infrastructure decisions that balance cost, time, quality and expected service delivery and the associated risk, including the optimization of assets and prioritization of project and asset investments.

**Infrastructure & Information Services  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## CS: Infrastructure & Information Services - Overview

### Trends

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With Calgary's continued growth comes an increased demand for City services. As part of this, increasing provincial interest in regionalization may result in reliance on The City to service outlying communities. IIS will continue to work with customers, the public sector and industry partners to increase capacity and explore opportunities to collaborate on service delivery.

Over 2015-2018, Calgary is expected to experience significant population growth, expanding the demand for infrastructure. In response, IIS will support the management of City infrastructure by further integrating project and asset management practices and enhancing lifecycle cost analysis. As infrastructure needs exceed revenue sources, IIS will identify funding gaps and explore funding strategies.

World gross domestic product growth and population growth in Calgary will result in increased demand and use of energy, higher emissions and increased utility delivery and distribution costs for The City. IIS will enhance energy monitoring and reporting and deliver sustainable infrastructure and energy management programs to reduce costs and environmental impacts.

Citizens expect government to be open, honest and responsive. IIS will support City operations in meeting citizen expectations by providing data and information in accessible formats and improving access through the Open Data Catalogue and other City web services.

### Long-Term Plans

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IIS supports imagineCALGARY targets for open and accessible government by increasing citizens' access to data, information and services through CITYonline and the Open Data Catalogue. This supports Target 48: "By 2016, 80 per cent of Calgarians report that they feel government activity is open, honest, inclusive and responsive."

The Municipal Development Plan (MDP) Section 2.1.4 on provision and maintenance of municipal infrastructure is supported through IIS' corporate asset management program. IIS manages the Corporate Level Infrastructure Investment Plan and produces the Infrastructure Status Report to inform The Corporation on the state of assets and how best to invest in and manage them. Over 2015-2018, IIS will also develop an asset management framework, guidelines and training program to assist business units in enhancing the management of assets and mitigate infrastructure risks.

Mobility goals in the Calgary Transportation Plan are supported by IIS through survey, mapping and imagery services that support the design, construction optimization and asset lifecycle phases of projects.

The 2020 Sustainability Direction is supported by IIS' leadership in corporate asset and energy management. IIS will further define 2020 targets and indicators that will enable business units to work towards improving energy management, asset management maturity and risk assessment.

Over 2015-2018, IIS will play a vital role in delivering The City's Digital Strategy. In collaboration with business units, IIS will make location-based data, information, and services available through more accessible options and channels, including mobile.



## CS: Infrastructure & Information Services - Overview

### Citizen Engagement

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Calgarians expressed desire for an "efficient and reliable public transit network." IIS supports predictive modelling on the transportation network by delivering surveying, mapping, imagery and Geographic Information Systems (GIS) products and solutions.

Citizens identified the need to "ramp up technology in order to improve efficiencies..." and present more opportunities for cost savings." IIS will work with City departments to continue to build partnerships with industry, academia and the public sector. Innovations in technology, increased use of data for decision making and collaboration will produce efficiencies in service delivery, reduce costs and focus on value for money.

Citizens also expressed that they "need less red tape in all City services." Over 2015-2018, IIS will implement and improve online tools to make it more convenient to do business with The City. IIS will also offer citizens and local businesses more options for accessing City data, information, and products- as close to real-time as possible - through CITYonline, web portals and the Open Data Catalogue.

Concerns were also raised about City infrastructure and the need "to enhance investment in long-term infrastructure particularly around mobility throughout the city." Through implementation of technology and improved business tools, IIS will enable informed decision-making on infrastructure investments through project and asset management practices.

### Council Priorities

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In order to achieve Council Priorities, IIS' six lines of service will work together to be as efficient and effective as possible and increase integrated service delivery. IIS will also collaborate with business units, and public sector and industry partners to use data and technology to lead Council's strategic action to enhance access to technology and information as well as identify options for innovative service delivery.

Supporting the Council Priority of a well-run city, IIS will conduct a service review to identify efficiencies and explore sustainable options for managing corporate assets, investments, programs and services. This also prepares IIS for the corporate Zero-Based Review.

IIS will support Council in effectively managing The City's inventory of assets by advancing corporate asset, project and energy management. Through improved business tools, training and risk management, IIS will support enhanced decision-making on infrastructure investments, capital projects and asset and energy management initiatives.

Over 2015-2018, Council's strategic action for the use of innovative and clean energy technologies will be supported through IIS' management of the Sustainable Infrastructure Capital Program, the Corporate Energy Strategy and the delivery of leading-edge technologies.

IIS will support The City in being more citizen-focused in service delivery by advancing open government initiatives and policies, enhancing services through technology and by working with business units to provide access to The City's open data, information and products.

**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support Calgary’s continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Create a corporate database and business process for construction drawings and implement on-line submission tools to enable more convenience for customers.	ABM, DRWA
P10 Enhance access to technology and information.	P10.1 Improve CITYonline, Calgary.ca and the Open Data portal to enable access to quality data, products and services that benefit citizens and the community.	DRWA, GDA
	P10.2 Continue to refine the Corporate Imagery Program, in line with industry best practices, to ensure value and ease-of-access to information for customers.	GDA
	P10.3 Upgrade the Corporation’s geospatial technology infrastructure, provide guidance and share Geographic Information Systems and geospatial best practices.	GDA



# CS: Infrastructure & Information Services - Actions for Council Approval

For Council Approval

## Corporate Services Commitment:

Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

P10 Enhance access to technology and information.

P10.4 Continuously improve the web mapping framework to enable efficient and timely access to quality data, information and services for citizens.

GDA

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Deliver geospatial analysis, aerial imagery and mapping to enhance capacity to prepare for and respond to pandemics, natural disasters and emergency situations.	GDA
	N3.2 Continue to provide data analysis and work in partnership with the Calgary Emergency Management Agency on flood resiliency efforts, initiatives and technology.	GDA



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**

Corporate Services will provide the tools and information to enhance planning and execution of a variety of convenient, affordable, accessible and efficient transportation choices.

A city that moves  
People and goods can move well and safely throughout the city,  
using a variety of convenient, affordable, accessible and  
efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	M2.1 Provide survey, mapping, imagery and Geographic Information Systems products and solutions to support transportation optimization.	ABM, FSS, GDA
	M2.2 Provide transportation surveys to support the design, construction and asset lifecycle phases of transportation projects.	FSS



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Implement and steward the Sustainable Infrastructure Capital Program to improve the energy efficiency of corporate infrastructure.	EEM
	H2.2 Provide building commissioning, green building consultations, energy audits, information and education, through consistent service delivery.	EEM



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Expand the use of metrics, benchmarks, and business analytics to support decisions, improve operations and enhance service delivery and reporting.	DRWA, EEM
	W2.2 Implement an Information Management Solution to enable more efficient, consistent, timely and accessible information and records management.	DRWA
W4 Balance demand for quality City services with affordable taxes.	W4.1 Embed shared services principles, performance measures and customer service management throughout Corporate Services.	DRWA
	W4.2 Identify cost savings opportunities through service delivery model reviews, use of common tools and process standardization.	DRWA
	W4.3 Evaluate a centralized and streamlined customer service approach for Corporate Services.	DRWA



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

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**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Deliver services that enable customers and partners to align project, asset and engineering management practices to meet defined level-of-service standards.

EEM, PAM

W6.2 Develop and implement integrated and automated business tools to enable timely, transparent and accountable infrastructure decisions.

PAM

W6.3 Implement quality management approaches for corporate asset and project management programs to enable oversight and continual improvement of business maturity.

PAM

W6.4 Implement business tools to enable improved analysis and enhance the management of The Corporation's capital assets.

PAM

W6.5 Develop an infrastructure and service delivery funding strategy that mitigates the risks associated with the infrastructure gap.

PAM





**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

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**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.6 Manage municipal rights-of-way using a new Utility Line Assignment System to ensure public safety, cost avoidance and regulation and agreement compliance.

DRWA

W6.7 Determine the impact to The City of Calgary data sets affected by provincial spatial reference system changes and advise on data transformation processes.

ABM, DRWA, FSS, GDA

W6.8 Create, maintain, and optimize processes for capital asset data and information to enable innovative business solutions and cost savings for customers.

ABM

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Collaborate to promote Open Government and deliver products and services through CITYonline and web service portals, while securing Intellectual Property.

DRWA, GDA

W7.2 Implement mobile mapping services to improve data collection and provide cost savings for customers.

ABM, FSS



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.3 Enhance service capacity and innovation; identify opportunities to expand services and products to customers and partners for cost recovery or mutual benefit.

ABM, DRWA, EEM, FSS, GDA, PAM

W7.4 Deliver customer and citizen-focused communications and marketing, and implement a Customer Relationship Management solution to respond to expectations.

DRWA

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Work with business units to collect and improve access to City data and information, championing Open Data and Intellectual Property Policies.

DRWA, GDA

W8.2 Implement the Corporate Energy Strategy and provide guidelines and actions for business units to support corporate energy-related sustainability outcomes.

EEM

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Maintain high standard of engineering and geological practices, including enhancing the attraction of and retention to the Engineers in Training Program.

EEM



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.2 Provide employee training and development opportunities as part of the Workforce Strategy to support IIS and The City in being an employer of choice.

ABM, DRWA, EEM, FSS, GDA, PAM

W9.3 Conduct quarterly IIS site safety inspections and respond in a timely manner to reported site and facility health and safety issues.

ABM, DRWA, EEM, FSS, GDA, PAM

W9.4 Improve and embed a risk-based approach to safety management (OH&S Management System) in order to ensure programs and services align to performance results.

ABM, DRWA, EEM, FSS, GDA, PAM

W9.5 Adopt flexible work options that result in reducing assigned workstations in order to optimize administrative spaces.

ABM, DRWA, EEM, FSS, GDA, PAM



## CS: Infrastructure & Information Services - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	547	547	2.0	547	547	2.0	547	547	2.0	547	547	2.0	547	547	2.0
Asset & Base Mapping	7,291	1,503	70.0	7,498	1,710	70.0	7,735	1,948	70.0	8,005	2,217	70.0	8,005	2,217	70.0
Data & Rights of Way Access	6,116	4,764	40.0	6,876	5,389	41.0	7,092	5,605	41.0	7,610	6,124	41.0	8,037	6,551	41.0
Engineering & Energy Management	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0
Field Surveying Services	4,805	1,318	41.0	4,950	1,464	41.0	5,097	1,610	41.0	5,264	1,777	41.0	5,264	1,777	41.0
Geographic Data & Analysis	5,643	4,480	40.0	5,760	4,597	40.0	5,881	4,718	40.0	6,017	4,854	40.0	6,017	4,854	40.0
Project & Asset Management	6,704	1,902	30.5	6,454	1,652	30.5	6,704	1,902	30.5	6,704	1,902	30.5	6,704	1,902	30.5
<b>Total Business Unit</b>	<b>121,324</b>	<b>16,266</b>	<b>267.5</b>	<b>122,303</b>	<b>17,111</b>	<b>268.5</b>	<b>123,275</b>	<b>18,083</b>	<b>268.5</b>	<b>124,365</b>	<b>19,173</b>	<b>268.5</b>	<b>124,792</b>	<b>19,600</b>	<b>268.5</b>

The 2015-2018 operating budget will enable IIS to maintain service levels and continue to deliver operational, technical and strategic services to customers and citizens by increasing efficiencies and service capacity through use of technology and data, and streamlined business processes. Operating budget will also support continued innovation to enhance access to information and digital services via CITYonline, the Open Data Catalogue and other web services.

IIS will improve asset management, and identify efficiencies and cost savings through service delivery reviews, use of common tools, and process standardization, supporting the Council Priority of a well-run city.

One net-zero full-time equivalent position for Utility Line Assignment (ULA) inspections is being requested and will be self-funded through ULA revenue.

IIS will continue to deliver services that support the consistent development of City buildings, and provide consultations, energy audits, and leading energy technologies to reduce energy consumption and produce operational savings.

IIS supports The Corporation in efficiently and effectively delivering services which results in budgetary savings, reduced costs, and a focus on value for money.

## CS: Infrastructure & Information Services - Lines of Service

All \$ values are in Thousands (\$000)

Asset & Base Mapping	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	7,291	1,503	70.0	7,498	1,710	70.0	7,735	1,948	70.0	8,005	2,217	70.0	8,005	2,217	70.0

Asset and Base Mapping (ABM) creates, maintains and optimizes processes for The Corporation's base mapping of the underlying network of lots, parcels of land, and transportation systems. ABM works with Field Surveying Services (FSS) and Geographic Data and Analysis (GDA) to deliver geographic-based products and services to customers.

During 2015-2018, ABM will continue to provide customers with mapping and drafting services, and infrastructure design and drawing records and maintenance. ABM will also improve processes to enhance customer survey plan submissions through the Calgary Automated Survey Plan Evaluation and Reporting (CASPER) online tool. CASPER automatically

checks survey plans and reports drafting errors within minutes, saving The City and applicants' time and providing a more convenient online process. This tool supports the Council strategic actions to cut red tape and be as efficient and effective as possible, reducing costs, and focusing on value for money.

Working with Field Surveying Services, ABM will also support the implementation of mobile mapping services, by providing data processing that enables efficient service delivery and cost savings for customers.

Data & Rights of Way Access	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,116	4,764	40.0	6,876	5,389	41.0	7,092	5,605	41.0	7,610	6,124	41.0	8,037	6,551	41.0

Data & Rights of Way Access (DRWA) facilitates access to and exchange of City assets, while protecting The City's interests and mitigating liability. Assets include data and intellectual property created by The Corporation and municipal rights-of-way.

During 2015-2018, DRWA will enhance open government initiatives and support Council in being more citizen-focused in delivery of services by providing access to data, information and services via the Open Data Catalogue and CITYonline. DRWA will also champion Open Data, Access Management and Intellectual Property Policies, supporting the Open Data and Digital Strategies. DRWA will negotiate and administer access agreements to protect infrastructure and facilitate agreements for

utilities that benefit both public and private sector customers.

Over 2015-2018, efficiencies will be identified through enhanced online service delivery, service delivery reviews, use of common tools and process standardization, supporting the Council Priority of a well-run city.

One net zero full-time equivalent position will be used to conduct Utility Line Assignment (ULA) inspections. Resources will also be used to develop new processes to improve the management of municipal rights-of-way, support public safety and enable cost avoidance. This supports Council in effectively managing The City's inventory of assets.

All \$ values are in Thousands (\$000)

Engineering & Energy Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0

Engineering and Energy Management (EEM) partners with City business units to deliver innovative engineering and energy-saving technologies and explores new ways to further reduce The City's energy use, costs, and emissions, while increasing triple bottom line benefits.

Over 2015-2018, EEM will implement the Corporate Energy Strategy and will work with departments and business units to create energy plans. EEM also supports Council in effectively managing The City's inventory of public assets by providing sustainable buildings services to City and civic partners. EEM also supports The City in applying Leadership in Energy and Environment Design standards and improving life

expectancy of facilities and equipment.

During 2015-2018, EEM will increase the delivery of energy-related information and education to business units, focusing on energy use, costs, and efficiency. EEM will continue to provide guidelines, engineering reviews and other consulting services.

EEM will maintain a high standard of engineering and geological professional practices, manage the Engineers in Training Program, and enhance The City's attraction and retention of employees, supporting the Corporate Workforce Strategy.

Field Surveying Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,805	1,318	41.0	4,950	1,464	41.0	5,097	1,610	41.0	5,264	1,777	41.0	5,264	1,777	41.0

Field Surveying Services (FSS) performs high precision land measurement surveys for engineering and legal surveying projects. FSS also develops and maintains The City's High Precision Network, the primary survey control network for development, surveying and mapping in Calgary.

FSS provides positioning and navigation expertise to The Corporation and operates and maintains the "Delivering Accuracy in Real Time" (DART) Global Positioning System correction service. DART enables support for surveying, mapping, asset management, vehicle guidance and machine control. Continued use of DART technology will assist

FSS in responding to increased demand for surveying services, while increasing service capacity, productivity and cost savings.

During 2015-2018, FSS will also partner with Asset and Base Mapping (ABM) to provide mobile mapping services, offering another way to deliver surveying services and cost savings for customers.

Resources will also be dedicated to working with ABM and Geographic Data and Analysis to determine the impact that upcoming changes to the provincial spatial reference system will have on City of Calgary data sets.

All \$ values are in Thousands (\$000)

Geographic Data & Analysis	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,643	4,480	40.0	5,760	4,597	40.0	5,881	4,718	40.0	6,017	4,854	40.0	6,017	4,854	40.0

Geographic Data and Analysis (GDA) delivers Geographic Information System (GIS) solutions and products to customers. GDA also provides GIS consulting, data analysis, mapping, and technical expertise to business units, government, and community partners.

GDA will work with building owners to improve The City's capability to consolidate, analyze and report on buildings. This enables informed infrastructure investment decisions and supports Council in effectively managing The City's inventory of public assets.

During 2015-2018, GDA will focus on improving and expanding the Corporate Imagery Program. This involves ongoing lifecycle management of all imagery products and reviewing funding to provide the greatest value for customers.

Over 2015-2018, GDA will continue to support the Calgary Emergency Management Agency by providing data analysis, consulting and mapping services to enable business continuity. This supports Council in enhancing The City's capacity and resiliency to prepare for and respond to emergency situations.

Project & Asset Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,704	1,902	30.5	6,454	1,652	30.5	6,704	1,902	30.5	6,704	1,902	30.5	6,704	1,902	30.5

Project and Asset Management (PAM) is responsible for leading project and asset management policy, standards, and best practices and providing professional learning and consulting services to City business units.

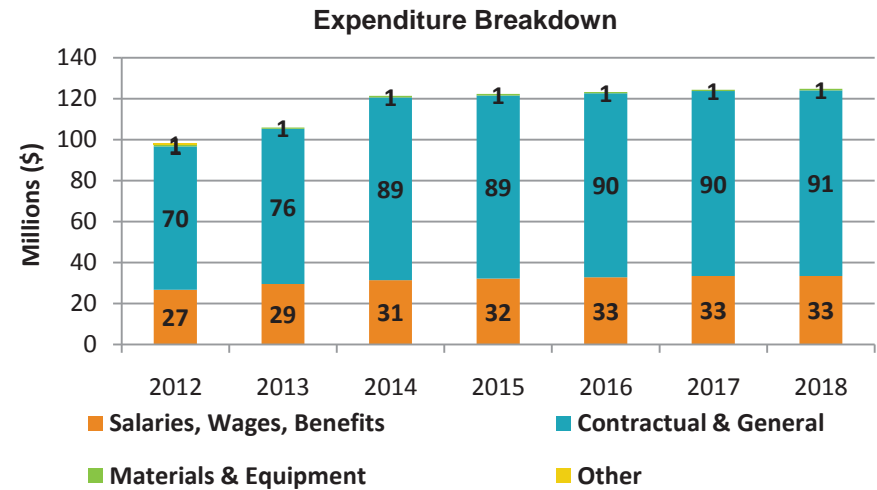
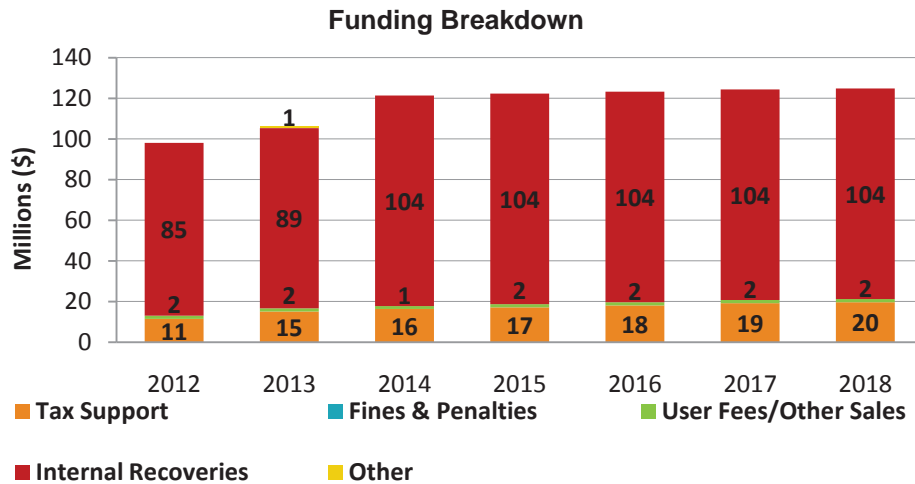
During 2015-2018, PAM will focus on further integrating project and asset management to improve asset management and infrastructure investment plans and enable the prioritization of capital investments. Resources will also be used to develop a corporate asset management training program to support the growth of competencies and maturity.

Over 2015-2018, efficiencies will be identified through service delivery reviews, use of improved business tools and process standardization, supporting the Council Priority of a well-run city. PAM will also develop an infrastructure and service delivery funding strategy to mitigate the risks associated with the infrastructure gap.

PAM will also implement tools to enable improved analysis and enhanced management of capital assets, supporting timely, transparent and accountable infrastructure decisions. This supports Council in effectively managing The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

## CS: Infrastructure & Information Services - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - IIS is primarily funded through tax support and internal recoveries, with a small percentage from other sales.

Energy flow-through comprises 70 per cent of IIS' operating budget and is embedded in internal recoveries funding and in contractual and general expenditures. The City's electricity and natural gas expenditures are managed by IIS and distributed to business units, resulting in a net zero budget impact to IIS. Energy budgets are represented centrally; actual costs reside in business units.

Recovery rates will remain at 2012-2014 rates, as inflationary allocations and innovations in technology and service delivery enables IIS to maintain levels of service, without rate increases.

Funding from fees and other sales comes from sales of data and maps. Revenues are from hosting and sharing utilities data, portions of acreage assessments for mapping and survey control, and Utility Line Assignment Services.

**Expenditures** - The majority of IIS' expenditures are related to salaries, wages and other benefits. Contractual and general expenditures are for services provided by external service providers and contractors. Materials, equipment and other expenditures enable IIS to maintain service delivery for customers.

**User Fees / Charges / Utility Rates** - IIS distributes data according to External Data, Access Management, and Intellectual Property Management Policies.

In 2014, Council approved a long-term recovery rate and four-year business unit user fees recovery rate, enabling IIS to continue to distribute data to customers, and manage increasing capital and operating costs. Recovery of data distribution fees, largely from commercial users, will be maintained to support low or no cost access and increased benefits.

Fees for 2015-2018 are detailed in Attachment 2 and are in accordance with The User Fees and Subsidies Policy CFO010.



## CS: Infrastructure & Information Services - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	16,266	17,111	18,083	19,173
Less: Previous Year One Time	(250)	0	0	0
Base	16,016	17,111	18,083	19,173
Efficiency Gains	(400)	0	(150)	0
Inflation	881	971	1,071	427
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	125	0	0	0
Operating Impact of New Capital (Incremental)	505	0	170	0
Re-alignments	(15)	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>1,095</b>	<b>971</b>	<b>1,091</b>	<b>427</b>
<b>Total Budget</b>	<b>17,111</b>	<b>18,083</b>	<b>19,173</b>	<b>19,600</b>

The operating budget includes inflation for salary and wage expenditures related to the union settlement for 2015-2017, and inflation on materials, equipment and supply costs.

Budget for operating impact of previously approved capital and operating impact of new capital is to ensure resources are available to sustain capital investments.

There are no further incremental operating impacts of capital that need to be added to base for 2019-2024 for the capital projects identified in Action Plan.

Efficiencies will be gained by utilizing existing and new capital

investments, and advancements in technology that will enhance service capacity. This includes automation of business processes, improved business tools and online service delivery which will provide greater self-service functionality, improved infrastructure data and records management, and reduced energy consumption through implementation of energy monitoring and conservation systems.

Re-alignment of budget is for the software maintenance budget of \$108 thousand to salary and wage in the Strategic Office and \$15 thousand due to Fleet Services change in business model as a result of a Zero-Based Review.

<b>TCA Depreciation (\$000s) - Infrastructure &amp; Information Services</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
1,573	1,635	1,692	1,672

TCA Depreciation content is presented for information only.

**CS: Infrastructure & Information Services - Operating Budget for Council Approval**

For Council Approval

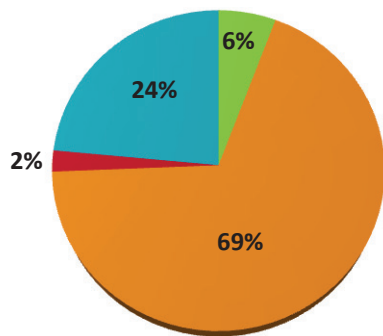
<b>Infrastructure &amp; Information Services</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	98,231	106,044	121,324	122,303	0	122,303	123,275	0	123,275	124,365	0	124,365	124,792	0	124,792
Recoveries	(85,085)	(88,629)	(103,656)	(103,656)	0	(103,656)	(103,656)	0	(103,656)	(103,656)	0	(103,656)	(103,656)	0	(103,656)
Revenue	(1,691)	(2,421)	(1,402)	(1,536)	0	(1,536)	(1,536)	0	(1,536)	(1,536)	0	(1,536)	(1,536)	0	(1,536)
Net	11,454	14,994	16,266	17,111	0	17,111	18,083	0	18,083	19,173	0	19,173	19,600	0	19,600
FTEs	251.3	269.5	267.5	268.5	0.0	268.5	268.5	0.0	268.5	268.5	0.0	268.5	268.5	0.0	268.5

## CS: Infrastructure & Information Services - Capital Budget Overview

Infrastructure & Information Services						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	11,026	660	0	0	0	11,686
Total New Capital Budget Requests	8,400	7,500	5,000	2,700	0	23,600
Total Business Unit Capital Budget	19,426	8,160	5,000	2,700	0	35,286

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Infrastructure & Information Services  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$24 Million**



■ Maintenance    ■ Upgrades  
■ Growth            ■ Service Change

**Maintenance/Replacement** - \$1.4 million investment will support maintenance and lifecycle of survey technology and equipment critical to City infrastructure, mapping and land development projects and management of the Alberta Survey Control Marker and High Precision Networks. This will enable sustained service delivery to customers, and supports Council's strategic action to be as efficient and effective as possible.

**Upgrades** - \$16.2 million investment will support required upgrades to manage City assets, data, infrastructure, records and information management, additional geographic information system information, and new technologies to streamline processes and deliver municipal information, products and services to meet citizen and customer expectations. This supports the Council Priority of a well-run city, and supports The City's Digital and Open Data strategies.

**Growth** - \$500 thousand investment will build a Corporate Energy Information System database to track and benchmark energy usage among buildings, systems and vehicles to establish efficiency measures. This supports Council's strategic action to encourage a broader range of innovative clean energy technologies, the Council Priority of a well-run city, and supports the Corporate Energy Strategy.

**Service Change** - \$5.5 million investment in Project Management Information Systems software will improve Corporate Capital project, program and portfolio management, supporting Council's strategic action to effectively manage The City's inventory of public assets. The Sustainable Infrastructure Capital Program builds on the Sustainable Buildings Partnership Program to identify ways to reduce energy consumption and find savings, supporting the Council Priorities of a well-run city and a healthy and green city.

## CS: Infrastructure & Information Services - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Pay-As-You-Go</i>	8,400	7,500	5,000	2,650	0	23,550
<i>Lifecycle Maintenance &amp; Upgrade Reserve</i>	0	0	0	50	0	50
<b>Total Funding</b>	<b>8,400</b>	<b>7,500</b>	<b>5,000</b>	<b>2,700</b>	<b>0</b>	<b>23,600</b>
<hr/>						
Total Operating Impacts of Capital (Cumulative)						
2015-2018 Operating Budget	505	505	675	675	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	3,580	

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
813-001	Energy Information Systems	G	C			500	150	200	150			500	
813-012	Enterprise GIS Lifecycle Upgrades	U	C			900	225	225	225	225	-	900	
813-017	Utility Line Assignment System	U	C			1,625	660	585	330	50		1,625	
813-099	Construction Documents and Drawings Management Program	U	C			3,517	1,250	1,050	791	426		3,517	
813-222	Building Repository-Generation III	U	C			2,450	750	300	780	620		2,450	
813-333	Calgary.ca Web Mapping Framework Upgrade Program	U	C			1,040	70	820	46	104		1,040	
813-551	Cityonline Phase III	U	C			1,950	900	900	150			1,950	
813-555	Corporate Imagery Program	U	C			4,060	945	945	945	1,225		4,060	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 813 : Information Initiatives</b>				-	-	16,042	4,950	5,025	3,417	2,650	-	16,042	
<b>Operating impact of capital of Program 813</b>													
	2015-2018 Operating Budget		O1				395	395	515	555	N/A	1,860	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	2,860	2,860	
814-016	Survey Equipment	M	C			558	200	200	158	-	-	558	
814-017	Survey Control Marker	M	C			800	250	150	350	50	-	800	
<b>Total Program 814 : Equipment</b>				-	-	1,358	450	350	508	50	-	1,358	
<b>Operating impact of capital of Program 814</b>													
	2015-2018 Operating Budget		O1				35	35	35	35	N/A	140	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	210	210	
819-005	CLIIP Automation (Phase 2)	U	C			650	350	150	150	-	-	650	
819-100	Project Management Information Systems (ProMIS) Implementation	S	C			1,950	750	700	500			1,950	
819-234	Sustainable Infrastructure Capital Program (SICP)	S	C			3,600	1,900	1,275	425			3,600	
<b>Total Program 819 : Infrastructure Initiatives</b>				-	-	6,200	3,000	2,125	1,075	-	-	6,200	
<b>Operating impact of capital of Program 819</b>													
	2015-2018 Operating Budget		O1				75	75	125	85	N/A	360	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	510	510	
				-	-	23,600	8,400	7,500	5,000	2,700	-	23,600	

Note:

Program- Project	Project Description	Type Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
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Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

### Explanation of Budget Requests

#### Program 813 : Information Initiatives

##### **Project 813-001: Energy Information Systems**

New budget request of \$500 thousand to build a comprehensive Corporate Energy Information System (EIS) database to track and manage use of all City energy resources. This investment will ensure The City is equipped to define baselines, benchmark usage among similar buildings, systems, and vehicles, and track the effectiveness of conservation and efficiency measures. Funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

##### **Project 813-012: Enterprise GIS Lifecycle Upgrades**

New budget request of \$900 thousand is to initiate and implement required vendor upgrades to The City's enterprise Geographic Information System (GIS) technology platform to ensure full functionality of the technology. The investment ensures that The City's GIS environment remains stable and is scalable to support all corporate systems that rely upon GIS functionality. Funding from Pay-As-Go.

**Operating impact of capital:** This program requires \$100 thousand in total operating costs for 2015 to 2018.

##### **Project 813-017: Utility Line Assignment System**

New budget request of \$1.625 million to replace the current Utility Line Assignment (ULA) system with a modern and industry-compliant ULA system that meets new federal and Canadian Radio Television Commission legislative regulations, as well as City, industry and citizen expectations for accountability, coordination of capital projects, and safety. This investment will result in reduced administrative activities and will provide a transparent, automated process for applicants. Funding from Pay-As-You-Go of \$1.575 million and from Lifecycle Maintenance Upgrade Reserve of \$50 thousand.

**Operating impact of capital:** This program requires \$250 thousand in total operating costs for 2015 to 2018.

### **Project 813-099: Construction Documents and Drawings Management Program**

New budget request of \$3.517 million will be used to streamline the processing of project documents and drawings received by The City of Calgary. This investment will provide value by centralizing and co-ordinating the internal and external processes dealing with construction drawings for major infrastructure projects. The program will result in more efficient data maintenance, will enhance data quality, ensure consistent representation of data, and will provide the ability to share electronic drawings. Funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$510 thousand in total operating costs for 2015 to 2018 and \$460 thousand in total for 2019 to 2024.

### **Project 813-222: Building Repository-Generation III**

New budget request of \$2.450 million for the third phase of the Building Repository Project will address the final recommendations from notice of motion 2011-27 and the resulting recommendations from the scoping study on building information management. This investment will ensure The City is providing consistent, comprehensive and reliable reporting and analysis on its building assets. Funding from Pay-As-You-Go.

Operating impact of capital: This program requires \$300 thousand in total operating costs for 2019 to 2024.

### **Project 813-333: Calgary.ca Web Mapping Framework Upgrade Program**

New budget request of \$1.040 million will ensure Calgary.ca's web mapping framework remains technologically relevant and interactive for citizen and employee use. This investment will deliver value to citizens by delivering mapping functionality based on the latest GIS, mobile and social media advancements. Funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$600 thousand in total operating costs for 2019 to 2024.

### **Project 813-551: Cityonline Phase III**

New budget request of \$1.950 million for CITYonline (COL) Phase III will provide software package upgrades to ensure that the COL system remains relevant, with respect to web browsers and operating systems. Investment will also enable ongoing customer satisfaction based on analysis of direct customer feedback. The investment will enable enhanced ease of use and product offerings, while maintaining a fresh look and feel. Ongoing investments of this type ensure that The City is providing a fully functional, integrated e-commerce and open government portal. This investment also supports The Corporation's ongoing interest in openness and accessibility through increased information and service functionality delivered online. Funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$1.000 million in total operating costs for 2015 to 2018 and \$1.500 million in total for 2019 to 2024.

### **Project 813-555: Corporate Imagery Program**

New budget request of \$4.060 million will modernize and maintain the existing imagery program. This investment ensures The City of Calgary has accurate and current imagery products and services for both capital construction projects and ongoing service to business units and citizens. Funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

### **Program 814 : Equipment**

#### **Project 814-016: Survey Equipment**

New budget request of \$558 thousand to invest in the necessary equipment to ensure that City survey crews can provide surveying and quality assurance services for City infrastructure and land development projects. Funding from Pay-As-You-Go.

Operating impact of capital: This program requires \$140 thousand in total operating costs for 2015 to 2018 and \$210 thousand in total for 2019 to 2024.

#### **Project 814-017: Survey Control Marker**

New budget request of \$800 thousand for annual investment in inspection, maintenance, expansion, and lifecycle activities for The City's portion of the Alberta Survey Control Marker Network, including the High Precision Network. Funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

### **Program 819 : Infrastructure Initiatives**

#### **Project 819-005: CLIP Automation (Phase 2)**

New budget request of \$650 thousand to invest in the enhancement of Corporate Level Infrastructure Investment Planning (CLIP) software, providing The Corporation with the ability to conduct scenario analyses, perform project prioritizations, and connect to the Capital Budgeting System for financial reporting. Funding from Pay-As-You-Go.

Operating impact of capital: This program requires \$60 thousand in total operating costs for 2015 to 2018 and \$60 thousand in total for 2019-2024.



**Project 819-100: Project Management Information Systems (ProMIS) Implementation**

New budget request of \$1.950 million for ProMIS Implementation will deliver a software application and information management solution to create a formal Corporate project registry, project management scheduling /managing tools, and project reporting/dashboard tools necessary to enable effective project management and control, in line with The City's Corporate Project Management Framework. This investment will deliver value by integrating enterprise software such as Peoplesoft, departmental capital planning systems and business unit-specific asset management systems. Funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$300 thousand in total operating costs for 2015 to 2018 and \$450 thousand in total for 2019 to 2024.

**Project 819-234: Sustainable Infrastructure Capital Program (SICP)**

New budget request of \$3.600 million will identify and implement processes and technologies which yield energy consumption reductions and ongoing operational savings to The Corporation through efficiency. The investment will build on the knowledge and opportunities gained through the successful Sustainable Buildings Partnership Program and will continue to identify costs savings through energy audits and pilot emerging technologies that further advance corporate sustainability. Funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**CS: Infrastructure & Information Services - Capital Budget for Council Approval**

For Council Approval
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Infrastructure & Information Services							
Capital Budget (\$000s) for Approval (Totals may not match due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	19,823	11,026	660	0	0	0	11,686
Projects Requiring Approval							
<i>Program 813 : Information Initiatives</i>		4,950	5,025	3,417	2,650	0	16,042
<i>Program 814 : Equipment</i>		450	350	508	50	0	1,358
<i>Program 819 : Infrastructure Initiatives</i>		3,000	2,125	1,075	0	0	6,200
<b>Total Projects Requiring Approval</b>		<b>8,400</b>	<b>7,500</b>	<b>5,000</b>	<b>2,700</b>	<b>0</b>	<b>23,600</b>
Total Capital Budget	19,823	19,426	8,160	5,000	2,700	0	35,286

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Office of Land Servicing & Housing

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**CS: Office of Land Servicing & Housing - Overview**

The Office of Land Servicing & Housing (OLSH) business unit supports The City by developing and selling City-owned land to create vibrant communities, attract diverse and quality employers, support the development of affordable housing and fund the purchase of land needed for future infrastructure.

OLSH services land to create industrial and business parks in the city. These business parks support the Council Priority of a prosperous city. In 2013, Council approved OLSH's Corporate Industrial Land Strategy which is based on five principles: support local economic development, achieve corporate objectives, operate within our financial capacities, foster a fair and transparent business environment, and attract the right business. The City's involvement in industrial land development has resulted in more than 5,000 acres being serviced and sold to 2,700 businesses, which currently employ more than 50,000 people. In addition, OLSH has maintained a self-sustaining development program

that finances future industrial development along with funding other corporate infrastructure. OLSH's work has enabled the City of Calgary to achieve other policy objectives through its land ownership and development role.

OLSH strives to build the best livable, workable Calgary. Through collaboration, innovation and passion, OLSH delivers affordable housing solutions and the development and sale of real estate assets.

**Affordable Housing (AH)**

The City works with its citizen, governmental, non-profit, and private sector partners to create affordable housing solutions.

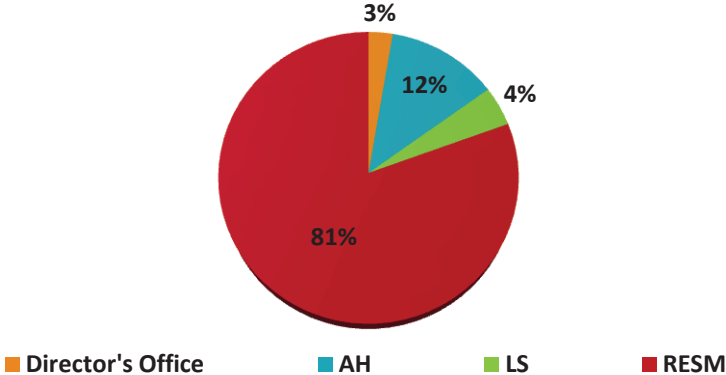
**Land Servicing (LS)**

LS develops City-owned land for use as industrial and business parks.

**Real Estate Sales & Marketing (RESM)**

OLSH holds one of the most active industrial/business park portfolios in western Canada, providing investors and businesses access to premier developable land throughout Calgary. RESM also sells surplus City land.

**Office of Land Servicing & Housing  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## CS: Office of Land Servicing & Housing - Overview

### Trends

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The region's industrial markets continue to be influenced by Calgary's geographic location. Historically, much of Calgary's industrial land users were related to the oil and gas service industry but there is increasing transition to transportation and logistics users as well as e-commerce. In particular, retailers recognize the city and region as Western Canada's central distribution hub. This is evident by the construction of new distribution centres in and around Calgary for retail, industrial products and project logistics (i.e. energy and infrastructure). Examples include Lafarge, Target, Walmart and, most recently, Home Depot, which will construct a distribution centre at the City's Dufferin North Industrial Park. The bulk of new construction has been in the northeast, due largely to transport advantages such as the completed northern section of Stoney Trail, proximity to Red Deer and Edmonton markets, and access to a relatively larger labour pool.

Calgary's overall industrial vacancy rate in the first quarter of 2014 was 5.3 per cent. This is relatively higher than the 3.4 per cent of a year ago. Overall, the Calgary market continues to strengthen among developers with almost 1.5 million square feet of constructed industrial inventory to be provided in 2014. For 2015, initial estimates for proposed and confirmed industrial construction exceeds 2 million square feet. Based on this trend, private developers have been aggressively purchasing available large land parcels for future build to suit lease options, which then limits opportunities for owner-users who have traditionally been OLSH's target market.

OLSH will continue to capitalize on Calgary's rapidly expanding position as a transportation hub. OLSH will be developing Dufferin North as a transportation and logistics centre for goods moved by rail. Dufferin is well suited to take advantage of the fact that air freight is approximately 25 times the cost of rail and around 40 per cent of inbound container

traffic headed for ports around Vancouver goes through Calgary. Canadian Pacific Railway (CPR) is shifting its focus to target domestic intermodal as one of the key drivers of the company's future growth and OLSH is taking advantage of this opportunity.

### Long-Term Plans

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OLSH's business plan highlights a number of initiatives that will help the City of Calgary achieve objectives outlined in the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP).

One of OLSH's actions is to intensify development on city-owned lands around LRT stations, which supports section 2.2.1 (vibrant, transit-supportive, mixed-use activity centres and corridors) of the MDP. OLSH has been developing an Outline Plan at Anderson Station that includes open spaces, public streets, plazas and shared space, along with mixed-use residential, office and retail buildings. If approved, the project will create a mini-downtown, intensifying land that is currently used as a parking lot at Anderson. The development will help ease the pressures on Calgary's downtown by offering residents the chance to live, work and play in one area in south Calgary.

Another OLSH action that will help meet MDP/CTP objectives is OLSH's focus on creating employment centres away from the downtown core. One example is Aurora Business Park, in the city's north east, which is envisioned to be an environmentally sustainable business campus. The project, which can help support section 2.2.4 (complete communities) of the MDP, will offer similar benefits to the redevelopment of Anderson Station in that Calgarians will be provided opportunities to work outside of the city's core. Suburban employment centres help support City Council's strategy of influencing traffic patterns by encouraging people to live near where they work and reduce traffic congestion.

## CS: Office of Land Servicing & Housing - Overview

### Citizen Engagement

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The Action Plan engagement results made it clear that affordable housing in Calgary is a prime concern for many citizens. As home prices and rents rise, everyone is impacted; however, one of the most vulnerable populations includes low-to-moderate income households. As prices rise, this population may not have the option to find housing alternatives. OLSH is positioned to address this growing concern and is confident that the Community Affordable Housing Strategy - one of its initiatives during Action Plan 2015-2018 - will help the business unit make great strides to help address Calgary's affordable housing (AH) needs. OLSH is re-evaluating the City's role in affordable housing via the Community AH Strategy. Understanding what citizens want, expect and need from City services such as affordable housing is extremely important for OLSH as it takes steps to improve how the system works.

Many of OLSH's projects impact the citizens of Calgary and the business unit is always looking at new ways to inform and engage the public. OLSH will continue to work hard to ensure the public is aware of its plans and, of course, notify citizens as to how they can help OLSH deliver the best projects to create the best livable, workable Calgary.

### Council Priorities

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OLSH leads in one area when it comes to Council Priorities. OLSH's Affordable Housing Division leads in affordable and accessible housing options (P6). Over the next four years, the business unit will focus on the creation and implementation of the Community Affordable Housing Strategy, with the goal of clarifying roles in affordable housing to ensure stakeholders and partners work together in the most effective way. The strategy will help guide OLSH's Affordable Housing Division in future years.

OLSH supports a number of Council Priorities. OLSH is working to support Council's Priority of a prosperous city through the work undertaken by the Land Servicing Division. OLSH will continue to offer a range of lots for sale, from small and medium-sized lots (i.e. less than 10 acres) to large lots, which adds to Calgary's business diversification. OLSH also has a performance measure of providing a 1.5 year serviced supply of industrial land to support economic development.

To achieve the Priority of a well-run city, OLSH is focused on a customer management system, where OLSH's staff will collect feedback after every transaction to improve customer service requests. OLSH is also contributing time and resources to the improvement of its websites - [Calgary.ca/OLSH](http://Calgary.ca/OLSH) and [Calgary.ca/real estate](http://Calgary.ca/real estate) - so citizens and customers have the most up-to-date and accurate information. Finally, OLSH is focused on being an employer of choice. OLSH has initiated and implemented the Optimal Lifestyle Starts Here program, which encourages health awareness and active lifestyles for its employees. OLSH will measure participation through a performance measure focused on the program.

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

A prosperous city  
 Calgary continues to grow as a magnet for talent, a place where  
 there is opportunity for all, and the best place in Canada  
 to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Provide a supply of serviced industrial land to support economic development with a focus on small and emerging businesses.	LS
P2 Advance purposeful economic diversification and growth.	P2.1 Offer a diversity of products, ranging from small and medium-sized lots (i.e. less than 10 acres) to large lots, which adds to Calgary's business diversification.	LS
P6 Increase affordable and accessible housing options.	P6.1 Increase affordable housing stock to help address housing shortage in Calgary.	AH
	P6.2 Facilitate the development of the Community Affordable Housing Strategy, with the goal of clarifying roles among all stakeholders/partners to ensure they work in the most effective way.	AH





For Council Approval

**Corporate Services Commitment:**

Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	N6.1 Intensify development of City-owned lands within 600m of LRT stations.	LS
	N6.2 Create employment centres outside of the downtown core.	LS



For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Adhere to the best practices in finance through the best utilization of financing and funding to run OLSH's business and ensure long-term sustainability.	AH, LS, RESM
	W2.2 Collect customer feedback after every transaction in order to improve service requests as part of a customer management system.	RESM
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	W5.1 Deliver the most up-to-date information on real estate offerings and developments for citizens and customers on OLSH's websites.	RESM
	W5.2 Continually improve engagement practices to collect and use public and stakeholder input to enhance OLSH's outcomes.	AH, LS, RESM
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	W6.1 Finalize and implement a service level agreement with Calgary Housing Corporation (CHC) for the operation and maintenance of City-owned buildings.	AH



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Implement the Optimal Lifestyle Starts Here program to encourage health awareness and active lifestyle for employees.

AH, LS, RESM

W9.2 Put an emphasis on employee leadership and development and ensure employees can see tangible results from their work.

AH, LS, RESM



## CS: Office of Land Servicing & Housing - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	2,122	1,337	6.0	2,163	1,378	7.0	2,212	1,426	7.0	2,267	1,482	7.0	2,317	1,532	7.0
Affordable Housing	14,383	3,036	7.0	9,994	3,370	7.0	10,107	3,377	7.0	10,240	3,382	7.0	11,069	3,372	7.0
Land Servicing	3,588	139	22.5	3,669	149	23.0	3,681	161	23.0	3,695	174	23.0	3,695	174	23.0
Real Estate Sales & Marketing	52,120	491	17.0	76,432	537	20.0	50,014	590	20.0	74,382	650	20.0	68,305	650	20.0
Total Business Unit	72,213	5,003	52.5	92,259	5,434	57.0	66,014	5,554	57.0	90,583	5,688	57.0	85,385	5,728	57.0

OLSH is made up of three lines of service: Land Servicing, which takes raw land and services it to get it ready for sale; Real Estate Sales & Marketing, which then markets and sells that land (i.e. RESM sells industrial acres, along with general City surplus parcels); and Affordable Housing. AH works to develop policy and construct new units to help meet a Council Priority of increasing affordable and accessible housing in the city. OLSH's AH division works closely with Calgary Housing Company (CHC), a City of Calgary-owned corporation that operates and manages over 10,000 subsidized and affordable housing units.

Two of OLSH's lines of service - Real Estate and Land Servicing - are primarily self-supporting divisions, with the majority of salaries and wages being funded through internal commissions (Real Estate) and capital recoveries (Land Servicing).

Staff on these two lines of service work toward Council Priorities of a prosperous city, a city of inspiring neighbourhoods and a well-run city. In 2014, OLSH has 22.5 full-time equivalents in Land Servicing and 17.0 FTEs in RESM. An additional 4.5 FTE's are being requested. Three will support RESM, one to support finance activities in the Directors office and 0.5 in Land Servicing.

OLSH's third line of service - Affordable Housing - works to the Council Priority of increasing affordable and accessible housing. Affordable Housing is OLSH's only line of service that is fully tax supported.

## CS: Office of Land Servicing & Housing - Lines of Service

All \$ values are in Thousands (\$000)

Affordable Housing	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	14,383	3,036	7.0	9,994	3,370	7.0	10,107	3,377	7.0	10,240	3,382	7.0	11,069	3,372	7.0

Operating budget for AH is used to oversee construction of affordable housing units, support ongoing maintenance activities of City-owned units that are managed by CHC and fund affordable housing for seniors through Silvera for Seniors. OLSH develops and implements policy and research initiatives to increase the affordable housing supply and support the advocacy work of Intergovernmental Affairs that is related to

affordable housing initiatives at the provincial and federal levels. Available funding has been committed to administer compliance of grant recipients with the affordability terms and conditions of the Secondary Suite Grant Program and the Financial Incentive Pilot Program. These programs were introduced to encourage private and non-profit sector involvement in the development of affordable housing units.

Real Estate Sales & Marketing	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	52,120	491	17.0	76,432	537	20.0	50,014	590	20.0	74,382	650	20.0	68,305	650	20.0

The Real Estate Sales & Marketing 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) OLSH-stewarded lands, including industrial and business park land to support economic development and diversification.

The division's objective is to serve Calgarians by optimizing the financial, social and environmental return of City-owned land. Land sales revenues fluctuate considerably on an annual basis depending on market conditions and supply.

OLSH is requesting 3.0 self-supported FTEs for the RESM area to support increasingly complex surplus land sales and industrial sales growth.

The operating costs for OLSH's real estate line of service are primarily self-supported, with the majority of salary and wages, marketing costs and other business expenses recovered through internal commissions charged to the proceeds of land sales. The tax-supported portion supports other municipal initiatives and corporate reporting. These activities are not supported by real estate commissions.

All \$ values are in Thousands (\$000)

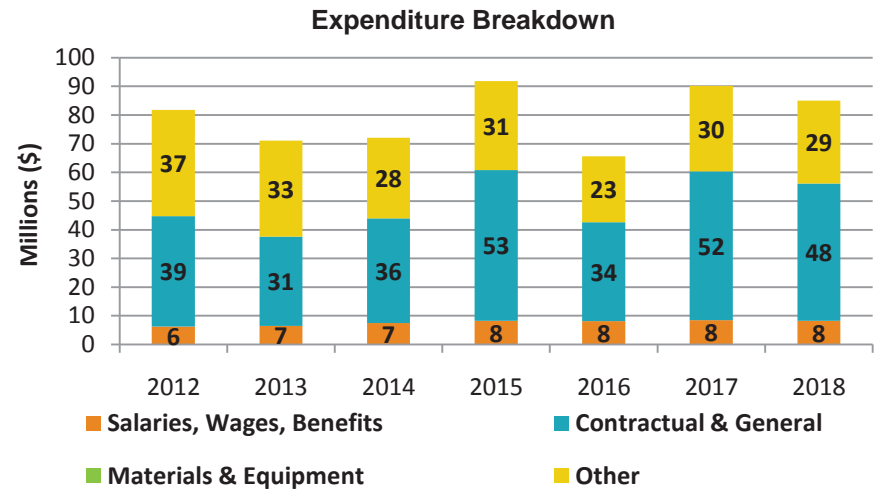
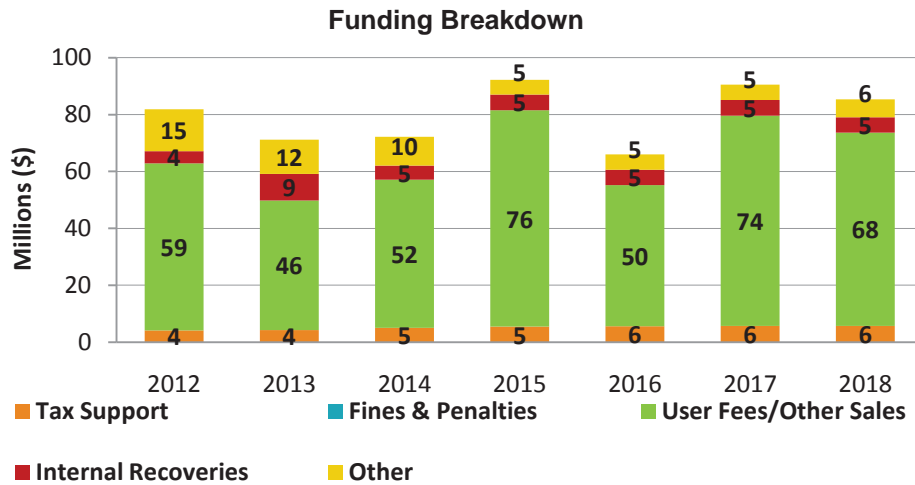
Land Servicing	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	3,588	139	22.5	3,669	149	23.0	3,681	161	23.0	3,695	174	23.0	3,695	174	23.0

Land Servicing creates high-quality industrial and mixed-use land development projects that optimize City-owned land assets and support municipal planning priorities and economic development goals. LS has four program areas (industrial parks, business parks, transit oriented development and special projects) for which it oversees concept planning, approvals and the construction of all infrastructure.

The Land Servicing division is primarily self-supported, with its budget dependent on land sales revenues. Salaries and wages are funded through capital recoveries. A key performance measure for this group is the maintenance of a 1.5 year supply of planned industrial land. The tax-supported portion supports land development services for other municipal initiatives and corporate reporting. OLSH is requesting an additional 0.5 self-supported FTE in this division.

## CS: Office of Land Servicing & Housing - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - OLSH's funding structure primarily relies on industrial and general land sales revenues, lease revenue as well as senior government grants. For instance, in 2014 more than 70 per cent of OLSH's funding is generated from user fees related to the sale of land and land leases. About 11 per cent of total funding is comprised of operating grant revenue from the federal and provincial governments to cover 90 per cent of City-owned housing portfolio deficit and related debt. Capital and cost-of-sale recoveries to fund operating costs relating to capital or real estate projects make up about seven per cent of total funding. OLSH's tax support represents approximately seven per cent of total funding and supports affordable housing initiatives, Silvera for Seniors, and administrative and internal supporting services related to corporate and affordable housing projects.

**Expenditures** - Expenditures at OLSH primarily consist of cost of industrial and general land sales and net proceed transfers to reserves. In 2014, approximately 50 per cent of total expenditures are comprised of contractual and general services related to cost of land sales with the balance in internal support expenses from Law, IT and Finance as well as business expenses and other contractual services fees. Another 40 per cent of total expenditures is other costs related to the transfer of net sales proceeds to reserves, affordable housing debenture payments, Silvera for Seniors and CHC transfers. Salaries and wages budget represents approximately 10 per cent of the total expenditure budget at OLSH.

## CS: Office of Land Servicing & Housing - Breakdown of the Net Operating Budget

Totals may not add due to rounding

Breakdown of Net Operating Budget Changes (\$000s)	2015	2016	2017	2018
Previous Year's Budget	5,003	5,434	5,554	5,688
Less: Previous Year One Time	0	0	0	0
Base	5,003	5,434	5,554	5,688
Efficiency Gains	(5)	(10)	(15)	(30)
Inflation	112	130	148	70
Service and Budget Increase	325	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	(1)	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>431</b>	<b>120</b>	<b>133</b>	<b>40</b>
<b>Total Budget</b>	<b>5,434</b>	<b>5,554</b>	<b>5,688</b>	<b>5,728</b>

Inflationary increases reflect union settlement obligations and overall price pressures. The service and budget increase will be directed to asset management planning for City-owned affordable housing portfolios as well as initiatives aimed at lowering operating costs and energy efficiency. Efficiency gains will be made through realignment of debt.

Major operating budget changes (no net impact to tax support):

- Surplus land sales forecasted at \$12 million (2015), \$10 million (2016), \$8 million (2017) and \$8 million (2018) offset by cost of land sales and transfers to revolving fund.

- Industrial land sales projected at \$60.6 million (2015), \$36.9 million (2016), \$62.5 million (2017) and \$56.6 million (2018) offset by cost of land sales and transfers to Real Estate reserve.
- The projected commissions based on OLSH sales are \$2.178 million (2015), \$1.407 million (2016), \$2.115 million (2017) and \$1.938 million (2018).
- The city-owned portfolio deficit is projected at \$4.143 million (2015), increases to \$5.424 million (2018) and is offset by government grants and transfer from Corporate Housing Reserve.

TCA Depreciation (\$000s) - Office of Land Servicing & Housing			
2015	2016	2017	2018
9,358	10,078	10,844	11,241

TCA Depreciation content is presented for information only.



CS: Office of Land Servicing & Housing - Operating Budget for Council Approval

For Council Approval

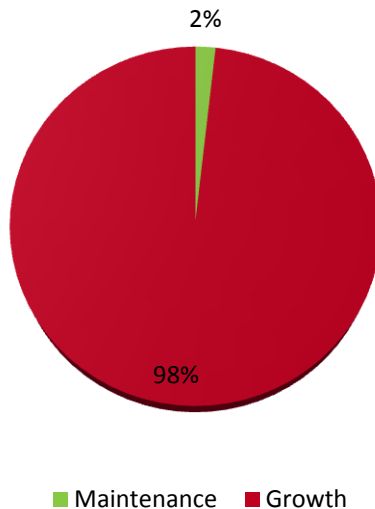
<b>Office of Land Servicing &amp; Housing</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	81,868	71,229	72,213	92,259	0	92,259	66,014	0	66,014	90,583	0	90,583	85,385	0	85,385
Recoveries	(4,258)	(9,400)	(4,993)	(5,423)	0	(5,423)	(5,423)	0	(5,423)	(5,423)	0	(5,423)	(5,423)	0	(5,423)
Revenue	(73,522)	(57,623)	(62,217)	(81,402)	0	(81,402)	(55,037)	0	(55,037)	(79,473)	0	(79,473)	(74,235)	0	(74,235)
Net	4,088	4,206	5,003	5,434	0	5,434	5,554	0	5,554	5,688	0	5,688	5,728	0	5,728
FTEs	49.5	52.5	52.5	57.0	0.0	57.0	57.0	0.0	57.0	57.0	0.0	57.0	57.0	0.0	57.0

**CS: Office of Land Servicing & Housing - Capital Budget Overview**

Office of Land Servicing & Housing Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	177,374	11,929	1,906	115	0	191,324
Total New Capital Budget Requests	22,391	23,759	48,154	17,500	0	111,804
Total Business Unit Capital Budget	199,765	35,688	50,060	17,615	0	303,128

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Office of Land Servicing & Housing  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$112 Million**



**Maintenance/Replacement** - Total 2015-2018 request: \$2 million

**General Land Sale Servicing**

This will prepare real estate held in the general land inventory (held by stewards other than OLSH) for sale. The investment includes appraisal, environmental investigations, planning applications, survey work and cleaning/maintaining/demolition of the site.

**Growth** - Total 2015-2018 request: \$110 million

**Forest Lawn Creek**

This development is anticipated to have a net developable area of 547 acres. There is a strong focus on sustainability at Forest Lawn Creek and OLSH is working to make this an eco-industrial park.

The previously approved budget up to 2014 was used for an outline plan and feasibility work, which included the Biophysical Impact Assessment and Transit Impact Assessment. Action Plan work is expected to include planning, engineering, and construction work (Phase 1 and 2).

**Point Trotter**

Point Trotter Phase one is nearing construction completion.

Point Trotter Phase two and off-site obligations have recently started. Construction is expected to be complete in 2016.

The new investment will be used to complete phase one construction and will be used for detailed engineering and construction of phase two.

**Affordable Housing land transfers**

This project is associated with the transfer of City-owned land parcels from other business units to OLSH, in order to facilitate future development of affordable housing units.

## CS: Office of Land Servicing & Housing - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	22,391	23,759	48,154	17,500	0	111,804
<b>Total Funding</b>	<b>22,391</b>	<b>23,759</b>	<b>48,154</b>	<b>17,500</b>	<b>0</b>	<b>111,804</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
489-012	AH Land Transfers	G	C			7,350	4,200	1,000	1,050	1,100		7,350	
489-013	AH Pre-Development	G	C			2,700	950	750	500	500		2,700	
<b>Total Program 489 : Affordable Housing</b>				-	-	10,050	5,150	1,750	1,550	1,600	-	10,050	
-----													
696-BVC	The Bridges - Bow Valley Centre Dev.	G	A	32,995		500	300	200	-	-	-	500	
<b>Total Program 696 : Commercial Land Development</b>				32,995	-	500	300	200	-	-	-	500	
-----													
697-FLC	Forest Lawn Creek	G	A	1,641	1,134	73,066	-	16,316	42,750	14,000	-	73,066	
697-GP4	Great Plains IV	G	A	35,073	3,047	2,000	-	1,500	250	250	-	2,000	
697-PTT	Point Trotter	G	A	43,450	-	13,847	11,100	1,493	1,204	50	-	13,847	
697-WIP	Eastlake Industrial	G	A	74,618	-	3,100	2,400	400	300		-	3,100	
<b>Total Program 697 : Land Development</b>				154,782	4,181	92,013	13,500	19,709	44,504	14,300	-	92,013	
-----													
703-TOD	Anderson TOD	G	A	2,256	-	691	691	-	-	-	-	691	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 703 : Transit Oriented Development</b>				2,256	-	691	691	-	-	-	-	691	
705-GLS	Gen Land Sale Servicing	M	A	1,000	-	2,000	500	500	500	500	-	2,000	
705-PDV	OLSH Pre-Development	G	C			6,000	2,000	1,500	1,500	1,000		6,000	
705-TCH	Technology Advancement	G	C			550	250	100	100	100		550	
<b>Total Program 705 : Mixed Use Redevelopment</b>				1,000	-	8,550	2,750	2,100	2,100	1,600	-	8,550	
				191,033	4,181	111,804	22,391	23,759	48,154	17,500	-	111,804	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

### Explanation of Budget Requests

#### **Program 489 : Affordable Housing**

##### **Project 489-012: AH Land Transfers**

**New Budget Request** of \$7.350 million with funding from the Corporate Housing Reserve. This investment will allow the transfer to OLSH of City-owned parcels from other business units to facilitate future development of affordable housing units.

Operating impact of capital: This project requires \$0 in operating cost of capital.

##### **Project 489-013: AH Pre-Development**

**New Budget Request** of \$2.700 million with funding from the Corporate Housing Reserve. This investment is associated with evaluating the feasibility of developing vacant City owned land parcels for affordable housing purposes.

Operating impact of capital: This project requires \$0 in operating cost of capital.

## **Program 696 : Commercial Land Development**

### **Project 696-BVC: The Bridges - Bow Valley Centre Dev.**

**Previously Approved Budget up to 2014** of \$32.995 million with funding from Real Estate Services Reserve (Bridges) was utilized for land development and servicing. OLSH expects to spend the full previously approved up to 2014 budget of \$32,995 million by the end of 2014 which represents 100 per cent of the budget. In addition, the project is 98 per cent complete.

**New Budget Request** of \$500 thousand funded from Real Estate Services Reserve (Bridges) to be used for functional planning.

Operating impact of capital: This project requires \$0 in operating cost of capital.

## **Program 697 : Land Development**

### **Project 697-FLC: Forest Lawn Creek**

**Previously Approved Budget up to 2014** of \$1.641 million with funding from Real Estate Services Reserve for outline plan and feasibility work for the future development lands, including Biophysical Impact Assessment (BIA) and Transit Impact Assessment (TIA). OLSH expects to spend \$1.165 million by the end of 2014 which represents 71 per cent of the budget. In addition, the project work is two per cent complete.

**Previously Approved Budget for Future Years** of \$1.134 million with funding from Real Estate Services Reserve for preliminary engineering design work.

**New budget request** of \$73.066 million with funding from Real Estate Services Reserve to be used for the planning, engineering and construction phases.

Operating impact of capital: This project requires \$0 in operating cost of capital.

### **Project 697-GP4: Great Plains IV**

**Previously Approved Budget up to 2014** of \$35.073 million with funding from Real Estate Services Reserve for land development and servicing, general maintenance works, boulevard landscaping, driveway crossings installation and service connections. OLSH expects to spend the full previously approved up to 2014 budget of \$35.073 million by the end of 2014 which represents 100 per cent of the budget. In addition, the project work is 90 per cent complete.

**Previously Approved Budget for Future Years** of \$3.047 million with funding from Real Estate Services Reserve for the Glenmore Trail and 68 Street Intersection construction.

**New Budget Request** of \$2.000 million funded from Real Estate Services Reserve to be used for service connections and street lighting.

Operating impact of capital: This project requires \$0 in operating cost of capital.

**Project 697-PTT: Point Trotter**

**Previously Approved Budget up to 2014** of \$43.450 million with funding from Real Estate Services Reserve for completion of engineering and construction of Phase one land servicing development. OLSH expects to spend \$34.325 million by the end of 2014 which represents 79 per cent of the budget. In addition, the project work is 60 per cent complete.

**New Budget Request** of \$13.847 million funded from Real Estate Services Reserve to be used for engineering and construction of Phase two land servicing development and off-site construction obligations (68th Street).

Operating impact of capital: This project requires \$0 in operating cost of capital.

**Project 697-WIP: Eastlake Industrial**

**Previously Approved Budget up to 2014** of \$74.618 million with funding from Real Estate Services Reserve for land development servicing and construction, general maintenance works, planning applications, legal surveys works, driveway crossings installation. OLSH expects to spend almost the whole previously approved up to 2014 budget of \$74.500 million by the end of 2014 which represents almost 95 per cent of the budget. In addition, the project work is 95 per cent complete.

**New Budget Request** of \$3.100 million funded from Real Estate Services Reserve to be used for construction, project close-out and acreage assessment.

Operating impact of capital: This project requires \$0 in operating cost of capital.

**Program 703 : Transit Oriented Development**

**Project 703-TOD: Anderson TOD**

**Previously Approved Budget up to 2014** of \$2.256 million with funding from Real Estate Services Reserve requested for planning work and engagement for the Outline Plan support and Land Use Application including Anderson Site Transportation Impact Assessment (TIA), land use and site testing. OLSH expects to spend \$2.053 million by the end of 2014 which represents 91 per cent of the budget. In addition, the project work is five per cent complete.

**New Budget Request** of \$691 thousand funded from Real Estate Services Reserve to be used to prepare an outline plan that will explain the vision of Anderson Station as well as engineering work, such as sanitary and sewer studies.

Operating impact of capital: This project requires \$0 in operating cost of capital.

## **Program 705 : Mixed Use Redevelopment**

### **Project 705-GLS: Gen. Land Sale Servicing**

**Previously Approved Budget up to 2014** of \$1.000 million with funding from Corporate Properties & Building Revolving Fund for the preparation of surplus real estate for sale. This work is ongoing with no definitive completion date.

**New Budget Request** of \$2.000 million to be funded from Real Estate Services Reserve and to be recovered from proceeds of general land sales. This investment will add value by preparing real estate held in the general land inventory (held by stewards other than OLSH) for sale. This includes costs for such things as appraisal, environmental investigations, planning applications, survey work, cleaning/maintaining/demolition of the site and/or improvements, etc.

Operating impact of capital: This project requires \$0 in operating cost of capital.

### **Project 705-PDV: OLSH Pre-Development**

**New Budget Request** of \$6.000 million for 2015-2018 to be funded from Real Estate Services Reserve. The pre-development fund will enable OLSH to provide resources to investigate, evaluate and analyze potential projects prior to undertaking formal financial and legal commitments. These resources may offset items including internal resource dedication, the engagement of consultants and preparation of reports associated with the project. The upfront feasibility analysis will increase The City's understanding of a project's opportunity, manage risk, and further clarify project scope, time and budget requirements.

Operating impact of capital: This project requires \$0 in operating cost of capital.

### **Project 705-TCH: Technology Advancements**

**New Budget Request** of \$550 thousand for 2015-2018 to be funded from Real Estate Services Reserve for the purchase and deployment of a customer relationship management application, software modifications and/or upgrades for real estate and project management, and website updates.

Operating impact of capital: This project requires \$0 in operating cost of capital.

CS: Office of Land Servicing & Housing - Capital Budget for Council Approval

For Council Approval

<b>Office of Land Servicing &amp; Housing</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	162,818	177,374	11,929	1,906	115	0	191,324
<b>Projects Requiring Approval</b>							
<i>Program 489 : Affordable Housing</i>		5,150	1,750	1,550	1,600	0	10,050
<i>Program 696 : Commercial Land Development</i>		300	200	0	0	0	500
<i>Program 697 : Land Development</i>		13,500	19,709	44,504	14,300	0	92,013
<i>Program 703 : Transit Oriented Development</i>		691	0	0	0	0	691
<i>Program 705 : Mixed Use Redevelopment</i>		2,750	2,100	2,100	1,600	0	8,550
<b>Total Projects Requiring Approval</b>		<b>22,391</b>	<b>23,759</b>	<b>48,154</b>	<b>17,500</b>	<b>0</b>	<b>111,804</b>
Total Capital Budget	162,818	199,765	35,688	50,060	17,615	0	303,128

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.



**Corporate Services: General Manager - Operating Budget for Council Approval**

For Council Approval

<b>Corporate Services: General Manager</b>															
<b>Total GM Operating Budget (\$000s) (Totals may not add due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	622	656	668	668	0	668	668	0	668	668	0	668	668	0	668
Recoveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	(5)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	622	651	668	668	0	668	668	0	668	668	0	668	668	0	668
FTEs	3.0	3.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0

# Calgary Housing Company



## CS: Calgary Housing Company - Overview

Calgary Housing Company (CHC) is a wholly-owned subsidiary of The City of Calgary. CHC's mandate is the management of housing units and programs to provide affordable housing options to Calgarians. As the largest landlord in Calgary, CHC manages the rentals for over 10,000 households serving 24,000 citizens.

The properties CHC manages are owned by CHC, The City, or the Government of Alberta. The majority of funding comes from the Province in the form of capital investment, ongoing subsidies, rent supplements and operating support. CHC also coordinates services and partnerships with other organizations to offer programs that assist tenants with a wide range of specialized needs to achieve positive outcomes.

Key functions include:

**Housing Services** – Management of over 7,000 rental units to provide quality customer services in the provision of affordable homes and services for over 24,000 citizens in need. CHC also coordinates outreach services with other agencies to support low-income tenants.

**Asset Development** - Comprehensive asset management and development to optimize properties and meet changing client needs.

**Business Services** – Ongoing initiatives to improve efficiency, increase transparency, and maintain a safe and healthy workplace.

CHC's Board of Directors includes members from the community, City Administration and City Council. The Board is accountable to The City as sole shareholder (as represented by Council). CHC's approximately 175 staff members are City employees.

## CS: Calgary Housing Company - Overview

### Trends

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The economy continues to drive a high need for housing of all types in Calgary. The demand for rental units and, in particular, affordable housing units in Calgary continues to grow and exceed the available supply. This gap is driven by trends such as significant population increases, low vacancy rates and increased rental rates. Increases in construction costs and the floods of 2013 put additional pressure on an already tight housing market. CHC maintains a waitlist that has averaged over 3,000 applicants for the past several years.

Additionally, government subsidies have not been keeping pace with increased maintenance costs and the need for new developments. This is becoming increasingly important as housing ages - more than half of the housing stock managed by CHC was constructed prior to 1981. This trend is driving the requirement for an improved business model to enable CHC's properties to become more financially sustainable. Older social housing developments had operating agreements that allowed for only fully-subsidized tenants. By moving to a greater mix of tenants, with rental rates based on income, an important revenue stream was created that enables CHC to make buildings less reliant on operating subsidies and to more effectively manage the operations. As more properties come to the end of their operating agreements, there is opportunity to negotiate new agreements that allow for greater flexibility to manage the rent levels and program distribution among facilities as well as to grow the overall portfolio. This will, in turn, will enable CHC to create more homes for families in need.

### Long-Term Plans

---

CHC initiatives are aligned with the Municipal Development Plan (MDP) and will support its achievement. Primarily, CHC contributes to section 2.3.1 of the MDP ensuring a choice of housing forms, tenures and affordability. CHC, as stated in the MDP, "[encourages] housing

opportunities for low- and moderate-income households in all communities". CHC is aligned to the objective of negotiating funding and "partnerships with... government and non-governmental agencies to pursue measures to ensure construction of affordable housing." In this business cycle CHC will specifically focus on sustainable funding and partnership agreements with the Province and The City.

This plan identifies how CHC will improve its current service provision including: an effective asset management strategy to meet the needs of clients both for today and tomorrow; systematic building condition assessments to inform decision-making about whether properties should be renovated, redeveloped, or divested; a 10-year capital plan; and, negotiation of new partnership agreements with all levels of government to enable CHC to fully implement these plans.

### Engagement

---

The affordability of housing emerged as one of the top priorities expressed by the citizens of Calgary through the budget engagement process. This is part of a larger economic trend in the city which is putting pressure on vulnerable populations of low-to moderate-income. The Office of Land Servicing & Housing conducted a survey that indicated the majority of citizens surveyed believe access to affordable housing is important and 91 per cent believe The City should help fund it.

CHC is undertaking actions to optimize the condition and management citizens. The current shortage of affordable housing options was cited as contributing to a negative quality of life in Calgary and a source of social isolation. Council has also identified this issue as a key priority. of existing properties through the implementation of asset management initiatives as well as internal process redesign. Sustainable funding will also be addressed through negotiations with the Province and City to ensure an ongoing ability to meet client needs.

## CS: Calgary Housing Company - Overview

### **Council Priorities**

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CHC actions support Council's priority to create a prosperous city and, specifically, to "increase affordable and accessible housing options" (P6). CHC works closely with the Affordable Housing division of the Office of Land Servicing and Housing - the business unit that leads this strategy. Through this relationship, CHC is also contributing to the development of The City's Corporate Affordable Housing Strategy.

The actions planned by CHC are designed to address short-term needs for improving customer service and increasing efficiency as well as long term goals to improve the availability and sustainability of affordable housing. CHC is also collaborating with Alberta Municipal Affairs to establish a province-wide enterprise software solution to support the changing business needs of the social and affordable housing industry in Alberta. This will facilitate the long-term planning, maintenance and sustainability of the assets and quality of life for residents.

For Council Approval

Council  
Priority

**Corporate Services Commitment:**  
Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

**Strategy Related to Council Outcome**

**Business Unit Action Related to Strategy**

P6 Increase affordable and accessible housing options.

P6.1 Implement comprehensive asset management and development to optimize properties and address client needs.

P6.2 Manage the rentals, repairs and client relations to provide affordable homes and related services for vulnerable citizens.

P6.3 Undertake business process redesign projects to increase efficiency and effectiveness of affordable housing operations and services.

P6.4 Negotiate funding and partnership agreements with the Province and City to ensure an ongoing ability to meet client needs.

Calgary Housing Company Total Operating Budget (\$000s)																
	2014 Forecast at June 30, 2014			2015 Budget			2016 Budget			2017 Budget			2018 Budget			
	Rev	Exp	Net	Rev	Exp	Net	Rev	Exp	Net	Rev	Exp	Net	Rev	Exp	Net	
CHC Portfolios	22,864	22,864	-	23,083	23,083	-	23,775	23,775	-	24,488	24,488	-	25,223	25,223	-	
City of Calgary Portfolios	20,951	20,951	-	21,743	21,743	-	22,395	22,395	-	23,067	23,067	-	23,759	23,759	-	
Provincially Owned Portfolios	22,175	22,175	-	23,734	23,734	-	24,446	24,446	-	25,179	25,179	-	25,934	25,934	-	
Private Landlord Rent Supplement	20,954	20,954	-	20,954	20,954	-	19,134	19,134	-	19,134	19,134	-	19,134	19,134	-	
<b>Totals</b>	<b>86,944</b>	<b>86,944</b>	<b>0</b>	<b>89,514</b>	<b>89,514</b>	<b>0</b>	<b>89,750</b>	<b>89,750</b>	<b>0</b>	<b>91,868</b>	<b>91,868</b>	<b>0</b>	<b>94,050</b>	<b>94,050</b>	<b>0</b>	

Calgary Housing Company is a private, not-for-profit corporation which is a wholly owned subsidiary of The City of Calgary. It is permitted to operate in real estate management or development and has specifically focused its activities on providing housing solutions to Calgarians who are not served by the marketplace. It operates and manages 101 properties owned by The Province of Alberta, 54 properties owned by The City of Calgary as well as 44 of its own properties. Collectively, these 199 properties represent over 7,000 households. The properties are grouped under eight portfolios that are operated in accordance with each specific portfolio's operating agreement. An additional 2,500 households are under the rent supplement program in which housing units are owned by private landlords.

More than half of the housing stock managed by CHC is over 30 years old, resulting in higher maintenance costs that put additional pressure on the operating budget. The expiry of operating agreements for some properties means an end to some subsidies but also provides an opportunity to negotiate new agreements with government that enable CHC to redevelop, refurbish or divest these properties. As mortgages come to end, there is debt-servicing capacity that can be leveraged to create new housing. Initiatives are underway to redesign internal processes for increasing efficiencies. A recent re-organization and decentralization of offices has been completed to enhance customer service.



## CS: Calgary Housing Company - Capital Budget Overview

Funding for Capital Projects	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Self-supported Debt	4,206	6,069	2,982	3,668	0	16,925
<b>Total Funding</b>	<b>4,206</b>	<b>6,069</b>	<b>2,982</b>	<b>3,668</b>	<b>0</b>	<b>16,925</b>

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
492-002	Building Betterments	U	C			16,925	4,206	6,069	2,982	3,668	-	16,925	
<b>Total Program 492 : Calhome - Major Upgrading</b>				-	-	16,925	4,206	6,069	2,982	3,668	-	16,925	
				-	-	16,925	4,206	6,069	2,982	3,668	-	16,925	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

#### Program 492 : Calhome - Major Upgrading

All 2015-2018 capital requests are directly related to building betterment requirements identified in recent Calgary Housing Company Building Condition Assessments.

**CS: Calgary Housing Company - Capital Budget for Council Approval**

For Council Approval
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Calgary Housing Company Capital Budget (\$000s) for Approval						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Projects Requiring Approval						
<i>Program 492 : Calhome - Major Upgrading</i>	4,206	6,069	2,982	3,668	0	16,925
<b>Total Projects Requiring Approval</b>	<b>4,206</b>	<b>6,069</b>	<b>2,982</b>	<b>3,668</b>	<b>0</b>	<b>16,925</b>
Total Capital Budget	4,206	6,069	2,982	3,668	0	16,925

*\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.  
Capital projects are self-funded through CHC's operating surplus.*

# Corporate Administration



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Corporate Administration  
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# Corporate Administration

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## LINES OF SERVICE

Administrative Services
Corporate Programs Oversight
Corporate Security
Corporate Strategy
Election & Information Services
Financial Client Services
Flood Recovery & Resiliency
Governance Planning & Reporting
Legal Services
Legislative Services
Procurement & Warehousing
Quasi-Judicial Boards
Risk Management & Claims
Tax & Treasury Services

# Corporate Administration - Overview

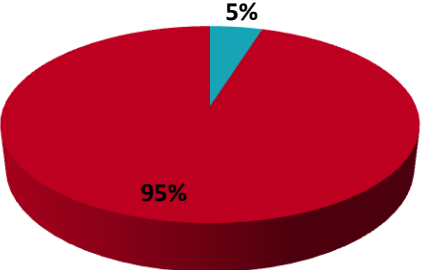
Corporate Administration provides The Corporation with sound financial leadership, prudent management of public funds and overall governance and direction. The department also provides legal, security and risk management advice while delivering open and accessible government by overseeing the legislative process and corporate programs and services. The work of Corporate Administration facilitates and enables delivery of The City's services and programs.

Corporate Administration supports a performance management system by exploring service-based business plans and budgets, leading

performance measurement and benchmarking activities, undertaking service reviews and coordinating an integrated risk management plan. The system strengthens organizational alignment, increases cross-departmental collaboration, builds organizational capacity and reflects citizens' desire of transparency and value for taxes paid.

All the business units within Corporate Administration work to support, provide oversight and enable the activities of all City departments to provide necessary and valuable services to all Calgarians.

**Corporate Administration**  
**Share of Tax Supported Net Operating Budget**  
**City Wide Total Tax Support: \$1,657 Million**



■ Corporate Administration    ■ Other Tax Supported Operations

(City wide tax support amount is the average common revenues less corporate costs & debt servicing)

## Corporate Administration - Overview

### Trends

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Corporate Administration encompasses a variety of diverse services, and a number of external forces will affect and put pressure on all areas.

#### Responding to Growth:

Continued growth will result in increased demand for services. Corporate Administration can balance demands while maintaining levels of service by identifying new and more effective ways of serving customers and by creating efficiencies in work processes. Planning for future growth and long-term financial sustainability will continue to be a focus.

#### Meeting Customer Expectations:

Changing needs, rising expectations around level of service, and increasing demand for openness, transparency and accountability from both internal and external customers will be addressed by Corporate Administration being innovative and leveraging cross-departmental collaboration and customer awareness and communication.

#### Adapting to Changes in Legislation & Regulation:

Corporate Administration must continue to respond to changing legislation (e.g. Municipal Government Act and City Charter) and regulation (e.g. Public Sector Accounting Standards) that is intended to improve operational efficiency and service to citizens.

#### Adapting to Technology:

Managing technological change and maximizing technology use will be key success factors over the next four years. Long-term planning for, and assessment of, technological change are critical to Corporate Administration's ability to deliver services expected and valued by the organization and citizens.

#### Preparing for Workforce Changes:

Workforce demographics and anticipated shortages in key skill areas will require Corporate Administration to create a healthy and engaging workplace that is inclusive and supports all employees and leaders in contributing their best efforts.

### Long-Term Plans

---

Corporate Administration addresses the Municipal Development Plan's (MDP's) goal of a prosperous economy as well as providing support to many other goals and objectives within this plan. A prosperous economy includes addressing governance, legislative and financial responsibilities that will enable The City to be resilient, adaptable and sustainable when providing services to an enduring, growing city.

The City has also identified several integrated growth initiatives which support the goals of the MDP and the Calgary Transportation Plan (CTP). Corporate Administration provides financial and legal analysis and advice on several of these growth initiatives, including the Redevelopment Implementation Plan and Green Line Transitway. These initiatives will be successful through coordinated, cross-departmental collaboration in which Corporate Administration plays a vital role.

Corporate Administration's leadership of the Long Range Financial Plan and the Corporate Strategy on Efficiency and Effectiveness also highlight The City's desire to balance services with value for money. These plans support Administration's and Council's drive towards reducing costs and focusing on value for money.

## Corporate Administration - Overview

### Citizen Engagement

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The input of Calgarians plays a vital role in continuing to shape the direction of The Corporation's service delivery. Consistent themes were revealed during the Action Plan Engagement activities. The themes that related to Corporate Administration included: 1) efficiency and effectiveness in municipal service delivery, and 2) maintenance of service levels and the effect on tax rates.

Corporate Administration used the results from the Action Plan Engagement activities to develop its business plan and budget to best meet the priorities of citizens and Council. Corporate Administration is committed to providing accessible, responsive, accountable and transparent government at a fair price through its actions, including:

- Improving information provided to the public to enhance citizens' understanding about policy development, legislative processes and how The City allocates its financial resources. Implementing efficiency and effectiveness strategies that reduce costs and focus on value for money.
- Improving performance measurement and increasing the use of benchmarking and best practices across The Corporation.
- Creating, leading and promoting sustainability initiatives within The Corporation and the community.

### Council Priorities

---

The strategies and actions Corporate Administration will undertake in this business cycle will support Council Priorities and move The City further towards the goal of being a well-run, sustainable, open and efficient organization. Corporate Administration's work will enable The City to be accountable and transparent, and to deliver fiscally responsible services. Specific actions to achieve this outcome include: coordinating organization-wide service reviews, reviewing and updating the Long Range Financial Plan, exploring service based business plans and budgets, introducing an on-line census option and streamlining the existing contract negotiation processes (for real estate contracts, development contracts, service agreements, etc.).

Corporate Administration will also help The City to navigate relationships with other orders of government and various legislative processes by finalizing negotiations for the new City Charter, providing input and advice to support the revisions of the Municipal Government Act, amending by-laws, and overseeing records management and corporate compliance. This legislative and governance work combined with the legal, risk, and financial advice provided by Corporate Administration will enable The City to offer programs and services that support the achievement of all of Council Priorities.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

**Corporate Administration Commitment:**  
Provide sound governance, financial, legal, security and risk management advice to The City so that the economy and Calgarians can prosper.

Strategy Related to Council Outcome	Accountable BU
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	CMO
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	CFOD, LAW
P5 Seek out partnerships with other governments and community partners to achieve community well-being.	CFOD, CMO
P6 Increase affordable and accessible housing options.	LAW
P7 Continue policies and programs to reduce the number of people living in poverty.	LAW
P10 Expand our library system and enhance access to technology and information.	LAW

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM1 Percentage of Business Tax revenue that is consolidated into non-residential property tax.	NA	0%	10%	20%	40%	60%	80%

**Alignment of Strategies and Performance Measures to Long-Term Plans**

The Municipal Development Plan (MDP) asserts that a prosperous, sustainable city is a city with a sound economy. The MDP's goal of a prosperous city describes a place where businesses and Calgarians can thrive. Corporate Administration supports the economy by working with Civic Partners and other orders of government to help attract investment. The department will foster business growth through a competitive tax environment and simplified business taxes as reflected in the performance measure for this outcome.





A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Corporate Administration Commitment:**  
Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

Strategy Related to Council Outcome	Accountable BU
N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	LAW
N2 Build resiliency to flooding.	CFOD, CMO, LAW
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	CCO, CFOD, CMO, LAW
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	CFOD, CMO
N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.	CFOD, LAW
N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	LAW
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	LAW
N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.	CCO

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM1 Percentage of capital projects exceeding \$100 million that complete a P3 screen.	100%	100%	100%	100%	100%	100%	100%
N.PM2 Annual percentage increase in closed circuit television locations and deployed cameras.	NA	NA	NA	10%	10%	10%	10%



**Corporate Administration Commitment:**  
 Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM3 Annual percentage increase in threat risk assessments performed on assets identified as critical infrastructure.	NA	NA	NA	25%	25%	25%	25%
N.PM4 Annual percentage increase in Crime Prevention Through Environmental Design (CPTED) reviews of City of Calgary Parks and Recreation Facilities performed.	NA	NA	NA	25%	25%	25%	25%
N.PM5 Percentage of approved Municipal Infrastructure Repair Program projects completed with financial submissions for reimbursement submitted.	NA	NA	20%	40%	60%	80%	100%

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Corporate Administration aligns with the Municipal Development Plan and the Long Range Financial Plan by supporting the efforts of The City to become a more resilient organization and by providing effective financial and legal support and services. These enabling services allow other City departments to offer programs and initiatives that promote growth, community safety and urban vitality while being fiscally and legally responsible. The performance of the department in supporting this Council Priority will be determined through measuring design improvements and reviews and through infrastructure risk assessment activities.



A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Corporate Administration Commitment:**  
 Enable other City departments to successfully achieve mobility goals by assisting with real estate and development contract negotiations and by exploring project funding alternatives.

Strategy Related to Council Outcome	Accountable BU
M1 Implement and accelerate RouteAhead as transit funding becomes available.	CFOD, LAW
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	LAW
M3 Invest in strategic road improvements in priority growth areas as funding becomes available.	LAW
M5 Improve the taxi system.	LAW

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
M.PM1 Percentage of Transportation capital projects executed within the constraints of The City's debt and debt servicing limits.	100%	100%	100%	100%	100%	100%	100%

**Alignment of Strategies and Performance Measures to Long-Term Plans**

Corporate Administration upholds The City's transit and transportation goals within the Municipal Development Plan and Calgary Transportation Plan of connecting the city by supporting other departments through financial, legislative and legal support. The department will work with Transportation to secure funding for projects, assess technological risks and engage other orders of government. To ensure that Calgary remains a sustainable city, all transportation and mobility projects will be evaluated to make sure they are executed within the constraints of The City's debt servicing limits.



A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

**Corporate Administration Commitment:**  
Work with City departments to provide legal, financial, security and risk management advice on projects and initiatives which encourage a healthy environment and healthy living.

Strategy Related to Council Outcome	Accountable BU
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	CFOD, LAW
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	LAW
H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.	LAW

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM1 Percentage of Utilities & Environmental Protection (UEP) capital projects are executed within the constraints of The City's and UEP's approved debt and debt servicing limits.	NA	NA	NA	100%	100%	100%	100%

**Alignment of Strategies and Performance Measures to Long-Term Plans**

The Municipal Development Plan includes the goal of protecting and conserving the natural environment as well as creating great communities. These goals are accomplished by providing programs and services that protect our air, land and water, and by providing recreational facilities. Corporate Administration supports these goals by adopting the following strategies: implementing the Green Cart Program, managing the relationship between flood protection, water quality, and land use, and investing in recreation facilities. The department will measure the capacity of The City to provide environmental programs while maintaining fiscal responsibility and sustainability by determining if the programs can be offered within debt constraints.



A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Administration Commitment:**  
Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

Strategy Related to Council Outcome	Accountable BU
W1 Finalize a new City Charter with the province.	CMO, LAW
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	CCO, CFOD, CMO, LAW
W3 Examine opportunities for alternative service delivery for competitiveness.	CCO, CFOD, LAW
W4 Balance demand for quality City services with affordable taxes.	CFOD, CMO
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	CCO, CFOD
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	CCO, CFOD, LAW
W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.	CCO, CFOD, CMO
W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.	CFOD, CMO
W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.	CCO, CFOD, CMO, LAW

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM1 Percentage of Corporate Administration's 311 service requests completed within the target timelines.	98.7%	97%	≥80%	95%	95%	95%	95%
W.PM2 Chief Financial Officer's Department client satisfaction rating.	92%	92%	91%	90%	90%	90%	90%



**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM3 Percentage of External Audit: unmodified financial statement opinion that have no unaddressed findings.	100%	100%	100%	100%	100%	100%	100%
W.PM4 Accounts payable operating cost per invoice paid.	\$7.49	\$7.23	\$7.20	\$7.20	\$7.20	\$7.20	\$7.20
W.PM5 Annual property and business tax bills processed per staff involved (thousands/FTE).	78	80	81	82	83	84	85
W.PM6 Tax Instalment Payment Plan accounts participation per cent.	58	58	58	59	59	59	60
W.PM7 The City of Calgary's credit rating.	AA+	AA+	AA+	AA+	AA+	AA+	AA+
W.PM8 Percentage of Business Tax revenues uncollectible.	0.2%	0.1%	<1%	<1%	<1%	<1%	<1%
W.PM9 Request for Tender (RFT) cycle time (in calendar days).	123	120	110	108	105	103	100
W.PM10 Procurement value per FTE involved (\$ millions).	\$16	\$22	\$15	\$16	\$16	\$17	\$17
W.PM11 Inventory turnover ratio.	1.50	1.66	1.62	1.88	1.90	1.91	1.92
W.PM12 Total City investment return compared to industry average.	> Ind. Ave.	> Ind. Ave.	> Ind. Ave.	> Ind. Ave.	> Ind. Ave.	> Ind. Ave.	> Ind. Ave.
W.PM13 Total City investment management fees as a percentage of investment value.	.08%	.08%	.09%	<0.1%	<0.1%	<0.1%	<0.1%
W.PM14 Percentage of City services (as measured by gross operating budget) initiated for a review through the Zero-Based Review program.	3%	15%	29%	50%	60%	70%	75%



**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM15 Annual percentage increase in satisfaction ratings of Integrated Risk Management facilitated sessions.	NA	NA	NA	NA	Baseline	TBD	TBD
W.PM16 User satisfaction ratings for Learning for Municipal Excellence seminars on business planning, performance measurement and risk.	NA	NA	NA	80%	80%	80%	80%
W.PM17 Annual percentage decrease in total losses to The City's public assets due to criminal offences.	NA	NA	NA	5%	5%	5%	5%
W.PM18 Annual percentage increase in number of corporate issue de-briefing sessions intended to capture learning and implement recommendations for improvement.	NA	NA	NA	10%	10%	10%	10%
W.PM19 Corporate Administration's employee non-retirement resignation rate.	1.7%	3.9%	NA	3.0%	3.0%	3.0%	3.0%
W.PM20 Corporate Administration employee satisfaction survey index score.	136	129	NA	150	150	150	150
W.PM21 Percentage of employees who feel working conditions are safe.	87%	86%	88%	90%	90%	90%	90%
W.PM22 Percentage of hazardous conditions and near miss reports investigated within one week of receipt.	NA	NA	NA	100%	100%	100%	100%
W.PM23 Corporate Administration's (combined) lost time claims frequency.	0.7	1.0	0.6	1.0	0.9	0.8	0.8



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM24 Percentage of Disposition forms received by Archives staff by December 1st that are completed by December 31st.	NA	NA	NA	95%	95%	95%	95%
W.PM25 Percentage of internal inquiries responded to within one day of receipt by Records Management staff.	NA	NA	NA	90%	90%	90%	90%
W.PM26 Percentage of flag-raising and proclamation requests acknowledged within three business days.	NA	NA	NA	100%	100%	100%	100%
W.PM27 Response rate from citizens during the Civic Census.	NA	98%	94%	95%	95%	95%	95%
W.PM28 Percentage of Freedom of Information and Protection of Privacy requests completed within legislated timelines. (Note: all City BUs contribute to this PM target)	96.3%	95.5%	93%	95%	95%	95%	95%
W.PM29 Percentage of decisions sent out within seven calendar days of the receipt of the decision from the Assessment Review Board.	NA	NA	NA	100%	100%	100%	100%
W.PM30 Percentage of City Appeal Board's notification and report publication deadlines met.	NA	NA	NA	100%	100%	100%	100%
W.PM31 Percentage of Council policies posted online within three business days following the online publication of Council's minutes.	100%	78.6%	100%	100%	100%	100%	100%



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM32 Percentage of Council and Committee agendas posted online within legislated timelines.	97.3%	100%	100%	100%	100%	100%	100%
W.PM33 Percentage of Council decisions and minutes posted online within three business days after the meeting.	92.6%	88%	90%	100%	100%	100%	100%
W.PM34 Percentage of City Clerk's-supported Committee minutes posted within two business days after the end of the meeting.	NA	NA	NA	100%	100%	100%	100%
W.PM35 Percentage decrease in the number of assigned departmental workstations.	NA	NA	NA	TBD	TBD	TBD	10%
W.PM36 Annual percentage increase in legal education seminars offered to clients to assist with earlier identification and mitigation of risk.	NA	NA	NA	Baseline	10%	10%	10%
W.PM37 Annual percentage increase in training sessions provided to clients to enable them to enter documents and data into Claims' Catastrophic Claims Management System.	NA	NA	NA	Baseline	10%	10%	10%

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**Alignment of Strategies and Performance Measures to Long-Term Plans**

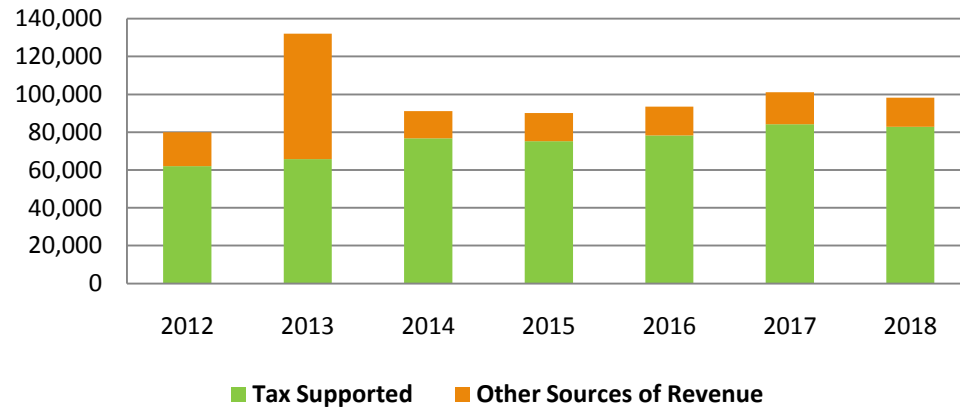
Corporate Administration leads or supports all strategies within the Council Priority, A well run city, and will track progress through the numerous performance measures within this section. A well run city is the overriding theme in Part Two of the Municipal Development Plan. The achievement of the goals and objectives within this section must be supported by prudent fiscal oversight and planning, and legislative oversight. Corporate Administration's ownership of the Long Range Financial Plan leads The City in prudent and strategic management of finances and enables Calgary to be an enduring city.



## Corporate Administration - Operating Budget Overview

Corporate Administration							
Total Operating Budget (\$000s) (Totals may not add due to rounding)							
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	132,354	184,433	142,864	148,123	152,699	161,581	160,038
Recoveries	(52,310)	(52,323)	(51,702)	(57,923)	(59,258)	(60,539)	(61,838)
Revenue	(17,927)	(66,351)	(14,328)	(14,984)	(15,103)	(16,791)	(15,358)
Net	62,117	65,758	76,833	75,215	78,337	84,251	82,842
FTEs	699.7	706.7	714.7	729.7	734.7	737.7	740.7

**Corporate Administration**  
**Funding of Operating Expenditures (Net of Recoveries)**  
 (\$000s)



### Operating Budget Highlights

Corporate Administration's budget increases for 2015 – 2018 are for general inflation and operating costs of capital for Law. Operating costs of capital for the other Business Units are funded through operating efficiencies.

Salary, wages and benefits make up the largest portion of Corporate Administration's expenditures. Another significant portion of expenses comes from initiatives to increase efficiency and effectiveness which will affect all departments. These initiatives include activities within a performance management system such as 1) service reviews, including Zero-Based Reviews, 2) service-based planning and budgeting, and 3) introducing a performance measurement system.

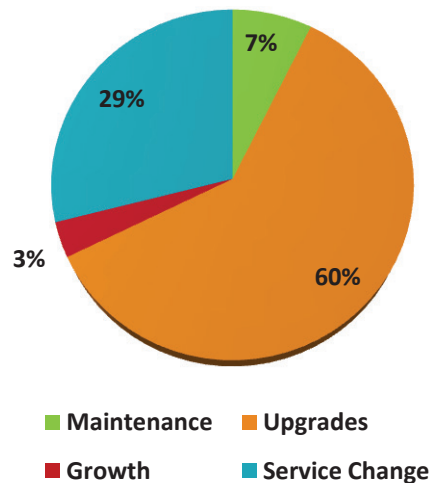
Although these initiatives increase expenditures in the short term, cost and process efficiencies will be gained over the longer term allowing for the department to absorb growth associated costs. Even with the efficiency gains, some business units will require one time funding allocations to cover such extraordinary costs as the 2017 elections.

## Corporate Administration - Capital Budget Overview

Corporate Administration							
Total Capital Budget (\$000s) (Totals may not add due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	4,176	1,500	0	0	0		1,500
<b>Breakdown of New Budget Requests</b>							
Maintenance/Replacement		455	450	500	550	0	1,955
Upgrades		8,045	4,800	1,800	1,425	0	16,070
Growth		625	200	50	0	0	875
Service Change		3,475	2,050	1,150	1,025	0	7,700
Total New Budget Requests		12,600	7,500	3,500	3,000	0	26,600
<b>Total Capital Budget</b>	<b>4,176</b>	<b>14,100</b>	<b>7,500</b>	<b>3,500</b>	<b>3,000</b>	<b>0</b>	<b>28,100</b>

\*2019+ represents projects which start within the 2015 - 2018 cycle and which are completed in years beyond 2018.

**Corporate Administration**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$27 Million**



**Maintenance/Replacement** - Minimal maintenance capital money is requested to make building improvements in order to increase functionality and safety, and improve space optimization.

**Upgrades** - Upgrades to current systems and technologies to enable Corporate Administration to more efficiently and effectively provide service to Calgarians and the Corporation, improve building and fuelling system safety, increase online services and comply with regulatory processes.

**Growth** - Implement new systems to help mitigate the increasing cyber-security risk by providing, for example, enhanced e-mail and data protection.

**Service Change** - Enhancements to security systems for both physical and information technology infrastructure to help mitigate potential risks and make systems more resilient. As well as a technology solution to help manage electronic records, streamline legislative processes and respond to customer feedback seeking a more efficient, transparent and customer-focused organization.

# Chief Financial Officer's Department

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Chief Financial  
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## CA: Chief Financial Officer's Dept - Overview

The Chief Financial Officer's Department (CFOD) provides financial leadership to ensure The City is a well-managed organization that is financially sound, accountable, trusted and transparent in the management of public funds. This is accomplished through four key lines of service.

### Financial Client Services (FNCS)

Financial Client Services ensures public funds are prudently and effectively managed through sound policies, and by providing strategic financial advice, risk management strategies, internal controls, guidance, and efficient and effective processes to all City Departments.

### Tax & Treasury Services (TTS)

Tax & Treasury Services is responsible for administering and collecting taxes, debt and cash management, payables and receivables, treasury functions, and managing an investment portfolio in excess of \$3 billion.

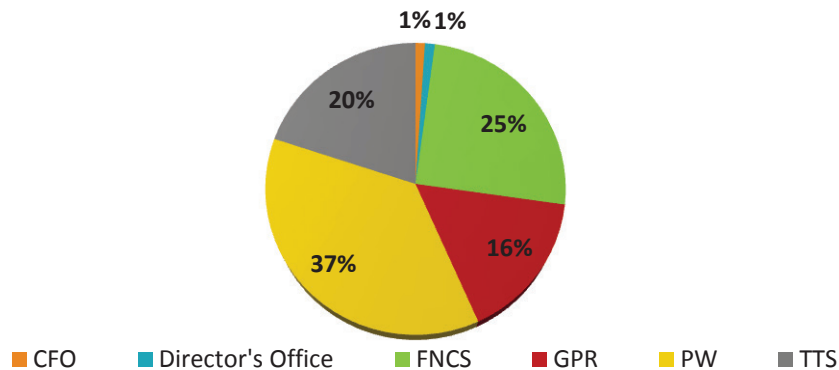
### Procurement & Warehousing (PW)

Procurement & Warehousing coordinates procurement, warehouse and fuel management, and investment recovery for The City. The CFOD is responsible for processing over \$1 billion in purchase orders, issuing over \$60 million in inventory annually, and operating 42 warehouses and fuel sites.

### Governance Planning & Reporting (GPR)

Governance, Planning & Reporting coordinates and assists in the development of strategic business plans, budgets, forecasts, performance measures, financial reports and financial controls for all City Departments. GPR also oversees reviews to identify opportunities for service efficiency and effectiveness in support of continuous improvement and innovation across The City. The CFOD is also responsible for corporate tax compliance, regulatory matters, and pension and benefits governance and reporting.

**Chief Financial Officer's Dept  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## CA: Chief Financial Officer's Dept - Overview

### Trends

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The Chief Financial Officer's Department delivers a wide range of services through a variety of channels to a diverse group of customers. In fulfilling its mandate, the CFOD will be subjected to many internal and external influences.

#### Responding to Growth:

The CFOD will play a key role in facilitating the efficient and effective management of growth and the financial challenges it presents. Growth in the city and in corresponding services entails very real financial commitments of operating, capital and lifecycle costs. The City must be fiscally responsible and ensure that growth and change occur within its financial capacity.

#### Meeting Customer Expectations:

With escalating internal and external customer expectations for the delivery of efficient and effective services, the CFOD will continue to strive to provide high quality and professional services in a timely manner. Engaging and educating customers, while keeping abreast of current financial practices, will allow the CFOD to better understand needs and provide more efficient and effective service delivery.

#### Adapting to Changes in Legislation and Regulation:

The CFOD will continue to respond to changing legislation and regulations such as Public Sector Accounting Standards, increasing expectations and rising costs, and ensuring the delivery of quality public service through provision of sound financial leadership, collaborative problem-solving, and the efficient and effective use of resources.

#### Adapting to Technology:

The CFOD's success over the next four years will be enhanced by managing technological change and maximizing technology utilization. This will involve the strategic deployment of technology, and ensuring that staff have the resources and skills necessary to implement, and respond to, technological change.

#### Preparing for Workforce Changes:

Strategic workforce management will be critical to the CFOD. Creating a healthy, engaging workplace will enable the department to attract and retain knowledgeable staff to provide services expected and valued by internal and external customers.

### Long-Term Plans

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The CFOD enhances the long term ability of The City to make Calgary a great place today and for future generations through its work on the Long Range Financial Plan. The intent of this plan is to ensure that The City can meet the needs and expectations of Calgarians and achieve desired, long term outcomes. By projecting operating and capital requirements, The City can develop resilient, future-oriented, financial strategies that promote progress to the goal of financial sustainability.

The CFOD also supports the goals of the Municipal Development Plan and the Calgary Transportation Plan through its role in the Redevelopment Implementation Plan which will result in a more coordinated approach to supporting redevelopment, and Green Line Transitway which will provide options for enhancing transit service. The CFOD will support these plans by providing a better understanding of specific funding and financing mechanisms, and by supporting the corporate alignment of budgets for required infrastructure and services.



## CA: Chief Financial Officer's Dept - Overview

### **Citizen Engagement**

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Engagement results identified two key themes of particular significance to the CFOD: 1) improved demonstration of spending efficiencies and effectiveness, and 2) better information on tax rates. The CFOD will be leading several initiatives to advance the organization-wide strategy to improve service efficiency and effectiveness, and promote sound fiscal management throughout the organization. These will include service reviews, results-based performance management, and corporate benchmarking. In addition, the CFOD will continue to provide citizens with opportunities to gain a greater understanding of The City's business planning and budget process and to provide opportunities for citizen input.

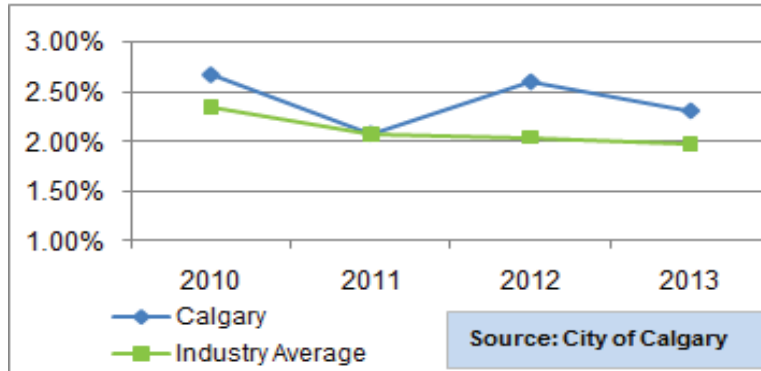
### **Council Priorities**

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The CFOD will support Council Priorities by providing leadership to ensure The City is a well-managed organization that is financially sound, accountable, trusted and transparent in managing public funds used to provide services and infrastructure expected and valued by Calgarians. In support of Council's vision for the next four years, the CFOD will lead or coordinate several strategic actions that will create a more efficient, effective, responsive and accountable organization. These actions will enhance the focus on demonstrating value received for tax dollars, balancing service demand with affordable taxes, and supporting increased collaboration within and between departments.

## CA: Chief Financial Officer's Dept - Benchmarking

### One year investment return by year



The City of Calgary invests funds that arise from several sources including general operations, reserves and capital deposits. The funds are invested in a diversified portfolio of assets to meet The City's cash and investment requirements. The City tracks the performance of its investments against various indices including S&P/TSX Composite Index and MSCI World Index.

Source: The City of Calgary Treasury Division.

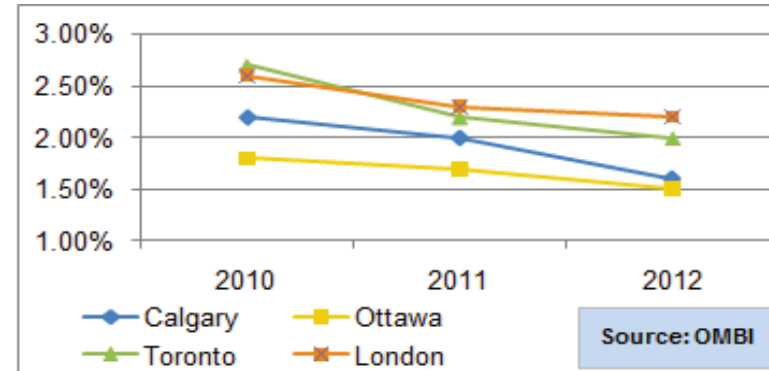
#### Learning and Best Practices

Investment returns can be influenced by a number of factors, including economic conditions, interest rates, availability of investment product, and investment policy objectives. The City of Calgary's total portfolio returned 2.31 per cent, compared to the benchmark return of 1.97 per cent in 2013, and has exceeded its annual performance benchmark in each of the last four years.

#### Improvement Initiatives & Action Plan 2015-2018

The CFOD will determine the optimal amount of working capital, investment mix and investment strategies to preserve capital and increase returns to The City.

### Current year's tax arrears as a percent of current year levy



This is an indication of the percentage of property taxes billed that have not been collected in the current year. Smaller percentages are an indication that a larger proportion of billed property taxes have been collected.

#### Learning and Best Practices

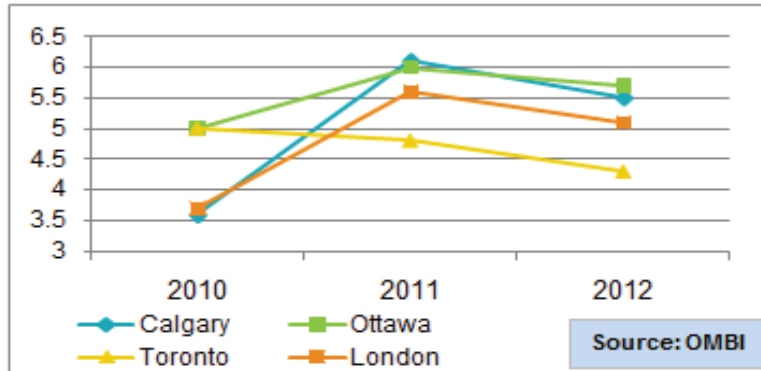
The percent of tax in arrears can be influenced by a number of factors, including the strength of the local economy, legislation and administrative policies and practices. The City of Calgary compares favourably to the majority of municipalities in the comparator group.

#### Improvement Initiatives & Action Plan 2015-2018

The CFOD will continue to manage the collection of business taxes, property taxes and corporate receivables and does not anticipate any significant variance to the write-off targets identified. In 2012, Council approved the consolidation of the business tax into non-residential tax beginning in 2014, and CFOD will complete the phasing by 2019, which will contribute to reducing tax arrears.

## CA: Chief Financial Officer's Dept - Benchmarking

### Average Number of Bids per Call



Acquiring goods and services through a procurement process encourages an open and competitive bidding process for the acquisition and disposal of goods. A higher number of bids per call indicates higher participation in the bidding process.

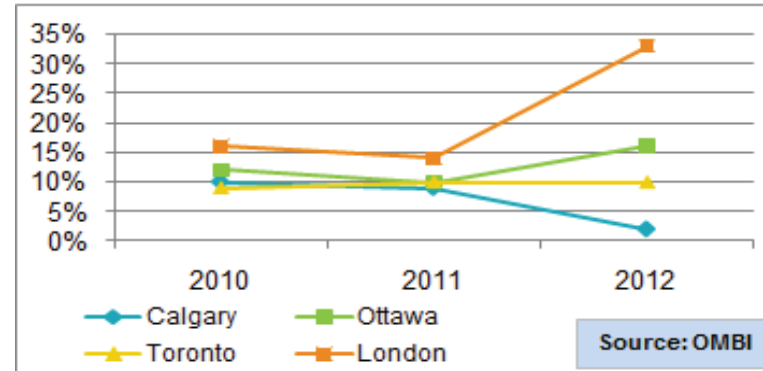
#### Learning and Best Practices

The average number of bids received per call can be influenced by a number of factors including economic conditions, geographic location, processes, policies and supply and demand conditions. The City of Calgary compares favourably to most municipalities in the comparator group over time.

#### Improvement Initiatives & Action Plan 2015-2018

The CFOD will pursue several actions over the next four years to enhance the procurement function including: providing more innovative governance on sourcing to internal clients; implementing a new Request for Proposal (RFP) process to maximize competition through the tendering process; and, pursuing opportunities to facilitate the consolidation of purchasing requirements across business units.

### Per cent of billings outstanding over 90 days



This is an indication of the municipality's ability to collect revenue to which it is entitled in a timely, accurate, and efficient manner. Smaller percentages are an indication that a larger proportion of billed revenue has been collected in a timely and efficient manner.

#### Learning and Best Practices

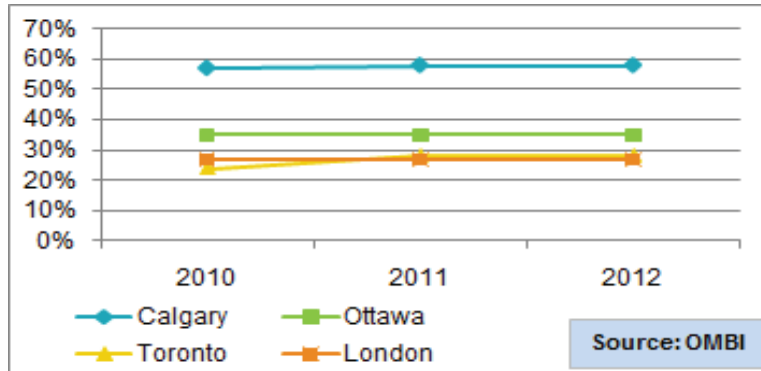
Outstanding billings can be influenced by a number of factors, including general economic conditions, collection practices, terms and handling of delinquencies and resource availability. The City of Calgary's performance compares favourably to most municipalities in the comparator group over time.

#### Improvement Initiatives & Action Plan 2015-2018

The CFOD will continue to manage the collection of business taxes, property taxes and corporate receivables, and does not anticipate any significant variance in collections or the aging profile of accounts receivable.

## CA: Chief Financial Officer's Dept - Benchmarking

### Property tax accounts using pre-authorized payment plans



This is an indication of the level of participation in tax instalment payment plans. Participation in this plan results in more reliable and consistent income for The City, and greater participation is encouraged.

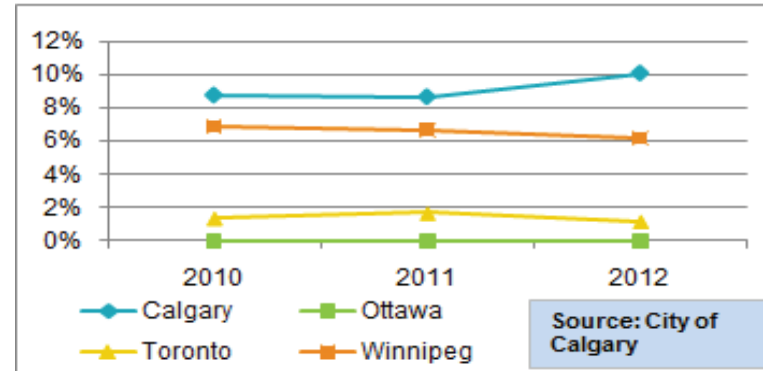
#### Learning and Best Practices

Pre-authorized payment plan participation can be influenced by a number of factors including economic conditions, the number of instalments available, due dates and the level of promotion of the plan. A pre-authorized payment plan provides convenience for tax-payers and reduces cash-flow volatility and short-term borrowing for the sponsor municipality. The City of Calgary enjoys the highest participation rate amongst the group of municipalities compared.

#### Improvement Initiatives & Action Plan 2015-2018

The City of Calgary currently has a high participation rate and limited ability to incent further participation. The CFOD will continue to encourage participation in this program and has introduced performance targets proposing modest increases in the participation rate.

### Fiscal Stability Reserve as a percentage of total city expenditures



This is an indication of the level of contingent funds available to address operational emergencies and urgent or contingency capital expenditures, and to compensate for unplanned revenue reductions with significant financial impacts. A larger percentage indicates a higher level of reserve capacity.

#### Learning and Best Practices

Reserves are part of good management and provide a measure of financial flexibility to react to budget shortfalls or the financial impact of significant unexpected issues in a timely manner. A properly balanced approach to the planning and use of reserves is considered good financial management and is a key component when The City of Calgary's credit rating is reviewed.

#### Improvement Initiatives & Action Plan 2015-2018

Per City policy, the FSR must maintain a minimum balance of five per cent of The City's tax-supported gross expenditures with a target of 15 per cent. The CFOD will continue to monitor these balances and provide governance needed to ensure the prudent stewardship of these funds.

CA: Chief Financial Officer's Dept - Actions for Council Approval

For Council Approval

**Corporate Administration Commitment:**  
Provide sound governance, financial, legal, security and risk management advice to The City so that the economy and Calgarians can prosper.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Provide analytical and operational support to initiatives, such as the Business Tax Consolidation, which foster a supportive business environment.	TTS
	P4.2 Support Business Revitalization Zones (BRZs) through the collection of BRZ levies and associated reporting.	TTS
P5 Seek out partnerships with other governments and community partners to achieve community well-being.	P5.1 Provide financial analysis to evaluate the impact of alternative funding mechanisms.	GPR, TTS



CA: Chief Financial Officer's Dept - Actions for Council Approval

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Corporate Administration Commitment:**  
Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N2 Build resiliency to flooding.	N2.1 Pursue resiliency and recovery funding from various sources including provincial programs and insurance.	FNCS
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Refine, update (as needed) and implement a departmental business continuity plan.	FNCS, GPR, PW, TTS
	N3.2 Ensure The City's financial capacity and stability to bolster the organization's resiliency and capability to respond to emergencies.	GPR, TTS
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	N6.1 Provide financial support and analysis, including forecasting key economic and financial indicators, to inform The City's growth management strategies.	FNCS, GPR
	N6.2 Utilize more value for money audits, P3 approaches and innovative financing techniques on project financing, and develop an internal loan policy.	TTS



CA: Chief Financial Officer's Dept - Actions for Council Approval

For Council Approval

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and has the opportunity to participate in civic life.

**Corporate Administration Commitment:**

Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.3 Ensure The City's financial sustainability through periodic reviews and updates of the Long Range Financial Plan to address systemic issues challenging The City's financial sustainability.

GPR

N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.

N7.1 Provide problem-solving consultation, financial forecasts and projections to clients to ensure shared understanding of financial implications on funding options/alternative financing agreements.

FNCS, GPR

N7.2 Consider and promote new and innovative financing techniques for project financing to provide infrastructure.

TTS



CA: Chief Financial Officer's Dept - Actions for Council Approval

For Council Approval

**Corporate Administration Commitment:**  
 Enable other City departments to successfully achieve mobility goals by assisting with real estate and development contract negotiations and by exploring project funding alternatives.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M1 Implement and accelerate RouteAhead as transit funding becomes available.	M1.1 Support Transportation in developing a financial plan for long-term sustainability.	FNCS, TTS
	M1.2 Explore and support new and innovative financing techniques to maximize benefits from transit funding.	TTS





CA: Chief Financial Officer's Dept - Actions for Council Approval

For Council Approval

**Corporate Administration Commitment:**  
 Work with City departments to provide legal, financial, security and risk management advice on projects and initiatives which encourage a healthy environment and healthy living.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	H1.1 Support Utilities and Environmental Protection (UEP) in developing a financial plan for long-term sustainability.	FNCS, GPR, TTS



For Council Approval

**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Coordinate an organization-wide program of on-going, in-depth service reviews and service improvement.	FNCS, GPR
	W2.2 Participate in a program to improve the use of performance measures and benchmarks to inform service planning and effective and efficient service delivery.	FNCS, GPR, PW, TTS
	W2.3 Provide more innovative governance on sourcing to internal clients (re: procurement policy, trade agreements).	PW
	W2.4 Determine optimal amounts of working capital, investment mix and sound investment strategies to preserve capital and increase returns to The City.	TTS
	W2.5 Develop and implement debt management strategies to lower The City's interest costs and address risks and provide for financial flexibility.	TTS



For Council Approval

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**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.

W2.6 Continue to provide stewardship to effectively participate in utility regulatory proceedings and provincial energy policy development to protect the interests of The City of Calgary.

GPR

W2.7 Provide support as financial advisors to the business units, including contracting out, buy/lease analysis and variance analysis.

FNCS

W2.8 Provide support and guidance to business units in the interpretation and application of policies and adherence to internal controls.

FNCS

W2.9 Review and update the Long Range Financial Plan to encourage progress toward the organization's long-term financial goal of sustainability.

GPR

W2.10 Participate in a Zero-Based Review of the CFOD in 2017/2018 to improve service efficiency and effectiveness.

FNCS, GPR, PW, TTS



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Administration Commitment:**

Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.

W2.11 Participate in Tomorrow's Workplace implementation projects in order to optimize administrative spaces.

FNCS, GPR, PW, TTS

W2.12 Promote The City's Sustainable Environmental and Ethical Procurement Policy through procurement processes, tools, and communication that enable purchasing decisions to reflect The City's goals for environmental, ethical and economic performance.

PW

W2.13 Promote safe and efficient fuel management practices.

PW

W2.14 Explore results based performance measurement including a common language and method to improve The City's programs and services as part of a performance management system.

GPR

W3 Examine opportunities for alternative service delivery for competitiveness.

W3.1 Continue to include alternative service reviews as a component of the service review process.

GPR

W3.2 Provide financial analysis including tracking of service unit costs to support the evaluation of alternative service delivery options.

FNCS, GPR



CA: Chief Financial Officer's Dept - Actions for Council Approval

For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W3 Examine opportunities for alternative service delivery for competitiveness.

W3.3 Conduct a review of the Supply costing model to ensure appropriate and representative recovery from client business units (e.g., fuel service, investment recovery).

PW

W4 Balance demand for quality City services with affordable taxes.

W4.1 Provide information to Council and the public on balancing City services with affordable taxes.

FNCS, GPR, PW, TTS

W4.2 Advance the organization-wide strategy to improve service efficiency and effectiveness through service reviews, results-based performance measurement, and corporate benchmarking.

GPR

W4.3 Pursue a hedging strategy (e.g., currency, fuel, utilities) to manage volatility.

GPR, PW, TTS

W4.4 Implement a new Request for Proposal (RFP) method to maximize competition through the tendering process.

PW

W4.5 Promote sound fiscal management, including a review of operating budget policies throughout the organization.

FNCS, GPR, PW, TTS



For Council Approval

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**Corporate Administration Commitment:**

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W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Continue to provide citizens with opportunities to gain a greater understanding of The City's business planning and budget process.

GPR

W5.2 Promote transparency and accountability in initiatives that provide citizens with information about what their Government is doing.

GPR

W5.3 Provide Council and citizens with regular reports on business plan deliverables, outcomes and The City's financial status.

FNCS, GPR, TTS

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Provide analysis and reporting which supports the management of significant economic resources essential in the delivery of The City's programs and services.

FNCS, GPR

W6.2 Review and integrate new Public Sector Accounting Board standards and best practices to ensure timely and accurate financial compliance.

GPR

W6.3 Process and maintain all financial transactions to ensure integrity and accuracy of The City's financial records.

FNCS, GPR



For Council Approval

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**Corporate Administration Commitment:**

Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.4 Maximize the residual value of public assets through the Investment Recovery process.

PW

W6.5 Review the method of prioritizing and making capital budget decisions to ensure they are financially sustainable and reflect citizens' priorities.

FNCS, GPR

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Continue to improve service delivery models, client satisfaction, and strengthen our strategic partnerships with business units by reducing red tape and streamlining the provision of service to the public.

FNCS, GPR, PW, TTS

W7.2 Leverage/develop information technology infrastructure and architecture to streamline and improve financial processes.

FNCS, GPR, PW, TTS

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.1 Coordinate cross-organizational functional reviews of selected service lines.

GPR

W8.2 Pursue opportunities to facilitate and coordinate the consolidation of purchasing requirements across business units.

PW



CA: Chief Financial Officer's Dept - Actions for Council Approval

For Council Approval

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**Corporate Administration Commitment:**

Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.

W8.3 Develop a services portfolio across the organization and implement service-based business plans and budgets.

GPR

W8.4 Develop a new method of presenting service plan and budget options to Council based on citizen facing lines of service.

FNCS, GPR

W8.5 Implement an organizational Performance Management system that integrates performance measurement, business plans and budgets, service improvement, risk management and individual performance.

GPR

W8.6 Provide information, education and guidance to enable business units to effectively identify, manage, monitor, and report on risks related to service delivery.

GPR

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Plan for employee transitions and focus on learning and development opportunities for employees in all phases of their careers.

FNCS, GPR, PW, TTS





CA: Chief Financial Officer's Dept - Actions for Council Approval

For Council Approval

**Corporate Administration Commitment:**

Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.2 Emphasize leadership effectiveness and support the growth of leaders.

FNCS, GPR, PW, TTS

W9.3 Undertake programs and initiatives that support employees' health, wellness and safety and contribute to an engaging workplace.

FNCS, GPR, PW, TTS



**CA: Chief Financial Officer's Dept - Lines of Service**

<b>Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)</b>															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Chief Financial Officer	788	788	3.0	788	788	3.0	788	788	3.0	788	788	3.0	788	788	3.0
Director's Office	756	756	3.0	844	844	3.0	793	793	3.0	847	847	3.0	832	832	3.0
Financial Client Services	17,852	4,107	140.0	18,415	4,400	142.0	18,792	4,772	142.0	19,341	5,316	142.0	19,566	5,536	142.0
Governance Planning & Reporting	12,174	12,174	69.0	11,652	11,652	70.0	12,163	12,163	71.0	12,342	12,342	72.0	12,629	12,629	72.0
Procurement & Warehousing	26,579	6,993	163.6	27,019	7,433	163.6	27,585	7,999	163.6	28,206	8,620	163.6	28,366	8,780	163.6
Tax & Treasury Services	14,694	13,645	125.9	14,602	13,554	125.9	14,962	13,913	125.9	15,392	14,344	125.9	15,473	14,425	125.9
<b>Total Business Unit</b>	<b>72,843</b>	<b>38,463</b>	<b>504.5</b>	<b>73,321</b>	<b>38,671</b>	<b>507.5</b>	<b>75,081</b>	<b>40,427</b>	<b>508.5</b>	<b>76,917</b>	<b>42,257</b>	<b>509.5</b>	<b>77,655</b>	<b>42,990</b>	<b>509.5</b>

To support Council’s vision, the CFOD will deliver services that will enhance the focus on demonstrating value for tax dollars, balancing service demand with affordable taxes, and supporting increased collaboration.

Initiatives to improve efficiency and effectiveness, such as results-based accountability, service-based budgeting and more frequent initiation of Zero-Based Reviews, will require three additional full-time equivalents (FTE) over the next four years:

1 FTE to support the design and implementation of service-based budgeting.

1 FTE to support results-based accountability.

1 FTE to support the increased frequency of Zero-Based Reviews.

Two FTEs will be requested to support Corporate Properties and Buildings (CPB). These positions are required to increase capacity within the CFOD to support growth in the business unit and will be

funded by the CPB business unit.

Through the offset of inflationary increases accommodated through efficiencies and resource reallocation, the CFOD will invest in internal capacity to support several critical initiatives, including:

1 position to address emerging public sector accounting standards (PSAB).

1 position to create additional capacity in warehousing to address increased volumes and complexity and to ensure succession in this critical function.

1 position to support the technical implementation of service-based budgeting.

Functions such as Payables and Tax will see increased transaction volumes which must be accommodated within existing resource constraints. There will also be modest budget enhancements to strengthen the workplace through training and development.

## CA: Chief Financial Officer's Dept - Lines of Service

All \$ values are in Thousands (\$000)

Financial Client Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	17,852	4,107	140.0	18,415	4,400	142.0	18,792	4,772	142.0	19,341	5,316	142.0	19,566	5,536	142.0

Over the next four years, Financial Client Services (FNCS) will focus on continuing to provide monthly operating and capital budget status reports to their respective units. They will also provide year-end status and forecasting reports to assist business units in understanding their likely year-end financial position. Over the next four years, FNCS will continue to advise and support business units, promote sound fiscal management throughout the organization, and seek efficiencies and provide services

effectively. Increasing emphasis on growth management strategies and understanding the costs of providing services will create additional opportunities for FNCS to provide financial support, analysis and modelling to business units. Two FTEs will be requested to support Corporate Properties and Buildings. These positions are required to increase capacity within the CFOD to support growth in the business unit and will be funded by the business unit.

Governance Planning & Reporting	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	12,174	12,174	69.0	11,652	11,652	70.0	12,163	12,163	71.0	12,342	12,342	72.0	12,629	12,629	72.0

Over the next four years, Governance, Planning and Reporting (GPR) will be instrumental in coordinating an organization-wide program of on-going, in-depth service reviews, including Zero-Based Reviews and alternative service reviews, to help all departments increase productivity. There will be an increase in the frequency of these reviews which will be accommodated through efficiencies and the reallocation of existing resources. This will require one additional full-time equivalent.

Transparency, accountability and citizen engagement will be promoted through initiatives that provide citizens with information about what their government is doing and through opportunities for citizens to provide input into, and gain a greater understanding of, The City's business planning and budget process. Service-Based Budgeting and

Results-Based Accountability are two initiatives that will be undertaken to prioritize and improve the performance of programs and services. These initiatives will each require one additional full-time equivalent.

The CFOD will also address and implement changes to financial reporting in order to remain in compliance with Public Sector Accounting Board Standards. This will require one additional position which will be accommodated through efficiencies and resource reallocation. To address the emerging issues challenging The City's financial sustainability, the Long Range Financial Plan will be updated with numerous strategies and actions for implementation over the 2015-2018 period.

Procurement & Warehousing	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	26,579	6,993	163.6	27,019	7,433	163.6	27,585	7,999	163.6	28,206	8,620	163.6	28,366	8,780	163.6

Procurement & Warehousing's focus will be to ensure increased strategic procurement collaboration with business units. Procurement & Warehousing will also be maximizing the identification, implementation and utilization of best practice supply information systems functionality and capabilities to streamline procurement, inventory and investment recovery processes.

To support increased collaboration across the organization, Procurement will pursue opportunities to facilitate and coordinate the consolidation of purchasing requirements across business units. Procurement will also ensure effective management of The City's inventory of public assets by

pursuing opportunities to maximize the residual value of assets through the Investment Recovery process. Procurement will also create capacity in warehousing through efficiencies and the reallocation of resources to ensure that additional warehouse locations and increased complexity in warehousing operations can be effectively managed.

The CFOD will also be challenged by growth in the city. Continuing demand for procurement services will result in increased transaction volumes which will be accommodated within existing resource constraints.

Tax & Treasury Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	14,694	13,645	125.9	14,602	13,554	125.9	14,962	13,913	125.9	15,392	14,344	125.9	15,473	14,425	125.9

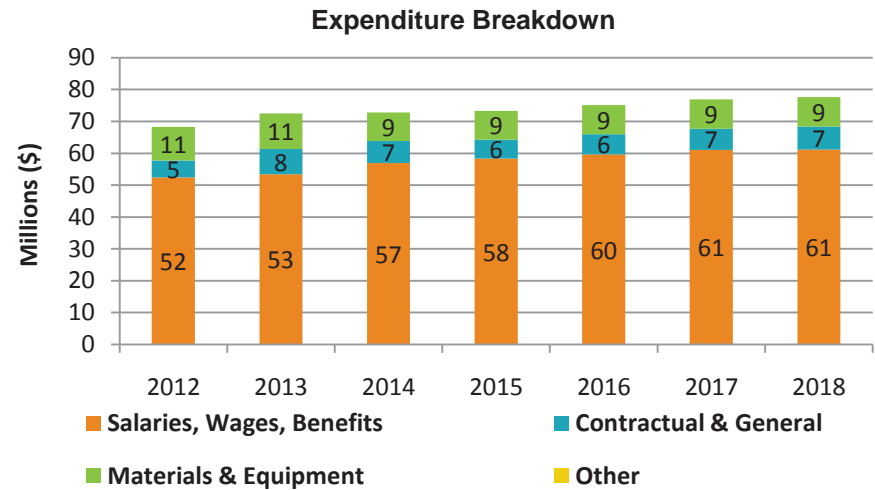
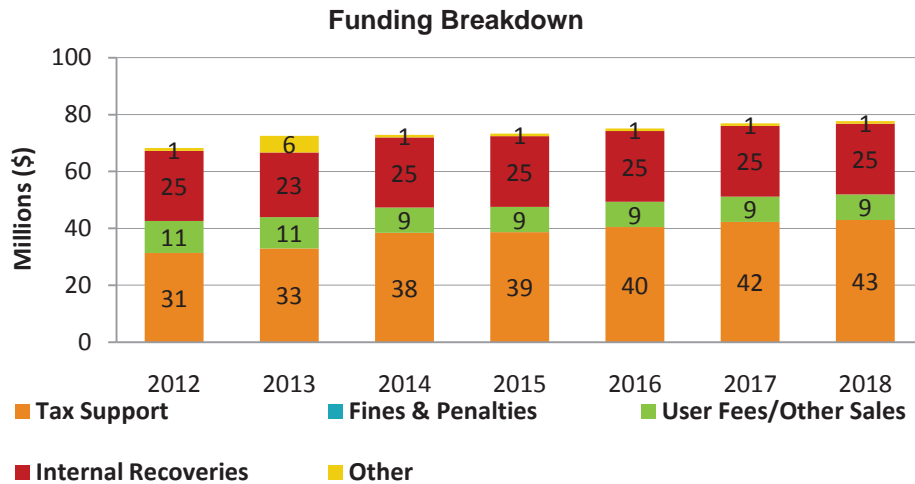
With continued demand for infrastructure and services, Tax and Treasury Services will identify and promote new and innovative techniques for project financing. In response to The City's continued growth in investments, Treasury will continue to monitor and adjust the optimal amount of working capital, investment mix and sound investment strategies to preserve capital and increase returns to The City. Growing demand for infrastructure and services will require the CFOD to remain vigilant about debt, and develop and implement debt management

strategies to lower The City's interest costs, identify and manage risks, and maintain financial flexibility.

The CFOD will also respond to challenges presented by growth in the city. Functions such as Accounts Payable, Accounts Receivable and Tax will see increased transaction volumes which will be accommodated within existing resource constraints.

## CA: Chief Financial Officer's Dept - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - The CFOD is funded through three primary sources including tax-support, internal recoveries for inventory management services and fuel to the Corporation, and user fees. The proportion of these funding sources is projected to remain relatively stable through 2015 - 2018.

**Expenditures** - The types of expenses incurred in the CFOD include primarily salaries, wages and benefits, contractual and general expenses, and materials and equipment. The proportion of these expenses is projected to remain relatively stable through 2015 - 2018.

**User Fees / Charges / Utility Rates** - The CFOD is proposing to rescind Bylaw 13M2007 and include those user fees as part of Action Plan 2015 - 2018. This will include user fees for such services as Property Tax Certificates and Property Tax Statements of Account. Fees for 2015 - 2018 are detailed in Attachment 2 and are in accordance with the User Fees and Subsidies Policy (CFO010). This change supports Council's Strategy, W4, by limiting the cost to only those who require the service.

## CA: Chief Financial Officer's Dept - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	38,463	38,671	40,427	42,257
Less: Previous Year One Time	(1,626)	(280)	(320)	(270)
Base	36,837	38,391	40,107	41,987
Efficiency Gains	(225)	(230)	0	0
Inflation	1,125	1,268	1,515	257
Service and Budget Increase	632	633	270	271
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	45	45	95	100
Re-alignments	(24)	0	0	0
One Time	280	320	270	375
<b>Total Budget Change</b>	<b>1,834</b>	<b>2,036</b>	<b>2,150</b>	<b>1,003</b>
<b>Total Budget</b>	<b>38,671</b>	<b>40,427</b>	<b>42,257</b>	<b>42,990</b>

Over the next four years, efficiency gains will be achieved through realignment of resources to create capacity for critical needs, including: technical development of service-based budgeting, compliance with public sector accounting standards and to support increased volumes and complexity in warehousing.

Inflationary increases in the CFOD budget are primarily related to salary and wage allocations for negotiated labour contracts.

Service and budget increases will be used to fund initiatives to improve efficiency and effectiveness such as Results-Based Accountability, service-based budgeting and Zero-Based Reviews.

Operating impacts of new capital include maintenance and licensing costs for initiatives to enhance efficiency and effectiveness. There are no further incremental operating impacts of capital that need to be added

to base for 2019-2024 for the capital projects identified in Action Plan.

One-time funding is primarily for external consulting resources to assist with feasibility assessments of potential innovative financing approaches including Public-Private Partnership (P3) as well as several initiatives in budget planning, citizen engagement, trends update, and population accountability measures.

There will be modest budget enhancements to contribute to organizational efficiency and effectiveness through employee training and development, and process and reporting improvements. Functions such as Payables, Receivables, Tax and Procurement will be challenged with increased transaction volumes and complexity which must be accommodated within existing resource constraints.

<b>TCA Depreciation (\$000s) - Chief Financial Officer's Dept</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
602	612	622	527

TCA Depreciation content is presented for information only.

CA: Chief Financial Officer's Dept - Operating Budget for Council Approval

For Council Approval

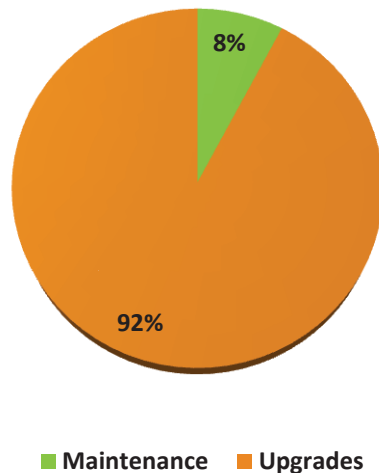
Chief Financial Officer's Dept															
Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	68,259	72,559	72,843	73,041	280	73,321	74,761	320	75,081	76,647	270	76,917	77,280	375	77,655
Recoveries	(24,621)	(22,725)	(24,614)	(24,884)	0	(24,884)	(24,889)	0	(24,889)	(24,894)	0	(24,894)	(24,899)	0	(24,899)
Revenue	(12,277)	(16,905)	(9,766)	(9,766)	0	(9,766)	(9,766)	0	(9,766)	(9,766)	0	(9,766)	(9,766)	0	(9,766)
Net	31,361	32,929	38,463	38,391	280	38,671	40,107	320	40,427	41,987	270	42,257	42,615	375	42,990
FTEs	501.5	500.5	504.5	507.5	0.0	507.5	508.5	0.0	508.5	509.5	0.0	509.5	509.5	0.0	509.5

## CA: Chief Financial Officer's Dept - Capital Budget Overview

Chief Financial Officer's Dept Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	1,500	0	0	0	0	1,500
Total New Capital Budget Requests	5,900	3,700	2,000	1,300	0	12,900
Total Business Unit Capital Budget	7,400	3,700	2,000	1,300	0	14,400

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Chief Financial Officer's Dept  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$13 Million**



**Maintenance/Replacement** - The CFOD's maintenance capital program will support Council's strategy to be as efficient and effective as possible. This includes improvements at Spring Gardens and Oliver Bowen warehouses, and the Logistics Centre, which will improve safety and working conditions, increase functionality, create more effective and efficient space optimization, and increase inventory capacity to stock critical spare parts.

**Upgrades** - The CFOD's upgrade capital program includes initiatives that will enhance safety, regulatory compliance and efficiency, including enhancements to fuelling systems, business applications, and facilities.

Upgrades to fuelling systems will be undertaken to prevent environmental risk impacts, enhance safety, and improve access to fuelling systems by customers.

In support of Council's Strategic Action to become a more efficient and effective organization, the CFOD will pursue business applications necessary to perform planning and budgeting activities for the operating and capital budget, and to support the development of service-based budgets and the introduction of results-based accountability. Other business applications are required to support on-going efficiency and productivity initiatives in the organization including: implementing vendor contract management software; compliance enhancements to the property tax system; monitoring and tracking asset transactions and several other projects which will achieve budget savings, cost avoidance or create resource capacity.

Building U will be renovated to increase functionality and space optimization. This facility is challenged by capacity constraints and storage requirements. The renovations will impact the second floor and a portion of the first floor.



**CA: Chief Financial Officer's Dept - Capital Budget Overview**

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Pay-As-You-Go	2,800	3,700	2,000	1,300	0	9,800
Lifecycle Maintenance & Upgrade Reserve	3,100	0	0	0	0	3,100
<b>Total Funding</b>	<b>5,900</b>	<b>3,700</b>	<b>2,000</b>	<b>1,300</b>	<b>0</b>	<b>12,900</b>

Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
2015-2018 Operating Budget	45	90	185	285	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	1,710	

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

**Capital Budget Listing (by Program - Project) (\$000s)**

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
736-001	Business Applications and Technology Maintenance Upgrades	U	C			4,750	3,100	1,150	-	500		4,750	
736-002	Warehouse	M	C			1,000	100	200	300	400		1,000	
736-004	Project Costing Pilot	U	C			1,000	1,000			-	-	1,000	
736-005	Planning and Budgeting Module	U	C			2,000	-	500	1,400	100		2,000	
736-006	Building U Upgrade	U	C			2,500	1,250	1,250	-	-		2,500	
<b>Total Program 736 : Finance &amp; Supply Capital</b>				-	-	11,250	5,450	3,100	1,700	1,000	-	11,250	
<b>Operating impact of capital of Program 736</b>													
	2015-2018 Operating Budget		O1				45	90	185	285	N/A	605	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	1,710	1,710	
811-003	Fueling Systems	U	C			1,650	450	600	300	300		1,650	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 811 : Fuel Systems</b>				-	-	1,650	450	600	300	300	-	1,650	
				-	-	12,900	5,900	3,700	2,000	1,300	-	12,900	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

### Explanation of Budget Requests

#### **Program 736 : Finance & Supply Capital**

##### **Project 736-001 Business Applications and Technology Maintenance Upgrades**

New budget request of \$4.750 million with funding from Pay-As-You-Go of \$1.650 million and funding from Lifecycle Maintenance & Upgrade Reserve of \$3.100 million. Business applications and technology initiatives required to: improve processes; enhance controls; mitigate risks; comply with regulatory, policy and industry standards; and replace outdated or unsupported systems and applications.

Operating impact of capital: This project requires operating costs primarily for licensing fees of \$220 thousand during 2015-2018 and \$780 thousand during 2019-2024.

##### **Project 736-002 Warehouse**

New budget request of \$1.000 million with funding from Pay-As-You-Go. Required to maintain safety for workers, prevent damage to existing equipment, and increase efficiency, functionality and space optimization.

Operating impact of capital: This project requires operating costs for parts tower maintenance of \$15 thousand during 2015-2018 and \$30 thousand during 2019-2024.

### **Project 736-004 Project Costing Pilot**

New budget request of \$1.000 million with funding from Pay-As-You-Go. TCA and cost reporting external audit requirement - enhance monitoring, tracking and auditability of TCA transactions, reduce errors, reduce risk of overloading GL, providing a consistent cost tracking and reporting module.

Operating impact of capital: This project requires operating costs primarily for licensing fees of \$260 thousand during in 2015-2018 and \$450 thousand during 2019-2024.

### **Project 736-005 Planning and Budgeting Module**

New budget request of \$2.000 million with funding from Pay-As-You-Go. Provide Finance staff with an application to perform planning and budgeting activities for operating and capital budget. We do not have a planning and budgeting system currently, the current practice is to utilize the General Ledger to perform our operating and capital budget tracking, as well as a number of excel files and access files to manage the budget for the entire corporation. There is very limited capabilities with our current system and processes. Licensing fees are expected to be approximately \$70 thousand annually.

Operating impact of capital: This project requires operating costs primarily for licensing fees of \$110 thousand during 2015-2018 and \$450 thousand during 2019-2024.

### **Project 736-006 Building U Upgrade**

New budget request of \$2.500 million with funding from Pay-As-You-Go. Limited space in Building U due to capacity constraints and storage requirements. Renovations to increase functionality and space optimization. The renovations will impact the second floor and a portion of the first floor.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

## **Program 811 : Fuel Systems**

### **Project 811-003 Fueling Systems**

New budget request of \$1.650 million with funding from Pay-As-You-Go. Maintaining sites to ensure safety compliance, and to meet latest technology and fuel requirements.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

CA: Chief Financial Officer's Dept - Capital Budget for Council Approval

For Council Approval
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Chief Financial Officer's Dept							
Capital Budget (\$000s) for Approval (Totals may not match due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	3,392	1,500	0	0	0	0	1,500
Projects Requiring Approval							
<i>Program 736 : Finance &amp; Supply Capital</i>		5,450	3,100	1,700	1,000	0	11,250
<i>Program 811 : Fuel Systems</i>		450	600	300	300	0	1,650
<b>Total Projects Requiring Approval</b>		<b>5,900</b>	<b>3,700</b>	<b>2,000</b>	<b>1,300</b>	<b>0</b>	<b>12,900</b>
Total Capital Budget	3,392	7,400	3,700	2,000	1,300	0	14,400

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# City Clerk's Office

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City Clerk's Office

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**CA: City Clerk's Office - Overview**

The City Clerk's Office provides leadership in delivering open, accessible, and impartial government to Calgarians, Council, and The Corporation in accordance with legislation. Through expertise and innovation City Clerk's provides a range of programs and services that contribute to ensuring Calgary is a well-run City.

**Administrative Services (AS)**

The Administrative Services Division delivers services to Council, The Corporation and citizens by managing the Corporate Records Programs through policies, consultation, and training, maintaining the civic Archives, providing logistical and technical support to Council and Committees of Council, providing strategic and administrative support, and performing citizen recognition and protocol functions on behalf of the Corporation.

**Election & Information Services (EIS)**

The Election & Information Services (EIS) Division supports best practices for proactive disclosure of information and provides policies, processes, consultation and education on The City's responsibilities under the Freedom of Information and Protection of Privacy Act (FOIP). EIS is also responsible for planning and carrying out civic elections, and conducting the annual civic census.

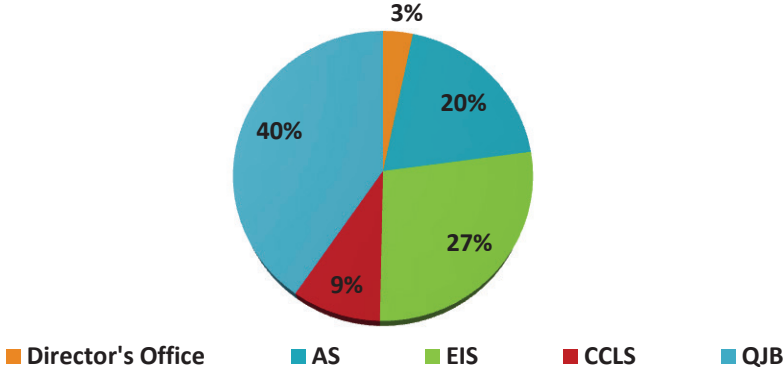
**Legislative Services (CCLS)**

The Legislative Services Division manages the City's legislative governance processes by providing meeting management support to all meetings of Council and Committees of Council, including preparing the agenda and recording and distributing minutes of the proceedings. The division also maintains The City's Boards, Commissions and Committees process, and maintains the care and custody of all bylaws, minutes, agendas, agreements, and Council's Policy Library.

**Quasi-Judicial Boards (QJB)**

The Quasi-Judicial Boards Division ensures public access to an impartial appeals process by providing administrative support to three separate boards: the Assessment Review Board (ARB); the Sub-Division and Development Appeal Board (SDAB); and the Licence and Community Standards Appeal Board (LCSAB).

**City Clerk's Office  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## CA: City Clerk's Office - Overview

### Trends

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#### Responding to Growth:

Calgary is a growing city. As citizens move to Calgary to pursue opportunities, City Clerk's will need to ensure adequate resources are put towards ensuring new residents are counted in the civic census and are provided opportunities to vote in civic elections. At the same time, population growth may mean an increase in activity at the Quasi-Judicial Boards, more requests of the Archives, and more citizen groups seeking access to citizen recognition and protocol services.

#### Meeting Customer Expectations:

City Clerk's is experiencing increasing demands and growing expectations from customers, both internal and external. In particular, there is a growing expectation of transparency and openness in municipal government. With responsibility for FOIP, the Corporate Records programs, and both the legislative and quasi-judicial appeals processes, City Clerk's plays a leadership role in administering programs and services that meet these demands. City Clerk's will continue to ensure that service delivery not only meets high standards but adapts to changing demands.

#### Adapting to Changes in Legislation and Regulation:

City Clerk's operates within a legislative and policy framework governed by provincial legislation, municipal Bylaws, and internal policies. City Clerk's will continue to adapt to changes in provincial legislation while working to play a role in shaping legislation where possible and to continually review relevant Bylaws and policies to ensure they are current and up-to-date. Important possible changes include the City Charter, the Local Authorities Election Act, and changes to the Municipal Government Act and its regulations.

#### Adapting to Technology:

Changing customer demands provides City Clerk's an opportunity to explore and enhance service delivery through technology. Making better use of online service delivery options not only provides greater accessibility for citizens but can also reduce administrative burdens and reduce environmental impact. Changing technology also poses both challenges and opportunities. City Clerk's will continue to seek innovative ways to make use of technology, ensure openness and transparency, and find efficiencies. It will be important to align technology investments with long-range trends to ensure value for money and to ensure technology helps meet legislative, bylaw or policy requirements.

### Long-Term Plans

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City Clerk's contributes to The City's Long Range Financial Plan by continually seeking ways to reduce costs and deliver services more efficiently and effectively. By exploring technological and process improvements, City Clerk's can both enhance service delivery and support innovations that are adaptable to changing needs and pressures, an objective identified in The City's sustainability plans.

### Citizen Engagement

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The engagement results indicated that citizens desire openness and accessibility, not only to their elected officials, but also to decisions and information that may affect them. These results have helped shape City Clerk's vision and informed the business unit's Action Plan focus of nurturing a culture of proactive disclosure, openness and transparency with the overall goal of continuing to build public trust and confidence in local government.



## CA: City Clerk's Office - Overview

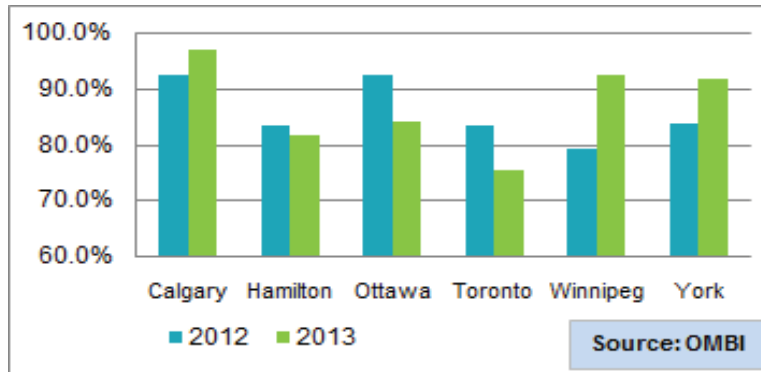
### **Council Priorities**

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The Council Priority a well-run city encompasses much of the work of City Clerk's. Specifically, City Clerk's provides leadership and expertise to allow The Corporation to be open, responsive and transparent. City Clerk's strategic actions are meant to contribute to this priority by focusing on efficiency and effectiveness, innovating and examining alternative service delivery, collaborating to encourage participation in City decision making, effectively managing the City's public assets (including records), and focusing on being citizen-centric in the delivery of services. As part of Corporate Administration, City Clerk's will also work to continue to be an employer of choice by focusing on succession planning, development opportunities, and enhancing leadership effectiveness. In addition, City Clerk's will promote a culture of safety and wellness throughout the business unit.

## CA: City Clerk's Office - Benchmarking

### Percentage of information access requests completed on time



Calgary operates under the Alberta Freedom of Information and Protection of Privacy Act and its regulations (FOIP). Municipalities in other provinces are governed by different legislative frameworks and use the timelines appropriate to their jurisdiction to determine the response rate for this measure.

In order to improve comparability, the results against which Calgary's data is graphed are from municipalities that all have a population of at least 500K and received at least 100 Access to Information requests in 2013

#### Learning and Best Practices

FOIP staff exchange practices with other jurisdictions and continually seek to balance further process and technological improvement with available funds.

#### Improvement Initiatives & Action Plan 2015-2018

In '15-'18 the Election & Information Services division within City Clerk's will seek to reduce reliance on paper files through the introduction of new technology and process improvements.

CA: City Clerk's Office - Actions for Council Approval

For Council Approval

**Corporate Administration Commitment:**  
 Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Review, update (as needed) and integrate a departmental business continuity plan.	AS
N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.	N10.1 Improve access to well-maintained archival material by offering easy to use online and in-person options.	AS



For Council Approval

**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Successfully pilot the new Subdivision and Development Appeal Board procedural and jurisdictional hearings process to bring efficiencies to the appeal process.	QJB
	W2.2 Strengthen the use of current document and records management technology and principles in order to maximize the value of existing technology, and promote business efficiencies.	AS
	W2.3 Participate in Tomorrow's Workplace implementation projects in order to optimize administrative spaces.	AS, CCLS, EIS, QJB
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Investigate alternatives to the existing legislative agenda and minutes system including a mobile friendly agenda solution.	CCLS
	W3.2 Continue to examine and enhance alternative service delivery mechanisms for elections where possible under the Local Authorities Election Act.	EIS



CA: City Clerk's Office - Actions for Council Approval

For Council Approval

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 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W3 Examine opportunities for alternative service delivery for competitiveness.

W3.3 Seek process improvements and investigate technology options to reduce reliance on paper files, particularly with respect to QJB and FOIP activities.

EIS, QJB

W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

W5.1 Continue to provide legislative support to Council and Committees, and provide reliable public access to meetings, agendas, decisions, and documents; including in person and electronically.

AS, CCLS

W5.2 Enhance and broaden public access to information about quasi-judicial processes, decisions, and powers.

QJB

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Provide records management leadership and improve corporate compliance through training, consultation and support and highlighting the importance of information as a corporate asset.

AS

W6.2 Manage the maintenance, access, preservation and storage to The City's Corporate and Archival records while ensuring public and corporate access through a variety of methods.

AS, CCLS



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

W7.1 Develop a plain language public education and outreach program to increase knowledge about Census, Elections, and Council and Committee.

CCLS, EIS

W7.2 Promote public access to information and strengthen The City's culture of proactive disclosure by providing advice, education, and training.

EIS

W7.3 Provide citizen recognition advice and support to The Corporation and provide leadership in administering The City's protocol functions.

AS

W7.4 Introduce an online Census option for Citizens allowing them to self-complete the annual Census.

EIS

W7.5 Redesign the online Council Policy Library into a user-friendly format.

CCLS



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Plan for employee transitions and focus on learning and development opportunities for employees in all phases of their careers.

AS, CCLS, EIS, QJB

W9.2 Emphasize leadership effectiveness and support the growth of leaders.

AS, CCLS, EIS, QJB

W9.3 Promote actions that support employees' health, wellness and safety, and contribute to an engaging workplace.

AS, CCLS, EIS, QJB



**CA: City Clerk's Office - Lines of Service**

<b>Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)</b>															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	490	490	3.0	493	493	3.0	501	501	3.0	519	519	3.0	516	516	3.0
Administrative Services	2,791	2,691	17.7	2,884	2,785	17.7	2,954	2,854	17.7	3,050	2,951	18.7	3,106	3,007	18.7
Election & Information Services	3,132	2,838	10.0	3,136	2,895	12.0	3,409	3,079	12.0	7,401	5,530	12.0	2,901	2,660	12.0
Legislative Services	1,342	1,342	11.0	1,371	1,371	11.0	1,406	1,406	11.0	1,452	1,452	11.0	1,472	1,472	11.0
Quasi-Judicial Boards	5,922	5,164	18.0	5,967	5,209	18.0	6,127	5,369	19.0	6,248	5,491	19.0	6,431	5,674	19.0
<b>Total Business Unit</b>	<b>13,677</b>	<b>12,525</b>	<b>59.7</b>	<b>13,851</b>	<b>12,752</b>	<b>61.7</b>	<b>14,397</b>	<b>13,209</b>	<b>62.7</b>	<b>18,671</b>	<b>15,942</b>	<b>63.7</b>	<b>14,427</b>	<b>13,328</b>	<b>63.7</b>

City Clerk's operating budget allows it to deliver on its core services to Calgarians, The Corporation and Council. City Clerk's is able to provide leadership in open and accessible government while enhancing service delivery through technological improvements. In addition to base operating funding, one-time allocations related to census, enumeration and the 2017 civic election have been incorporated. City Clerk's has

requested four additional FTEs in order to address the trends impacting the delivery of services, including growth and technological change. Staff growth will help with meeting the rising demand for services in areas such as FOIP, Corporate Records, and the ARB. Internal allocations will occur from within approved operating funds. No new funding is requested for these FTEs.



## CA: City Clerk's Office - Lines of Service

All \$ values are in Thousands (\$000)

Administrative Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	2,791	2,691	17.7	2,884	2,785	17.7	2,954	2,854	17.7	3,050	2,951	18.7	3,106	3,007	18.7

Administrative Services (AS), through Corporate Records, provides leadership in the delivery of sound records management practices by providing policies, consultation, training and tools. The section will look to enhance the program by strengthening the current document and records management technology to promote efficiencies and mitigate risk, particularly with respect to electronic records. The division also maintains and provides access to The City's Archival records and will look to improve access through both online and in-person options.

Administration Services will continue to provide support to Council and Committees by ensuring high-quality facilities, audio/visual and

broadcast systems, and other services meet the needs of stakeholders. Support will be provided to The Corporation and the business unit by administering small programs, managing City Clerk's reception and the Corporate Gift Room, and providing strategic support.

The division, through Citizen Recognitions & Protocol, will continue to provide expert advice, coordination, procedures and policies in the areas of protocol and certain corporate ceremonies, and support citizen requests for such activities as proclamations and flag raisings. The division will also continue to deliver citizen recognition functions, such as the Calgary Awards, recognitions in Council and sports recognitions.

Election & Information Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	3,132	2,838	10.0	3,136	2,895	12.0	3,409	3,079	12.0	7,401	5,530	12.0	2,901	2,660	12.0

Election & Information Services (EIS) enables citizens to participate in local government by administering elections, conducting the annual civic census, and providing access to information and protection of privacy under the Freedom of Information and Protection of Privacy Act (FOIP). 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. Separate funding, in the form of election one-time funding, will allow the division to prepare and execute the 2017 civic election.

Election and Information Services will explore, where possible, alternative service delivery mechanisms for civic elections, focusing on promoting and enhancing public access. In this regard, an online self-complete census for citizens will also be pursued to enhance service options for citizens and to find process efficiencies. While providing leadership in managing The City's FOIP responsibilities, EIS will look for ways to reduce the reliance on paper throughout the process. In addition, EIS will work to increase awareness of their services through public outreach while also strengthening The City's culture of proactive disclosure through training and tools.

All \$ values are in Thousands (\$000)

Legislative Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	1,342	1,342	11.0	1,371	1,371	11.0	1,406	1,406	11.0	1,452	1,452	11.0	1,472	1,472	11.0

Legislative Services (CCLS) delivers open and accessible government to Council, The Corporation and citizens, and enables citizens to participate in local government by managing 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 by 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 Boards, Commissions and Committees, managing the application process and providing information and assistance to all stakeholders. Legislative Services enhances public access to legislative records by

maintaining and providing access to agendas and reports, meeting minutes and bylaws.

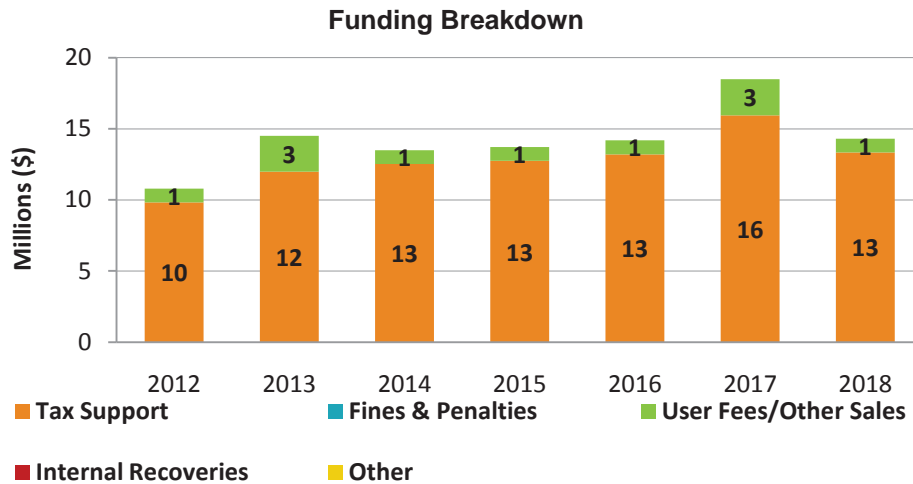
Legislative Services will continue to provide reliable and accessible Council records, including agendas and minutes as well as video of the meetings. It will also enhance its education and outreach program for citizens and investigate alternatives to the legislative agenda and minutes system, including a mobile-friendly agenda solution that will streamline the distribution process. In addition, Legislative Services will review Council's Policy Library to ensure it is accessible and user-friendly for all customers.

Quasi-Judicial Boards	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,922	5,164	18.0	5,967	5,209	18.0	6,127	5,369	19.0	6,248	5,491	19.0	6,431	5,674	19.0

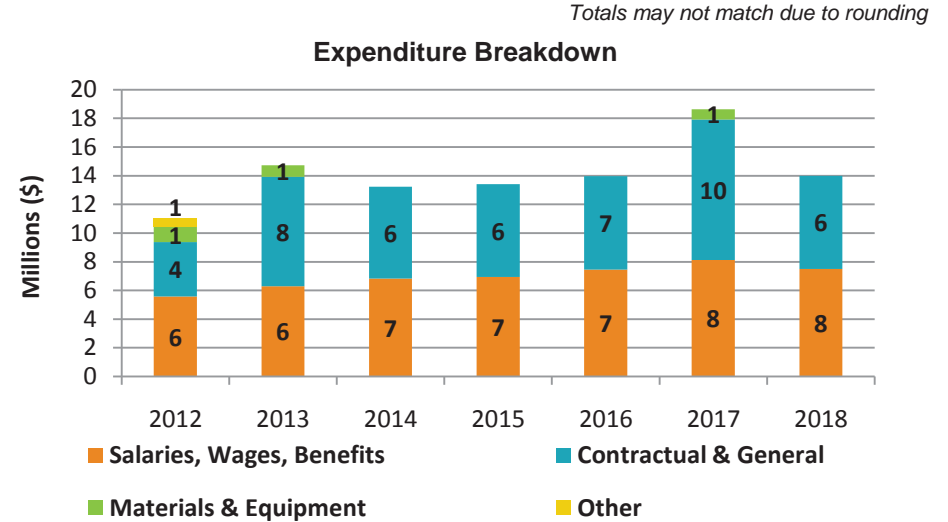
Quasi-Judicial Boards (QJB) ensure that citizens have access to an impartial and independent process to appeal or complain about certain decisions made by The City. The division ensures that complaints before the Assessment Review Board (ARB), or appeals to the Subdivision and Development Appeal Board (SDAB) and the Licence and Community Standards Appeal Board (LCSAB) are dealt with efficiently and effectively by providing administrative support and expertise to the Boards and to the parties that appear before them. The Assessment Review Board's workload and costs have the potential to vary widely from year-to-year depending on the number of property and business assessment complaints filed.

In order to enhance the appeal/complaint process for citizens and improve service delivery, the QJB will seek to bring efficiencies to the appeal process, including support for a new approach to managing procedural and jurisdictional matters before the SDAB, and refinements to the ARB's existing online systems, eCourt and ePortal. The division will also investigate ways to reduce the reliance on paper files, the production of which requires significant staff time and resources. In addition, the QJB will seek to ensure openness and transparency of the Boards by broadening access to board decisions and enhancing public information about quasi-judicial processes.

## CA: City Clerk's Office - Breakdown of the Operating Budget



**Funding Breakdown** - Funding for the City Clerk's Office is predominantly supported through taxes. Fees and other sales account for a portion of the funding, comprising filing fees for the Quasi-Judicial Boards, fees associated with filing a Freedom of Information and Privacy request, and other smaller fees. In 2017, fees make up a slightly larger portion of the budget due to the fees received as part of the agreement to administer school board elections in conjunction with the municipal election.



**Expenditures** - More than half of City Clerk's expenses are salaries and wages, which support dedicated staff with wide ranging expertise. Expenses under Contractual & General are largely consistent, with a one-time increase in 2017 related to the administration of the civic election. Other major Contractual expenses included in this category are Board Member remuneration and logistical and technical support for Council and Committees. General expenditures include expenses associated with supplies, communications, and other services that support the activities of the divisions within City Clerk's.

Operating impact of capital reflects licensing costs related to the A/V Upgrade of the Council Chamber. (Project 796-002)

**CA: City Clerk's Office - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	12,525	12,752	13,209	15,942
Less: Previous Year One Time	(337)	(270)	(419)	(2,818)
Base	12,188	12,482	12,790	13,124
Efficiency Gains	(100)	(100)	(100)	(100)
Inflation	278	307	333	203
Service and Budget Increase	100	100	100	100
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	15	1	1	1
Re-alignments	0	0	0	0
One Time	270	419	2,818	0
<b>Total Budget Change</b>	<b>563</b>	<b>727</b>	<b>3,152</b>	<b>204</b>
<b>Total Budget</b>	<b>12,752</b>	<b>13,209</b>	<b>15,942</b>	<b>13,328</b>

The budget for the City Clerk's Office has remained relatively consistent. While some growth has occurred to reflect inflation, City Clerk's has also sought to find efficiencies. Over the course of Action Plan 2015 – 2018, efficiencies are expected to be found through the implementation of an online citizen self-complete census option which should reduce costs related to census workers and administrative expenses. Other efficiencies may be found through exploring technological solutions and streamlining processes in the Administrative Services and Elections & Information Services areas. One time budget allocations represent funding to administer the enumeration and election in 2017. Funding for

the 2015 and 2016 census includes funding for additional census questions. City Clerk's has requested additional FTEs in its operating budget, though no additional funding beyond inflationary growth is being requested. Staff growth will help with meeting the rising demand for services in areas such as FOIP, Corporate Records, and the ARB.

The total future incremental operating impact of capital (2019-2024) for City Clerk's is anticipated to be six thousand added to the annual base by 2024, beginning with one thousand in 2019.

<b>TCA Depreciation (\$000s) - City Clerk's Office</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
291	316	324	234

*TCA Depreciation content is presented for information only.*

CA: City Clerk's Office - Operating Budget for Council Approval

For Council Approval

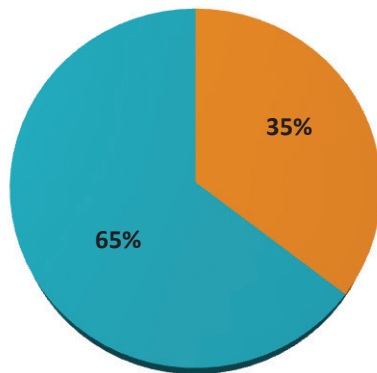
<b>City Clerk's Office</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	11,076	14,776	13,677	13,581	270	13,851	13,889	508	14,397	14,223	4,448	18,671	14,427	0	14,427
Recoveries	(235)	(110)	(124)	(71)	0	(71)	(71)	(89)	(160)	(71)	(66)	(137)	(71)	0	(71)
Revenue	(1,014)	(2,690)	(1,028)	(1,028)	0	(1,028)	(1,028)	0	(1,028)	(1,028)	(1,564)	(2,592)	(1,028)	0	(1,028)
Net	9,827	11,975	12,525	12,482	270	<b>12,752</b>	12,790	419	<b>13,209</b>	13,124	2,818	<b>15,942</b>	13,328	0	<b>13,328</b>
FTEs	58.7	58.7	59.7	61.7	0.0	<b>61.7</b>	62.7	0.0	<b>62.7</b>	63.7	0.0	<b>63.7</b>	63.7	0.0	<b>63.7</b>

**CA: City Clerk's Office - Capital Budget Overview**

City Clerk's Office						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	1,300	1,800	0	0	0	3,100
Total Business Unit Capital Budget	1,300	1,800	0	0	0	3,100

*\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.*

**City Clerk's Office  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$3 Million**



■ Upgrades ■ Service Change

**Upgrades** - Capital funding will allow City Clerk's to make investments in existing systems that support the effective management of Council and Committees, as well as online systems that serve the public by streamlining the complaints process at the Assessment Review Board. Combined with the upgrades below, this will ensure the continued provision of high-quality services to Council, The Corporation and citizens.

**Service Change** - With the requested capital funds, City Clerk's will advance a multi-year project in partnership with Information Technology to enhance the Corporate Records Management Program by expanding the use of current document and records management technology. A \$2 million, 2-year project will seek to demonstrate the benefits to The Corporation of more effectively managing electronic records. City Clerk's will also build on the existing technologies in place to support Council and Committee to enhance services and provide up-to-date technology such as projectors and meeting management solutions. Funding aimed at enhancing the online customer service portal and introducing in-hearing technology at the Assessment Review Board is also requested.

## CA: City Clerk's Office - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Pay-As-You-Go	1,300	1,800	0	0	0	3,100
<b>Total Funding</b>	<b>1,300</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,100</b>

Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+
2015-2018 Operating Budget	15	16	17	18	N/A
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	129

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program-Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015-*2019+	Growth Area
796-001	Content Suite (Phase 2) - Enterprise Document and Records Management	S	C			2,000	1,000	1,000	-	-	-	2,000	
796-002	Audio-Visual Upgrades to Council Chamber & Committee Meeting Rooms	U	C			600	100	500				600	
796-003	Assessment Review Board Online Service Enhancements	U	C			500	200	300	-	-	-	500	
<b>Total Program 796 : Furniture, fixtures &amp; equipment</b>				-	-	3,100	1,300	1,800	-	-	-	3,100	
<b>Operating impact of capital of Program 796</b>													
	2015-2018 Operating Budget		O1				15	16	17	18	N/A	66	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	129	129	
				-	-	3,100	1,300	1,800	-	-	-	3,100	

Program- Project	Project Description	Type Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
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Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

### Explanation of Budget Requests

#### **Program 796 : Furniture, fixtures & equipment**

##### **Project 796-001 Content Suite (Phase 2) - Enterprise Document and Records Management**

New budget request of \$2.000 million with funding from Pay-As-You-Go.

In keeping with the City's policy on electronic records, City Clerk's is working with Information Technology (IT) to advance a multi-year project that seeks to deliver an enterprise-class document and records management solution for all City staff. The proposed approach would eventually move all Business Units to OpenText Content Server (formerly the Livelink product). All other content repositories, including S: and H: drives, and SharePoint document libraries, would be decommissioned. This 2-year phase of the project would seek to demonstrate the value of enhancing electronic records management with a view to broader implementation in the future. All City departments and business units are in scope for this project. Calgary Police Service is out of scope. For this phase, select business units are in scope. For future phases, all City departments and business units would be brought onboard.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

##### **Project 796-002 Audio-Visual Upgrades to Council Chamber & Committee Meeting Rooms**

New budget request of \$600 thousand with funding from Pay-As-You-Go.

Audio-visual and meeting management upgrades to the Council Chamber, Council A/V control room, and minor upgrades to the Engineering Traditions committee room. Potential upgrades include projector screens, microphones, meeting management software, and room automation programming. Does not include the provision of any new committee rooms as part of the "East Atrium" (ex-cafeteria) project, nor any potential change in the number of members of Council.

Operating impact of capital: This project requires operating costs for routine maintenance and licensing fees of \$66 thousand during 2015-2018 and \$129 thousand during 2019-2024.



**Project 796-003 Assessment Review Board Online Service Enhancements**

New budget request of \$500 thousand with funding from Pay-As-You-Go.

Technology (software & hardware) improvements to improve the efficiency and effectiveness of the Assessment Review Board (ARB). Key impacted parties include administrative staff, members of the boards, and parties to hearings.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

CA: City Clerk's Office - Capital Budget for Council Approval

For Council Approval
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City Clerk's Office							
Capital Budget (\$000s) for Approval (Totals may not match due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0	0
Projects Requiring Approval							
<i>Program 796 : Furniture, fixtures &amp; equipment</i>		1,300	1,800	0	0	0	3,100
<b>Total Projects Requiring Approval</b>		<b>1,300</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,100</b>
Total Capital Budget	0	1,300	1,800	0	0	0	3,100

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# City Manager's Office

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**CA: City Manager's Office - Overview**

The City Manager's Office (CMO) supports the strategic leadership initiatives of the City Manager.

**Corporate Strategy (CS)**

Corporate Strategy supports the City Manager in advising and informing Council on strategic direction and the achievement of Council Priorities, advancing intergovernmental initiatives that contribute to the financial sustainability of The City, and creating a public service culture within Administration.

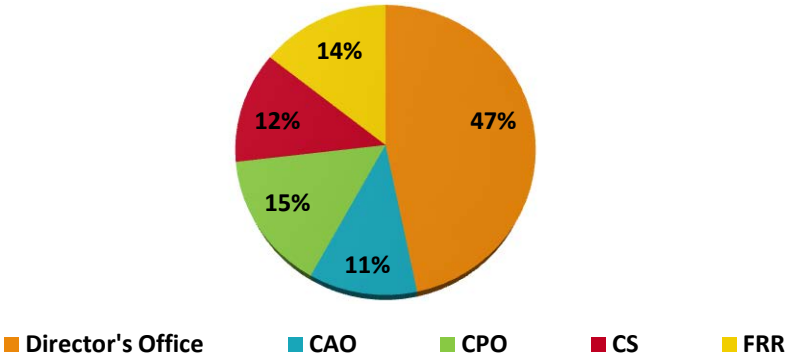
**Corporate Programs Oversight (CPO)**

Corporate Programs Oversight supports Administration in advancing programs related to proactive risk and issues management, enhanced reporting to Council on the activities of The City's subsidiary entities, and submitting reports from Administration to Council.

**Flood Recovery & Resiliency (FRR)**

Flood Recovery & Resiliency supports Corporate flood recovery and resiliency by providing central coordination of communications, reporting, acting as the provincial and federal liaison, strategic planning, budgeting and fund recovery.

**City Manager's Office  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



Values may not sum to 100%, due to rounding.

## CA: City Manager's Office - Overview

### Trends

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Many of the services of the CMO utilize advanced technology and software programs to support the submission of Council reports through the Electronic Legislative Management Solution. Long term planning for life-cycle changes in software and the assessment of the impact of technological change are critical to the ability of the CMO to contribute to Departmental objectives with efficiency and effectiveness.

Strategically planning and managing growth to advance long-term financial sustainability is key area of focus for the CMO.

Workforce demographics and anticipated challenges in key skill areas will require that the CMO continue to promote a healthy and engaging workplace that is inclusive and supports all employees and leaders in contributing their best efforts.

### Long-Term Plans

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The CMO enhances the long term ability of The City to make Calgary a great place today and for future generations through work to align the strategic focus of Administration with Council Priorities, and The City's long range policies and plans. Particular emphasis will be placed on pursuing a provincial commitment through City Charter negotiations and the Municipal Government Act review, as well as seeking out new partnership opportunities with other orders of government to address long term financial needs, and within the community to achieve community well being.

### Citizen Engagement

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Although the citizens of Calgary have indicated a high level of satisfaction with the services and programs of The City, their needs and expectations of the community are rapidly changing. The CMO will support Council and the City Manager in their strategic efforts to better serve our citizens, communities and customers by being innovative and advancing a performance focused public service culture within the organization.

### Council Priorities

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The CMO primarily supports the achievement of Council Priorities related to being a prosperous and well-run city. Continuing to transform the organization to be citizen focused in its approach and delivery of services, and pursuing new legislative options for advancing The City's ability to meet the demands of a growing community will help move the organization to successfully achieve Council Priorities in a sustainable way.

For Council Approval

**Corporate Administration Commitment:**  
Provide sound governance, financial, legal, security and risk management advice to The City so that the economy and Calgarians can prosper.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.	P3.1 Support Council to strengthen and clarify the overall governance relationship between The City and its subsidiary entities.	CPO
P5 Seek out partnerships with other governments and community partners to achieve community well-being.	P5.1 Advance collaboration across the Corporation to ensure alignment of intergovernmental priorities, and a consistent approach and Corporate message.	CS
	P5.2 Develop and undertake advocacy strategies that support departments' initiatives to further community well being.	CS
	P5.3 Provide liaison between Council and its wholly-owned subsidiary entities to enhance reporting and communication.	CPO



CA: City Manager's Office - Actions for Council Approval

For Council Approval

**Corporate Administration Commitment:**  
 Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N2 Build resiliency to flooding.	N2.1 Pursue resiliency and recovery funding from various sources including provincial programs and insurance.	FRR
	N2.2 Complete flood damage repair to the projects identified in the Municipal Infrastructure Repair Program by year end 2018	FRR
	N2.3 Continue to support Calgary citizens and property owners impacted by the 2013 flood.	FRR
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Build capacity to support realization of The City's long-term priorities	CS
	N3.2 Review, update (as needed) and integrate a departmental business continuity plan.	CS
	N3.3 Review and apply 2013 recovery lessons learned and update the recovery operations centre manual.	FRR





CA: City Manager's Office - Actions for Council Approval

For Council Approval

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Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Corporate Administration Commitment:**

Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.

N6.1 Create, lead, manage and participate in sustainability initiatives with the community and other organizations

CPO

N6.2 Coordinate a corporate approach to city wide planning and investment that integrates all planning and development activities.

CS



CA: City Manager's Office - Actions for Council Approval

For Council Approval

**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W1 Finalize a new City Charter with the province.	W1.1 Engage the Government of Alberta on new fiscal and legislative policies.	CS
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Develop sustainability tools and processes to promote and ensure efficiency and effectiveness of The Corporation	CPO
	W2.2 Participate in Tomorrow's Workplace implementation projects in order to optimize administrative spaces.	CPO
W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.	W7.1 Support the Cultural Transformation implementation in order to strengthen Administration's ability to deliver quality public service.	CS
W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.	W8.1 Continue to support Administration to maintain an integrated approach to risk management in strategic and operational plans.	CPO



CA: City Manager's Office - Actions for Council Approval

For Council Approval

**Corporate Administration Commitment:**

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W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.	W8.2 Advance policy awareness through education programs for Risk Management and Report Writing to Council and Administration.	CPO
	W8.3 Provide consultative guidance on risk management practices.	CPO
	W8.4 Provide consulting services and deliver training sessions to encourage awareness of, and adherence to, Administration's Issues Management Policy in order to assist with preventing or mitigating risk.	CPO
	W8.5 Maintain Administration policy library and implement processes to ensure accessibility of Administration policies.	CPO
	W8.6 Support Council in its determination of policy priorities and Corporate direction.	CS
	W8.7 Advance cross-corporate collaboration and integrated decision-making	CS



For Council Approval

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Plan for employee transitions and focus on learning and development opportunities for employees in all phases of their careers.

CPO

W9.2 Promote actions that support employees' health, wellness and safety and contribute to an engaging workplace.

CPO

W9.3 Advance a leadership culture that enables a respectful workplace and a progressive public service organization.

CS



**CA: City Manager's Office - Lines of Service**

<b>Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)</b>															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	3,197	3,197	9.0	3,074	3,074	9.0	3,160	3,160	9.0	3,250	3,250	9.0	3,346	3,346	9.0
Chief Administrative Office	776	776	3.0	776	776	3.0	776	776	3.0	776	776	3.0	776	776	3.0
Corporate Programs Oversight	1,341	1,341	5.0	1,037	1,037	5.0	1,037	1,037	5.0	1,037	1,037	5.0	1,037	1,037	5.0
Corporate Strategy	856	856	5.0	856	856	5.0	856	856	5.0	856	856	5.0	856	856	5.0
Flood Recovery & Resiliency	1,661	1,661	0.0	988	988	6.0	988	988	6.0	988	988	6.0	988	988	6.0
<b>Total Business Unit</b>	<b>7,832</b>	<b>7,832</b>	<b>22.0</b>	<b>6,732</b>	<b>6,732</b>	<b>28.0</b>	<b>6,818</b>	<b>6,818</b>	<b>28.0</b>	<b>6,908</b>	<b>6,908</b>	<b>28.0</b>	<b>7,004</b>	<b>7,004</b>	<b>28.0</b>

To support Council's vision, the CMO will deliver services to advance a cohesive leadership culture and collaborative workforce within Administration, and establish a shared strategic agenda focused on Council Priorities through The City's Action Plan. No new funding or FTEs are requested.

Flood recovery and resiliency activities for 2014 were resourced using one-time funding and limited term staff assignments. In 2015, CMO will add six FTEs to focus on flood mitigation and resiliency.

## CA: City Manager's Office - Lines of Service

All \$ values are in Thousands (\$000)

Corporate Programs Oversight	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	1,341	1,341	5.0	1,037	1,037	5.0	1,037	1,037	5.0	1,037	1,037	5.0	1,037	1,037	5.0

Over the next four years, the Corporate Programs Oversight group in the CMO will lead and coordinate cross-departmental sustainability initiatives, work with community partners, organizations, and citizens to develop community partnerships for achieving the imagineCALGARY long-range vision, provide coordination, education, and consultations for

the uniform and integrated management of risks and issues that may impact The City's ability to achieve its objectives, and advance a framework of principles for greater communication, reporting, and liaison between Council and the subsidiaries.

Corporate Strategy	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	856	856	5.0	856	856	5.0	856	856	5.0	856	856	5.0	856	856	5.0

Over the next four years, the Corporate Strategy Group in the CMO will build a corporate calendar and strategic agenda, build and maintain

relationships with other governments, and represent The City's interests to other governments.

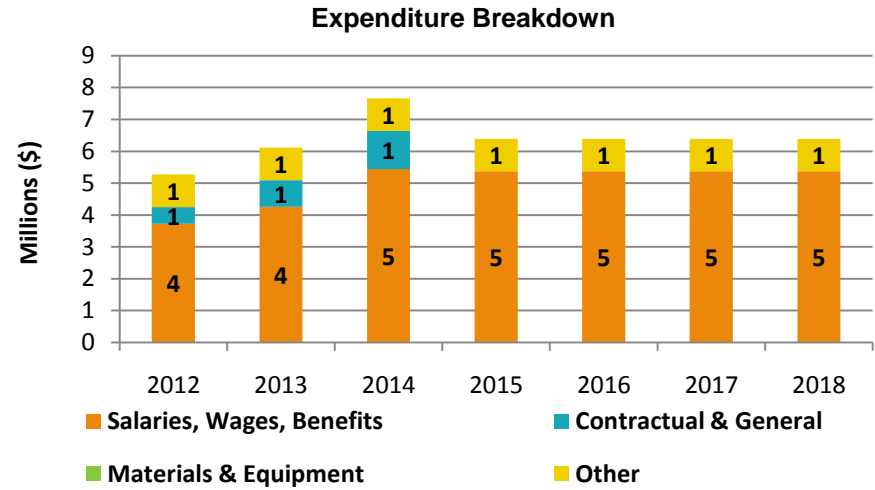
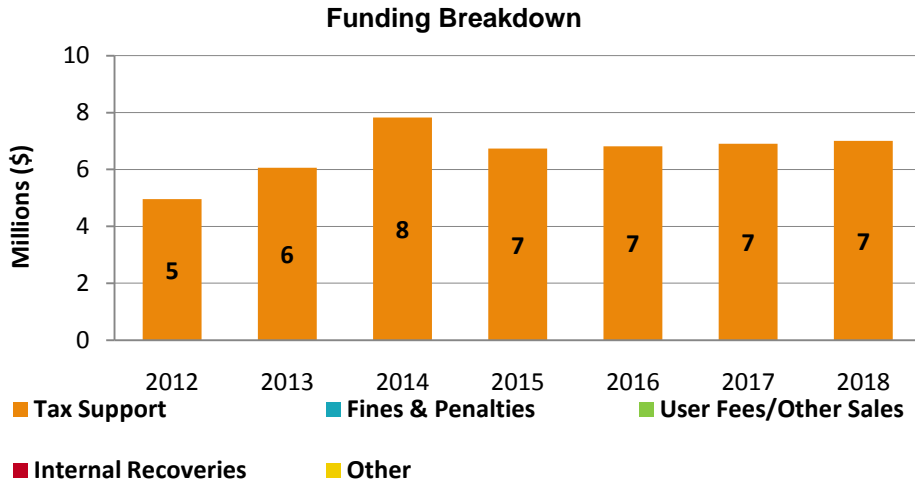
Flood Recovery & Resiliency	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	1,661	1,661	0.0	988	988	6.0	988	988	6.0	988	988	6.0	988	988	6.0

Over the next four years, the Flood Recovery & Resiliency Group in the CMO will increase resiliency and capacity to respond to any emergency situation, and pursue resiliency and recovery funding through, for example, provincial programs and insurance.

In 2015, CMO will add six FTEs to focus on flood mitigation and resiliency.

**CA: City Manager's Office - Breakdown of the Operating Budget**

*Totals may not match due to rounding*



**Funding Breakdown** - Funding for the CMO is entirely supported through taxes.

**Expenditures** - The expenditure budget for the CMO is salary and wage. Annual funding for Centre City flows through the CMO budget (\$1M - other).

**CA: City Manager's Office - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	7,832	6,732	6,818	6,908
Less: Previous Year One Time	(2,145)	0	0	0
Base	5,687	6,732	6,818	6,908
Efficiency Gains	0	0	0	0
Inflation	82	86	90	96
Service and Budget Increase	963	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	(0)	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>1,045</b>	<b>86</b>	<b>90</b>	<b>96</b>
<b>Total Budget</b>	<b>6,732</b>	<b>6,818</b>	<b>6,908</b>	<b>7,004</b>

The budget for the CMO has remained relatively consistent with increases for inflation. Service and budget increases in 2015 is for six FTEs to support flood mitigation and resiliency.

<b>TCA Depreciation (\$000s) - City Manager's Office</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
33	34	36	35

*TCA Depreciation content is presented for information only.*



CA: City Manager's Office - Operating Budget for Council Approval

For Council Approval

<b>City Manager's Office</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	5,381	6,184	7,832	6,732	0	6,732	6,818	0	6,818	6,908	0	6,908	7,004	0	7,004
Recoveries	(419)	(75)	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	(0)	(51)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	4,962	6,058	7,832	6,732	0	6,732	6,818	0	6,818	6,908	0	6,908	7,004	0	7,004
FTEs	22.0	22.0	22.0	28.0	0.0	28.0	28.0	0.0	28.0	28.0	0.0	28.0	28.0	0.0	28.0

# Law

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## CA: Law - Overview

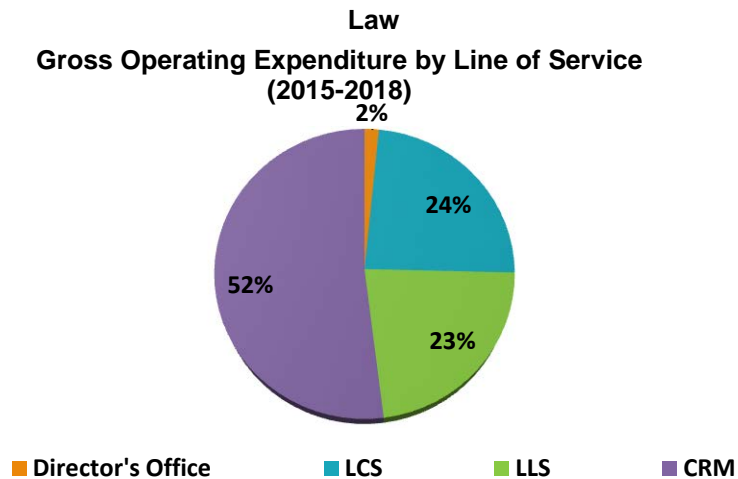
Law helps protect The City's interests for all Calgarians by providing timely, quality and cost-effective legal, security, insurance, claims and risk management services to the Mayor and Council, City Manager and General Managers and City employees. Involvement in unique, multi-disciplinary and higher risk files and projects results in Law having a broad corporate view of legislative, legal, security and other risks facing The Corporation.

Achieving Council Priorities and corporate objectives is dependent upon successfully completing the following activities, all of which are assisted by Law:

- identifying and mitigating, managing, transferring, or monitoring risk;
- identifying legislative authority and drafting and interpreting bylaws;
- procuring goods and services;
- addressing real estate, planning, development, environmental, assessment, tax, financial, intellectual property, and privacy issues;

- negotiating and executing enforceable contracts;
- addressing labour and employment matters;
- assisting with compliance and enforcement of bylaws;
- securing appropriate insurance coverage;
- advocating before quasi-judicial or regulatory bodies;
- addressing claims against The City and handling litigation;
- providing security for City staff, infrastructure and technology; and/or
- enhancing public safety.

Law's ability to maximise the benefit it provides to its clients is directly related to the timeliness of its involvement. Early engagement with staff expert in various areas of law and in security and risk management positions Law to provide proactive advice. This helps minimize risk, litigation and undue financial hardship for The Corporation, resulting in improving the likelihood of Council Priorities, corporate projects and transactions being delivered on time and on budget.



Values may not sum to 100%, due to rounding.

### Legal Services (LLS)

The division is a full service, in-house municipal law office responsible for providing legal, risk management and strategic advice on matters affecting The Corporation.

### Risk Management & Claims (CRM)

The division is responsible for investigating, adjusting, collecting, and settling claims made by and against The City and purchasing and administering insurance coverage for The City.

### Corporate Security (LCS)

The division is responsible for providing security services to protect The City's employees, visitors, information, and assets and assisting other business units in public safety initiatives.

## CA: Law - Overview

### Trends

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Trends that have and will continue to impact Law's ability to deliver quality and timely service to its clients include:

- Law's clients are engaged in dozens of lines of service. Requirements for Law's services are growing and changing as client business units deal with increased population and citizen expectations;
- The City is engaged in increasingly unique and complex transactions. Expertise in new areas of the law, insurance services and security mechanisms is required to help assess risk and negotiate and document these transactions;
- Turnover of staff in client business units has increased. This results in the need for additional training to assist new clients in identifying and managing risk.

#### Responding to Growth

Given Calgary's growth, The City must enhance its ability to finance the construction and maintenance of infrastructure. Law will have a significant role in developing a strategy for, participating in and documenting the outcome of City Charter and development levy negotiations. Law is also advising its clients on the Municipal Government Act review.

#### Meeting Customer Expectations

Law is seeking the best means to survey its clients to assess client satisfaction and advance its plans to meet clients' changing needs.

To ensure quality and timely service to assist clients in meeting Calgarians' expectations, Law must continually analyze risk associated with its clients' work and assess where Law's attention is best directed. This assessment may result in further delegations of work within Law, additional sharing of workloads with clients after appropriate training is

provided and/or determining situations in which risks are sufficiently minimal that Law's assistance is not required.

Law will participate in a Zero-Based Review in 2016.

#### Adapting to Changes in Legislation and Regulation

Law advises on municipal jurisdiction and current and emerging legislation. The City Solicitor attends all regular and some strategic planning meetings of Council and periodically attends Standing Policy and Special Committee meetings. Other lawyers attend all public hearings of Council and various Committee meetings.

Law looks forward to working more closely with Council and the City Manager to further advance a corporate vision for a model municipal government to be implemented through a City Charter. Law is also assisting its clients in responding to the Province's review of the Municipal Government Act. This work will help achieve Council's objective of maintaining existing and securing new and sustainable sources of funding to help satisfy citizens' expectations.

#### Adapting to Technology

Law must maximize its use of existing, and acquire new, technology to help achieve efficiencies in its service delivery. Members of Law are increasingly being called upon to provide advice to clients developing or acquiring new technology to meet their own needs or citizens' expectations. Corporate Security is responsible for advising clients on methods to minimize cyber security risk, a growing threat to The Corporation.

## CA: Law - Overview

### Preparing for Workforce Changes

To retain current and attract new employees with the competencies required to meet clients' increasing and changing needs, Law must continue to ensure that it provides an attractive work environment with unique developmental and educational opportunities. In addition to ensuring the provision of timely, quality and cost-effective service, managers are focused on continuing to provide a safe, respectful, collaborative, and supportive work environment for employees.

Employee survey results will be carefully monitored and used to guide actions managers and employees need to take to enhance employee engagement.

### Long-Term Plans

Law's advice and services will be required to achieve Council's long-term strategies in the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP) intended to create a more sustainable city through the integration of land use and mobility policies. Law routinely advises on legislation and real estate, financial, planning, development, and environmental issues associated with initiatives intended to achieve the goals of the MDP and CTP. In particular, Law's advice will be required on initiatives such as the Green Line Transitway, the Redevelopment Implementation Plan, the Corridor Program, the Centre City Plan, and watershed protection.

### Citizen Engagement

The Action Plan team's citizen engagement process resulted in the identification of key themes including a desire for additional transit, transportation, affordable housing, and community safety initiatives and action to address urban sprawl. Law's assistance with public safety initiatives, negotiating and documenting transactions, drafting new bylaws, helping ensure compliance with and enforcement of existing bylaws and securing appropriate insurance coverage for new infrastructure will be required to satisfy citizens' expectations.

### Council Priorities

Law provides a broad range of legal, risk management, claims and security services and this business plan includes many actions essential to positioning Council to achieve its priorities. Regardless of their individual area of expertise, each member of Law is engaged in assisting clients in the identification, mitigation, management, monitoring, or transfer of risk. That undertaking, combined with the broad corporate view of The Corporation that Law enjoys by virtue of providing services to every business unit, results in Law being well positioned to assist clients in achieving on time, on budget delivery of the projects and transactions required to achieve Council Priorities. Law's deep knowledge and wide perspective results in reduced risk to The Corporation. This ultimately benefits all Calgarians.

## CA: Law - Benchmarking

### Total Security Expenditure Ratio



An indication of corporate security expenditures as a ratio of total operating revenue. An industry standard ratio is required to maintain value added, risk-reducing, business-centered security services.

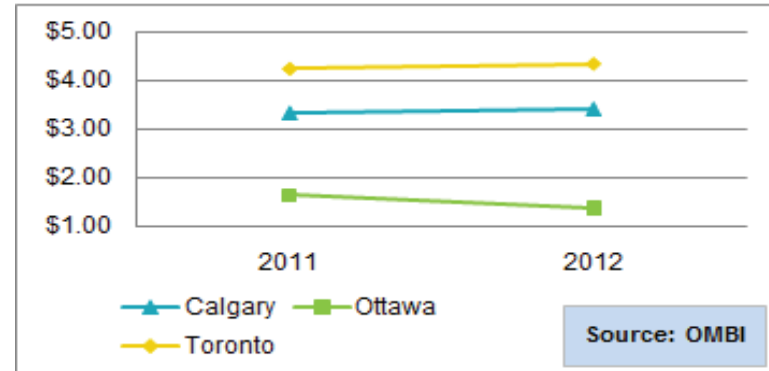
#### Learning and Best Practices

The City's 2013 total security expenditure is 0.34 per cent compared to an industry benchmark of 0.5 per cent to 1.0 per cent. Developing information security programs should have expenditures of up to 17.0 per cent of total information technology expenditures with the ratio reducing to 5 per cent to 7 per cent as the program matures. A corporation of The City's size and complexity should have 15 FTE's to sustain its information security program. The City's current expenditures for information security programs and staff fall well below industry standards.

#### Improvement Initiatives & Action Plan 2015-2018

Corporate Security continues to improve efficiency and ensure strategies are aligned with clients' needs. One of its priorities is to implement capital improvements to The City's information security program to reduce cyber security risk. Most of Law's 2015-2018 capital budget requests are to mitigate information security risks.

### In-House Legal Operating Cost/\$1000 Municipal Expenditure



2011 and 2012 results are outlined below.

#### Learning and Best Practices

- In-house legal operating cost/\$1,000 municipal operating and capital expenditures: Calgary \$3.34/\$3.42; Toronto \$4.25/\$4.69; Ottawa \$1.63/\$1.37
- External legal operating cost/\$1,000 municipal operating and capital expenditures: Calgary N/A/\$0.18; Toronto N/A; Ottawa \$1.25/\$0.92
- Cost/hour of in-house legal service: Calgary \$137/\$129; Toronto \$150/\$170; Ottawa \$117/\$98
- Cost/hour of external legal service: Calgary N/A/\$417; Toronto N/A; Ottawa \$234/\$221

#### Improvement Initiatives & Action Plan 2015-2018

External legal services in Calgary are expensive and rates are rising. Law limits its use of external lawyers to where unique expertise is required or internal lawyers' workloads do not allow them to meet clients' timeframes. Law has recommended developing service profiles for all OMBI participants to ensure that future years' results will be far more comparable.

For Council Approval

**Corporate Administration Commitment:**  
Provide sound governance, financial, legal, security and risk management advice to The City so that the economy and Calgarians can prosper.

A prosperous city  
Calgary continues to grow as a magnet for talent, a place where  
there is opportunity for all, and the best place in Canada  
to start and grow a business.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Advise clients on assessment and tax matters and tax mitigation proposals, attend assessment appeal hearings as required and represent The City at applications for judicial review.	LLS
	P4.2 Advise clients on municipal jurisdiction, draft or amend business license bylaws and assist clients in compliance and enforcement activities.	LLS
P6 Increase affordable and accessible housing options.	P6.1 Review municipal jurisdiction and proposed legislation, advise clients on insurance requirements and risks and draft required real estate, planning, development, financial and construction agreements.	CRM, LLS
	P6.2 Undertake physical and system security risk assessments and recommend risk mitigation strategies for City-owned affordable or accessible housing.	LCS





For Council Approval

A prosperous city  
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there is opportunity for all, and the best place in Canada  
to start and grow a business.

**Corporate Administration Commitment:**  
Provide sound governance, financial, legal, security and risk management advice to The City so that the economy and Calgarians can prosper.

P7 Continue policies and programs to reduce the number of people living in poverty.

P7.1 Provide legal and risk management advice to assist clients in implementing actions intended to achieve the objectives in Council's Poverty Reduction Initiative.

LLS

P10 Expand our library system and enhance access to technology and information.

P10.1 Assist with negotiations for and draft required real estate, planning, development, finance and construction agreements for the new Central Library.

LLS

P10.2 Assist with negotiations for and draft leases for existing libraries.

LLS

P10.3 Undertake physical and system security risk assessments and advise on risk mitigation strategies for all new facilities and advise on or secure appropriate insurance coverage for all existing and new facilities.

CRM, LCS



For Council Approval

**Corporate Administration Commitment:**  
 Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

A city of inspiring neighbourhoods  
 Every Calgarian lives in a safe, mixed and just neighbourhood,  
 and has the opportunity to participate in civic life.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	N1.1 Participate in comprehensive reviews of the Community Standards Bylaw and other bylaws, advise on compliance and enforcement mechanisms and prosecute offences.	LLS
	N1.2 Through partnerships with strategic private entities, expand the public safety closed circuit television (CCTV) network to locations identified in consultation with the Calgary Police Service and Animal & Bylaw Services.	LCS
	N1.3 Through continued participation in the Centre City Impact Safety Team of the Clean to the Core program, support public safety initiatives by the Calgary Police Service and Animal & Bylaw Services.	LCS
N2 Build resiliency to flooding.	N2.1 Provide legal advice and draft agreements to support capital and operational resiliency projects.	LLS



A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Corporate Administration Commitment:**  
Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

N2 Build resiliency to flooding.

N2.2 Provide legal advice regarding Provincial and municipal regulation of development within flood hazard areas.

LLS

N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.

N3.1 Ensure that appropriate insurance coverage is in place.

CRM

N3.2 Review existing legislation and bylaws and draft new or amended bylaws as required.

LLS

N3.3 Perform threat risk assessments and comprehensive security audits on The City's physical and information technology critical infrastructure, identify risks and mitigating security factors and implement countermeasures where possible.

LCS

N3.4 Identify and review all departmental and divisional emergency response and business continuity plans and ensure that an all hazards approach takes into account known security hazards and contains plans to respond to them.

LCS



For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Corporate Administration Commitment:**

Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.

N7.1 Participate in corporate initiatives to identify methods to finance infrastructure required as a result of population growth, help clients formulate a strategic approach to negotiations with respect to development levies, participate in negotiations and draft required bylaws and agreements.

LLS

N7.2 Provide legal, insurance and risk management advice, assist with negotiations for and draft agreements required for alternative financing arrangements such as public-private partnerships.

CRM, LLS

N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.

N8.1 Provide legal advice with respect to municipal jurisdiction to support the achievement of MDP and CTP objectives.

LLS

N8.2 Assist with negotiations for and draft all agreements necessary to acquire buses, LRT vehicles and land required to achieve transportation and transit-related objectives.

LLS



CA: Law - Actions for Council Approval

For Council Approval

A city of inspiring neighbourhoods  
Every Calgarian lives in a safe, mixed and just neighbourhood,  
and has the opportunity to participate in civic life.

**Corporate Administration Commitment:**

Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

N9.1 Advise clients on the need for new or amended legislation and bylaws regarding the development or use of parks and pathways, draft required bylaws, advise clients on compliance and enforcement mechanisms and prosecute offences.

LLS

N9.2 Perform Crime Prevention Through Environmental Design (CPTED) reviews of Parks and Recreation facilities.

LCS



For Council Approval

**Corporate Administration Commitment:**  
 Enable other City departments to successfully achieve mobility goals by assisting with real estate and development contract negotiations and by exploring project funding alternatives.

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M1 Implement and accelerate RouteAhead as transit funding becomes available.	M1.1 Assist with negotiations for and draft or review all procurement documents and real estate, planning, development, financial, construction and public-private partnership agreements required to achieve the construction of the Stoney compressed natural gas transit maintenance facility.	LLS
	M1.2 Advise on or secure appropriate insurance coverage for all new infrastructure.	CRM
	M1.3 Provide consulting and project implementation services for physical and information security systems architecture. Ensure implementation of security operations and ongoing technical expertise and support. Ensure sustainment includes specific emergency response and redundancy to ensure resilience and continuity of service.	LCS



For Council Approval

A city that moves  
 People and goods can move well and safely throughout the city,  
 using a variety of convenient, affordable, accessible and  
 efficient transportation choices.

**Corporate Administration Commitment:**  
 Enable other City departments to successfully achieve mobility goals by assisting with real estate and development contract negotiations and by exploring project funding alternatives.

M2 Maximize the flow of traffic on the existing transportation network through the application of technology.

M2.1 Review technology intended to assist in furthering transportation objectives to ensure that the result of applying that technology can be used to secure compliance with, and assist in the enforcement of, bylaws.

LLS

M2.2 Ensure information security best practices and standards are applied to transportation technology initiatives and architecture. Supply monitoring and cyber response capabilities to ensure quality and sustained service.

LCS

M3 Invest in strategic road improvements in priority growth areas as funding becomes available.

M3.1 Assist with negotiations for and draft all required real estate, planning, development, financial and construction agreements.

LLS

M3.2 Assist with negotiations with the Province intended to result in the construction of the south west ring road and draft or review required agreements.

LLS

M5 Improve the taxi system.

M5.1 Review existing legislation and bylaws as issues emerge and draft new bylaws as required.

LLS



For Council Approval

**Corporate Administration Commitment:**

Enable other City departments to successfully achieve mobility goals by assisting with real estate and development contract negotiations and by exploring project funding alternatives.

M5 Improve the taxi system.

M5.2 Advise on compliance and enforcement matters including pre-charge determinations, early case resolution, prosecutions and fine collection.

LLS

A city that moves  
People and goods can move well and safely throughout the city,  
using a variety of convenient, affordable, accessible and  
efficient transportation choices.





For Council Approval

**Corporate Administration Commitment:**  
 Work with City departments to provide legal, financial, security and risk management advice on projects and initiatives which encourage a healthy environment and healthy living.

A healthy and green city  
 We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	H1.1 Assist with negotiations for and draft or review all procurement documents, real estate, planning, development, financial, construction and public-private partnership agreements required for the construction of the organics facility.	LLS
	H1.2 Review existing legislation and bylaws, draft new bylaws if required, advise on enforcement and prosecute offences.	LLS
H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.	H3.1 Provide legal advice regarding the development, drafting, application and enforcement of Council policies.	LLS
	H3.2 Assist with negotiations for and draft master servicing agreements to provide water to regional customers.	LLS



For Council Approval

**Corporate Administration Commitment:**

Work with City departments to provide legal, financial, security and risk management advice on projects and initiatives which encourage a healthy environment and healthy living.

A healthy and green city  
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.

H8.1 Provide legal advice to assist in preparing agreements required to secure the construction of new recreation facilities.

LLS

H8.2 Ensure that appropriate security assessments for new and existing recreation facilities are undertaken and that appropriate security mechanisms are in place.

LCS



For Council Approval

**Corporate Administration Commitment:**  
 Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

A well-run city  
 Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W1 Finalize a new City Charter with the province.	W1.1 Work with the City Manager to formulate a corporate vision for a model municipal government to be implemented through a City Charter.	LLS
	W1.2 Advise clients throughout the Municipal Government Act review.	LLS
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Work with clients to review and streamline existing negotiation and document preparation processes.	LLS
	W2.2 Continue to participate in the Ontario Municipal Benchmarking Initiative (OMBI) to compare The City's cost of legal services against other cities' costs.	LLS
	W2.3 Participate in a Zero-Based Review.	CRM, LCS, LLS
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Advise clients on municipal jurisdiction and identify potential increase or reduction in exposure to liability and insurance impacts associated with alternative service delivery options.	CRM, LLS



For Council Approval

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**Corporate Administration Commitment:**  
Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W3 Examine opportunities for alternative service delivery for competitiveness.

W3.2 Undertake security risk assessments of various alternative service delivery options.

LCS

W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

W6.1 Provide insurance advice and assist in negotiations for and draft all required real estate, planning, development, environmental, financial, construction or public-private partnership agreements to enhance existing, or secure the construction of new, public assets.

CRM, LLS

W6.2 Provide protection of public assets through loss prevention initiatives, timely internal investigations, adherence to robust physical and information security standards, efficient 24/7 monitoring and response and enhanced education and awareness programs.

LCS

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.1 Plan for employee transitions and focus on learning and development opportunities for employees in all phases of their careers.

CRM, LCS, LLS

W9.2 Emphasize leadership effectiveness and support the growth of leaders.

CRM, LCS, LLS



For Council Approval

**Corporate Administration Commitment:**

Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

W9.3 Promote actions that support employees' health, wellness and safety and contribute to an engaging workplace.

CRM, LCS, LLS

A well-run city  
Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.



**CA: Law - Lines of Service**

<b>Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)</b>															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	912	823	2.0	912	823	2.0	912	823	2.0	912	823	2.0	912	823	2.0
Corporate Security	10,438	4,699	28.0	12,371	6,421	30.0	13,287	7,115	32.0	14,396	7,993	32.0	14,853	8,208	33.0
Legal Services	12,525	8,298	76.5	12,783	8,336	77.5	12,867	8,420	77.5	13,199	8,752	78.5	13,360	8,913	80.5
Risk Management & Claims	24,636	4,192	22.0	28,153	1,480	23.0	29,337	1,525	24.0	30,579	1,575	24.0	31,828	1,575	24.0
Total Business Unit	48,511	18,012	128.5	54,220	17,061	132.5	56,403	17,884	135.5	59,086	19,144	136.5	60,953	19,520	139.5

New FTEs are required to continue to meet clients' ever-increasing service needs in a timely manner while concurrently investing time in reviewing both Law's and clients' processes to identify efficiencies. Costs associated with these FTEs will be recovered from clients or absorbed within budget allocations. With Law's 2015-2018 operating budget allocation and continued ability to recover costs from its clients, Law will be able to fund its growth within its operating budget.

**Risk Management & Claims Division:**

- 1 FTE in 2015: To assist clients in addressing emerging risk. Given the city's growth and additional work clients are engaged in, an additional risk analyst is required to provide more capacity for risk analysis; and
- 1 FTE in 2016: For a claims adjuster to assist in addressing more complex and numerous claims resulting from the city's growth.

**Legal Services Division:**

- 1 FTE in 2015: The volume and complexity of real estate transactions is anticipated to increase as clients seek to achieve Council Priorities. Law's clients have requested additional assistance in addressing risk associated with these transactions and in ensuring transactions close on time. This request is for an additional real estate lawyer; and

- 1 FTE in 2017 and 2 FTEs in 2018: A reassessment of workloads and clients' needs will determine the nature and placement of additional expertise in the Division.

**Corporate Security Division:**

- 2 FTEs in each of 2015 and 2016: The Corporation is highly dependent upon its ability to quickly and easily access data to carry out its business functions. The nature and number of cyber security threats to which this data and City systems is vulnerable is increasing. The Division's Information Security Section requires additional resources to address risks associated with cyber security attacks. Two additional FTEs are required in each of 2015 and 2016 to mitigate this growing risk; and
- 1 FTE in 2018: This request is for an additional investigator. The number and complexity of workplace investigations is increasing. An additional investigator will be required to conclude investigations in a timely manner.

**Expenditures:**

With the exception of the increase in the Risk Management and Claims Division's 2015 expenditures (which largely resulted from increased insurance premiums) all increases in Law are funded by operating budget allocations or recoveries.

## CA: Law - Lines of Service

All \$ values are in Thousands (\$000)

Legal Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	12,525	8,298	76.5	12,783	8,336	77.5	12,867	8,420	77.5	13,199	8,752	78.5	13,360	8,913	80.5

The Legal Services Division is comprised of lawyers expert in many areas of law supported by professional library staff, paralegals and administrative assistants. Strategic, legal and risk management advice is provided on municipal law and governance, procurement, real estate, planning, development, environmental, financial, intellectual property, assessment, tax, freedom of information and labour and employment matters. Lawyers identify legislative authority, draft contracts of all types, draft and assist with securing compliance with bylaws, prosecute offences and represent The City in lawsuits and before quasi-judicial and administrative tribunals. Lawyers also serve on corporate project teams and steering committees.

Plans over the next four years include:

- surveying clients to better understand their views around services currently provided by Law, assess clients' future needs and re-align services to meet those needs;
- working with clients to examine whether negotiations can be conducted and documents prepared in a more timely fashion; and
- ensuring that continuing professional development obligations are met and that educational opportunities are provided to ensure currency in the law and an understanding of emerging areas of law.

Risk Management & Claims	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	24,636	4,192	22.0	28,153	1,480	23.0	29,337	1,525	24.0	30,579	1,575	24.0	31,828	1,575	24.0

The Risk Management & Claims Division monitors operational risks of The City and some Civic Partners and determines cost-effective solutions to help eliminate, reduce, transfer or insure those risks. The division also manages claims made by the public in a timely, fair and equitable manner utilizing generally accepted insurance industry standards and pursues claims on behalf of The City. As the city grows, The Corporation's inventory of assets grow, resulting in increased exposure to risk. More frequent catastrophic weather-related events, such as the 2012 hail storm, the 2013 flood and the 2014 early September snowstorm, emphasize the need for increased vigilance around exploring new and innovative ways to prepare and protect The

City from damages and costs associated with such events.

Plans over the next four years include:

- developing a comprehensive inventory of City assets and new assets as they come on line to ensure adequate financial protection;
- developing and rolling out Claims' Catastrophic Claim Management system to enhance the ease and speed of submitting insurance and disaster recovery claims; and
- decreasing the time between receipt and resolution of claims of a similar nature.

Corporate Security	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	10,438	4,699	28.0	12,371	6,421	30.0	13,287	7,115	32.0	14,396	7,993	32.0	14,853	8,208	33.0

The Corporate Security Division coordinates the protection of City employees, property and information and undertakes public safety initiatives. The division's main focus areas include security operations, risk analysis and threat assessments, security plan development and implementation, protection of print and digital information, internal investigations resulting from allegations of policy breaches, fraud and other criminal activity and education and training for employees on security and safety-related issues, policies and procedures.

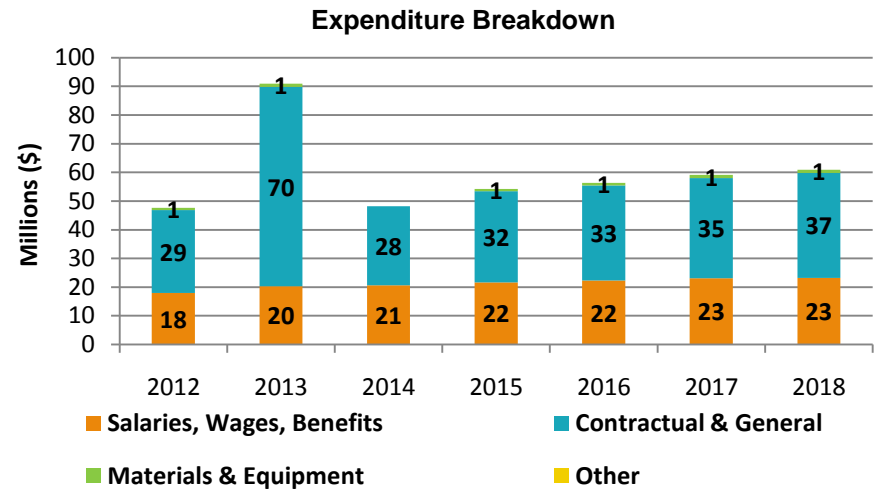
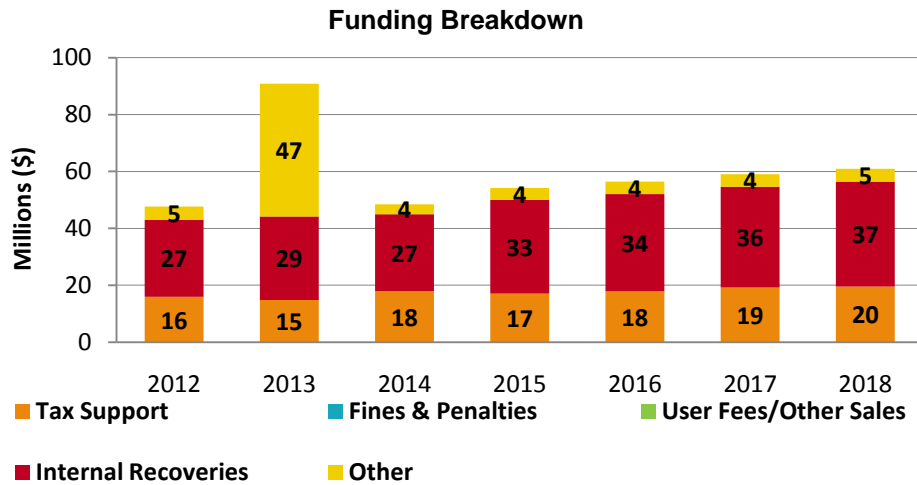
Plans over the next four years include:

- continuing to enhance Corporate Security's industry-leading physical security program and service delivery to citizens and business units through its Operations and Investigation Sections;
- implementing projects that include alternative service delivery mechanisms and enhance efficiency in Corporate Security's processes while also enhancing resilience of corporate-wide security systems (specifically focusing on critical infrastructure); and
- using a risk-based approach, implementing new corporate information security systems to mitigate cyber security risk and prevent catastrophic denial and disruption of service and data loss scenarios.



**CA: Law** - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Internal recoveries from business units are for insurance, security costs and funded FTEs. Revenue is comprised of amounts recovered from third parties responsible for damaging City assets and amounts recovered from Civic Partners for insurance.

**Expenditures** - Law's expenditure budget is comprised mainly of:

- salary and wage costs;
- the cost of purchased insurance;
- claims paid to internal business units and external third parties; and
- the cost of contracting guard services.

The majority of Law's budget is offset by recoveries and revenue.

**CA: Law - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	18,012	17,061	17,884	19,144
Less: Previous Year One Time	(2,812)	0	0	0
Base	15,200	17,061	17,884	19,144
Efficiency Gains	(334)	(384)	(268)	(324)
Inflation	344	373	403	251
Service and Budget Increase	334	384	268	324
Operating Impact of Previously Approved Capital	70	0	0	0
Operating Impact of New Capital (Incremental)	1,447	450	857	125
Re-alignments	0	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>1,861</b>	<b>823</b>	<b>1,260</b>	<b>376</b>
<b>Total Budget</b>	<b>17,061</b>	<b>17,884</b>	<b>19,144</b>	<b>19,520</b>

Previous year one time - Primarily increased insurance premiums post-flood.

Efficiency Gains/Service and Budget Increase - Law's goal is to ensure that The Corporation continues to benefit from timely, quality and cost-effective advice delivered by staff with a deep and broad knowledge of corporate operations and exposure to risk. Clients' needs are increasing and new issues will arise as a result of growth. To achieve efficiencies, Law must invest large amounts of front-end time in reviewing its and clients' business processes and use of technology, developing an enhanced understanding of clients' needs and training initiatives. Business process reviews will eventually result in streamlining document

negotiation and preparation times. Enhancing the use of records management technology will reduce document production and claims' processing times. Enhancing employees' awareness of corporate information management and conduct policies will reduce the number of workplace investigations required.

Inflation - Primarily for negotiated labour contracts and inflation.

Operating Impact of Previously Approved Capital - Flood-related resiliency projects.

Operating Impact of New Capital - Primarily to enhance public/employee safety and information security. Incremental operating impact of capital 2019-2024 will be \$50 thousand added to the base in 2019.

<b>TCA Depreciation (\$000s) - Law</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
170	153	132	101

*TCA Depreciation content is presented for information only.*

CA: Law - Operating Budget for Council Approval

For Council Approval

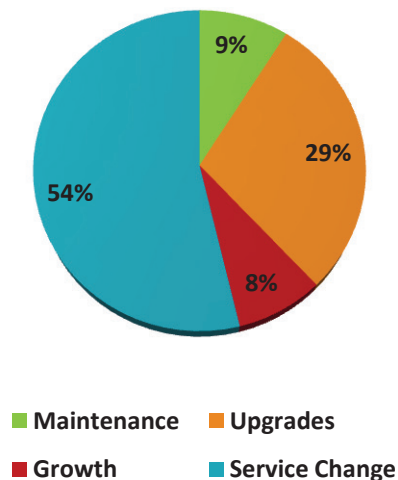
<b>Law</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	47,637	90,914	48,511	54,220	0	54,220	56,403	0	56,403	59,086	0	59,086	60,953	0	60,953
Recoveries	(27,035)	(29,413)	(26,964)	(32,968)	0	(32,968)	(34,209)	0	(34,209)	(35,508)	0	(35,508)	(36,868)	0	(36,868)
Revenue	(4,636)	(46,705)	(3,535)	(4,191)	0	(4,191)	(4,310)	0	(4,310)	(4,434)	0	(4,434)	(4,565)	0	(4,565)
Net	15,967	14,796	18,012	17,061	0	17,061	17,884	0	17,884	19,144	0	19,144	19,520	0	19,520
FTEs	117.5	125.5	128.5	132.5	0.0	132.5	135.5	0.0	135.5	136.5	0.0	136.5	139.5	0.0	139.5

## CA: Law - Capital Budget Overview

Law						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	5,400	2,000	1,500	1,700	0	10,600
Total Business Unit Capital Budget	5,400	2,000	1,500	1,700	0	10,600

\*2019+ represents projects which start within the 2015-2018 cycle and which are completed in years beyond 2018.

**Law**  
**New Capital Budget Requests by Project Type**  
 (2015-\*2019+)  
 Total \$11 Million



**Maintenance/Replacement** - \$0.950 million includes improvements to The City's emergency help phone and security intercom architecture to ensure reliability of service and upgrades to the public safety CCTV network.

**Upgrades** - \$3.070 million includes upgrades to Risk Management and Claims' risk tracking system and to Corporate Security's video management system. It also includes enhancements to video analytics systems which, in addition to providing security alarms and metrics, would provide other business units with business analytics such as building utilisation rates.

**Growth** - \$0.880 million includes funds to implement corporate-wide information security projects to advance intrusion prevention systems, enhance email, data and network protection and respond to cyber security incidents.

**Service Change** - \$5.700 million includes:

- \$2.000 million to implement roles-based access to City information and buildings to minimize manual data entry time and reduce data loss risks;
- \$1.000 million for Information Security relocation to centralise staff, provide a testing environment for cyber security systems and afford room for growth;
- \$0.850 million for a security incident/event management system to monitor critical information technology systems for cyber incidents;
- \$0.800 million for advanced intrusion prevention technology to align with Information Technology's Common Gateway project; and
- \$0.770 million to provide backup systems for corporate-wide security systems and ensure redundancy in the event of a catastrophic event.

## CA: Law - Capital Budget Overview

Funding for Capital Projects <small>(Totals may not match due to rounding)</small>	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Pay-As-You-Go	5,400	2,000	1,500	1,700	0	10,600
<b>Total Funding</b>	<b>5,400</b>	<b>2,000</b>	<b>1,500</b>	<b>1,700</b>	<b>0</b>	<b>10,600</b>

Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
2015-2018 Operating Budget	1,447	1,897	2,754	2,879	N/A	8,977
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	17,274	17,274

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

### Capital Budget Listing (by Program - Project) (\$000s)

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
710-021	Public Safety Network CCTV Expansion and Redundancy	M	C			405	105	100	100	100		405	
710-022	Replacement of Two Way Radios	S	C			300	300					300	
710-023	Highly Restricted Zone Architecture and Account Password Vault	U	C			250	250					250	
710-024	USB Encryption and Malware Prevention	S	C			400	200	200				400	
710-025	Incident and Event Management System	S	C			850	425	250	175			850	
710-026	Intrusion Prevention Systems	S	C			800	700	100				800	
710-027	Vulnerability License Additions	G	C			250	250					250	
710-028	Roles-Based Access Project	S	C			2,000	250	500	625	625		2,000	
710-029	E-mail Security Enhancements	S	C			300	300					300	
710-030	Cybersecurity Suite	S	C			300			150	150		300	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
710-031	Network Analytics	S	C			250				125	125	250	
710-032	E-Discovery and Forensics	S	C			300	300					300	
710-033	Life Safety/Security Power & Network Redundancy	G	C			625	375	200	50	-	-	625	
710-034	Commend Security Intercom Redundancy	M	C			550	250	150	100	50		550	
710-035	Enterprise System Redundancy Project	U	C			770	770				-	770	
710-036	Video Analytics and Video Management Software Solutions	U	C			400	100	100	100	100		400	
710-037	Risk Management & Claims - Riskmaster Upgrades and GIS Integration	U	C			400				400		400	
710-038	Office relocation and upgrades	U	C			1,000	600	400				1,000	
710-039	Information Management System	U	C			250	225	-	-	25	-	250	
710-040	Training and E-Learning Systems	S	C			200			75	125		200	
<b>Total Program 710 : Law Security</b>				-	-	10,600	5,400	2,000	1,500	1,700	-	10,600	
<b>Operating impact of capital of Program 710</b>													
<i>2015-2018 Operating Budget</i>			O1				1,447	1,897	2,754	2,879	N/A	8,977	
<i>2019 and beyond Operating Plan</i>			O2				N/A	N/A	N/A	N/A	17,274	17,274	
				-	-	10,600	5,400	2,000	1,500	1,700	-	10,600	

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Category: A=Project in Progress, C=New Project, O1=2015-2018 Operating Cost, O2=2019 and beyond Operating Cost

Budgets and/or operating impact of capital beyond 2019 are included in 2019 and are detailed in the Explanation section

## Explanation of Budget Requests

### Program 710 : Law Security

#### **Project 710-021 Public Safety Network CCTV Expansion and Redundancy**

New budget request of \$405 thousand with funding from Pay-As-You-Go.

Funding this initiative will result in increasing the number of public safety network CCTV cameras and assist with replacing cameras and equipment as it reaches the end of its lifecycle. Further, it will add power back-up systems to ensure that systems remain operational during power and network failures.

**Operating impact of capital:** This project requires \$300 thousand in operating costs during 2015-2018 and \$450 thousand in operating costs during 2019-2024. Operating costs are primarily for monitoring and maintenance.

#### **Project 710-022 Replacement of Two Way Radios**

New budget request of \$300 thousand with funding from Pay-As-You-Go.

After 2015, Telus will no longer support the two way radio system currently used throughout The Corporation. Funding this initiative will enable Corporate Security to purchase new equipment to ensure the continuation of effective radio communication within Corporate Security. A new system would also have the capability of using the same communication infrastructure to communicate with first responders and other business units as that used to deliver services in the field environment.

**Operating impact of capital:** This project requires \$300 thousand in operating costs during 2015-2018 and \$450 thousand in operating costs during 2019-2024. Operating costs are primarily for monthly airtime fees and maintenance of the radios.

### **Project 710-023 Highly Restricted Zone Architecture and Account Password Vault**

New budget request of \$250 thousand with funding from Pay-As-You-Go.

About 250 City staff regularly use the highly restricted zone on The City's information technology system to store highly sensitive data such as that required to ensure that The City is compliant with the credit card industry's requirements. This system is at the end of its lifecycle and this technology must be replaced. Funding this initiative will secure replacement technology and enhance the protection of information stored in The City's Livelink system.

**Operating impact of capital:** This project requires \$248 thousand in operating costs during 2015-2018 and \$372 thousand in operating costs during 2019-2024.

### **Project 710-024 USB Encryption and Malware Prevention**

New budget request of \$400 thousand with funding from Pay-As-You-Go.

In 2010, The City deployed full disk encryption on all City laptops to prevent access to City data if laptops were lost or stolen. Funding this initiative will allow the installation of this software on all City hardware (e.g. USB memory sticks, portable hard drives) attached to City computers, resulting in a reduced risk to The Corporation of City and citizens' data being released. This will also reduce the risk of viruses being introduced into The City's network.

**Operating impact of capital:** This project does require \$400 thousand operating costs of capital during 2015-2018 but requires \$600 thousand in operating costs during 2019-2024 . Operating costs are primarily for software licensing fees.

### **Project 710-025 Incident and Event Management System**

New budget request of \$850 thousand with funding from Pay-As-You-Go.

Funding this initiative will result in the implementation of a monitoring system for critical information technology systems such as the 911, credit card payment and electronic fare collection systems. Securing an external service provider to undertake this function is the most cost-effective option as doing so negates the need to implement a high-tech monitoring centre for information security and avoids the need to hire up to an additional eight FTEs to operate that system.

**Operating impact of capital:** This project requires \$1.65 million in operating costs during 2015-2018 and \$3.6 million in operating costs during 2019-2024.



### **Project 710-026 Intrusion Prevention Systems**

New budget request of \$800 thousand with funding from Pay-As-You-Go.

Funding this initiative will result in the implementation of a corporate-wide intrusion prevention system within The City's computer infrastructure to enhance the protection of City information technology assets and data. This project's objectives align with the Common Gateway project that Information Technology is implementing.

**Operating impact of capital:** This project requires \$800 thousand in operating costs during 2015-2018 and \$1.2 million in operating costs during 2019-2024.

### **Project 710-027 Vulnerability License Additions**

New budget request of \$250 thousand with funding from Pay-As-You-Go.

Funding this initiative will result in an increased number of vulnerability management software licenses. This will help ensure that all City computer infrastructure can be scanned to identify and mitigate risks based on known vulnerabilities.

**Operating impact of capital:** This project requires \$320 thousand in operating costs during 2015-2018 and \$480 thousand in operating costs during 2019-2024.

### **Project 710-028 Roles-Based Access Project**

New budget request of \$2.000 million with funding from Pay-As-You-Go.

The City currently has a labour intensive approach to ensuring that new employees or employees moving between positions are provided with appropriate access to City systems. Funding this initiative will result in position numbers automatically being assigned the appropriate level of access to both City space and computers. New staff will automatically receive the access required to perform their functions. Staff transferring from one City position to another will automatically lose access to information and space to which they are no longer entitled and gain access to new information and space they need to perform in their new role. Outcomes of this project include significant reductions in time City staff currently spend manually entering and administering access. Further, The City will have a higher degree of assurance that City staff have access only to information and space required for their position. Implementing this initiative also supports the goals of the Tomorrow's Workplace initiative while reducing risk associated with increasing numbers of City staff working from various locations.

**Operating impact of capital:** This project requires \$1.0 million in operating costs during 2015-2018 and \$1.5 million in operating costs during 2019-2024. Operating costs are primarily for ongoing maintenance of data to ensure system integration and effectiveness.

### **Project 710-029 E-mail Security Enhancements**

New budget request of \$300 thousand with funding from Pay-As-You-Go.

This project aligns with Information Technology's initiative to upgrade the current exchange 2007 e-mail system that will be at the end of its lifecycle in 2017. Funding this project will ensure the installation of security enhancements required to address data loss, allow e-mail encryption and protect against e-mail viruses.

**Operating impact of capital:** This project requires \$300 thousand in operating costs during 2015-2018 and \$450 thousand in operating costs during 2019-2024.

### **Project 710-030 Cybersecurity Suite**

New budget request of \$300 thousand with funding from Pay-As-You-Go.

Funding this initiative will help address risk to City information and systems by allowing the implementation of technology to respond to cyber attacks, an ever-increasing threat to The Corporation.

**Operating impact of capital:** This project requires \$440 thousand in operating costs during 2015-2018 and \$1.32 million in operating costs during 2019-2024.

### **Project 710-031 Network Analytics**

New budget request of \$250 thousand with funding from Pay-As-You-Go.

To readily identify anomalous information technology network traffic that may be associated with malicious activity, a clear understanding of current network traffic and the interaction of various computer systems is required. Funding this initiative will result in systems being implemented that will allow staff in Information Technology and Corporate Security to fully understand both current and future network behaviour of The City's computer infrastructure.

**Operating impact of capital:** This project requires \$124 thousand in operating costs during 2015-2018 and \$372 thousand in operating costs during 2019-2024.

### **Project 710-032 E-Discovery and Forensics**

New budget request of \$300 thousand with funding from Pay-As-You-Go.

The City is increasingly subject to large lawsuits in which the production of thousands of documents is required. Having the ability, through an e-discovery tool, to produce, manage and search those documents by electronic means will save many hours of time that staff would otherwise devote to photocopying and preparing binders of documents and manually searching through documents while preparing for trials and at court. Both Corporate Security's investigators and City Clerk's Office staff dealing with freedom of information requests would also benefit from having electronic access to documents. Funding this initiative will enable Corporate Security to provide the comprehensive digital information required by its investigators, members of Law's Litigation Division and City Clerk's Office staff. Securing an external service provider to undertake this work would be much more expensive than funding this request to provide Corporate Security with the staff and software necessary to perform this function.

**Operating impact of capital:** This project requires \$900 thousand in operating costs during 2015-2018 and \$1.35 million in operating costs during 2019-2024.

### **Project 710-033 Life Safety/Security Power & Network Redundancy**

New budget request of \$625 thousand with funding from Pay-As-You-Go.

Corporate Security runs corporate-wide security systems to operate The City's public safety CCTV camera network and access control and intrusion detection systems. Reliable power for, and back-up systems to, these systems do not exist. Funding this initiative will result in ensuring short-term back-up power for critical security panels, cameras and recorders, providing short-term redundancy and resilience. It will allow remote security system monitoring of power and enable Corporate Security to remotely troubleshoot issues and ensure that critical sites have redundant communications.

**Operating impact of capital:** This project requires \$675 thousand in operating costs during 2015-2018 and \$1.35 million in operating costs during 2019-2024. Operating costs are primarily for software licensing fees and system maintenance.

### **Project 710-034 Commend Security Intercom Redundancy**

New budget request of \$550 thousand with funding from Pay-As-You-Go.

Corporate Security utilizes a corporate-wide intercom system called Commend to service help phones and public emergency call boxes. The current version of this system lacks redundant capabilities in the event that one of its main components fails. There are also a number of elevator systems in City buildings that are not integrated and utilize stand alone intercom systems. Further, the Commend system is not integrated with Corporate Security's physical security information management or internal radio systems or The City's new telephone system. Funding this initiative will rectify these issues and provide the resiliency needed to maintain service to citizens and employees.

**Operating impact of capital:** This project requires \$200 thousand in operating costs during 2015-2018 and \$300 thousand in operating costs during 2019-2024. Operating costs are primarily for software licensing fees.

### **Project 710-035 Enterprise System Redundancy Project**

New budget request of \$770 thousand with funding from Pay-As-You-Go.

Corporate Security runs corporate-wide security systems to operate The City's public safety CCTV camera network and access control and intrusion detection systems. There is limited back-up for these systems when they fail as a result of building, power and/or network outages. Funding this initiative will result in implementing redundant systems and software for these systems at secondary locations physically removed from primary locations. This will ensure that even in the event of a catastrophic failure of equipment at primary sites, security operations will be maintained and protection of City critical sites and assets assured. Further, downtime from a catastrophic failure of equipment at primary sites will be minimized.

**Operating impact of capital:** This project requires \$320 thousand in operating costs during 2015-2018 and \$480 thousand in operating costs during 2019-2024. Operating costs are primarily for software licensing fees and system maintenance.

### **Project 710-036 Video Analytics and Video Management Software Solutions**

New budget request of \$400 thousand with funding from Pay-As-You-Go.

Existing CCTV cameras are nearing the end of their lifecycle. Funding this initiative will allow Corporate Security to evaluate and implement a new video management software system which will include high-definition CCTV cameras.

**Operating impact of capital:** This project requires \$250 thousand in operating costs during 2015-2018 and \$600 thousand in operating costs during 2019-2024. Operating costs are primarily for software licensing fees.

### **Project 710-037 Risk Management & Claims - Riskmaster Upgrades and GIS Integration**

New budget request of \$400 thousand with funding from Pay-As-You-Go.

The Risk Management & Claims Division currently uses a system called Riskmaster as its primary information management tool. This tool assists in identifying types and locations of claims. Riskmaster interfaces with financial information in Peoplesoft. Funding this initiative will result in upgraded software and interfaces and expand Riskmaster's integration into City geo-data bases.

**Operating impact of capital:** This project requires \$100 thousand in operating costs during 2015-2018 and \$600 thousand in operating costs during 2019-2024.

### **Project 710-038 Office relocation and upgrades**

New budget request of \$1.000 million with funding from Pay-As-You-Go.

In 2012, Corporate Security assumed responsibility for the information security function and staff formerly in Information Technology were transferred to Corporate Security. However, Information security staff remain located in various areas. Corporate Security does not have sufficient space to allow information security staff to be co-located with the balance of Corporate Security staff nor does it have any space for growth. As a result, Corporate Security has been canvassing options to house its team. Funding this initiative will result in the creation of space to accommodate information security personnel and allow an upgrade of Corporate Security's information forensics lab.

**Operating impact of capital:** This project does not require operating costs of capital.

### **Project 710-039 Information Management System**

New budget request of \$250 thousand with funding from Pay-As-You-Go.

Corporate Security requires reliable data about physical and information security countermeasures currently existing in City-owned buildings and systems to better protect City infrastructure and information. Funding this initiative will result in the creation of current and comprehensive databases of security countermeasures, the sufficiency of which will be measured against best practices. Gaps will be drawn to affected business units' attention.

**Operating impact of capital:** This project requires \$50 thousand in operating costs during 2015-2018.

### **Project 710-040 Training and E-Learning Systems**

New budget request of \$200 thousand with funding from Pay-As-You-Go.

Corporate Security currently provides in person presentations to business units on request on topics such as security in the workplace, drug and alcohol testing and workplace violence. There is no formal training program available to business units. Funding this initiative will ensure that City employees are better educated on corporate policies and procedures, their resulting responsibilities and the implications of breaches. One of the goals of this training is to aid in reducing the number of investigations required as a result of breaches of corporate policies and procedures.

**Operating impact of capital:** This project requires \$600 thousand in operating costs during 2015-2018 and \$1.8 million in operating costs during 2019-2024.

CA: Law - Capital Budget for Council Approval

For Council Approval
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Law							
Capital Budget (\$000s) for Approval (Totals may not match due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	784	0	0	0	0	0	0
Projects Requiring Approval							
<i>Program 710 : Law Security</i>		5,400	2,000	1,500	1,700	0	10,600
<b>Total Projects Requiring Approval</b>		<b>5,400</b>	<b>2,000</b>	<b>1,500</b>	<b>1,700</b>	<b>0</b>	<b>10,600</b>
Total Capital Budget	784	5,400	2,000	1,500	1,700	0	10,600

\*2019+ represents projects which start within the 2015-2018 cycle and are completed in years beyond 2018.

# Corporate Programs







## **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 telecommunication; and scholarships.

### **Key Trends and 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, investor confidence, business activity, housing starts, population growth, consumption rates and labour costs.

Forecasts for the 2015-2018 budget cycle show modest growth expectations for common revenues based on approved Council policies, interest rates and yields on investment income, assessment growth, tax, franchise fees 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 and corporate contingencies related to employee costs.

### **List of Programs**

#### **Common Revenue:**

Franchise Fees (program #857)  
General Revenue (program #860)  
Investment Income & Financial Charges (program #858)  
Taxation (program #856).

#### **Corporate Costs & Debt Servicing:**

Capital Financing Costs (program #840)  
Civic & Intergovernmental Affairs (program #863)  
Corporate Costs (program #861)  
Employee Benefits (program #787)  
Gas, Power & Telecommunications Committee (program #621)  
Scholarships (program #464).

**Corporate Programs: Common Revenue - Operating Budget for Council Approval**

For Council Approval

<b>Total Franchise Fees (Program 857) Operating Budget (\$000s)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as at June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recoveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	(230,965)	(226,508)	(218,666)	(237,733)	0	(237,733)	(249,070)	0	(249,070)	(258,768)	0	(258,768)	(268,869)	0	(268,869)
Net	(230,965)	(226,508)	(218,666)	(237,733)	0	(237,733)	(249,070)	0	(249,070)	(258,768)	0	(258,768)	(268,869)	0	(268,869)

<b>Total General Revenue (Program 860) Operating Budget (\$000s)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as at June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	22,400	37,441	33,716	33,716	0	33,716	33,716	0	33,716	33,716	0	33,716	33,716	0	33,716
Recoveries	(18)	(16)	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	(152,406)	(175,251)	(169,018)	(143,413)	(20,702)	(164,115)	(143,587)	(13,894)	(157,481)	(143,762)	(15,660)	(159,422)	(143,966)	(607)	(144,573)
Net	(130,024)	(137,826)	(135,302)	(109,697)	(20,702)	(130,399)	(109,871)	(13,894)	(123,765)	(110,046)	(15,660)	(125,706)	(110,250)	(607)	(110,857)

<b>Total Investment Income &amp; Financial Charges (Program 858) Operating Budget (\$000s)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as at June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	14,475	17,208	19,755	19,365	0	19,365	19,942	0	19,942	20,624	0	20,624	21,608	0	21,608
Recoveries	(786)	(708)	0	(300)	0	(300)	(300)	0	(300)	(300)	0	(300)	(300)	0	(300)
Revenue	(39,831)	(43,285)	(46,165)	(46,565)	0	(46,565)	(48,142)	0	(48,142)	(49,824)	0	(49,824)	(51,808)	0	(51,808)
Net	(26,142)	(26,785)	(26,410)	(27,500)	0	(27,500)	(28,500)	0	(28,500)	(29,500)	0	(29,500)	(30,500)	0	(30,500)

**Corporate Programs: Common Revenue - Operating Budget for Council Approval**

For Council Approval

Total Taxation (Program 856) Operating Budget (\$000s)															
	2012	2013	2014	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
	Actual	Actual	Total Budget (as at June 30)	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	50,154	45,463	6,840	6,840	0	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	0	0	0	0
Revenue	(1,384,749)	(1,534,527)	(1,518,451)	(1,685,069)	0	(1,685,069)	(1,799,666)	0	(1,799,666)	(1,917,466)	1,000	(1,916,466)	(2,036,066)	1,000	(2,035,066)
Net	(1,334,595)	(1,489,064)	(1,511,611)	(1,678,229)	0	(1,678,229)	(1,792,826)	0	(1,792,826)	(1,910,626)	1,000	(1,909,626)	(2,029,226)	1,000	(2,028,226)

Total Common Revenue Operating Budget (\$000s)															
	2012	2013	2014	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
	Actual	Actual	Total Budget (as at June 30)	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	87,029	100,112	60,311	59,921	0	59,921	60,498	0	60,498	61,180	0	61,180	62,164	0	62,164
Recoveries	(804)	(724)	0	(300)	0	(300)	(300)	0	(300)	(300)	0	(300)	(300)	0	(300)
Revenue	(1,807,951)	(1,979,571)	(1,952,300)	(2,112,780)	(20,702)	(2,133,482)	(2,240,465)	(13,894)	(2,254,359)	(2,369,820)	(14,660)	(2,384,480)	(2,500,709)	393	(2,500,316)
Net	(1,721,726)	(1,880,183)	(1,891,989)	(2,053,159)	(20,702)	(2,073,861)	(2,180,267)	(13,894)	(2,194,161)	(2,308,940)	(14,660)	(2,323,600)	(2,438,845)	393	(2,438,452)

**Corporate Programs: Corporate Costs & Debt Servicing - Operating Budget for Council Approval**

For Council Approval

Total Capital Financing Costs (Program 840) Operating Budget (\$000s)															
	2012	2013	2014	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
	Actual	Actual	Total Budget (as at June 30)	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	389,809	487,412	327,969	385,666	(515)	385,151	390,103	0	390,103	393,114	(1,000)	392,114	396,220	(1,000)	395,220
Recoveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	(119,467)	(171,754)	(88,750)	(86,266)	0	(86,266)	(83,803)	0	(83,803)	(80,314)	0	(80,314)	(76,820)	0	(76,820)
Net	270,342	315,658	239,219	299,400	(515)	298,885	306,300	0	306,300	312,800	(1,000)	311,800	319,400	(1,000)	318,400

Total Civic & Intergovernmental Affairs (Program 863) Operating Budget (\$000s)															
	2012	2013	2014	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
	Actual	Actual	Total Budget (as at June 30)	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	340	411	387	387	0	387	387	0	387	387	0	387	387	0	387
Recoveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	340	411	387	387	0	387	387	0	387	387	0	387	387	0	387

Total Corporate Costs (Program 861) Operating Budget (\$000s)															
	2012	2013	2014	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
	Actual	Actual	Total Budget (as at June 30)	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	38,797	57,481	110,279	184,538	4,394	188,932	258,213	0	258,213	332,724	0	332,724	421,251	0	421,251
Recoveries	(2,454)	(2,459)	(2,466)	(3,456)	0	(3,456)	(3,456)	0	(3,456)	(3,456)	0	(3,456)	(3,456)	0	(3,456)
Revenue	(14)	40,326	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	36,329	95,348	107,813	181,082	4,394	185,476	254,757	0	254,757	329,268	0	329,268	417,795	0	417,795

**Corporate Programs: Corporate Costs & Debt Servicing - Operating Budget for Council Approval**

For Council Approval

Total Employee Benefits (Program 787) Operating Budget (\$000s)															
	2012	2013	2014	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
	Actual	Actual	Total Budget (as at June 30)	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	(6,111)	(13,012)	2,310	(4,514)	0	(4,514)	(4,469)	0	(4,469)	(4,421)	0	(4,421)	(4,384)	0	(4,384)
Recoveries	(308)	(117)	(470)	(116)	0	(116)	(121)	0	(121)	(129)	0	(129)	(136)	0	(136)
Revenue	(1,501)	(1,632)	(1,840)	(2,270)	0	(2,270)	(2,310)	0	(2,310)	(2,350)	0	(2,350)	(2,380)	0	(2,380)
Net	(7,920)	(14,761)	0	(6,900)	0	(6,900)	(6,900)	0	(6,900)	(6,900)	0	(6,900)	(6,900)	0	(6,900)

Total Gas, Power & Telecommunications Committee (Program 621) Operating Budget (\$000s)															
	2012	2013	2014	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
	Actual	Actual	Total Budget (as at June 30)	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	1,279	1,367	674	875	0	875	900	0	900	925	0	925	950	0	950
Recoveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	(605)	(696)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	674	671	674	875	0	875	900	0	900	925	0	925	950	0	950

Total Scholarships (Program 464) Operating Budget (\$000s)															
	2012	2013	2014	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
	Actual	Actual	Total Budget (as at June 30)	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	41	59	73	73	0	73	73	0	73	73	0	73	73	0	73
Recoveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	41	59	73	73	0	73	73	0	73	73	0	73	73	0	73

**Corporate Programs: Corporate Costs & Debt Servicing - Operating Budget for Council Approval**

For Council Approval

Total Corporate Costs & Debt Servicing Operating Budget (\$000s)															
	2012	2013	2014	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
	Actual	Actual	Total Budget (as at June 30)	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	424,155	533,718	441,692	567,025	3,879	570,904	645,207	0	645,207	722,802	(1,000)	721,802	814,497	(1,000)	813,497
Recoveries	(2,762)	(2,576)	(2,936)	(3,572)	0	(3,572)	(3,577)	0	(3,577)	(3,585)	0	(3,585)	(3,592)	0	(3,592)
Revenue	(121,587)	(133,756)	(90,590)	(88,536)	0	(88,536)	(86,113)	0	(86,113)	(82,664)	0	(82,664)	(79,200)	0	(79,200)
Net	299,806	397,386	348,166	474,917	3,879	478,796	555,517	0	555,517	636,553	(1,000)	635,553	731,705	(1,000)	730,705

## CORPORATE PROGRAMS - Franchise Fees

### Overview

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The Municipal Government Act permits a municipality and a utility to enter into an agreement that allows the utility to pay a franchise fee to the municipality in lieu of the utility paying property tax and other fees and charges that are specified in the agreement. This program includes franchise agreements with ENMAX, ATCO Gas and The City utilities.

### Program Summary

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**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 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 make 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.

### Trends and Issues

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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 conditions and global events.

**ENMAX** price assumption: \$80/MWh in 2015, 2016, 2017 and 2018.

**ATCO** price assumption: \$3.50/GJ in 2015, \$3.75/GJ in 2016. \$4.00/GJ in 2017 and \$4.25/GJ in 2018.

**Utilities:** Combined Water and Wastewater utility rate increase of 8.3 per cent each year from 2015-2018.

## CORPORATE PROGRAMS - Franchise Fees

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
ENMAX	(147,833)	0	0	(147,833)	(129,735)	0	0	(129,735)	(124,000)	0	0	(124,000)
ATCO	(41,520)	0	0	(41,520)	(51,166)	0	0	(51,166)	(47,000)	0	0	(47,000)
Utilities	(41,163)	0	0	(41,163)	(45,208)	0	0	(45,208)	(47,216)	0	0	(47,216)
Access Fee	(449)	0	0	(449)	(399)	0	0	(399)	(450)	0	0	(450)
<b>Total</b>	<b>(230,965)</b>	<b>0</b>	<b>0</b>	<b>(230,965)</b>	<b>(226,508)</b>	<b>0</b>	<b>0</b>	<b>(226,508)</b>	<b>(218,666)</b>	<b>0</b>	<b>0</b>	<b>(218,666)</b>

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
ENMAX	(128,000)	0	0	(128,000)	(131,000)	0	0	(131,000)	(133,000)	0	0	(133,000)	(135,000)	0	0	(135,000)
ATCO	(58,000)	0	0	(58,000)	(62,000)	0	0	(62,000)	(65,000)	0	0	(65,000)	(68,000)	0	0	(68,000)
Utilities	(51,733)	0	0	(51,733)	(56,070)	0	0	(56,070)	(60,768)	0	0	(60,768)	(65,869)	0	0	(65,869)
<b>Total</b>	<b>(237,733)</b>	<b>0</b>	<b>0</b>	<b>(237,733)</b>	<b>(249,070)</b>	<b>0</b>	<b>0</b>	<b>(249,070)</b>	<b>(258,768)</b>	<b>0</b>	<b>0</b>	<b>(258,768)</b>	<b>(268,869)</b>	<b>0</b>	<b>0</b>	<b>(268,869)</b>



## CORPORATE PROGRAMS - General Revenue

### Overview

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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.

### Program Summary

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**ENMAX Dividend:** ENMAX pays an annual dividend of a 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. Starting 2013, revenue in excess of budget is allocated 50 per cent to the Legacy Parks Fund and 50 per cent to the Enmax Dividend Stabilization Reserve (maximum of \$20 million in total) as a contingency fund for any shortfall in the Enmax dividend below \$47 million in accordance with NM 2012-05.

**Utilities Dividend:** The City's Utilities pays an annual dividend. Council has set a cap of \$42.5 million on the dividends.

**Calgary Parking Authority Enforcement Revenue:** The total parking enforcement revenue, less costs, is paid to The City. In addition, the Calgary Parking Authority pays The City a contribution based on its net revenue.

- Annual net revenues, less parking enforcement revenues and distribution to 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.

**FSR Contribution to Operations:** One-time expenditures by City departments are normally funded by the Fiscal Stability Reserve (FSR). Contribution from Legacy Parks Reserve for Parks Foundation has been approved by Council.

**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

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Increase in Calgary Parking Authority revenue and City On-line revenue (tax products), \$0.4 million in 2015, \$0.2 million in 2016, \$0.2 million in 2017 and \$0.2 million in 2018.

Contribution from Fiscal Stability Reserve to fund one-time operating costs: Tree Disaster, Council Innovation Fund, Ward Boundary Commission, Cycling Strategy, feasibility assessments of potential innovative financing approaches and holding cost for the old Science Centre. The contributions are \$20.5 million in 2015, \$13.7 million in 2016, \$15.5 million in 2017 and \$0.6 million in 2018.

Fiscal Stability Reserve to fund flood related capital projects up to \$100 million as approved by Council.

## CORPORATE PROGRAMS - General Revenue

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
ENMAX Dividend	(56,000)	0	0	(56,000)	(67,500)	0	0	(67,500)	(47,300)	0	0	(47,300)
Transfer to ENMAX Dividend Stabilization Reserve	0	0	0	0	0	10,100	0	10,100	0	0	0	0
Utilities Dividend	(42,500)	0	0	(42,500)	(42,500)	0	0	(42,500)	(42,500)	0	0	(42,500)
Calgary Parking Authority	(14,383)	0	0	(14,383)	(14,300)	0	0	(14,300)	(14,027)	0	0	(14,027)
FSR Contribution to Operations	(11,123)	0	0	(11,123)	(17,736)	0	0	(17,736)	(25,760)	0	0	(25,760)
City On-line & Mgmt Fees	(6,004)	4	(18)	(6,018)	(5,878)	4	(16)	(5,890)	(5,715)	0	0	(5,715)
Community Revitalization Levy	(22,396)	22,396	0	0	(27,337)	27,337	0	0	(33,716)	33,716	0	0
<b>Total</b>	<b>(152,406)</b>	<b>22,400</b>	<b>(18)</b>	<b>(130,024)</b>	<b>(175,251)</b>	<b>37,441</b>	<b>(16)</b>	<b>(137,826)</b>	<b>(169,018)</b>	<b>33,716</b>	<b>0</b>	<b>(135,302)</b>

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
ENMAX Dividend	(47,300)	0	0	(47,300)	(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	(14,182)	0	0	(14,182)	(14,306)	0	0	(14,306)	(14,381)	0	0	(14,381)	(14,535)	0	0	(14,535)
FSR Contribution to Operations	(20,502)	0	0	(20,502)	(13,694)	0	0	(13,694)	(15,460)	0	0	(15,460)	(607)	0	0	(607)
Contributions from Legacy Parks Reserve	(200)	0	0	(200)	(200)	0	0	(200)	(200)	0	0	(200)	0	0	0	0
City On-line & Mgmt Fees	(5,715)	0	0	(5,715)	(5,765)	0	0	(5,765)	(5,865)	0	0	(5,865)	(5,915)	0	0	(5,915)
Community Revitalization Levy	(33,716)	33,716	0	0	(33,716)	33,716	0	0	(33,716)	33,716	0	0	(33,716)	33,716	0	0
<b>Total</b>	<b>(164,115)</b>	<b>33,716</b>	<b>0</b>	<b>(130,399)</b>	<b>(157,481)</b>	<b>33,716</b>	<b>0</b>	<b>(123,765)</b>	<b>(159,422)</b>	<b>33,716</b>	<b>0</b>	<b>(125,706)</b>	<b>(144,573)</b>	<b>33,716</b>	<b>0</b>	<b>(110,857)</b>

## CORPORATE PROGRAMS - Investment Income & Financial Charges

### Overview

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Investment Income earned on operating cash flows, reserves and capital deposits. This program also includes banking service charges, investment transaction fees, custodial charges and fees relating to The City's treasury functions.

### Trends and Issues

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The current low interest rate environment and the expected increase in interest rates in the mid-term, are impacting investment returns and the implementation of the investment portfolio rebalancing strategy.

### Program Summary

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**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.

## CORPORATE PROGRAMS - Investment Income & Financial Charges

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Gross investment income	(58,077)	0	0	(58,077)	(63,749)	0	0	(63,749)	(68,194)	0	0	(68,194)
Allocations to Self-supporting Business Units	7,562	0	0	7,562	8,101	0	0	8,101	12,958	0	0	12,958
Allocations to Capital Deposits	10,684	0	0	10,684	12,363	0	0	12,363	9,071	0	0	9,071
Allocations to Reserves	0	12,018	0	12,018	0	14,158	0	14,158	0	17,102	0	17,102
Recoveries	0	0	(786)	(786)	0	0	(708)	(708)	0	0	0	0
Financial charge & Investment Fees	0	2,457	0	2,457	0	3,050	0	3,050	0	2,653	0	2,653
<b>Total</b>	<b>(39,831)</b>	<b>14,475</b>	<b>(786)</b>	<b>(26,142)</b>	<b>(43,285)</b>	<b>17,208</b>	<b>(708)</b>	<b>(26,785)</b>	<b>(46,165)</b>	<b>19,755</b>	<b>0</b>	<b>(26,410)</b>

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Gross investment income	(68,378)	0	0	(68,378)	(70,125)	0	0	(70,125)	(72,704)	0	0	(72,704)	(76,595)	0	0	(76,595)
Allocations to Self-supporting Business Units	8,521	0	0	8,521	8,723	0	0	8,723	9,123	0	0	9,123	9,991	0	0	9,991
Allocations to Capital Deposits	13,292	0	0	13,292	13,260	0	0	13,260	13,757	0	0	13,757	14,796	0	0	14,796
Allocations to Reserves	0	16,224	0	16,224	0	16,749	0	16,749	0	17,377	0	17,377	0	18,304	0	18,304
Recoveries	0	0	(300)	(300)	0	0	(300)	(300)	0	0	(300)	(300)	0	0	(300)	(300)
Financial charge & Investment Fees	0	3,141	0	3,141	0	3,193	0	3,193	0	3,247	0	3,247	0	3,304	0	3,304
<b>Total</b>	<b>(46,565)</b>	<b>19,365</b>	<b>(300)</b>	<b>(27,500)</b>	<b>(48,142)</b>	<b>19,942</b>	<b>(300)</b>	<b>(28,500)</b>	<b>(49,824)</b>	<b>20,624</b>	<b>(300)</b>	<b>(29,500)</b>	<b>(51,808)</b>	<b>21,608</b>	<b>(300)</b>	<b>(30,500)</b>

## CORPORATE PROGRAMS - Taxation

### Overview

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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.

### Program Summary

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**Property Tax:** It is levied on assessed value of all taxable properties so that mill 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 seven per cent of the unpaid current property taxes will be added to the balance. On October 1, an additional penalty of seven per cent of the unpaid current property taxes will be added to the balance.

On April 1, a penalty of seven per cent of the unpaid current business taxes will be added to the balance. On July 1, an additional penalty of seven 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 one per cent of the outstanding balance on the first day of each month until taxes are paid.

**Other Expenditures:** Includes business tax bad debt expense, prior year property tax and business tax cancellations and transfer payments on franchise properties.

### Trends and Issues

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**Property Tax:** Increase in property tax due to the mill rate change and assessment growth in 2015 (\$107.2 million), 2016 (\$109.9 million), 2017 (\$113.8 million) and 2018 (\$116.6 million).

**Business Tax:** The last business tax rate increase was approved in 1993. Increase in business tax due to assessment growth in 2015 (\$6.0 million), 2016 (\$4.4 million), 2017 (\$2.7 million), and 2018 (\$1.8 million).

These property tax and business tax increases include increased taxation revenue resulting from growth: 2015 (\$29.2 million), 2016 (\$20.4 million), 2017 (\$17.8 million) and 2018 (\$13.1 million). These revenues are held in the Corporate Cost program and are earmarked to cover growth costs.

**Business Tax Consolidation:** Consolidate business tax revenue into the non-residential property tax, based on the following schedule: 0 per cent in 2013, 10 per cent in each of the years 2014-2015, and 20 per cent in each of the years 2016-2019.

## CORPORATE PROGRAMS - Taxation

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Exp	Recov	Net	Rev	Exp	Recov	Net	Rev	Exp	Recov	Net
Property Tax	(1,161,098)	0	0	(1,161,098)	(1,300,267)	0	0	(1,300,267)	(1,320,043)	0	0	(1,320,043)
Business Tax	(214,174)	0	0	(214,174)	(225,390)	0	0	(225,390)	(190,471)	0	0	(190,471)
Penalties	(9,477)	0	0	(9,477)	(8,870)	0	0	(8,870)	(7,937)	0	0	(7,937)
Other Expenditure	0	50,154	0	50,154	0	45,463	0	45,463	0	6,840	0	6,840
<b>Total</b>	<b>(1,384,749)</b>	<b>50,154</b>	<b>0</b>	<b>(1,334,595)</b>	<b>(1,534,527)</b>	<b>45,463</b>	<b>0</b>	<b>(1,489,064)</b>	<b>(1,518,451)</b>	<b>6,840</b>	<b>0</b>	<b>(1,511,611)</b>

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Exp	Recov	Net	Rev	Exp	Recov	Net	Rev	Exp	Recov	Net	Rev	Exp	Recov	Net
Property Tax	(1,501,118)	0	0	(1,501,118)	(1,655,850)	0	0	(1,655,850)	(1,815,330)	0	0	(1,815,330)	(1,978,486)	0	0	(1,978,486)
Business Tax	(174,715)	0	0	(174,715)	(134,312)	0	0	(134,312)	(91,378)	0	0	(91,378)	(46,603)	0	0	(46,603)
Penalties	(9,236)	0	0	(9,236)	(9,504)	0	0	(9,504)	(9,758)	0	0	(9,758)	(9,977)	0	0	(9,977)
Other Expenditure	0	6,840	0	6,840	0	6,840	0	6,840	0	6,840	0	6,840	0	6,840	0	6,840
<b>Total</b>	<b>(1,685,069)</b>	<b>6,840</b>	<b>0</b>	<b>(1,678,229)</b>	<b>(1,799,666)</b>	<b>6,840</b>	<b>0</b>	<b>(1,792,826)</b>	<b>(1,916,466)</b>	<b>6,840</b>	<b>0</b>	<b>(1,909,626)</b>	<b>(2,035,066)</b>	<b>6,840</b>	<b>0</b>	<b>(2,028,226)</b>

## CORPORATE PROGRAMS - Capital Financing Costs

### Overview

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This program includes 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.

### Program Summary

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**Debt Payments:** 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). Increasing PAYG contribution of \$4 million per year was approved by Council. 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. M2012-0828 approved a transfer of \$10.2 million additional tax room per year to LMUR. C2013-0330 approved a transfer of \$52.1 million per year from additional tax room to LMUR. C2013-0668 approved an one-time 2014 tax rebate of \$52.1 million to residential and non-residential taxpayers.

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:

a) Council directed (NM2006-05) Administration to allocate \$100 million and representing approximately 10 years of future GST savings to the Community Investment Reserve to fund important community amenities. Annual contribution amounts to \$8.9 million.

b) 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 and Issues

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The increase in net budget for each year is primary due to increased contribution to Pay-As-You-Go in the amount of \$4 million per year from 2015-2018 budget cycle to reflect the increase in population and non-residential construction, and increased \$2 million per year contribution to Lifecycle Maintenance & Upgrade Reserve as the property tax base increases each year.

One-time reduction in PAYG contribution: \$0.5 million in 2015 for Low income Transit Pass frozen linked to 2015 savings in Environmental & Safety Management capital; \$1 million in 2017 and \$1 million in 2018 for Roads capital (Active Modes).

## CORPORATE PROGRAMS - Capital Financing Costs

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Debt Payments	(77,005)	77,005	0	0	(71,424)	71,424	0	0	(57,635)	57,635	0	0
Local Improvement levy	(15,046)	15,046	0	0	(82,110)	82,110	0	0	(10,313)	10,313	0	0
Contribution to PAYG, LMUR and DSR	0	222,658	0	222,658	0	256,387	0	256,387	0	189,489	0	189,489
Contribution to Community Investment Reserve	0	50,919	0	50,919	0	50,919	0	50,919	0	50,919	0	50,919
Other revenue & transfer to reserve	(27,416)	24,181	0	(3,235)	(18,220)	26,572	0	8,352	(20,802)	19,613	0	(1,189)
<b>Total</b>	<b>(119,467)</b>	<b>389,809</b>	<b>0</b>	<b>270,342</b>	<b>(171,754)</b>	<b>487,412</b>	<b>0</b>	<b>315,658</b>	<b>(88,750)</b>	<b>327,969</b>	<b>0</b>	<b>239,219</b>

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Debt Payments	(52,519)	52,519	0	0	(49,242)	49,242	0	0	(45,022)	45,022	0	0	(39,739)	39,739	0	0
Local Improvement levy	(13,358)	13,358	0	0	(13,795)	13,795	0	0	(14,277)	14,277	0	0	(14,806)	14,806	0	0
Contribution to PAYG, LMUR and DSR	0	248,641	0	248,641	0	255,862	0	255,862	0	261,040	0	261,040	0	267,641	0	267,641
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	(20,389)	19,714	0	(675)	(20,766)	20,285	0	(481)	(21,015)	20,856	0	(159)	(22,275)	22,115	0	(160)
<b>Total</b>	<b>(86,266)</b>	<b>385,151</b>	<b>0</b>	<b>298,885</b>	<b>(83,803)</b>	<b>390,103</b>	<b>0</b>	<b>306,300</b>	<b>(80,314)</b>	<b>392,114</b>	<b>0</b>	<b>311,800</b>	<b>(76,820)</b>	<b>395,220</b>	<b>0</b>	<b>318,400</b>



## CORPORATE PROGRAMS - Civic & Intergovernmental Affairs

### Overview

This program includes corporate membership dues for the Alberta Urban Municipalities Association (\$237 thousand) and the Federation of Canadian Municipalities (\$150 thousand).

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
<b>Total</b>	0	340	0	340	0	411	0	411	0	387	0	387

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
<b>Total</b>	0	387	0	387	0	387	0	387	0	387	0	387	0	387	0	387

## CORPORATE PROGRAMS - Corporate Costs

### Overview

This program has provision for corporate contingencies.

### Program Summary

Corporate contingencies for salaries and wages for 2015-2018, unallocated funding from salaries and wages and additional unallocated taxation revenue from physical growth. The unallocated salary and wages funds provide opportunities to cover one-time costs in the 2015-2018 Action Plan, including funding for implementation of Zero Based Reviews (ZBRs) and other to be determined by Council.

The unallocated taxation revenue is earmarked to cover growth costs.

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
<b>Total</b>	(14)	38,797	(2,454)	36,329	40,326	57,481	(2,459)	95,348	0	110,279	(2,466)	107,813

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
<b>Total</b>	0	188,932	(3,456)	185,476	0	258,213	(3,456)	254,757	0	332,724	(3,456)	329,268	0	421,251	(3,456)	417,795

## CORPORATE PROGRAMS - Employee Benefits

### Overview

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The Employee Benefits program budgets the costs of employee benefits that are paid by The City as the employer. Enhanced benefits paid directly by employees are not included. The program is net zero reflecting full cost recovery from City business units from fringe benefit rates applied to salary and wage expenses.

### Program Summary

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**Canada Pension Plan:** Legislated benefit under the Canada Pension Plan Act; the 2014 rate is 4.95 per cent to maximum annual pensionable earnings of \$52,500.

**Employment Insurance:** Legislated benefit under the Employment Insurance Act; the 2014 rate is 2.63 per cent to maximum annual insurable earnings of \$48,600; costs are partially offset by a premium rebate.

**Workers Compensation Board:** Legislated benefit under the Workers Compensation Board Act; the 2014 rate is 1.24 per cent to maximum annual insurable earnings of \$92,300, costs are partially offset by a premium rebate.

**Pensions:** Cost of defined benefit pension plans and other retirement benefits including the Local Authorities Pension Plan, the Special Forces pension plans and Retiring Allowance.

**Health Benefits & Insurance:** Short-term Sickness & Accident, Health, Dental, Group Life Insurance, Employee Family Assistance Program, and benefits administration as governed by the Municipal Employee Benefit Association of Calgary (MEBAC) agreement and the Firefighters collective agreement.

**Vacation Liability:** Current year vacation liability expense and payout of banked vacation under various collective agreements.

**Corporate Workforce Strategy:** Cost of corporate programs that focus on the attraction, development, and retention of City of Calgary employees.

**Allocation to Business Units and Recoveries:** Recovery of The City's cost of employee benefits from City business units and the Association of Civic Employees Child Development Society (ACE Daycare).

### Trends and Issues

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Costs of employee benefits typically increase at rates higher than general inflation (based on the Consumer Price Index), driven by industry experience, legislated requirements, and employee growth. Pension costs are forecasted to be 8 per cent higher in 2015 and in the 3 per cent range thereafter due to increasing contribution and growth rates. Health benefits are forecasted to increase by 8 per cent annually in 2016 to 2018 partly due to increasing drug costs, dental prices, and short-term disability costs.

## CORPORATE PROGRAMS - Employee Benefits

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Canada Pension Plan	0	36,127	0	36,127	0	37,902	0	37,902	0	38,603	0	38,603
Employment Insurance	(1,149)	18,366	0	17,217	(1,154)	19,988	0	18,834	(1,410)	20,190	0	18,780
Workers Compensation Board	0	16,220	0	16,220	0	14,326	0	14,326	0	19,065	0	19,065
Pensions	0	167,851	0	167,851	0	187,149	0	187,149	0	192,295	0	192,295
Health Benefits & Insurance	(352)	88,158	0	87,806	(478)	91,321	0	90,843	(430)	107,015	0	106,585
Vacation Liability	0	7,947	0	7,947	0	7,901	0	7,901	0	11,680	0	11,680
Corporate Workforce Strategy	0	4,442	0	4,442	0	4,260	0	4,260	0	5,650	0	5,650
	<b>(1,501)</b>	<b>339,111</b>	<b>0</b>	<b>337,610</b>	<b>(1,632)</b>	<b>362,847</b>	<b>0</b>	<b>361,215</b>	<b>(1,840)</b>	<b>394,498</b>	<b>0</b>	<b>392,658</b>
Allocation to Business Units and Recoveries	0	(345,222)	(308)	(345,530)	0	(375,859)	(117)	(375,976)	0	(392,188)	(470)	(392,658)
<b>Total</b>	<b>(1,501)</b>	<b>(6,111)</b>	<b>(308)</b>	<b>(7,920)</b>	<b>(1,632)</b>	<b>(13,012)</b>	<b>(117)</b>	<b>(14,761)</b>	<b>(1,840)</b>	<b>2,310</b>	<b>(470)</b>	<b>0</b>

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
Canada Pension Plan	0	40,227	0	40,227	0	41,471	0	41,471	0	42,774	0	42,774	0	43,995	0	43,995
Employment Insurance	(1,150)	18,411	0	17,261	(1,180)	18,994	0	17,814	(1,210)	19,603	0	18,393	(1,230)	20,175	0	18,945
Workers Compensation Board	(700)	17,416	0	16,716	(700)	18,301	0	17,601	(700)	18,736	0	18,036	(700)	19,020	0	18,320
Pensions	0	208,750	0	208,750	0	219,444	0	219,444	0	233,495	0	233,495	0	243,999	0	243,999
Health Benefits & Insurance	(420)	103,540	0	103,120	(430)	112,347	0	111,917	(440)	123,053	0	122,613	(450)	133,472	0	133,022
Vacation Liability	0	8,550	0	8,550	0	8,940	0	8,940	0	9,510	0	9,510	0	9,870	0	9,870
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
	<b>(2,270)</b>	<b>402,544</b>	<b>0</b>	<b>400,274</b>	<b>(2,310)</b>	<b>425,147</b>	<b>0</b>	<b>422,837</b>	<b>(2,350)</b>	<b>452,821</b>	<b>0</b>	<b>450,471</b>	<b>(2,380)</b>	<b>476,181</b>	<b>0</b>	<b>473,801</b>
Allocation to Business Units and Recoveries	0	(407,058)	(116)	(407,174)	0	(429,616)	(121)	(429,737)	0	(457,242)	(129)	(457,371)	0	(480,565)	(136)	(480,701)
<b>Total</b>	<b>(2,270)</b>	<b>(4,514)</b>	<b>(116)</b>	<b>(6,900)</b>	<b>(2,310)</b>	<b>(4,469)</b>	<b>(121)</b>	<b>(6,900)</b>	<b>(2,350)</b>	<b>(4,421)</b>	<b>(129)</b>	<b>(6,900)</b>	<b>(2,380)</b>	<b>(4,384)</b>	<b>(136)</b>	<b>(6,900)</b>

## 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.

### 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 and defence of our franchise fees revenue.

### Trends and Issues

- Removal of cost recovery eligibility by the Alberta Utilities Commission.
- Rates for outside legal services last increased by 40 per cent.
- Rates for outsourced regulatory consulting services have increased.
- The budget for Gas, Power and Telecommunications was frozen during the last budget cycle.
- Increasing number of Regulatory Proceedings going to the Court of Appeal.

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
<b>Total</b>	(605)	1,279	0	674	(696)	1,367	0	671	0	674	0	674

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
<b>Total</b>	0	875	0	875	0	900	0	900	0	925	0	925	0	950	0	950

## CORPORATE PROGRAMS - Scholarships

### Overview

This program provides scholarships on the basis of academic proficiency and financial needs to students meeting the eligibility criteria.

### 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).

(\$000s)												
	2012 Actual				2013 Actual				2014 Budget (as at June 30)			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
<b>Total</b>	0	41	0	41	0	59	0	59	0	73	0	73

(\$000s)																
	2015 Budget				2016 Budget				2017 Budget				2018 Budget			
	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net	Rev	Expend	Recov	Net
<b>Total</b>	0	73	0	73	0	73	0	73	0	73	0	73	0	73	0	73

# Council







**OVERVIEW:**

The Audit Committee is aligned with the Council Priority of a well-run city. The Audit Committee is a committee of City Council and has responsibility for overseeing the integrity of, and reviews, the annual financial statements; The City’s internal control processes; and The City’s integrated risk management. The Audit Committee also oversees the Whistle Blower Program through the City Auditor’s Office. The City Auditor’s Office reports through Audit Committee to City Council.

The Audit Committee oversees the performance of the City Auditor and the External Auditor.

The Audit Committee coordinates its governance responsibilities with the audit committees of The City’s major autonomous civic entities and is expected to be involved in a broader governance role.

<b>Program 835 (\$ 000s)</b>	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 (Total Budget as of June 30)</b>	<b>2015 Budget Total</b>	<b>2016 Budget Total</b>	<b>2017 Budget Total</b>	<b>2018 Budget Total</b>
<i>Expenditures</i>	607	783	808	812	816	820	824
<i>Recovery</i>	(105)	(112)	(76)	(76)	(76)	(76)	(76)
<i>Revenue</i>	0	0	0	0	0	0	0
<i>Net</i>	502	671	732	736	740	744	748
<i>FTE</i>	1.0	1.0	1.0	1.0	1.0	1.0	1.0

**KEY CHANGES AND CHALLENGES**

1. A change in personnel requiring the Audit Committee to implement its recruitment process; and
2. Audit fees and costs that are in addition to the external auditor’s annual audit plan.



**OVERVIEW:**

The City Auditor’s Office (CAO) is aligned with the Council Priority of a well-run city. The CAO is independent of 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. This service is accomplished through the efficient delivery of risk-based audits and the management of a robust Whistle-Blower program.

In order to effectively deliver these services the following components are required:

- Salaries and training for professional staff
- Contract auditors to provide subject matter expertise
- Annual software licences for audit work paper tools, data mining software, and web-based whistle-blower intake system

<b>Program 790 (\$ 000s)</b>	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 (Total Budget as of June 30)</b>	<b>2015 Budget Total</b>	<b>2016 Budget Total</b>	<b>2017 Budget Total</b>	<b>2018 Budget Total</b>
<i>Expenditures</i>	1,709	1,846	2,312	2,324	2,336	2,348	2,361
<i>Recovery</i>	0	0	0	0	0	0	0
<i>Revenue</i>	0	0	0	0	0	0	0
<i>Net</i>	1,709	1,846	2,312	2,324	2,336	2,348	2,361
<i>FTE</i>	14.0	14.0	14.0	14.0	14.0	14.0	14.0

**KEY CHANGES AND CHALLENGES:**

1. High turnover within CAO (29 staff since 2005).
2. Increased need to conduct whistle-blower investigations utilizing resources within CAO.
3. Opportunity to increase coverage with the investment in data analytics and use of automated reporting tools reducing turnover time in delivery of final audit reports.
4. Opportunity to launch a secondment program which would bring in-house technical expertise (engineering/project managers) at less cost than utilizing contract auditors.



**OVERVIEW**

The Mayor of Calgary is the only member of City Council elected by all voters in Calgary and is the primary representative to the community, other orders of government, and the public at large. The Mayor chairs meetings of Council and certain committees of Council. The Mayor is a member of all Council committees and represents The City on certain outside boards.

To support the Mayor in his duties, Council provides the Mayor with a budget for his office. The key functions provided by the Office of the Mayor include:

- Reception and administration
- Scheduling and logistics
- Communication
- Research and policy development
- Government relations
- Community relations
- Special projects

The special projects that currently reside in the Office of the Mayor include:

- Transforming Government
- Cut Red Tape
- 3 Things for Calgary
- Mayor Nenshi’s Walk Challenge

<b>Program 834 (\$ 000s)</b>	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 (Total Budget as at June 30)</b>	<b>2015 Budget Total</b>	<b>2016 Budget Total</b>	<b>2017 Budget Total</b>	<b>2018 Budget Total</b>
<i>Expenditures</i>	1,669	1,668	1,836	1,845	1,854	1,864	1,874
<i>Recovery</i>	(102)	0	0	0	0	0	0
<i>Revenue</i>	(1)	(4)	0	0	0	0	0
<i>Net</i>	1,565	1,663	1,836	1,845	1,854	1,864	1,874
<i>FTE</i>	10.0	10.0	10.0	10.0	10.0	10.0	10.0



## COUNCIL: Office Of The Councillors

### OVERVIEW:

This program supports the individuals elected as Councillors to govern The City of Calgary and assist them in representing their constituents.

- Councillors, as Members of Council, set policies and budgets to guide the Administration of The City of Calgary.
- Councillors each individually also represent the interests of their constituents to both Council and the Administration.

The primary means of support to Council provided by the program are:

- The salaries and benefits of Councillors.
- A Ward budget for each Councillor that provides funding for the equivalent of two full time Assistants and for expenses incurred in the execution of the duties of office as provided for by Council policy.
- Shared office staff (7 FTE) to support the Councillors and their Assistants through the provision of office services such as reception, secretarial, payroll, benefits administration, expense processing, training, supplies procurement, etc.
- IT equipment and support.
- Provision of office supplies and materials.

The primary purpose of the program is to facilitate communication of Councillors with citizens and with City administration.

### KEY CHANGES AND CHALLENGES:

Growth is putting considerable stress on the ability of Councillors to adequately serve their constituents. Anticipated growth over this budget cycle will exacerbate this situation.

Calgary has been served by 14 Councillors since 1976. In 1976 the population was 470,040 whereas the 2014 civic census reports a population of 1,195,194. An increase of 154 per cent. Over the years these growth demands have been met by increasing staff resources available to Councillors. The last such increase in staff resources was in 2005.



## COUNCIL: Office Of The Councillors

For Council Approval

An investigation is currently being conducted to determine the extent of additional wards and/or staff resources to be added. Anticipated costs of these additional resources are included in this budget cycle to occur prior to the next General Municipal Election in October 2017.

The Office of the Councillors will directly contribute to Council Priorities for 2015 – 2018 as follows:

- With respect to the Priority of a city of inspiring neighbourhoods through the role Councillors and their staff play in dialogue and consultation with Community Associations which informs Councillors collaboration with Administration and their representations to Council on behalf of Community Associations.
- Supporting the Priority of a well run-city through the efforts of Councillors and their staff in collaborating and engaging with citizens to encourage participation in City decision making and in communicating the reasons for decisions.
- Supporting the Priority of a prosperous, connected and global city through the efforts of Councillors and their staff in facilitating communication with civic, business, (particularly BRZs) and community partners to collaborate and attract local and global investment.

Program 836 (\$ 000s)	2012 Actual	2013 Actual	2014 (Total Budget as at June 30)	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	5,893	6,231	6,994	8,598	8,644	8,703	8,751
Recovery	0	0	0	0	0	0	0
Revenue	(2)	(15)	0	0	0	0	0
Net	5,891	6,216	6,994	8,598	8,644	8,703	8,751
FTE	36.0	36.0	36.0	51.0	51.0	51.0	51.0

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

THE CITY OF CALGARY

# Action Plan

2015 - 2018

## Supplemental Information



[calgary.ca/actionplan](http://calgary.ca/actionplan)



**Onward/** By 2016, 80 per cent of Calgarians will report that they feel government activity is open, honest, inclusive, and responsive.



# Supplemental Information: Content

This section provides supplemental and background information on the 2015 - 2018 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.

Note that in the tables, totals may not add due to rounding. Note also that the information in the Operating Analysis does not include Calgary Parking Authority or Calgary Housing Company. Information for both is included in the Capital Analysis.

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# Supplemental Information: Content



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# Operating Analysis

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Tab3

Tab2

Tab1  
Operating Analysis

## 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"> <li>• Recreation</li> <li>• Fire</li> <li>• Calgary Police Service</li> <li>• Assessment</li> <li>• Human Resources</li> <li>• Calgary Transit</li> <li>• Information &amp; Infrastructure Services</li> <li>• City Manager's Office</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• Tax revenues</li> <li>• Revenues from the sale of goods or services to customers</li> <li>• Grants and subsidies</li> <li>• Fines and penalties</li> <li>• Corporate programs (e.g. franchise fees, investment income)</li> </ul>	<ul style="list-style-type: none"> <li>• This category drives the tax requirement</li> </ul>
Self-supported (included in the tax-supported budget)	<ul style="list-style-type: none"> <li>• Inspection &amp; Permit Services</li> </ul>	<ul style="list-style-type: none"> <li>• Revenues from the sale of goods or services to customers</li> </ul>	<ul style="list-style-type: none"> <li>• These operations are self-funded and therefore not dependent on tax dollars</li> </ul>
Utility	<ul style="list-style-type: none"> <li>• Water Resources and Water Services</li> </ul>	<ul style="list-style-type: none"> <li>• Revenues from the sale of goods or services to customers, with rates set based on a utility model</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> </ul>



## 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 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 49 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 Section.

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.

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. These changes are not affected by physical growth.

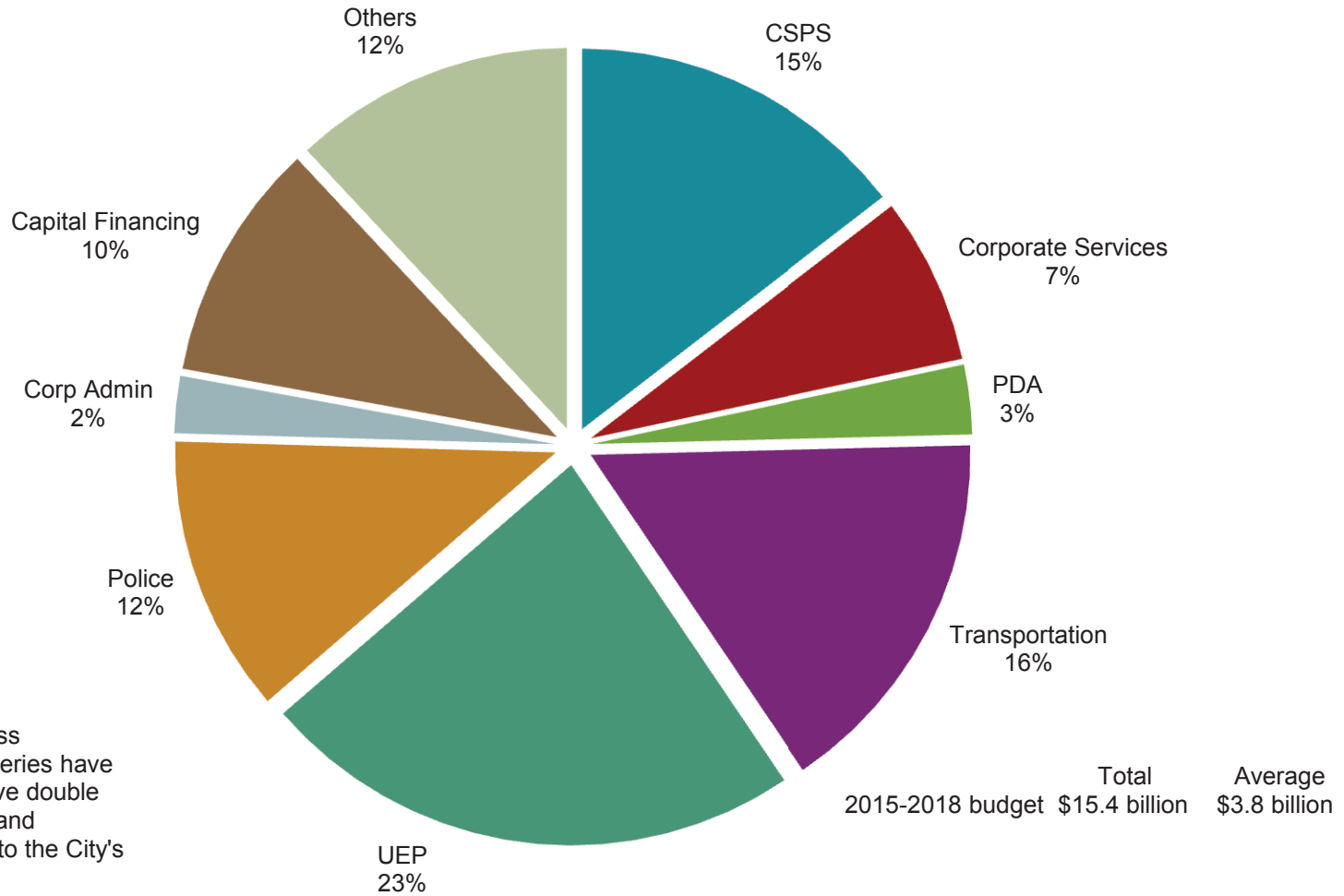
Business tax is levied on businesses that occupy business space within Calgary, with the tax levied at a rate applied to the assessment rental value of the premises occupied by the business. Estimates of changes in the business assessment base are derived by the Corporate Economics Division. Business tax revenue is in the process of being consolidated into non-residential property tax. This consolidation will be completed by 2019.

**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 2015, 2.2 per cent in 2016, 2.3 per cent in 2017 and 1.8 per cent in 2018). 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 revenues represent 19 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, Utilities must pay The City of Calgary a 10 per cent fee 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.

**Figure 2: Gross Expenditures Net of Recoveries by Department**



On this chart, the total Gross Expenditures Net of Recoveries have not been adjusted to remove double counting of franchise fees and dividends paid by Utilities to the City's operating fund.

# Supplemental Information: Operating Analysis



Figure 3: Operating Budget Summary by Department (\$000s)

Department / Budget Grouping	2012 Actual	2013 Actual	2014 Budget <sup>(2)</sup>	2015			2016			2017			2018		
				Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>															
Expenditures	664,805	729,378	727,040	825,186	98,146	13.5%	890,957	65,772	8.0%	978,476	87,519	9.8%	1,063,786	85,309	8.7%
Recoveries	(32,254)	(39,937)	(36,914)	(44,310)	(7,396)	20.0%	(45,796)	(1,486)	3.4%	(51,713)	(5,917)	12.9%	(58,451)	(6,738)	13.0%
Revenues	(587,539)	(640,739)	(640,319)	(731,363)	(91,044)	14.2%	(794,221)	(62,858)	8.6%	(874,253)	(80,032)	10.1%	(952,318)	(78,065)	8.9%
<b>Net Budget</b>	<b>45,012</b>	<b>48,703</b>	<b>49,807</b>	<b>49,512</b>	<b>(295)</b>	<b>(0.6)%</b>	<b>50,940</b>	<b>1,428</b>	<b>2.9%</b>	<b>52,511</b>	<b>1,571</b>	<b>3.1%</b>	<b>53,017</b>	<b>506</b>	<b>1.0%</b>
<b>TRANSPORTATION</b>															
Expenditures	598,237	652,839	626,248	641,817	15,569	2.5%	662,262	20,445	3.2%	680,176	17,914	2.7%	694,935	14,759	2.2%
Recoveries	(66,537)	(68,507)	(57,206)	(56,077)	1,129	(2.0)%	(56,395)	(318)	0.6%	(56,718)	(323)	0.6%	(56,993)	(275)	0.5%
Revenues	(200,409)	(227,577)	(201,889)	(213,502)	(11,613)	5.8%	(221,966)	(8,464)	4.0%	(229,181)	(7,215)	3.3%	(237,265)	(8,084)	3.5%
<b>Net Budget</b>	<b>331,291</b>	<b>356,756</b>	<b>367,153</b>	<b>372,237</b>	<b>5,084</b>	<b>1.4%</b>	<b>383,900</b>	<b>11,663</b>	<b>3.1%</b>	<b>394,276</b>	<b>10,376</b>	<b>2.7%</b>	<b>400,676</b>	<b>6,400</b>	<b>1.6%</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>															
Expenditures	514,736	546,251	542,232	551,049	8,817	1.6%	565,765	14,715	2.7%	583,610	17,845	3.2%	599,099	15,489	2.7%
Recoveries	(17,874)	(21,199)	(14,666)	(15,028)	(362)	2.5%	(15,050)	(22)	0.1%	(15,074)	(24)	0.2%	(15,097)	(23)	0.2%
Revenues	(124,933)	(138,661)	(115,961)	(111,053)	4,908	(4.2)%	(110,927)	125	(0.1)%	(112,726)	(1,799)	1.6%	(115,815)	(3,089)	2.7%
<b>Net Budget</b>	<b>371,929</b>	<b>386,392</b>	<b>411,605</b>	<b>424,968</b>	<b>13,363</b>	<b>3.2%</b>	<b>439,787</b>	<b>14,819</b>	<b>3.5%</b>	<b>455,810</b>	<b>16,022</b>	<b>3.6%</b>	<b>468,187</b>	<b>12,377</b>	<b>2.7%</b>
<b>CIVIC PARTNERS</b>															
Expenditures	74,849	78,453	78,769	77,492	(1,277)	(1.6)%	80,246	2,754	3.6%	84,296	4,050	5.0%	92,546	8,250	9.8%
Recoveries	(1,033)	(2,251)	(376)	0	376	(100.0)%	0	0	N/A	0	0	N/A	0	0	N/A
Revenues	(172)	(1,130)	(520)	0	520	(100.0)%	0	0	N/A	0	0	N/A	0	0	N/A
<b>Net Budget</b>	<b>73,644</b>	<b>75,072</b>	<b>77,873</b>	<b>77,492</b>	<b>(381)</b>	<b>(0.5)%</b>	<b>80,246</b>	<b>2,754</b>	<b>3.6%</b>	<b>84,296</b>	<b>4,050</b>	<b>5.0%</b>	<b>92,546</b>	<b>8,250</b>	<b>9.8%</b>
<b>CALGARY POLICE SERVICE</b>															
Expenditures	417,224	438,378	445,722	451,190	5,468	1.2%	454,712	3,522	0.8%	458,618	3,906	0.9%	459,928	1,310	0.3%
Recoveries	(2,895)	(3,234)	(1,900)	(2,600)	(700)	36.8%	(2,600)	0	0.0%	(2,600)	0	0.0%	(2,600)	0	0.0%
Revenues	(97,159)	(98,529)	(94,071)	(94,582)	(511)	0.5%	(94,974)	(392)	0.4%	(95,407)	(433)	0.5%	(95,781)	(374)	0.4%
<b>Net Budget</b>	<b>317,170</b>	<b>336,615</b>	<b>349,751</b>	<b>354,008</b>	<b>4,257</b>	<b>1.2%</b>	<b>357,138</b>	<b>3,130</b>	<b>0.9%</b>	<b>360,611</b>	<b>3,473</b>	<b>1.0%</b>	<b>361,547</b>	<b>936</b>	<b>0.3%</b>

Figure 3: Operating Budget Summary by Department (\$000s)

Department / Budget Grouping	2012 Actual	2013 Actual	2014 Budget <sup>(2)</sup>	2015			2016			2017			2018				
				Budget	Change from previous year		Budget	Change from previous year		Budget	Change from previous year		Budget	Change from previous year			
\$	%	\$	%		\$	%		\$	%								
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>																	
Expenditures	115,344	131,402	110,904	144,872	33,968	30.6%	148,860	3,989	2.8%	153,194	4,333	2.9%	156,604	3,410	2.2%		
Recoveries	(7,747)	(8,371)	(4,336)	(35,837)	(31,501)	726.5%	(36,780)	(943)	2.6%	(37,893)	(1,113)	3.0%	(38,832)	(939)	2.5%		
Revenues	(70,129)	(81,735)	(67,023)	(69,038)	(2,015)	3.0%	(71,221)	(2,183)	3.2%	(73,476)	(2,255)	3.2%	(75,805)	(2,329)	3.2%		
<b>Net Budget</b>	<b>37,468</b>	<b>41,295</b>	<b>39,545</b>	<b>39,996</b>	<b>451</b>	<b>1.1%</b>	<b>40,859</b>	<b>863</b>	<b>2.2%</b>	<b>41,824</b>	<b>965</b>	<b>2.4%</b>	<b>41,966</b>	<b>142</b>	<b>0.3%</b>		
<b>CORPORATE SERVICES</b>																	
Expenditures	509,494	523,128	504,988	543,729	38,741	7.7%	525,439	(18,290)	(3.4)%	558,219	32,780	6.2%	558,059	(160)	(0.0)%		
Recoveries	(269,099)	(282,546)	(265,414)	(272,079)	(6,665)	2.5%	(273,094)	(1,015)	0.4%	(273,616)	(522)	0.2%	(273,846)	(230)	0.1%		
Revenues	(98,031)	(86,929)	(80,191)	(100,967)	(20,776)	25.9%	(74,552)	26,415	(26.2)%	(99,113)	(24,561)	32.9%	(94,000)	5,113	(5.2)%		
<b>Net Budget</b>	<b>142,364</b>	<b>153,652</b>	<b>159,383</b>	<b>170,684</b>	<b>11,301</b>	<b>7.1%</b>	<b>177,794</b>	<b>7,110</b>	<b>4.2%</b>	<b>185,490</b>	<b>7,697</b>	<b>4.3%</b>	<b>190,213</b>	<b>4,723</b>	<b>2.5%</b>		
<b>CORPORATE ADMINISTRATION</b>																	
Expenditures	132,354	184,433	142,863	146,138	3,275	2.3%	150,464	4,326	3.0%	158,614	8,151	5.4%	157,046	(1,568)	(1.0)%		
Recoveries	(52,310)	(52,323)	(51,702)	(57,923)	(6,221)	12.0%	(59,258)	(1,335)	2.3%	(60,539)	(1,281)	2.2%	(61,838)	(1,299)	2.1%		
Revenues	(17,927)	(66,351)	(14,329)	(14,984)	(655)	4.6%	(15,103)	(119)	0.8%	(16,791)	(1,688)	11.2%	(15,358)	1,433	(8.5)%		
<b>Net Budget</b>	<b>62,117</b>	<b>65,758</b>	<b>76,832</b>	<b>73,230</b>	<b>(3,602)</b>	<b>(4.7)%</b>	<b>76,102</b>	<b>2,872</b>	<b>3.9%</b>	<b>81,284</b>	<b>5,182</b>	<b>6.8%</b>	<b>79,850</b>	<b>(1,434)</b>	<b>(1.8)%</b>		
<b>CORPORATE PROGRAMS - COMMON REVENUES</b>																	
Expenditures	87,030	100,113	60,311	59,921	(390)	(0.6)%	60,498	577	1.0%	61,180	682	1.1%	62,164	984	1.6%		
Recoveries	(805)	(724)	0	(300)	(300)	N/A	(300)	0	0.0%	(300)	0	0.0%	(300)	0	0.0%		
Revenues	(1,807,951)	(1,979,572)	(1,952,300)	(2,119,172)	(166,872)	8.5%	(2,245,309)	(126,137)	6.0%	(2,377,180)	(131,871)	5.9%	(2,505,316)	(128,136)	5.4%		
<b>Net Budget</b>	<b>(1,721,726)</b>	<b>(1,880,183)</b>	<b>(1,891,989)</b>	<b>(2,059,551)</b>	<b>(167,562)</b>	<b>8.9%</b>	<b>(2,185,111)</b>	<b>(125,560)</b>	<b>6.1%</b>	<b>(2,316,300)</b>	<b>(131,189)</b>	<b>6.0%</b>	<b>(2,443,452)</b>	<b>(127,152)</b>	<b>5.5%</b>		
<b>CORPORATE PROGRAMS - CORPORATE COSTS &amp; DEBT SERVICING</b>																	
Expenditures	424,155	533,718	441,692	577,611	135,919	30.8%	656,053	78,442	13.6%	734,390	78,337	11.9%	826,120	91,730	12.5%		
Recoveries	(2,763)	(2,576)	(2,936)	(3,572)	(636)	21.7%	(3,577)	(5)	0.1%	(3,585)	(8)	0.2%	(3,592)	(7)	0.2%		
Revenues	(121,587)	(133,756)	(90,590)	(88,536)	2,054	(2.3)%	(86,113)	2,423	(2.7)%	(82,664)	3,449	(4.0)%	(79,200)	3,464	(4.2)%		
<b>Net Budget</b>	<b>299,806</b>	<b>397,386</b>	<b>348,166</b>	<b>485,503</b>	<b>137,337</b>	<b>39.4%</b>	<b>566,363</b>	<b>80,860</b>	<b>16.7%</b>	<b>648,141</b>	<b>81,778</b>	<b>14.4%</b>	<b>743,328</b>	<b>95,187</b>	<b>14.7%</b>		
<b>COUNCIL</b>																	
Expenditures	9,878	10,527	11,950	11,997	47	0.4%	12,058	61	0.5%	12,133	75	0.6%	12,198	65	0.5%		
Recoveries	(208)	(112)	(76)	(76)	0	(0.4)%	(76)	0	0.0%	(76)	0	0.0%	(76)	0	0.0%		
Revenues	(4)	(20)	0	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A		
<b>Net Budget</b>	<b>9,667</b>	<b>10,396</b>	<b>11,874</b>	<b>11,921</b>	<b>47</b>	<b>0.4%</b>	<b>11,982</b>	<b>61</b>	<b>0.5%</b>	<b>12,057</b>	<b>75</b>	<b>0.6%</b>	<b>12,122</b>	<b>65</b>	<b>0.5%</b>		



# Supplemental Information: Operating Analysis



Figure 3: Operating Budget Summary by Department (\$000s)

Department / Budget Grouping	2012 Actual	2013 Actual	2014 Budget <sup>(2)</sup>	2015			2016			2017			2018		
				Budget	Change from previous year \$ %		Budget	Change from previous year \$ %		Budget	Change from previous year \$ %		Budget	Change from previous year \$ %	
<b>TOTAL CITY <sup>(1)</sup></b>															
Expenditures	3,548,104	3,928,619	3,692,719	4,031,000	338,281	9.2%	4,207,313	176,313	4.4%	4,462,905	255,592	6.1%	4,682,484	219,578	4.9%
Recoveries	(453,523)	(481,779)	(435,526)	(487,803)	(52,277)	12.0%	(492,927)	(5,124)	1.1%	(502,115)	(9,188)	1.9%	(511,626)	(9,511)	1.9%
Revenues	(3,125,840)	(3,454,999)	(3,257,193)	(3,543,197)	(286,004)	8.8%	(3,714,386)	(171,189)	4.8%	(3,960,791)	(246,405)	6.6%	(4,170,858)	(210,068)	5.3%
<b>Net Budget</b>	<b>(31,258)</b>	<b>(8,159)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>LESS: UTILITIES</b>															
Expenditures	(505,045)	(571,713)	(577,632)	(664,640)	(87,008)	15.1%	(723,895)	(59,255)	8.9%	(787,395)	(63,500)	8.8%	(856,917)	(69,522)	8.8%
Recoveries	25,177	31,668	28,796	35,084	6,288	21.8%	36,565	1,481	4.2%	38,476	1,911	5.2%	40,089	1,613	4.2%
Revenues	478,282	538,499	548,324	629,556	81,232	14.8%	687,330	57,774	9.2%	748,919	61,589	9.0%	816,828	67,909	9.1%
<b>Net Budget</b>	<b>(1,586)</b>	<b>(1,546)</b>	<b>(512)</b>	<b>0</b>	<b>512</b>	<b>(100.0)%</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>TAX SUPPORTED</b>															
Expenditures	3,043,059	3,356,907	3,115,087	3,366,360	251,273	8.1%	3,483,418	117,058	3.5%	3,675,510	192,092	5.5%	3,825,566	150,056	4.1%
Recoveries	(428,346)	(450,111)	(406,730)	(452,719)	(45,989)	11.3%	(456,362)	(3,643)	0.8%	(463,638)	(7,277)	1.6%	(471,536)	(7,898)	1.7%
Revenues	(2,647,558)	(2,916,500)	(2,708,869)	(2,913,641)	(204,772)	7.6%	(3,027,056)	(113,415)	3.9%	(3,211,872)	(184,816)	6.1%	(3,354,030)	(142,159)	4.4%
<b>Net Budget</b>	<b>(32,844)</b>	<b>(9,705)</b>	<b>(512)</b>	<b>0</b>	<b>512</b>	<b>(100.0)%</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>

(1) This summary does not reflect elimination of payments to The City from the Utilities.

(2) 2014 budget as at June 30, 2014

Figure 4: 2014 Operating Budget Continuity Schedule (\$000s)

	2014 Approved Budget as of December 2011	Changes made to 2014 budget in 2012	2014 Budget as of December 2012	Changes made to 2014 budget in 2013	2014 Budget as of December 2013	Changes made to 2014 budget in 2014	2014 Budget as of June 2014
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>							
Expenditures	739,024	2,306	741,330	(16,527)	724,803	2,237	727,040
Recoveries	(36,413)	0	(36,413)	(172)	(36,585)	(329)	(36,914)
Revenues	(658,482)	0	(658,482)	19,372	(639,110)	(1,209)	(640,319)
Net Budget	44,129	2,306	46,435	2,673	49,108	699	49,807
FTEs	1,853.1	0.0	1,853.1	17.0	1,870.1	14.0	1,884.1
<b>TRANSPORTATION</b>							
Expenditures	565,066	30,469	595,535	16,006	611,541	14,707	626,248
Recoveries	(58,083)	(462)	(58,545)	1,403	(57,142)	(64)	(57,206)
Revenues	(182,204)	0	(182,204)	(5,933)	(188,137)	(13,752)	(201,889)
Net Budget	324,779	30,007	354,786	11,476	366,262	891	367,153
FTEs	3,845.8	0.0	3,845.8	42.0	3,887.8	55.5	3,943.3
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>							
Expenditures	484,805	22,904	507,709	8,930	516,639	25,593	542,232
Recoveries	(14,297)	0	(14,297)	155	(14,142)	(524)	(14,666)
Revenues	(107,993)	0	(107,993)	(275)	(108,268)	(7,693)	(115,961)
Net Budget	362,515	22,904	385,419	8,810	394,229	17,376	411,605
FTEs	3,320.3	1.0	3,321.3	21.0	3,342.3	33.0	3,375.3
<b>CIVIC PARTNERS</b>							
Expenditures	73,568	1,122	74,690	2,641	77,331	1,438	78,769
Recoveries	(376)	0	(376)	0	(376)	0	(376)
Revenues	0	0	0	0	0	(520)	(520)
Net Budget	73,192	1,122	74,314	2,641	76,955	918	77,873
FTEs	3.0	0.0	3.0	0.0	3.0	0.0	3.0
<b>CALGARY POLICE SERVICES</b>							
Expenditures	411,075	32,266	443,341	782	444,123	1,599	445,722
Recoveries	(1,900)	0	(1,900)	0	(1,900)	0	(1,900)
Revenues	(90,071)	0	(90,071)	(4,000)	(94,071)	0	(94,071)
Net Budget	319,104	32,266	351,370	(3,218)	348,152	1,599	349,751
FTEs	2,758.0	0.0	2,758.0	0.0	2,758.0	0.0	2,758.0

## Supplemental Information: Operating Analysis



Figure 4: 2014 Operating Budget Continuity Schedule (\$000s)

	2014 Approved Budget as of December 2011	Changes made to 2014 budget in 2012	2014 Budget as of December 2012	Changes made to 2014 budget in 2013	2014 Budget as of December 2013	Changes made to 2014 budget in 2014	2014 Budget as of June 2014
<b>PLANNING DEVELOPMENT &amp; ASSESSMENT</b>							
Expenditures	115,671	4,436	120,107	1,573	121,680	(10,776)	110,904
Recoveries	(6,551)	(132)	(6,683)	(226)	(6,909)	2,573	(4,336)
Revenues	(74,446)	(1,500)	(75,946)	(131)	(76,077)	9,054	(67,023)
Net Budget	34,674	2,804	37,478	1,216	38,694	851	39,545
FTEs	755.2	9.0	764.2	3.0	767.2	(48.0)	719.2
<b>CORPORATE SERVICES</b>							
Expenditures	476,657	11,960	488,617	12,888	501,505	3,483	504,988
Recoveries	(258,801)	(1,802)	(260,603)	(4,902)	(265,505)	91	(265,414)
Revenues	(79,133)	0	(79,133)	(1,058)	(80,191)	0	(80,191)
Net Budget	138,723	10,158	148,881	6,928	155,809	3,574	159,383
FTEs	1,549.4	(6.0)	1,543.4	32.5	1,575.9	(2.0)	1,573.9
<b>CORPORATE ADMINISTRATION</b>							
Expenditures	122,621	6,754	129,375	6,341	135,716	7,147	142,863
Recoveries	(51,617)	0	(51,617)	(85)	(51,702)	0	(51,702)
Revenues	(14,070)	0	(14,070)	0	(14,070)	(259)	(14,329)
Net Budget	56,934	6,754	63,688	6,256	69,944	6,888	76,832
FTEs	700.7	6.0	706.7	3.0	709.7	5.0	714.7
<b>CORPORATE PROGRAMS - COMMON REVENUES</b>							
Expenditures	42,667	6,111	48,778	6,278	55,056	5,255	60,311
Recoveries	0	0	0	0	0	0	0
Revenues	(1,892,843)	(17,544)	(1,910,387)	(87,735)	(1,998,122)	45,822	(1,952,300)
Net Budget	(1,850,176)	(11,433)	(1,861,609)	(81,457)	(1,943,066)	51,077	(1,891,989)
FTEs	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Figure 4: 2014 Operating Budget Continuity Schedule (\$000s)

	2014 Approved Budget as of December 2011	Changes made to 2014 budget in 2012	2014 Budget as of December 2012	Changes made to 2014 budget in 2013	2014 Budget as of December 2013	Changes made to 2014 budget in 2014	2014 Budget as of June 2014
<b>CORPORATE PROGRAMS - CORPORATE COSTS &amp; DEBT SERVICING</b>							
Expenditures	560,499	(97,373)	463,126	45,778	508,904	(67,212)	441,692
Recoveries	(2,936)	0	(2,936)	0	(2,936)	0	(2,936)
Revenues	(71,740)	0	(71,740)	(2,070)	(73,810)	(16,780)	(90,590)
Net Budget	485,823	(97,373)	388,450	43,708	432,158	(83,992)	348,166
FTEs	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>COUNCIL</b>							
Expenditures	10,379	485	10,864	967	11,831	119	11,950
Recoveries	(76)	0	(76)	0	(76)	0	(76)
Revenues	0	0	0	0	0	0	0
Net Budget	10,303	485	10,788	967	11,755	119	11,874
FTEs	63.0	(2.0)	61.0	0.0	61.0	0.0	61.0
<b>TOTAL CITY</b>							
Expenditures	3,602,032	21,440	3,623,472	85,657	3,709,129	(16,409)	3,692,719
Recoveries	(431,050)	(2,396)	(433,446)	(3,827)	(437,273)	1,747	(435,526)
Revenues	(3,170,984)	(19,042)	(3,190,026)	(81,830)	(3,271,856)	14,663	(3,257,193)
Net Budget	0	0	0	0	0	0	0
FTEs	14,848.5	8.0	14,856.5	118.5	14,975.0	57.5	15,032.5

Note: Changes to the 2014 budget are mainly due to property tax bylaw finalizations, transfer of salary of wages to Business Units, and from annual Budget Adjustments in November. Major change in 2013 is due to property tax room. Decrease in 2014 is due to rebate of the property tax room to taxpayers.

## Supplemental Information: Operating Analysis



Figure 5: Continuity of 2014 Tax Revenues (\$ thousands)

	2014 Approved Budget as of December 2011	Changes made to 2014 budget in 2012	2014 Budget as of December 2012	Changes made to 2014 budget in 2013	2014 Budget as of December 2013	Changes made to 2014 budget in 2014	2014 Budget as of June 2014
Tax Revenue							
Business Tax: Base	199,563	0	199,563	(13,538)	186,025	0	186,025
Business Tax: Growth	1,996	0	1,996	794	2,790	1,656	4,446
Business Tax Total	<b>201,559</b>	<b>0</b>	<b>201,559</b>	<b>(12,744)</b>	<b>188,815</b>	<b>1,656</b>	<b>190,471</b>
Property Tax: Base	1,202,500	10,935	1,213,435	78,433	1,291,868	(664)	1,291,204
Property Tax: Growth	12,000	134	12,134	6,462	18,596	(137)	18,459
Property Tax: Rate Increase	74,395	364	74,759	904	75,663	(16,257)	59,406
One-time Rebate	0	0	0	0	0	(52,115)	(52,115)
Property Tax Total	<b>1,288,895</b>	<b>11,433</b>	<b>1,300,328</b>	<b>85,799</b>	<b>1,386,127</b>	<b>(69,173)</b>	<b>1,316,954</b>
<b>TOTAL TAX REVENUE</b>	<b>1,490,454</b>	<b>11,433</b>	<b>1,501,887</b>	<b>73,055</b>	<b>1,574,942</b>	<b>(67,517)</b>	<b>1,507,425</b>

**Figure 6: Full Time Equivalents by Business Unit**

	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>2018 Budget</b>
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>							
Environmental & Safety Management	62.6	76.6	74.6	75.6	75.6	75.6	75.6
Waste & Recycling Services	548.5	561.0	573.0	583.0	587.0	627.0	630.0
Utilities (Water Resources and Water Services)	1,205.5	1,213.5	1,233.5	1,278.5	1,287.5	1,302.5	1,304.5
GM - Utilities & Environmental Protection	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<b>TOTAL</b>	<b>1,819.6</b>	<b>1,854.1</b>	<b>1,884.1</b>	<b>1,940.1</b>	<b>1,953.1</b>	<b>2,008.1</b>	<b>2,013.1</b>
<b>TRANSPORTATION</b>							
Calgary Transit	2,736.0	2,807.0	2,876.5	2,877.0	2,966.0	3,019.0	3,070.5
Roads	930.8	914.8	911.8	920.8	929.8	938.8	947.8
Transportation Infrastructure	58.0	58.0	52.0	46.0	46.0	46.0	46.0
Transportation Planning	81.0	79.0	84.0	84.0	84.0	84.0	84.0
GM - Transportation	18.0	19.0	19.0	19.0	19.0	19.0	19.0
<b>TOTAL</b>	<b>3,823.8</b>	<b>3,877.8</b>	<b>3,943.3</b>	<b>3,946.8</b>	<b>4,044.8</b>	<b>4,106.8</b>	<b>4,167.3</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>							
Animal & Bylaw Services	137.6	158.6	193.6	205.4	208.4	214.4	214.4
Community & Neighbourhood Services	263.7	284.7	284.7	299.7	299.7	299.7	299.7
Fire	1,401.0	1,431.0	1,464.0	1,505.0	1,539.0	1,583.0	1,629.0
Parks	587.0	572.0	575.0	576.0	593.0	610.0	611.0
Public Safety Communications	279.5	286.5	295.5	249.5	258.5	264.5	270.5
Recreation	573.5	560.5	559.5	565.5	569.5	569.5	569.5
GM - Community Services & Protective Services	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<b>TOTAL</b>	<b>3,245.3</b>	<b>3,296.3</b>	<b>3,375.3</b>	<b>3,404.1</b>	<b>3,471.1</b>	<b>3,544.1</b>	<b>3,597.1</b>
<b>CIVIC PARTNERS</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>CALGARY POLICE SERVICE</b>	<b>2,668.0</b>	<b>2,708.0</b>	<b>2,758.0</b>	<b>2,768.0</b>	<b>2,768.0</b>	<b>2,768.0</b>	<b>2,768.0</b>
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>							
Assessment	159.2	163.2	164.2	166.2	166.2	166.2	167.2
City Wide Policy and Integration	-	-	168.0	168.0	169.0	169.0	169.0
Inspections and Permits	-	-	303.0	303.0	303.0	303.0	303.0
Local Area Planning and Implementation	-	-	80.0	80.0	80.0	81.0	81.0
Development & Building Approvals	479.5	477.5	-	-	-	-	-
Land Use Planning & Policy	103.5	106.5	-	-	-	-	-
GM - Planning, Development & Assessment	12.0	17.0	4.0	4.0	4.0	4.0	4.0
<b>TOTAL</b>	<b>754.2</b>	<b>764.2</b>	<b>719.2</b>	<b>721.2</b>	<b>722.2</b>	<b>723.2</b>	<b>724.2</b>

## Supplemental Information: Operating Analysis

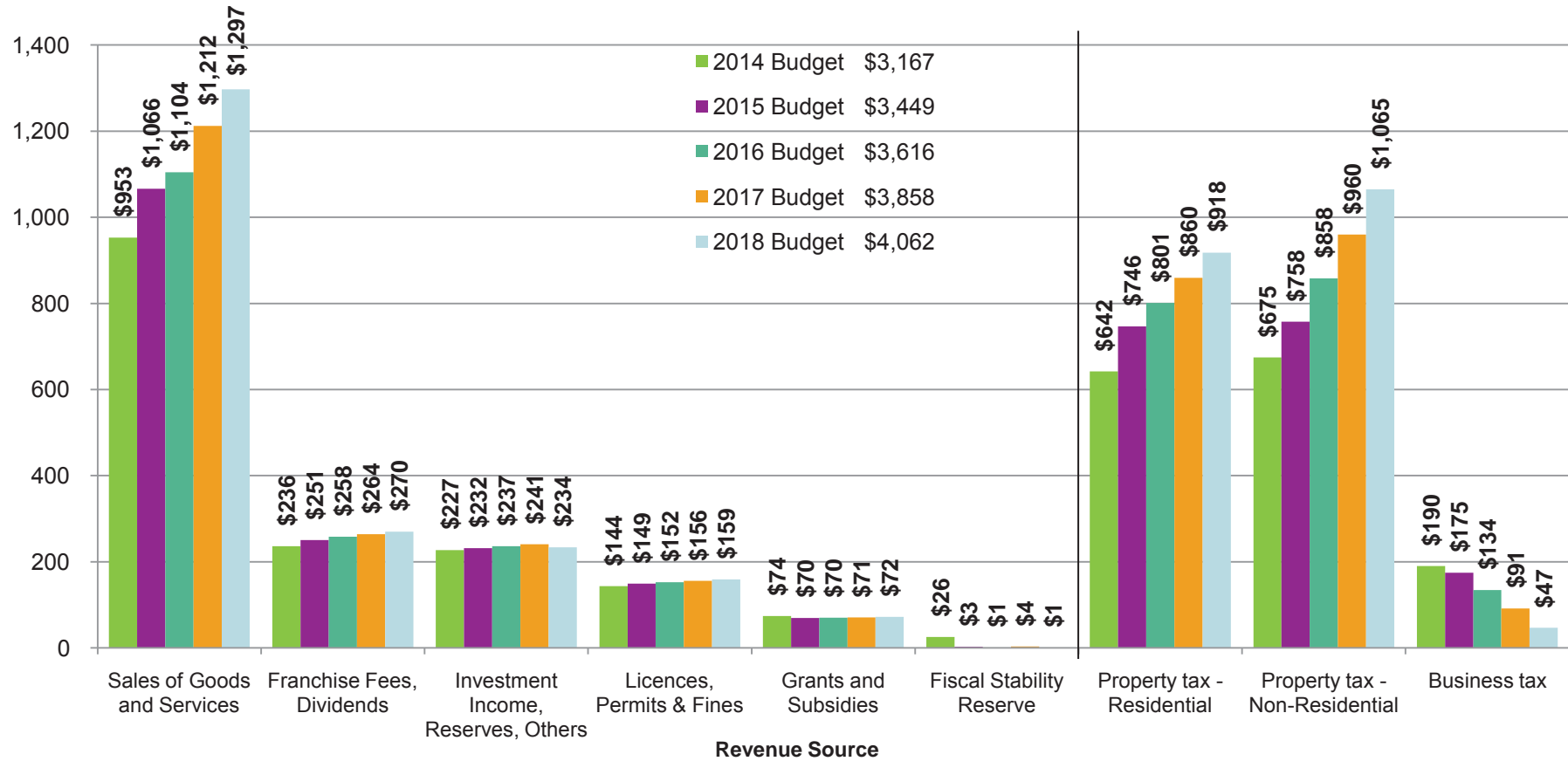


Figure 6: Full Time Equivalents by Business Unit

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>CORPORATE SERVICES</b>							
Corporate Properties & Buildings	203.5	211.5	212.5	221.5	221.5	221.5	221.5
Customer Service & Communications	154.4	158.4	158.4	171.4	179.4	182.4	185.4
Fleet Services	224.5	223.5	223.5	223.5	223.5	223.5	223.5
Human Resources	234.1	232.1	229.6	229.6	229.6	229.6	229.6
Information Technology	422.9	426.9	426.9	426.9	426.9	426.9	426.9
Infrastructure & Information Services	251.3	269.5	267.5	268.5	268.5	268.5	268.5
Office of Land Servicing & Housing	49.5	52.5	52.5	57.0	57.0	57.0	57.0
GM - Corporate Services	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<b>TOTAL</b>	<b>1,543.2</b>	<b>1,577.4</b>	<b>1,573.9</b>	<b>1,601.4</b>	<b>1,609.4</b>	<b>1,612.4</b>	<b>1,615.4</b>
<b>CORPORATE ADMINISTRATION</b>							
Chief Financial Officer's Department	501.5	500.5	504.5	507.5	508.5	509.5	509.5
City Clerk's Office	58.7	58.7	59.7	61.7	62.7	63.7	63.7
City Manager's Office	22.0	22.0	22.0	22.0	22.0	22.0	22.0
Law	117.5	125.5	128.5	132.5	135.5	136.5	139.5
<b>TOTAL</b>	<b>699.7</b>	<b>706.7</b>	<b>714.7</b>	<b>723.7</b>	<b>728.7</b>	<b>731.7</b>	<b>734.7</b>
<b>COUNCIL</b>							
Audit Committee	1.0	1.0	1.0	1.0	1.0	1.0	1.0
City Auditor's Office	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Office of the Councillors	36.0	36.0	36.0	36.0	36.0	36.0	36.0
Office of the Mayor	10.0	10.0	10.0	10.0	10.0	10.0	10.0
<b>TOTAL</b>	<b>61.0</b>	<b>61.0</b>	<b>61.0</b>	<b>61.0</b>	<b>61.0</b>	<b>61.0</b>	<b>61.0</b>
<b>TOTAL CITY</b>	<b>14,617.8</b>	<b>14,848.5</b>	<b>15,032.5</b>	<b>15,167.3</b>	<b>15,359.3</b>	<b>15,556.3</b>	<b>15,681.8</b>
<b>LESS: UTILITIES</b>	<b>(1,205.5)</b>	<b>(1,213.5)</b>	<b>(1,233.5)</b>	<b>(1,278.5)</b>	<b>(1,287.5)</b>	<b>(1,302.5)</b>	<b>(1,304.5)</b>
<b>TOTAL TAX-SUPPORTED</b>	<b>13,412.3</b>	<b>13,635.0</b>	<b>13,799.0</b>	<b>13,888.8</b>	<b>14,071.8</b>	<b>14,253.8</b>	<b>14,377.3</b>

Note: 2012 and 2013 budget is based on the organization structure at that point in time. 2014 Budget is as at 2014 June 30.

Figure 7: Funding the 2015-2018 Operating Budget - Total City (\$ millions)



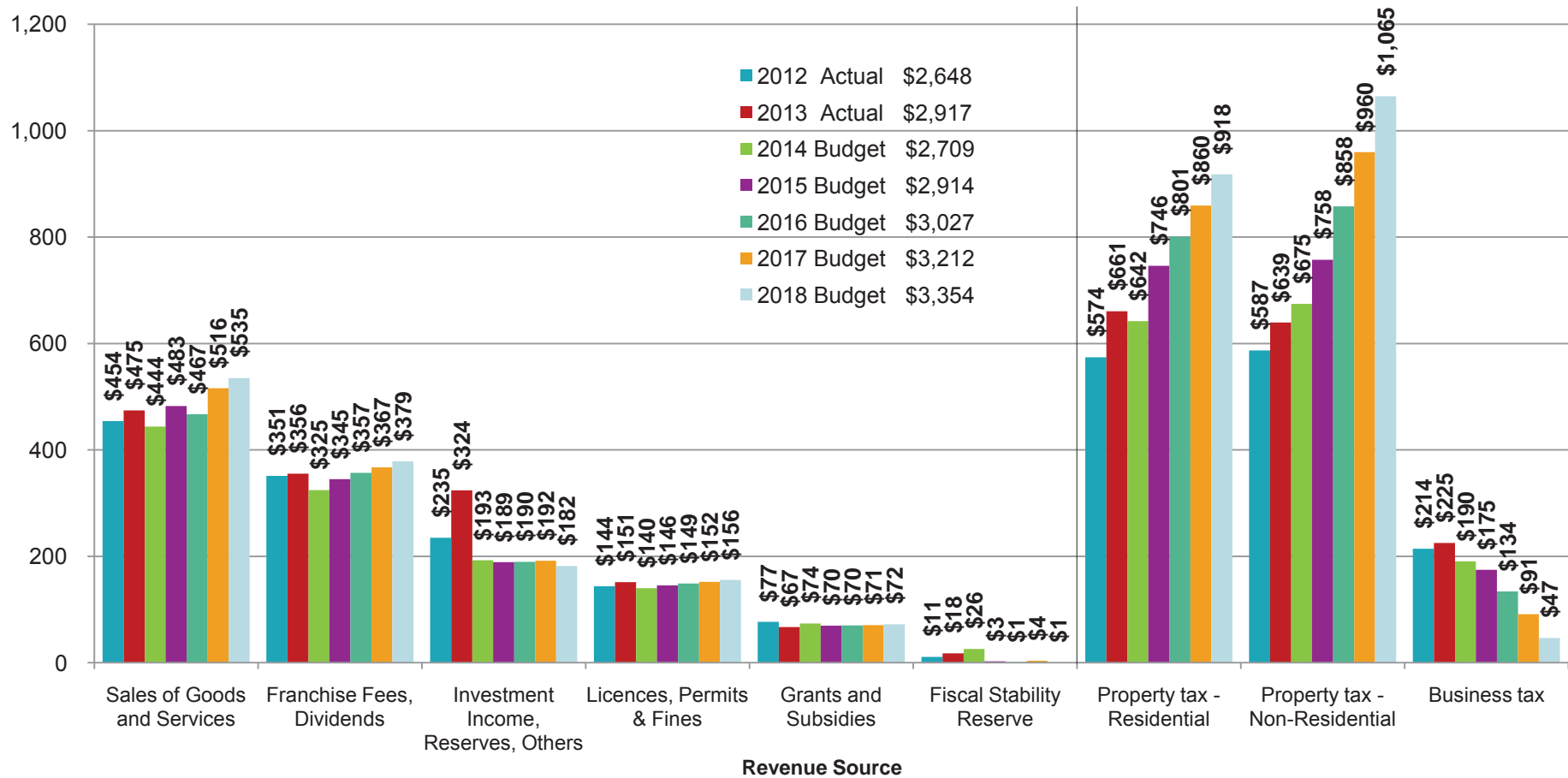
- The City of Calgary has a limited number of revenue sources with which to fund its operations. The single largest non-tax contributor to our revenues (about 31 per cent of the corporate total) is the sale of goods and services, of which approximately 57 per cent is from Utilities.
- Other funding sources 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 49 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.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.



# Supplemental Information: Operating Analysis



Figure 8: Funding the 2015-2018 Operating Budget - Tax-Supported (\$ millions)



- Reliance on property tax as a revenue source is increasing, from 43.9 per cent in 2012 to 59.1 per cent in 2018, partially due to business tax consolidation.
- Business tax as a share of tax-supported revenues is declining, from 8.1 per cent in 2012 to 1.4 per cent in 2018, mainly due to business tax consolidation.
- Grants and subsidies as a portion of tax-supported revenue are declining slightly, from 2.9 per cent in 2012 to 2.2 per cent in 2018.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.

**Figure 9: Summary of Tax Revenue (\$ millions)**

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Net Expenditures</b>							
Total Budgeted Tax-Supported Expenditures	2,614.7	2,906.8	2,708.4	2,913.6	3,027.1	3,211.9	3,354.0
Less: Non-tax Revenue	(1,239.4)	(1,381.1)	(1,200.9)	(1,235.0)	(1,234.1)	(1,301.4)	(1,324.6)
<b>Net Tax-Supported Expenditures</b>	<b>1,375.3</b>	<b>1,525.7</b>	<b>1,507.5</b>	<b>1,678.7</b>	<b>1,793.0</b>	<b>1,910.5</b>	<b>2,029.4</b>
<b>Tax Revenue</b>							
Business Tax: Base at beginning of year	208.8	214.2	186.0	168.7	129.9	88.7	44.8
Business Tax: Growth in base	5.4	11.2	4.5	6.0	4.4	2.7	1.8
<b>Business Tax Total</b>	<b>214.2</b>	<b>225.4</b>	<b>190.5</b>	<b>174.7</b>	<b>134.3</b>	<b>91.4</b>	<b>46.6</b>
Property Tax: Base at beginning of year	1,066.6	1,161.1	1,291.2	1,393.3	1,548.8	1,704.3	1,865.7
Property Tax: Growth in base	18.5	20.9	18.5	45.1	39.5	39.3	36.4
Property Tax: Rate Increase	76.0	118.2	59.4	65.6	70.4	75.5	80.7
One-time Rebate	0.0	0.0	(52.1)	0.0	0.0	0.0	0.0
<b>Property Tax Total</b>	<b>1,161.1</b>	<b>1,300.3</b>	<b>1,317.0</b>	<b>1,504.0</b>	<b>1,658.7</b>	<b>1,819.1</b>	<b>1,982.8</b>
<b>TOTAL TAX REVENUE</b>	<b>1,375.3</b>	<b>1,525.7</b>	<b>1,507.5</b>	<b>1,678.7</b>	<b>1,793.0</b>	<b>1,910.5</b>	<b>2,029.4</b>

- 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:
  - The base at the beginning of the year is the amount of tax that would be collected if no changes to either the tax rate or tax base occurred in that year.
  - The growth in the base is the additional tax revenue collected resulting from the increase in the physical stock of residential and non-residential space.
  - The rate increase is the additional tax revenue collected resulting from Council's property tax rate.

## Supplemental Information: Operating Analysis

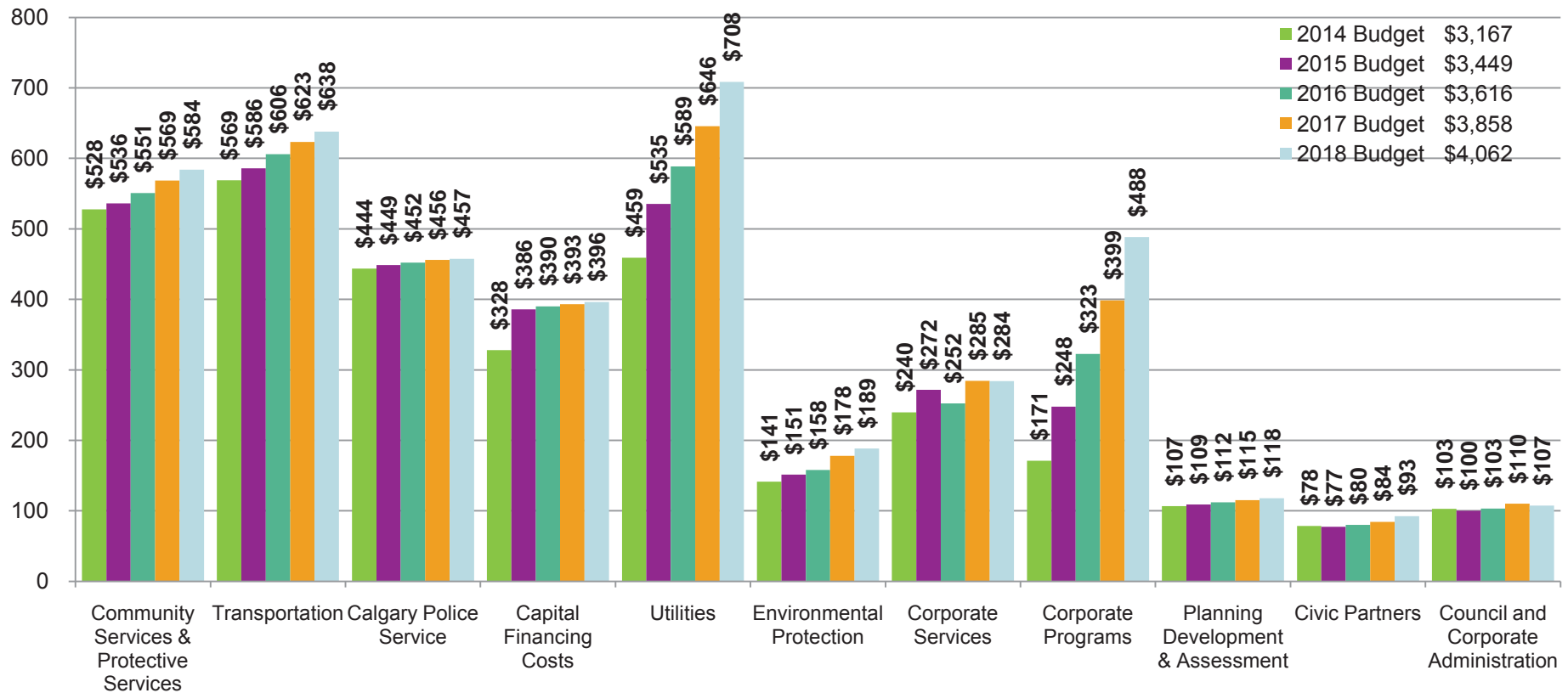


**Figure 10: Business Tax Consolidation (\$ millions)**

In 2012, Council approved the consolidation of the Business Tax into the non-residential property tax. Council also directed that an amount equivalent to the consolidated Business Tax be exempt from the non-residential property tax increase.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Business Tax</b>	189.7	194.6	186.0	168.7	129.9	88.7	44.8
<b>Business Tax Growth</b>	4.9	12.1	4.4	6.1	4.4	2.7	1.8
<b>Business Tax Consolidated into Non-Residential Property Tax</b>	0.0	0.0	20.5	21.8	44.8	45.6	46.6
<b>Frozen portion of the Non-Residential Property Tax</b>	0.0	0.0	20.5	42.3	87.1	132.7	179.3

Figure 11: Spending the 2015-2018 Operating Budget - Total City (\$ millions)

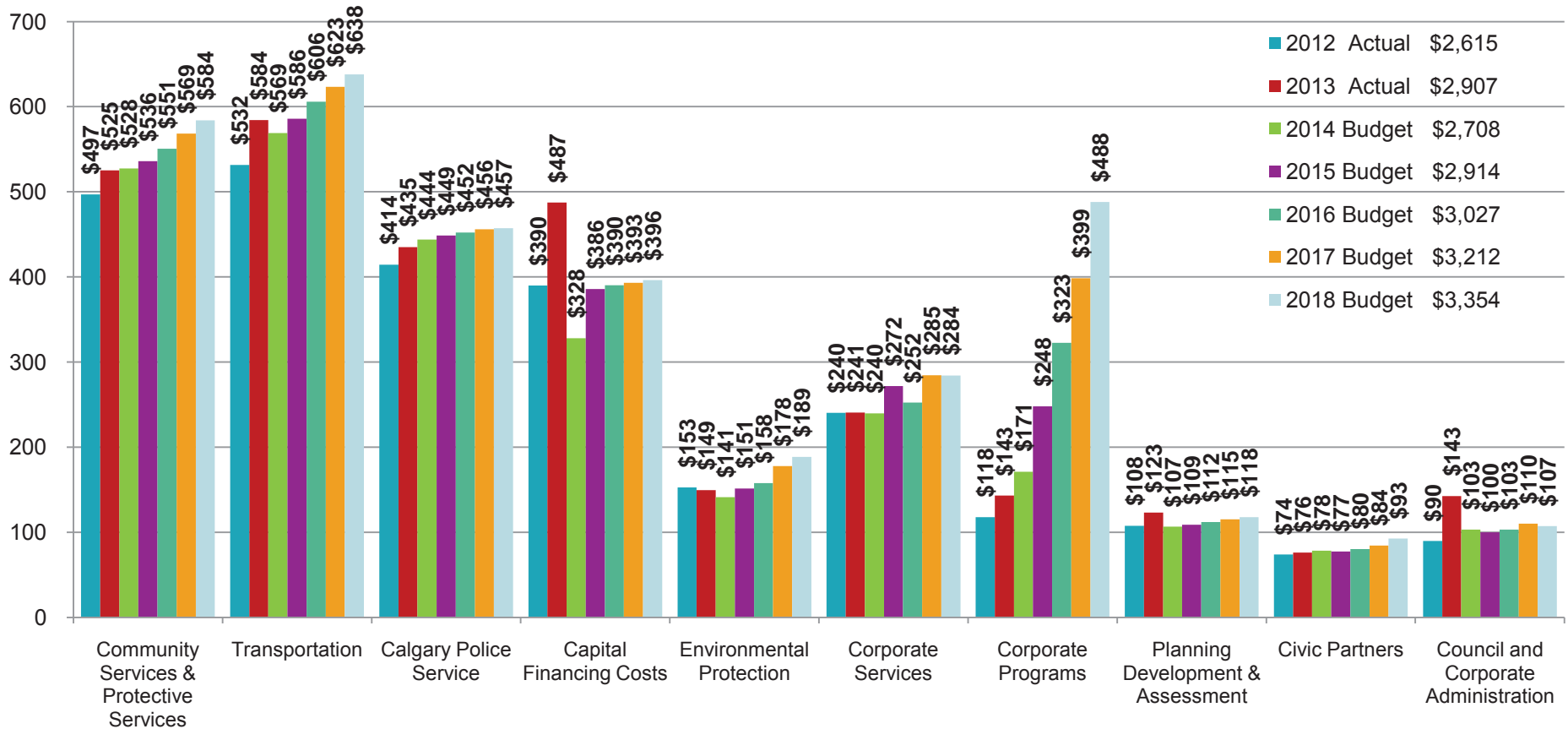


- The largest budget areas correspond to Council Priorities on frontline service delivery: Community Services & Protective Services, Transportation, Calgary Police Service, and Utilities.
- Areas of major spending are also our most people-intensive services, such as Calgary Transit and the Calgary Police 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.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.

# Supplemental Information: Operating Analysis

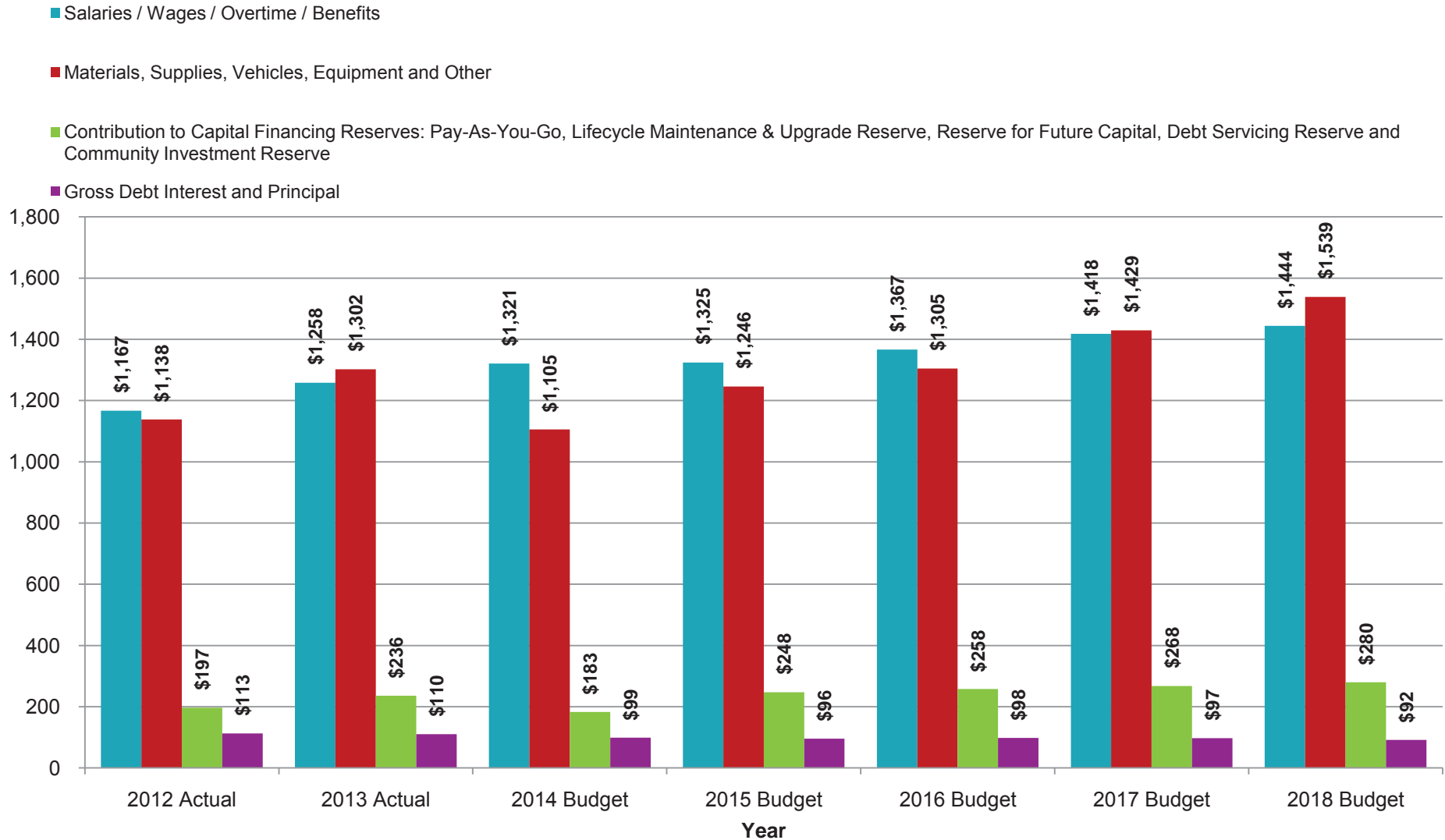


Figure 12: Tax-Supported Gross Expenditures Net of Recoveries (\$ millions)



- Areas of major spending correspond to Council Priorities: Transportation, Community Services & Protective Services.
- About 3.7 per cent of spending relates to governance functions, including Council and the corporate administration offices.
- Areas of major spending are also the most people-intensive services, such as Calgary Transit and the Calgary Police Service.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.

**Figure 13: Tax-Supported Expenditure Net of Recoveries by Major Cost Components (\$ millions)**

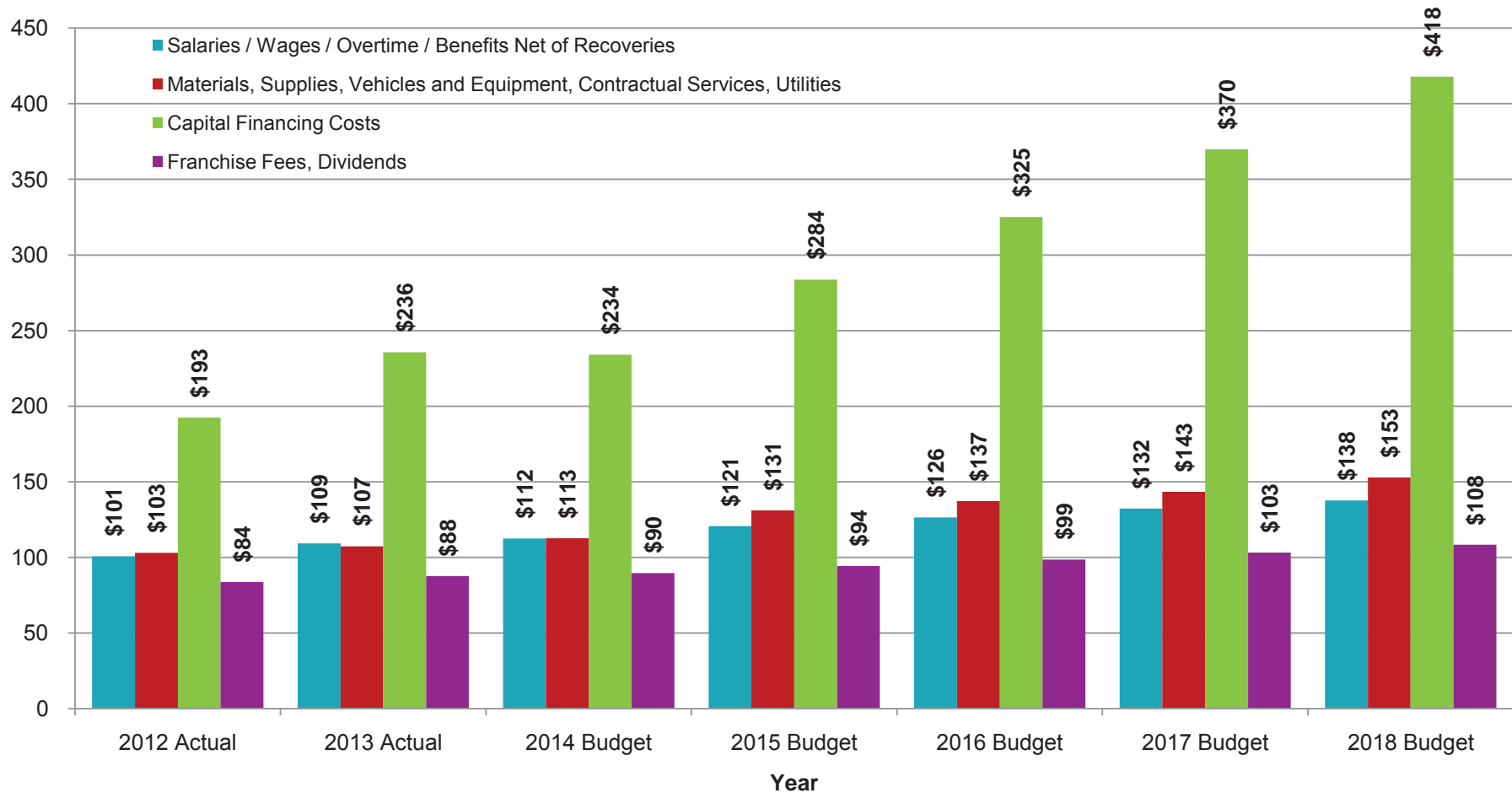


- The salaries, wages, overtime and benefits cost component is approximately 45 per cent of total tax-supported expenditures.
- Gross debt charges continue to decline as a portion of overall expenditures, from 4.3 per cent in 2012 to 2.7 per cent in 2018.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.

## Supplemental Information: Operating Analysis



Figure 14: Utilities Expenditures Net of Recoveries by Major Cost Components (\$ millions)



- Capital financing costs as the largest component of annual expenditures are increasing, from 40.1 per cent in 2012 to 51.2 per cent in 2018.
- Salaries, wages, overtime and benefits net of recoveries as a portion of overall spending are declining, from 21.0 per cent in 2012 to 16.9 per cent in 2018.
- 2014 budget as at 2014 June 30.

**Figure 15: Operating Budget by Line of Service (\$ thousands)**

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
<b>Utilities &amp; Environmental Protection</b>										
Environmental Programs & Services	5,769	4,341	5,924	4,305	5,984	4,365	6,082	4,464	6,078	4,460
Safety Programs & Services	4,521	2,840	4,837	2,798	5,036	2,992	5,245	3,196	5,347	3,298
Strategic Services	2,498	2,162	3,163	3,013	3,089	3,089	3,293	3,143	3,148	3,148
Collection Services	61,030	54,905	62,681	57,102	65,450	59,861	78,251	72,651	76,779	71,169
Disposal & Processing Services	32,327	30,525	33,623	31,309	35,040	32,726	37,370	35,056	38,476	36,163
Infrastructure & Program Management	16,686	9,837	18,190	12,154	19,503	13,466	28,433	17,962	33,989	17,378
Strategic Services	7,056	7,026	9,191	9,164	9,156	9,129	9,400	9,373	9,629	9,602
Utilities Strategic Services	30,315	29,875	40,430	39,589	41,568	40,701	43,032	42,135	44,495	43,570
Infrastructure Planning	13,360	6,303	17,399	8,952	19,144	10,382	20,681	11,566	21,891	12,247
Infrastructure Delivery	13,573	4,199	15,728	4,464	16,892	4,662	17,935	4,826	18,534	4,980
Water Quality Services	12,289	11,778	13,280	12,959	14,453	14,120	14,927	14,580	15,370	15,010
Utilities Construction Services	36,796	28,940	38,498	31,048	39,396	31,728	40,367	32,455	41,293	33,151
Field Services	44,912	42,587	47,188	44,338	51,924	49,010	55,737	52,751	57,426	54,372
Water Treatment	32,882	31,872	35,979	33,873	36,675	34,908	37,432	35,592	38,141	36,233
Wastewater Treatment	41,704	41,164	50,443	49,366	52,028	50,910	55,700	54,536	64,849	63,641
<b>Transportation</b>										
Fleet & Infrastructure Management	162,015	154,325	171,013	163,322	176,877	169,186	181,045	173,354	187,562	179,871
Specialized Transit for Persons with Disabilities	36,464	34,420	38,391	36,348	40,957	38,914	43,300	41,257	45,137	43,094
Service Planning & Customer Service	13,521	13,521	14,936	14,936	15,054	15,054	15,074	15,074	15,074	15,074
CTrain & Bus Service	179,895	179,680	179,210	178,996	185,852	185,637	190,720	190,505	195,171	194,956
Business & Technical Support	6,154	5,727	6,100	5,980	6,393	6,273	6,699	6,579	6,908	6,788
Roadway & Bridge Infrastructure	76,977	44,706	77,849	43,113	80,324	45,088	82,954	47,219	84,495	47,760
Sidewalks & Bikeways	10,828	10,098	11,300	10,570	11,659	10,929	12,056	11,326	12,250	11,520
Snow & Ice Control & Street Sweeping	41,662	41,447	43,180	42,965	44,879	44,664	46,726	46,511	47,881	47,666
Traffic Control & Lighting	58,359	38,749	60,893	40,884	61,637	41,378	62,548	42,039	61,203	40,444



## Supplemental Information: Operating Analysis



Figure 15: Operating Budget by Line of Service (\$ thousands)

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
Major Transportation Capital Projects	9,119	0	7,959	0	8,002	0	8,050	0	8,050	0
Optimizing & Improving Transportation Choice	4,085	3,813	3,862	3,590	3,160	2,888	3,165	2,893	3,156	2,884
Transportation Monitoring, Forecasting & Reporting	3,298	3,205	3,359	3,266	3,429	3,335	3,507	3,413	3,527	3,433
Transportation Planning Policy	4,214	3,427	4,261	3,473	4,312	3,524	4,368	3,580	4,390	3,603
<b>Community Services &amp; Protective Services</b>										
Community & Strategic Services	4,107	4,107	4,448	4,448	4,408	4,408	4,478	4,478	4,512	4,512
Compliance Services	8,347	0	9,942	0	10,241	0	10,553	0	10,865	0
Departmental Strategic Services	3,899	3,199	3,930	3,230	3,964	3,264	3,999	3,299	4,022	3,322
Operations: Animal & General Bylaw Services	12,048	10,610	12,560	11,122	13,162	11,724	14,120	12,682	14,151	12,713
Shelter Operations	3,441	(2,060)	3,528	(1,723)	3,655	(1,626)	3,872	(1,479)	3,880	(1,571)
Emergency Management, Planning & Preparedness	3,193	3,193	3,589	3,589	3,796	3,796	3,963	3,963	3,963	3,963
Emergency Response Vehicles, Facilities & Equipment	14,246	13,971	14,731	14,456	15,371	15,096	16,002	15,727	16,515	16,240
Emergency Response & Fire Fighting	181,620	178,127	182,807	178,965	187,972	184,130	193,745	189,902	204,215	200,372
Fire, Life Safety, & Investigations	7,705	5,146	8,019	5,300	8,179	5,200	8,339	5,100	8,499	5,000
Planning, Risk Analysis, & Performance Management	13,518	10,414	14,074	10,970	14,206	11,102	14,359	11,254	14,383	11,278
Community Partnerships	5,196	5,196	5,722	5,722	5,603	5,603	6,001	6,001	5,752	5,752
Community Programs & Services	7,585	5,232	8,022	5,669	8,194	5,840	8,388	6,035	8,389	6,036
Community Social Development	14,297	7,871	15,654	9,289	16,093	9,672	16,526	10,104	16,527	10,106
Facility Development & Management	662	662	672	672	684	684	696	696	696	696
Strategy & Partnerships	38,556	12,485	39,000	13,178	39,023	13,201	39,049	13,227	39,051	13,228
City Wide Parks Services	12,661	11,033	13,963	12,334	14,218	12,590	14,503	12,874	14,574	12,945

**Figure 15: Operating Budget by Line of Service (\$ thousands)**

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
Parks Operations	63,606	54,127	64,045	54,566	67,341	57,862	70,773	61,294	72,473	61,794
Parks Pathway	2,503	2,478	2,564	2,540	2,602	2,577	2,644	2,619	2,794	2,769
Parks Urban Forestry	10,550	10,550	10,819	10,819	11,020	11,020	11,248	11,248	11,248	11,248
Planning & Developing the Parks System	4,429	2,255	4,377	2,204	4,465	2,292	4,565	2,392	4,565	2,392
Public Safety Communications Commander's Office	464	464	464	464	464	464	464	464	464	464
Operations	35,474	20,180	30,150	22,573	29,173	23,460	29,980	24,260	30,792	25,066
Specialized Support Services	4,839	4,839	4,940	4,940	5,571	5,571	5,642	5,642	5,656	5,656
Customer & Business Services	8,853	6,406	9,617	7,462	10,314	8,155	10,598	8,437	10,578	8,413
Golf Course Operations	10,573	353	10,722	402	10,963	492	10,993	352	10,924	95
Recreation Asset Management	2,815	1,281	2,903	1,264	3,164	1,526	3,599	1,960	3,933	2,295
Recreation Facilities, Products & Services	55,276	28,696	57,418	29,125	59,410	30,156	61,697	31,442	62,662	31,366
Sport & Culture Sector Development	8,481	7,502	9,069	8,090	9,193	8,214	9,484	8,505	9,680	8,701
<b>Planning, Development &amp; Assessment</b>										
Assessment Development Services	3,462	3,460	3,547	3,545	3,644	3,642	3,753	3,751	3,895	3,893
Business Services	5,397	5,397	5,475	5,475	5,548	5,548	5,632	5,632	5,632	5,632
Customer & Governance Services	1,439	1,439	1,463	1,463	1,491	1,491	1,522	1,522	1,522	1,522
Valuation	10,027	10,027	10,541	10,415	10,863	10,737	11,229	11,103	11,229	11,103
Business Operations	18,858	18,858	20,605	(10,747)	21,171	(10,996)	21,773	(11,375)	22,231	(11,718)
Business Strategy	4,744	4,744	4,755	4,755	4,833	4,833	4,907	4,907	4,954	4,954
City Wide Strategy	6,656	6,431	6,674	6,449	6,919	6,694	7,031	6,806	7,070	6,845
Growth Management	3,976	3,976	4,152	4,152	4,169	4,169	4,338	4,338	4,588	4,588
Building Regulations	28,012	(40,710)	58,102	(12,645)	60,067	(12,979)	62,072	(13,349)	64,500	(13,373)
Customer Advisory Services	12,298	12,034	12,591	12,319	12,932	12,650	13,308	13,016	13,342	13,041
Applications & Policy	11,577	9,929	11,896	10,248	12,100	10,452	12,464	10,816	12,464	10,816
Centre City	847	847	847	847	847	847	847	847	847	847

## Supplemental Information: Operating Analysis



Figure 15: Operating Budget by Line of Service (\$ thousands)

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
<b>Corporate Services</b>										
Real Estate Services	10,424	(3,656)	10,602	(1,903)	10,823	(1,631)	11,072	(1,383)	11,176	(1,279)
Workplace Facility Asset Management	37,217	28,880	41,946	30,159	42,814	30,997	43,589	31,741	44,246	32,368
Workspace Solutions	18,338	9,264	20,236	9,432	21,063	9,709	21,323	9,969	21,703	10,149
Creative Services	5,628	2,401	5,760	2,533	5,868	2,641	6,024	2,797	6,085	2,858
Customer Service, 311 & Research	11,508	11,142	12,107	11,741	12,944	12,578	13,822	13,456	14,362	13,996
Public & Employee Engagement & Communications	4,673	4,574	5,387	5,288	5,922	5,823	6,460	6,361	6,879	6,780
Fabrication & Welding Services	5,788	5,788	5,428	5,428	5,546	5,546	5,683	5,683	5,683	5,683
Fleet Acquisition	40,052	40,052	40,237	40,237	40,267	40,267	40,306	40,306	40,306	40,306
Fleet Maintenance & Repairs	33,717	33,717	32,971	32,971	33,215	33,215	33,484	33,484	33,484	33,484
Safety & Training Services	1,998	1,998	1,943	1,943	1,986	1,986	2,034	2,034	2,034	2,034
Corporate HR Services	18,936	11,203	19,095	11,362	19,360	11,627	19,645	11,912	19,836	12,103
HR Consulting to Business	6,848	6,296	6,923	6,371	7,092	6,540	7,269	6,717	7,460	6,908
Pay Services	4,917	4,481	5,112	4,675	5,237	4,800	5,380	4,943	5,367	4,931
HR Service Centre	6,600	5,888	6,780	6,068	6,889	6,177	6,793	6,081	6,773	6,062
Business Technology Solutions	56,169	44,053	60,014	45,798	61,430	47,214	62,603	48,387	63,394	49,178
Information and Communications Technologies	35,670	4,154	41,884	4,938	42,914	5,969	44,744	7,674	46,008	8,813
Strategic Business Technology Planning	7,227	6,774	7,091	6,638	7,106	6,653	7,123	6,670	7,123	6,670
Asset & Base Mapping	7,291	1,503	7,498	1,710	7,735	1,948	8,005	2,217	8,005	2,217
Data & Rights of Way Access	6,116	4,764	6,876	5,389	7,092	5,605	7,610	6,124	8,037	6,551
Engineering & Energy Management	90,218	1,752	90,218	1,752	90,218	1,752	90,218	1,752	90,218	1,752
Field Surveying Services	4,805	1,318	4,950	1,464	5,097	1,610	5,264	1,777	5,264	1,777
Geographic Data & Analysis	5,643	4,480	5,760	4,597	5,881	4,718	6,017	4,854	6,017	4,854

**Figure 15: Operating Budget by Line of Service (\$ thousands)**

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
Project & Asset Management	6,704	1,902	6,454	1,652	6,704	1,902	6,704	1,902	6,704	1,902
Affordable Housing	14,383	3,036	9,994	3,370	10,107	3,377	10,240	3,382	11,069	3,372
Land Servicing	3,588	139	3,669	149	3,681	161	3,695	174	3,695	174
Real Estate Sales & Marketing	52,120	491	76,432	537	50,014	590	74,382	650	68,305	650
<b>Corporate Administration</b>										
Financial Client Services	17,852	4,107	18,415	4,400	18,792	4,772	19,341	5,316	19,566	5,536
Governance Planning & Reporting	12,174	12,174	11,652	11,652	12,163	12,163	12,342	12,342	12,629	12,629
Procurement & Warehousing	26,579	6,993	27,019	7,433	27,585	7,999	28,206	8,620	28,366	8,780
Tax & Treasury Services	14,694	13,645	14,602	13,554	14,962	13,913	15,392	14,344	15,473	14,425
Administrative Services	2,791	2,691	2,884	2,785	2,954	2,854	3,050	2,951	3,106	3,007
Election & Information Services	3,132	2,838	3,136	2,895	3,409	3,079	7,401	5,530	2,901	2,660
Legislative Services	1,342	1,342	1,371	1,371	1,406	1,406	1,452	1,452	1,472	1,472
Quasi-Judicial Boards	5,922	5,164	5,967	5,209	6,127	5,369	6,248	5,491	6,431	5,674
Corporate Programs Oversight	1,341	1,341	1,037	1,037	1,037	1,037	1,037	1,037	1,037	1,037
Corporate Strategy	856	856	856	856	856	856	856	856	856	856
Flood Recovery & Resiliency	1,661	1,661	25	25	25	25	25	25	25	25
Corporate Security	10,438	4,699	11,349	5,399	12,015	5,843	12,392	5,989	12,824	6,179
Legal Services	12,525	8,298	12,783	8,336	12,867	8,420	13,199	8,752	13,360	8,913
Risk Management & Claims	24,636	4,192	28,153	1,480	29,337	1,525	30,579	1,575	31,828	1,575

# Supplemental Information: Operating Analysis



**Figure 16: User Fee and Utility Rate Highlights**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	Changes from 2014		2016 Budget	Changes from 2015		2017 Budget	Changes from 2016		2018 Budget	Changes from 2017	
					\$	%		\$	%		\$	%		\$	%
<b>Transit</b>															
Cash: Adult (age 15 to 64)	\$2.75	\$3.00	\$3.00	\$3.15	\$0.15	5.0%	\$3.25	\$0.10	3.2%	\$3.30	\$0.05	1.5%	\$3.35	\$0.05	1.5%
Youth (age 6 to 14)	\$1.75	\$1.75	\$2.00	\$2.10	\$0.10	5.0%	\$2.25	\$0.15	7.1%	\$2.35	\$0.10	4.4%	\$2.40	\$0.05	2.1%
Monthly Pass: Adult	\$94.00	\$94.00	\$96.00	\$99.00	\$3.00	3.1%	\$103.00	\$4.00	4.0%	\$105.00	\$2.00	1.9%	\$107.00	\$2.00	1.9%
Monthly Pass: Youth (September)	\$57.50	\$57.50	\$60.00	\$65.00	\$5.00	8.3%	\$70.00	\$5.00	7.7%	\$75.00	\$5.00	7.1%	\$80.00	\$5.00	6.7%
Adult Ticket Book (10)	\$27.50	\$30.00	\$30.00	\$31.50	\$1.50	5.0%	\$32.50	\$1.00	3.2%	\$33.00	\$0.50	1.5%	\$33.50	\$0.50	1.5%
Youth Ticket Book (10)	\$17.50	\$17.50	\$20.00	\$21.00	\$1.00	5.0%	\$22.50	\$1.50	7.1%	\$23.50	\$1.00	4.4%	\$24.00	\$0.50	2.1%
Adult Day Pass	\$8.25	\$9.00	\$9.00	\$9.50	\$0.50	5.6%	\$10.25	\$0.75	7.9%	\$10.75	\$0.50	4.9%	\$11.25	\$0.50	4.7%
Youth Day Pass	\$5.25	\$5.75	\$6.25	\$6.75	\$0.50	8.0%	\$7.25	\$0.50	7.4%	\$7.50	\$0.25	3.4%	\$8.00	\$0.50	6.7%
Low Income Transit Pass	\$40.00	\$44.00	\$44.00	\$47.00	\$3.00	6.8%	\$50.00	\$3.00	6.4%	\$52.00	\$2.00	4.0%	\$53.50	\$1.50	2.9%
Senior Annual Pass (Regular)	\$55.00	\$95.00	\$95.00	\$95.00	\$0.00	0.0%	\$115.00	\$20.00	21.1%	\$135.00	\$20.00	17.4%	\$155.00	\$20.00	14.8%
Senior Annual Pass (Low Income)	\$15.00	\$15.00	\$15.00	\$15.00	\$0.00	0.0%	\$25.00	\$10.00	66.7%	\$25.00	\$0.00	0.0%	\$30.00	\$5.00	20.0%
Reserve Parking: Monthly	\$70.00	\$70.00	\$70.00	\$80.00	\$10.00	14.3%	\$85.00	\$5.00	6.3%	\$90.00	\$5.00	5.9%	\$95.00	\$5.00	5.6%
<b>Recreation Facility Admission (Adult: age 18-64)</b>															
Ice Arenas: Prime Time per Hour <sub>1</sub>	\$218.95	\$229.50	\$241.40	\$252.25	\$10.85	4.5%	\$263.60	\$11.35	4.5%	\$275.45	\$11.85	4.5%	\$287.85	\$12.40	4.5%
Leisure Centres: General Admission	\$10.60	\$11.00	\$11.45	\$11.95	\$0.50	4.4%	\$12.50	\$0.55	4.6%	\$13.05	\$0.55	4.4%	\$13.65	\$0.60	4.6%
Swimming Pools: General Admission - Tier 1	\$5.35	\$5.55	\$5.75	\$6.00	\$0.25	4.3%	\$6.25	\$0.25	4.2%	\$6.55	\$0.30	4.8%	\$6.85	\$0.30	4.6%
Swimming Pools: General Admission - Tier 2	\$6.30	\$6.55	\$6.80	\$7.10	\$0.30	4.4%	\$7.40	\$0.30	4.2%	\$7.75	\$0.35	4.7%	\$8.10	\$0.35	4.5%
Swimming Pools: Annual Pool Pass - Tier 1	\$399.87	\$415.87	\$432.50	\$451.97	\$19.47	4.5%	\$472.31	\$20.34	4.5%	\$493.56	\$21.25	4.5%	\$515.77	\$22.21	4.5%
Swimming Pools: Annual Pool Pass - Tier 2	\$474.92	\$493.91	\$513.67	\$536.79	\$23.12	4.5%	\$560.94	\$24.15	4.5%	\$586.18	\$25.24	4.5%	\$612.56	\$26.38	4.5%
<b>Footnotes:</b>															
1) Ice arena rate provided is for the Local Amateur/Non-Profit Adult Category															

**Figure 16: User Fee and Utility Rate Highlights**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	Changes from 2014		2016 Budget	Changes from 2015		2017 Budget	Changes from 2016		2018 Budget	Changes from 2017	
					\$	%		\$	%		\$	%		\$	%
<b>Waste &amp; Recycling Services*</b>															
Commercial Tipping Fees/tonne	\$98.00	\$102.00	\$107.00	\$110.00	\$3.00	2.8%	\$113.00	\$3.00	2.7%	\$116.00	\$3.00	2.7%	\$119.00	\$3.00	2.6%
Blue Cart Fee/household/month	\$7.10	\$7.40	\$7.70	\$7.90	\$0.20	2.6%	\$8.10	\$0.20	2.5%	\$8.30	\$0.20	2.5%	\$8.50	\$0.20	2.4%
Waste Management Charge/household/month	\$4.50	\$4.70	\$4.90	\$4.90	\$0.00	0.0%	\$4.90	\$0.00	0.0%	\$4.90	\$0.00	0.0%	\$4.90	\$0.00	0.0%
<b>UTILITY RATES</b>															
<b>Water</b>															
Flat Rate **	\$62.87	\$67.58	\$72.57	\$74.02	\$1.45	2.0%	\$75.50	\$1.48	2.00%	\$77.01	\$1.51	2.00%	\$78.55	\$1.54	2.00%
Metered Rate - Average Monthly Charge per Household (based on projected water use)	\$41.91	\$45.05	\$48.38	\$49.02	\$0.64	1.3%	\$49.46	\$0.44	0.9%	\$49.35	(\$0.10)	-0.2%	\$48.47	(\$0.88)	-1.8%
<b>Wastewater</b>															
Flat Rate **	\$41.09	\$46.63	\$52.93	\$61.09	\$8.16	15.4%	\$78.00	\$16.91	27.7%	\$99.60	\$21.60	27.7%	\$127.29	\$27.69	27.8%
Metered Rate - Average Monthly Charge per Household (based on projected water use)	\$27.42	\$31.12	\$35.32	\$41.30	\$5.97	16.9%	\$48.16	\$6.86	16.6%	\$55.69	\$7.53	15.6%	\$63.75	\$8.06	14.5%
<b>Drainage</b>															
Stormwater Monthly Drainage Charge	\$8.36	\$8.77	\$9.20	\$10.96	\$1.76	19.1%	\$13.05	\$2.09	19.1%	\$15.54	\$2.49	19.1%	\$18.51	\$2.97	19.1%

\* Green Cart Rates/Fees will be added with the implementation of the program in 2017.

\*\* currently 3% of residential accounts are decreasing due to conversion to meters.

# Capital Analysis

Tab4

Tab3

Tab2  
Capital Analysis

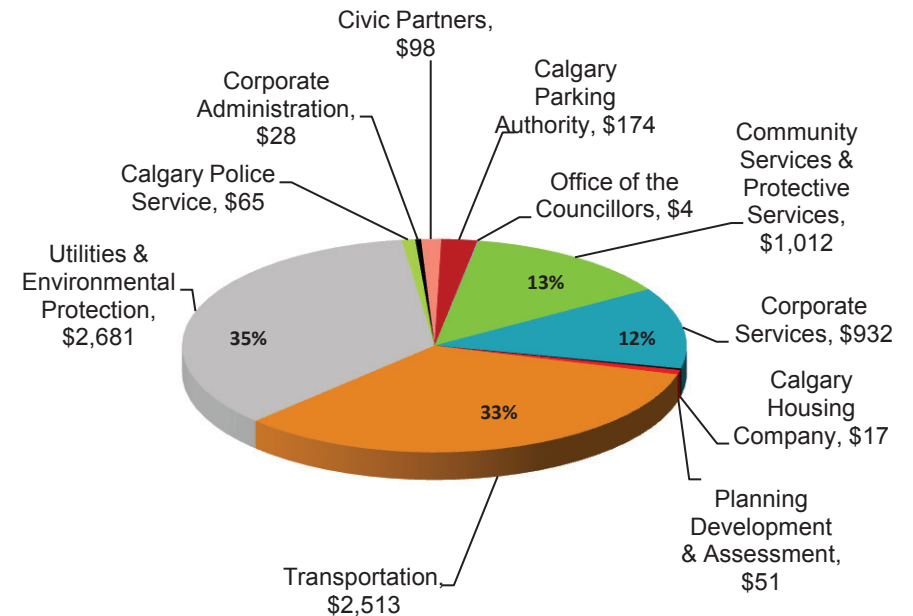
Tab1



## Figure 17: Investing the 2015-2019 Capital Plan (\$millions)

The Capital Budget and the Capital Plan are two slightly different concepts. The 2015-2018 Capital Budget represents the budget of capital projects that are commencing during or before the four-year budget cycle (2015-2018). The 2015-2019 Capital Plan includes the 2015-2018 Capital Budget as well as the full budget of projects that are anticipated to commence in 2019.

- The capital budget requiring Council approval of \$4.739 billion forms part of the five-year capital plan. The City's 2015-2019 capital plan totals \$7.574 billion. The tax-supported portion is \$5.282 billion and the Utilities portion is \$2.292 billion. In comparison, the five-year plan presented in the 2012-2016 capital plan totaled \$5.717 billion, with \$4.424 billion in tax-supported and \$1.293 billion in Utilities.
- With available funding of \$7.574 billion investment in the following major types of capital projects have been identified:
  - Transportation (\$2.513 billion)
  - Community Services & Protective Services (\$1.012 billion – \$781 million for Community Services, such as Parks and Recreation and \$231 million for protective services, such as Animal & Bylaw Services and Fire)
  - Corporate Services (\$932 million – \$187 million for Corporate Properties & Buildings, \$227 million for Fleet Services, \$303 million for Office of Land Servicing & Housing, \$148 million for Information Technology and \$67 million for other business units)
  - Environmental Protection (\$388 million)
  - Utilities (\$2.292 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.



**2015-2019 Capital Plan : \$7,574 million**

## Supplemental Information: Capital Analysis



Figure 18: Capital Plan (Funded) By Department – Incremental spending by year (\$000s)

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2015-2019 TOTAL</u>
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>							
Approved Projects in Progress	566,198	328,380	153,516	26,392	11,190	-	519,478
Projects Requiring Approval		117,189	405,963	542,700	360,968	447,091	1,873,911
<b>2015 - 2018 Capital Budget</b>		445,569	559,479	569,092	372,158	447,091	2,393,389
Projects in Capital Plan for 2019 (Not Requiring Approval)						287,490	287,490
Total	566,198	445,569	559,479	569,092	372,158	734,581	2,680,879
<b>TRANSPORTATION</b>							
Approved Projects in Progress	612,855	555,687	111,945	6,810	-	-	674,442
Projects Requiring Approval		278,290	365,655	366,648	288,462	343,840	1,642,895
<b>2015 - 2018 Capital Budget</b>		833,977	477,600	373,458	288,462	343,840	2,317,337
Projects in Capital Plan for 2019 (Not Requiring Approval)						195,712	195,712
Total	612,855	833,977	477,600	373,458	288,462	539,552	2,513,049
<b>CALGARY PARKING AUTHORITY</b>							
Approved Projects in Progress	18,595	7,650	-	-	-	-	7,650
Projects Requiring Approval		15,616	41,885	67,810	35,170	-	160,481
<b>2015 - 2018 Capital Budget</b>		23,266	41,885	67,810	35,170	-	168,131
Projects in Capital Plan for 2019 (Not Requiring Approval)						5,795	5,795
Total	18,595	23,266	41,885	67,810	35,170	5,795	173,926
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>							
Approved Projects in Progress	264,108	301,864	228,099	129,937	54,442	-	714,342
Projects Requiring Approval		60,553	51,875	94,305	86,895	4,000	297,628
<b>2015 - 2018 Capital Budget</b>		362,417	279,974	224,242	141,337	4,000	1,011,970
Projects in Capital Plan for 2019 (Not Requiring Approval)						-	-
Total	264,108	362,417	279,974	224,242	141,337	4,000	1,011,970

**Figure 18: Capital Plan (Funded) By Department – Incremental spending by year (\$000s)**

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2015-2019 TOTAL</u>
<b>CIVIC PARTNERS</b>							
Approved Projects in Progress	243,294	57,730	-	-	-	-	57,730
Projects Requiring Approval		9,954	9,954	9,954	9,954	-	39,816
<b>2015 - 2018 Capital Budget</b>		67,684	9,954	9,954	9,954	-	97,546
Projects in Capital Plan for 2019 (Not Requiring Approval)						-	-
<b>Total</b>	243,294	67,684	9,954	9,954	9,954	-	97,546
<b>CALGARY POLICE SERVICE</b>							
Approved Projects in Progress	77,035	-	-	-	-	-	-
Projects Requiring Approval		7,640	14,290	14,290	14,290	-	50,510
<b>2015 - 2018 Capital Budget</b>		7,640	14,290	14,290	14,290	-	50,510
Projects in Capital Plan for 2019 (Not Requiring Approval)						14,290	14,290
<b>Total</b>	77,035	7,640	14,290	14,290	14,290	14,290	64,800
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>							
Approved Projects in Progress	15,732	1,000	-	-	-	-	1,000
Projects Requiring Approval		12,050	12,350	13,650	11,550	-	49,600
<b>2015 - 2018 Capital Budget</b>		13,050	12,350	13,650	11,550	-	50,600
Projects in Capital Plan for 2019 (Not Requiring Approval)						-	-
<b>Total</b>	15,732	13,050	12,350	13,650	11,550	-	50,600
<b>CORPORATE SERVICES</b>							
Approved Projects in Progress	515,680	239,493	27,789	10,516	910	-	278,708
Projects Requiring Approval		134,511	136,329	154,884	133,303	18,020	577,047
<b>2015 - 2018 Capital Budget</b>		374,004	164,118	165,400	134,213	18,020	855,755
Projects in Capital Plan for 2019 (Not Requiring Approval)						76,585	76,585
<b>Total</b>	515,680	374,004	164,118	165,400	134,213	94,605	932,340

## Supplemental Information: Capital Analysis



Figure 18: Capital Plan (Funded) By Department – Incremental spending by year (\$000s)

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2015-2019</u> <u>TOTAL</u>
<b>CALGARY HOUSING COMPANY</b>							
Approved Projects in Progress	8,221	-	-	-	-	-	-
Projects Requiring Approval		4,206	6,069	2,982	3,668	-	16,925
<b>2015 - 2018 Capital Budget</b>		4,206	6,069	2,982	3,668	-	16,925
Projects in Capital Plan for 2019 (Not Requiring Approval)						564	564
<b>Total</b>	8,221	4,206	6,069	2,982	3,668	564	17,489
<b>CORPORATE ADMINISTRATION</b>							
Approved Projects in Progress	4,176	1,500	-	-	-	-	1,500
Projects Requiring Approval		12,600	7,500	3,500	3,000	-	26,600
<b>2015 - 2018 Capital Budget</b>		14,100	7,500	3,500	3,000	-	28,100
Projects in Capital Plan for 2019 (Not Requiring Approval)						-	-
<b>Total</b>	4,176	14,100	7,500	3,500	3,000	-	28,100
<b>OFFICE OF THE COUNCILLORS</b>							
Approved Projects in Progress	-	-	-	-	-	-	-
Projects Requiring Approval		600	2,000	925	-	-	3,525
<b>2015 - 2018 Capital Budget</b>		600	2,000	925	-	-	3,525
Projects in Capital Plan for 2019 (Not Requiring Approval)						-	-
<b>Total</b>	-	600	2,000	925	-	-	3,525

**Figure 18: Capital Plan (Funded) By Department – Incremental spending by year (\$000s)**

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2015-2019 TOTAL</u>
<b>TOTAL CITY</b>							
Approved Projects in Progress	2,325,894	1,493,304	521,349	173,655	66,542	-	2,254,850
Projects Requiring Approval		653,209	1,053,870	1,271,648	947,260	812,951	4,738,938
<b>2015 - 2018 Capital Budget</b>		2,146,513	1,575,219	1,445,303	1,013,802	812,951	6,993,788
Projects in Capital Plan for 2019 (Not Requiring Approval)						580,436	580,436
<b>Total</b>	2,325,894	2,146,513	1,575,219	1,445,303	1,013,802	1,393,387	7,574,224
<b>UTILITIES</b>							
Approved Projects in Progress	493,695	203,135	60,652	22,100	6,700	-	292,587
Projects Requiring Approval		141,076	372,706	486,655	332,508	435,789	1,768,734
<b>2015 - 2018 Capital Budget</b>		344,211	433,358	508,755	339,208	435,789	2,061,321
Projects in Capital Plan for 2019 (Not Requiring Approval)						231,119	231,119
<b>Total</b>	493,695	344,211	433,358	508,755	339,208	666,908	2,292,440
<b>TAX-SUPPORTED</b>							
Approved Projects in Progress	1,832,199	1,290,169	460,697	151,555	59,842	-	1,962,263
Projects Requiring Approval		512,133	681,164	784,993	614,752	377,162	2,970,204
<b>2015 - 2018 Capital Budget</b>		1,802,302	1,141,861	936,548	674,594	377,162	4,932,467
Projects in Capital Plan for 2019 (Not Requiring Approval)						349,317	349,317
<b>Total</b>	1,832,199	1,802,302	1,141,861	936,548	674,594	726,479	5,281,784

# Supplemental Information: Capital Analysis



Figure 19 - Operating Costs of Capital (Incremental) (\$000s)

	Operating Costs of New Capital Requests				Operating Costs of Previously Approved Capital				Total Operating Costs of Capital			
	Budget				Budget				Budget			
	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>												
Environmental Safety Management	33	27	0	0	67	0	0	0	100	27	0	0
Waste & Recycling Services	0	96	395	0	476	184	6,776	5,241	476	280	7,171	5,241
Utilities (Water Resources and Water Services)	554	5,324	6,530	4,982	7,895	1,466	2,623	3,717	8,449	6,790	9,153	8,699
GM - Utilities & Environmental Protection	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>	<b>587</b>	<b>5,447</b>	<b>6,925</b>	<b>4,982</b>	<b>8,438</b>	<b>1,650</b>	<b>9,399</b>	<b>8,958</b>	<b>9,025</b>	<b>7,097</b>	<b>16,324</b>	<b>13,940</b>
<b>TRANSPORTATION</b>												
Calgary Transit	0	805	358	2,300	1,758	1,120	0	0	1,758	1,925	358	2,300
Roads	375	386	397	408	175	0	0	0	550	386	397	408
Transportation Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
Transportation Planning	0	0	0	0	0	0	0	0	0	0	0	0
GM - Transportation	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL TRANSPORTATION</b>	<b>375</b>	<b>1,191</b>	<b>755</b>	<b>2,708</b>	<b>1,933</b>	<b>1,120</b>	<b>0</b>	<b>0</b>	<b>2,308</b>	<b>2,311</b>	<b>755</b>	<b>2,708</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>												
Animal & Bylaw Services	0	0	0	0	360	360	720	0	360	360	720	0
Community & Neighbourhood Services	0	0	0	0	0	0	0	0	0	0	0	0
Fire	0	440	780	9,580	1,400	4,900	5,200	9,600	1,400	5,340	5,980	19,180
Parks	0	175	250	200	0	0	0	0	0	175	250	200
Public Safety Communications	0	0	0	0	600	650	0	0	600	650	0	0
Recreation	0	0	0	0	0	0	0	0	0	0	0	0
GM - Community Services & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>	<b>0</b>	<b>615</b>	<b>1,030</b>	<b>9,780</b>	<b>2,360</b>	<b>5,910</b>	<b>5,920</b>	<b>9,600</b>	<b>2,360</b>	<b>6,525</b>	<b>6,950</b>	<b>19,380</b>
<b>CIVIC PARTNERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>5,500</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>5,500</b>

Figure 19 - Operating Costs of Capital (Incremental) (\$000s)

	Operating Costs of New Capital Requests				Operating Costs of Previously Approved Capital				Total Operating Costs of Capital			
	Budget				Budget				Budget			
	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018
<b>CALGARY POLICE SERVICE</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>												
Assessment	0	0	0	0	0	0	0	0	0	0	0	0
City Wide Policy & Integration	0	0	0	0	0	0	0	0	0	0	0	0
Inspections & Permit Services	0	0	0	0	0	0	0	0	0	0	0	0
Local Area Planning & Implementation	0	0	0	0	0	0	0	0	0	0	0	0
GM - Planning, Development & Assessment	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>CORPORATE SERVICES</b>												
Corporate Properties & Buildings	175	200	150	100	225	0	0	0	400	200	150	100
Customer Service & Communications	125	0	75	63	125	0	0	0	250	0	75	63
Fleet Services	0	0	0	0	0	0	0	0	0	0	0	0
Human Resources	0	0	220	7	0	0	0	0	0	0	220	7
Information Technology	603	921	807	1,405	0	0	0	0	603	921	807	1,405
Infrastructure & Information Services	505	0	170	0	125	0	0	0	630	0	170	0
Office of Land Servicing & Housing	0	0	0	0	0	0	0	0	0	0	0	0
GM - Corporate Services	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CORPORATE SERVICES</b>	1,408	1,121	1,422	1,575	475	0	0	0	1,883	1,121	1,422	1,575
<b>CORPORATE ADMINISTRATION</b>												
Chief Financial Officer's Department	45	45	95	100	0	0	0	0	45	45	95	100
City Clerk's Office	15	1	1	1	0	0	0	0	15	1	1	1
City Manager's Office	0	0	0	0	0	0	0	0	0	0	0	0
Law	425	200	125	100	70	0	0	0	495	200	125	100
<b>TOTAL CORPORATE ADMINISTRATION</b>	485	246	221	201	70	0	0	0	555	246	221	201

## Supplemental Information: Capital Analysis



Figure 19 - Operating Costs of Capital (Incremental) (\$000s)

	Operating Costs of New Capital Requests				Operating Costs of Previously Approved Capital				Total Operating Costs of Capital			
	Budget				Budget				Budget			
	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018
<b>COUNCIL</b>												
Audit Committee	0	0	0	0	0	0	0	0	0	0	0	0
City Auditor's Office	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Councillors	0	0	0	0	0	0	0	0	0	0	0	0
Office of the Mayor	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL COUNCIL</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CITY</b>	2,855	8,620	10,353	19,246	13,276	8,680	16,519	24,058	16,131	17,300	26,872	43,304
<b>Less: UTILITIES</b>	(554)	(5,324)	(6,530)	(4,982)	(7,895)	(1,466)	(2,623)	(3,717)	(8,449)	(6,790)	(9,153)	(8,699)
<b>TOTAL TAX-SUPPORTED</b>	2,301	3,296	3,823	14,264	5,381	7,214	13,896	20,341	7,682	10,510	17,719	34,605

Note: The operating costs of capital added to the base budgets between 2015 and 2018 total \$103.6 million, of which \$70.5 million is tax-supported and \$33.1 million is Utilities.



## Figure 20: Investing the 2015-2019 Tax-Supported Capital Plan (\$millions)

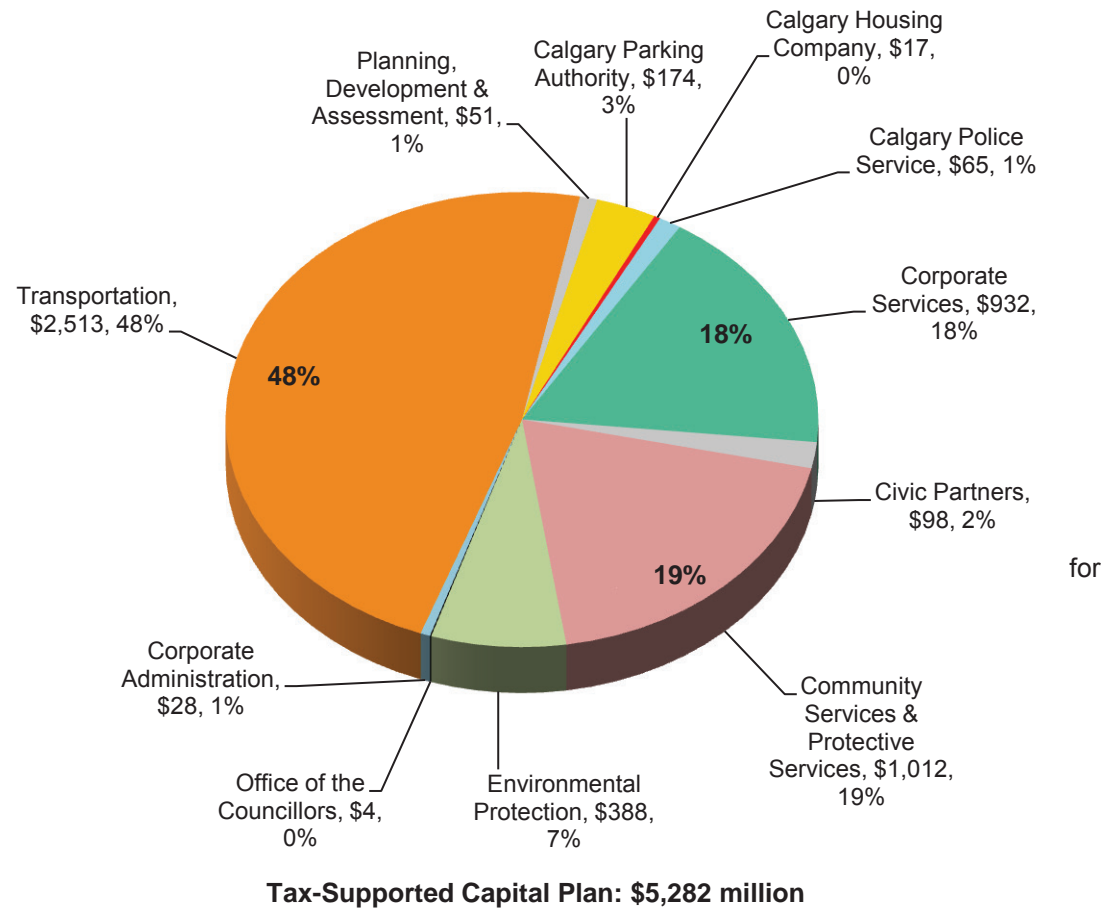
The City's 2015-2019 Capital Plan totals \$7.574 billion. The tax-supported portion is \$5.282 billion and the utilities portion is \$2.292 billion.

The 2015-2019 tax-supported capital plan of \$5.282 billion includes all business units except the Utilities.

For comparison, the 2012-2016 tax-supported capital plan totalled \$4.424 billion.

The \$5.282 billion tax-supported capital plan is for the following major capital project areas:

- Transportation (\$2.513 billion - \$1.645 billion for Transportation Infrastructure, \$532 million for Calgary Transit and \$336 million for Roads)
- Community & Protective Services (\$1.012 billion - \$360 million for Parks and Recreation, \$421 million for Community & Neighbourhood Services and \$231 million for protective services)
- Environmental Protection (\$388 million - \$382 million Waste & Recycling Services and \$6 million for Environmental & Safety Management)
- Corporate Services (\$932 million – \$187 million for Corporate Properties & Buildings, \$227 million for Fleet Services, \$303 million for Office of Land Servicing & Housing, \$148 million for Information Technology and \$67 million for other business units)





**Figure 21: Tax-Supported Capital Plan Funding Sources (\$millions)**

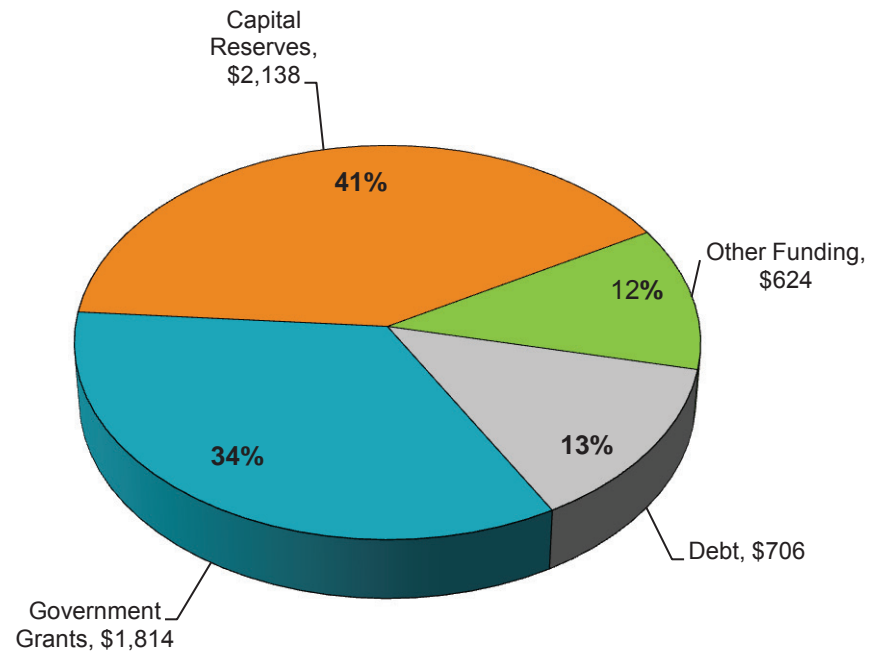
For the capital projects identified within the five-year capital planning process, monies provided by government grants comprise on average 34 per cent of the tax-supported capital plan while capital reserves, debentures and other sources comprise on average 41 per cent, 13 per cent and 12 per cent respectively.

The government grants of \$1.814 billion primarily include Municipal Sustainability Initiative (\$662 million) and related bridge financing, Basic Municipal Transportation Grant (BMTG) (\$692 million), Federal Gas Tax Fund (GTF) (\$316 million), the Green Transit Incentives Program (GreenTRIP) (\$112 million) and other (\$32 million). MSI monies are used to fund transportation, recreational, cultural and protective services projects, GreenTRIP monies to fund Transit 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 \$2.138 billion.

Debt borrowing of \$706 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.

Other funding sources such as Contributions from Developers, Contributions from the Calgary Parking Authority and Acreage Assessments totalled \$624 million mainly to fund transportation projects.

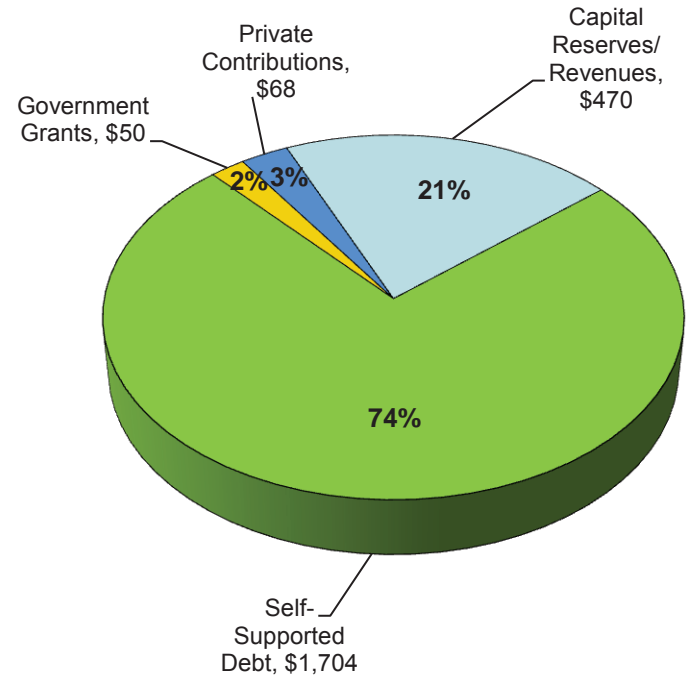


**Funding the Tax-Supported Capital Plan: \$5,282 million**

**Figure 22: Utilities Capital Plan and Funding Sources (\$millions)**

The 2015-2019 Capital Plan for Utilities is \$2.292 billion. For comparison, the 2012-2016 Utilities Capital Plan totalled \$1.293 billion.

74% of capital projects within the utilities five-year capital plan are funded through self-supported debt and 21% through capital reserves/revenues.



**Funding the Utilities Capital Plan: \$2,292 million**



**Figure 23: Major Sources of Capital Funding**

Source or type of funding	Description	2015-2019 Capital Plan (\$millions)
<b>Municipal Sustainability Initiative (MSI)</b>	Provincial ten year (2007/2008 – 2016/2017) grant for transportation, recreation, cultural and protective service projects. MSI in the 2015-2019 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 (LRV); Recreation Centers; Calgary Police Headquarter acquisition. The province has allowed the City to use debt to bridge finance projects against future MSI allocations.	<b>\$662</b>
<b>Basic Municipal Transportation Grant (BMTG)</b>	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 new funding for the program was put in place and it is based on an historic 43% of the annual provincial taxable fuel sales delivered to the Calgary and Edmonton, and the allocation being 55% to Calgary and 45% to Edmonton.	<b>\$692</b>
<b>Federal Gas Tax Fund</b>	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, solid waste management. The program provides permanent funding for the City of Calgary and the new funding for the 2014 has been confirmed by the province to be \$62.4 million and the new agreement has been signed.	<b>\$316</b>
<b>Green Transit Incentive Program (GreenTRIP)</b>	Federal capital grant program (2006 -2015) dedicated to public transit projects for municipally owned and provincially recognized public transit system to maintain or enhance economic social and cultural opportunity and well being for the region. The public transit capital projects are eligible for cost-sharing, generally on a maximum 66 2/3 % Government of Alberta and a minimum of 33 1/3 % proponent basis. The City of Calgary is eligible for \$640 million (60% of the \$800M) allocated to Calgary Region. To date, three projects, i.e West LRT, LRT vehicle purchase and SETWAY southeast transit way (green line) construction, have been approved by the province for the total of \$473 million GreenTRIP funding.	<b>\$112</b>

**Figure 23: Major Sources of Capital Funding**

Source or type of funding	Description	2015-2019 Capital Plan (\$millions)
<b>Debt</b>	Self-supported debts, which are held by Alberta Capital Finance Authority, are structured to match available cash flow to debt servicing funded through user fees. Total of \$2.17 billion for 2015-2019 Capital Plan.  Tax-supported debt, the majority of \$240 million is for four recreation centres.	<b>\$2,410</b>
<b>Pay-As-You-Go</b>	The City allocates from its operating budget to fund capital projects.	<b>\$448</b>
<b>Lifecycle Maintenance &amp; Upgrade Reserve</b>	2.6% of annual residential property taxes provide funds for maintenance and upgrades of capital assets. The \$10.2 million annual tax room is transferred to Lifecycle Maintenance & Upgrade Reserve (LMUR) starting 2012, and this amount is committed to various projects up to 2017. An additional \$52.1 million tax room was being transfer to LMUR in 2013 for flood related projects and annually starting from 2015; it is committed to fund the Green Line Transitway from 2015 to 2024.	<b>\$776</b>
<b>Business Units' Reserves</b>	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.	<b>\$1,157</b>
<b>Community Investment Reserve</b>	Council directed Administration to allocate GST savings of \$8.9 million annually to fund community amenities. Council approved \$42 million annual contribution (re: 2011 provincial property tax room) to be transferred to fund community infrastructure.	<b>\$175</b>
<b>Transportation Acreage Assessment</b>	The City charges a transportation levy in growth areas to fund new roads in these areas.	<b>\$329</b>



**Figure 24: Capital Plan (Funded) by Project Type (\$millions)**

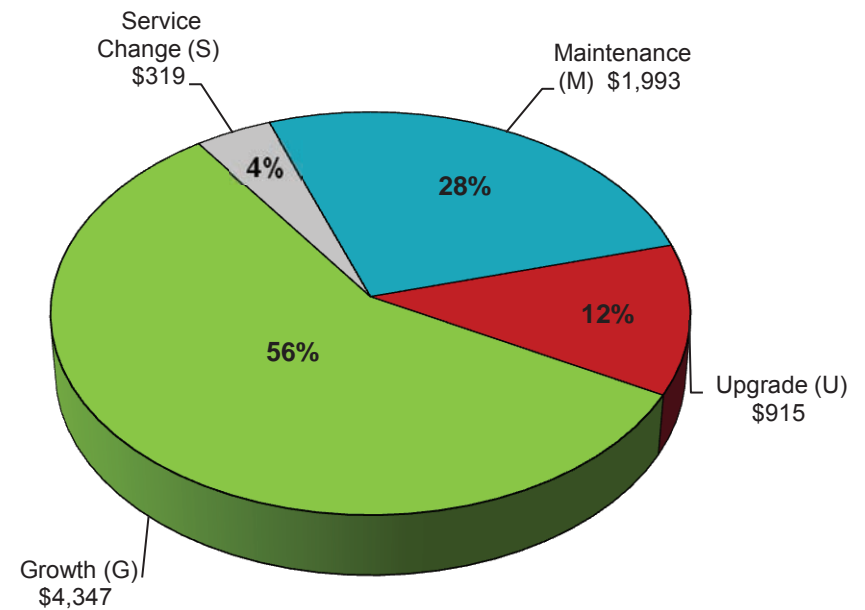
The four categories of project types are:

**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.

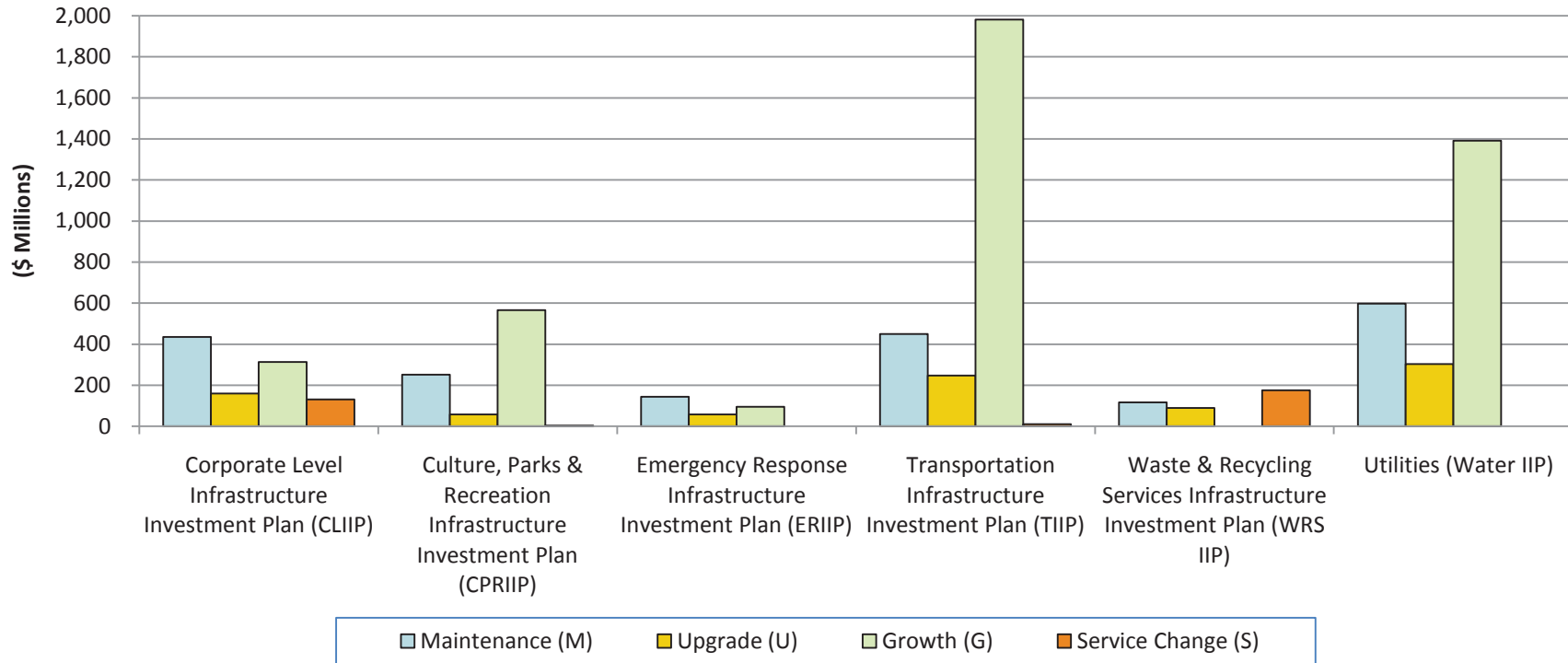
**G Growth** of infrastructure to service Calgary’s growth, in both population and area, demographic changes, and economic expansion. It includes “downstream” projects such as transportation improvements that are necessitated primarily by growth at the periphery of the city.

**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.



**Total City Capital Plan: \$7,574 million  
2015 - 2019**

**Figure 25: Capital Plan (Funded) by Project Type and Infrastructure Investment Plan (IIP)**



**Total Capital Plan: \$7,574 million  
2015 - 2019**

**Note:**

- CLIIP comprises Corporate Services, Environmental Safety Management, Planning, Development & Assessment, Corporate Administration.
- CPR IIP comprises Community Services and Civic Partners.
- ERIIP comprises Protective Services and Calgary Police Service.
- TIIP comprises Transportation and Calgary Parking Authority.
- WRS IIP comprises Waste & Recycling Services.
- Water IIP comprises Water Resources and Water Services.

## Supplemental Information: Capital Analysis



Figure 26: 2015- 2019 Capital Plan by Business Unit (Funded) (\$000s)

	2015	2016	2017	2018	2019	TOTAL
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>						
Environmental & Safety Management	1,100	1,400	1,300	2,200	-	6,000
Waste & Recycling Services	100,258	124,721	59,037	30,750	67,673	382,439
Utilities	344,211	433,358	508,755	339,208	666,908	2,292,440
<b>TOTAL UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>	<b>445,569</b>	<b>559,479</b>	<b>569,092</b>	<b>372,158</b>	<b>734,581</b>	<b>2,680,879</b>
<b>TRANSPORTATION</b>						
Calgary Transit	212,351	135,480	54,573	53,997	75,787	532,188
Roads	110,990	59,625	60,725	56,965	47,865	336,170
Transportation Infrastructure	510,636	282,495	258,160	177,500	415,900	1,644,691
<b>TOTAL TRANSPORTATION</b>	<b>833,977</b>	<b>477,600</b>	<b>373,458</b>	<b>288,462</b>	<b>539,552</b>	<b>2,513,049</b>
<b>Calgary Parking Authority</b>	<b>23,266</b>	<b>41,885</b>	<b>67,810</b>	<b>35,170</b>	<b>5,795</b>	<b>173,926</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>						
Community & Neighbourhood Services	180,746	143,387	89,842	7,510	-	421,485
Parks	46,192	57,328	46,621	60,197	-	210,338
Recreation	59,732	34,705	29,908	24,869	-	149,214
<b>Community Services</b>	<b>286,670</b>	<b>235,420</b>	<b>166,371</b>	<b>92,576</b>	<b>-</b>	<b>781,037</b>
Animal and Bylaw Services	2,218	921	371	171	-	3,681
Fire	63,482	39,675	52,535	45,250	4,000	204,942
Public Safety Communications	10,047	3,958	4,965	3,340	-	22,310
<b>Protective Services</b>	<b>75,747</b>	<b>44,554</b>	<b>57,871</b>	<b>48,761</b>	<b>4,000</b>	<b>230,933</b>
<b>TOTAL COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>	<b>362,417</b>	<b>279,974</b>	<b>224,242</b>	<b>141,337</b>	<b>4,000</b>	<b>1,011,970</b>
<b>CIVIC PARTNERS</b>						
Capital Investment in Civic Partners	6,637	6,637	6,637	6,637	-	26,548
Calgary Public Library	58,137	3,137	3,137	3,137	-	67,548
Calgary TELUS Convention Centre	180	180	180	180	-	720
Culture Related Infrastructure	2,730	-	-	-	-	2,730
<b>TOTAL CIVIC PARTNERS</b>	<b>67,684</b>	<b>9,954</b>	<b>9,954</b>	<b>9,954</b>	<b>-</b>	<b>97,546</b>
<b>Calgary Police Service</b>	<b>7,640</b>	<b>14,290</b>	<b>14,290</b>	<b>14,290</b>	<b>14,290</b>	<b>64,800</b>



Figure 26: 2015- 2019 Capital Plan by Business Unit (Funded) (\$000s)

	2015	2016	2017	2018	2019	TOTAL
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>						
Assessment	4,800	2,700	3,400	4,700	-	15,600
City Wide Policy & Integration	7,950	9,350	9,950	6,550	-	33,800
Local Area Planning & Implementation	300	300	300	300	-	1,200
<b>TOTAL PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>	<b>13,050</b>	<b>12,350</b>	<b>13,650</b>	<b>11,550</b>	<b>-</b>	<b>50,600</b>
<b>CORPORATE SERVICES</b>						
Corporate Properties & Buildings	65,028	40,950	35,220	33,230	12,920	187,348
Customer Service & Communications	6,000	6,350	6,950	5,650	4,950	29,900
Fleet Services	55,520	47,055	35,600	43,153	45,298	226,626
Human Resources	-	1,200	500	-	-	1,700
Information Technology	28,265	24,715	32,070	31,865	31,437	148,352
Infrastructure & Information Services	19,426	8,160	5,000	2,700	-	35,286
Office of Land Servicing & Housing	199,765	35,688	50,060	17,615	-	303,128
<b>TOTAL CORPORATE SERVICES</b>	<b>374,004</b>	<b>164,118</b>	<b>165,400</b>	<b>134,213</b>	<b>94,605</b>	<b>932,340</b>
<b>Calgary Housing Company</b>	<b>4,206</b>	<b>6,069</b>	<b>2,982</b>	<b>3,668</b>	<b>564</b>	<b>17,489</b>
<b>CORPORATE ADMINISTRATION</b>						
Chief Financial Officer	7,400	3,700	2,000	1,300	-	14,400
City Clerk's Office	1,300	1,800	-	-	-	3,100
Law	5,400	2,000	1,500	1,700	-	10,600
<b>TOTAL CORPORATE ADMINISTRATION</b>	<b>14,100</b>	<b>7,500</b>	<b>3,500</b>	<b>3,000</b>	<b>-</b>	<b>28,100</b>
<b>Office of the Councillors</b>	<b>600</b>	<b>2,000</b>	<b>925</b>	<b>-</b>	<b>-</b>	<b>3,525</b>
<b>TOTAL CITY</b>	<b>2,146,513</b>	<b>1,575,219</b>	<b>1,445,303</b>	<b>1,013,802</b>	<b>1,393,387</b>	<b>7,574,224</b>

# Supplemental Information: Capital Analysis



Figure 27: 2015 - 2019 Capital Project Listing (Funded)

Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION: Environmental &amp; Safety Management</b>											
815	12F	Technology	C	U	0	700	730	437	1,160	0	3,027
815	14F	Environmental Programs	C	U	0	400	670	863	1,040	0	2,973
<b>Total</b>					<b>0</b>	<b>1,100</b>	<b>1,400</b>	<b>1,300</b>	<b>2,200</b>	<b>0</b>	<b>6,000</b>
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION: Waste &amp; Recycling Services</b>											
256	000	Landfill/Treatment Infrastructure	A	M	20,110	24,059	24,630	294	4,490	0	53,473
256	000	Landfill/Treatment Infrastructure	C	M	0	0	6,139	22,323	13,428	1,022	42,912
256	000	Landfill/Treatment Infrastructure	D	M	0	0	0	0	0	20,889	20,889
257	000	Diversion Infrastructure	A	S	21,246	51,868	81,454	8,367	0	0	141,689
257	000	Diversion Infrastructure	C	S	0	0	568	21,481	1,284	0	23,333
257	000	Diversion Infrastructure	D	S	0	0	0	0	0	10,604	10,604
258	000	Facilities & Equipment	A	U	28,444	24,331	6,667	731	0	0	31,729
258	000	Facilities & Equipment	C	U	0	0	5,263	5,841	11,548	10,280	32,932
258	000	Facilities & Equipment	D	U	0	0	0	0	0	24,878	24,878
<b>Total</b>					<b>69,800</b>	<b>100,258</b>	<b>124,721</b>	<b>59,037</b>	<b>30,750</b>	<b>67,673</b>	<b>382,439</b>
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change											

**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION: Utilities</b>											
891	000	Water Treatment Plants	A	M	0	5,600	0	0	0	0	5,600
891	000	Water Treatment Plants	C	M	0	23,823	42,859	50,482	12,372	0	129,536
891	000	Water Treatment Plants	D	M	0	0	0	0	0	15,368	15,368
892	000	Water Distribution Network	A	M	0	3,700	0	0	0	0	3,700
892	000	Water Distribution Network	C	M	0	39,483	53,563	73,609	68,402	78,314	313,371
892	000	Water Distribution Network	D	M	0	0	0	0	0	63,557	63,557
894	000	Wastewater Treatment Plants	A	G	0	74,638	133,780	213,371	142,368	278,743	842,900
894	000	Wastewater Treatment Plants	C	G	0	24,555	20,757	10,342	10,266	0	65,920
894	000	Wastewater Treatment Plants	D	G	0	0	0	0	0	42,681	42,681
895	000	Wastewater Collection Network	A	G	0	48,277	58,640	13,430	0	0	120,347
895	000	Wastewater Collection Network	C	G	0	32,575	54,124	62,201	53,615	60,480	262,995
895	000	Wastewater Collection Network	D	G	0	0	0	0	0	56,771	56,771
897	000	Drainage Facilities & Network	A	U	0	8,811	0	0	0	0	8,811
897	000	Drainage Facilities & Network	C	U	0	26,244	38,358	63,883	42,063	18,252	188,800
897	000	Drainage Facilities & Network	D	U	0	0	0	0	0	42,488	42,488
899	000	Facilities, Equipment & Technology	A	U	0	6,857	0	0	0	0	6,857
899	000	Facilities, Equipment & Technology	C	U	0	9,580	15,077	13,877	7,962	0	46,496
899	000	Facilities, Equipment & Technology	D	U	0	0	0	0	0	10,254	10,254
952	001	Flood-Water	C	M	0	5,400	5,400	3,240	1,080	0	15,120
952	002	Flood-Wastewater	C	M	0	6,210	5,400	3,240	1,080	0	15,930
952	003	Flood-Drainage	C	M	0	28,458	5,400	1,080	0	0	34,938
<b>Total</b>					<b>0</b>	<b>344,211</b>	<b>433,358</b>	<b>508,755</b>	<b>339,208</b>	<b>666,908</b>	<b>2,292,440</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>TRANSPORTATION: Calgary Transit</b>											
563	001	Primary Transit Network Optimization	C	U	0	1,000	1,000	1,000	1,000	0	4,000
563	001	Primary Transit Network Optimization	D	U	0	0	0	0	0	1,000	1,000
564	001	Access Calgary Technology	C	M	0	500	950	950	950	0	3,350
564	001	Access Calgary Technology	D	M	0	0	0	0	0	950	950
564	002	Transit Customer Service Tech. (Lifecycle)	C	M	0	1,450	1,325	1,325	1,325	0	5,425
564	002	Transit Customer Service Tech. (Lifecycle)	D	M	0	0	0	0	0	1,325	1,325
655	07W	Traction Power 4-Car Upgrades	A	U	3,515	19,500	10,000	0	0	0	29,500
655	14W	LRT Lifecycle Asset Management	C	M	0	6,000	10,700	8,700	10,700	0	36,100
655	14W	LRT Lifecycle Asset Management	D	M	0	0	0	0	0	8,700	8,700
655	17W	Rail Syst Lifecycle Asset Mgmt	C	M	0	1,730	3,250	3,250	3,250	0	11,480
655	17W	Rail Syst Lifecycle Asset Mgmt	D	M	0	0	0	0	0	3,250	3,250
656	04W	Buildings Lifecycle Asset Mgmt	A	M	5,364	250	0	0	0	0	250
656	04W	Buildings Lifecycle Asset Mgmt	C	M	0	1,600	2,500	2,500	2,500	0	9,100
656	04W	Buildings Lifecycle Asset Mgmt	D	M	0	0	0	0	0	2,500	2,500
656	10W	Westbrook Building	A	G	9,237	12,500	12,500	0	0	0	25,000
656	12W	Major Mtn Facilities Upgrades	A	U	25,925	64,000	0	0	0	0	64,000
656	12W	Major Mtn Facilities Upgrades	C	U	0	0	6,000	2,000	2,000	0	10,000
656	307	LRT Stations & Aux Bldgs Upgr	A	U	3,539	2,100	0	0	0	0	2,100
656	307	LRT Stations & Aux Bldgs Upgr	C	U	0	1,100	1,425	1,425	1,425	0	5,375
656	307	LRT Stations & Aux Bldgs Upgr	D	U	0	0	0	0	0	1,425	1,425
657	01W	Bus Refurbishment	C	M	0	4,200	3,400	4,000	3,200	0	14,800

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019  
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>TRANSPORTATION: Calgary Transit</b>											
657	01W	Bus Refurbishment	D	M	0	0	0	0	0	5,300	5,300
657	02W	LRV Refurbishment	C	M	0	5,000	7,550	8,543	8,767	0	29,860
657	02W	LRV Refurbishment	D	M	0	0	0	0	0	6,000	6,000
657	03W	Fleet & Equipment	C	M	0	700	700	700	700	0	2,800
657	03W	Fleet & Equipment	D	M	0	0	0	0	0	700	700
658	000	Transit Realibility	A	U	3,101	2,000	2,000	2,000	0	0	6,000
664	07W	LRV Purchases	A	G	50,750	51,000	54,000	0	0	0	105,000
664	07W	LRV Purchases	D	G	0	0	0	0	0	24,457	24,457
665	02W	Big Buses/Community Shuttle Buses	A	G	53,655	29,821	0	0	0	0	29,821
665	02W	Big Buses/Community Shuttle Buses	C	G	0	0	17,330	17,330	17,330	0	51,990
665	02W	Big Buses/Community Shuttle Buses	D	G	0	0	0	0	0	19,330	19,330
668	01W	Fare Collection Equipment & System	C	U	0	550	850	850	850	0	3,100
668	01W	Fare Collection Equipment & System	D	U	0	0	0	0	0	850	850
668	02W	Fare Collection Equipment & System	A	U	4,566	7,350	0	0	0	0	7,350
<b>Total</b>					<b>159,652</b>	<b>212,351</b>	<b>135,480</b>	<b>54,573</b>	<b>53,997</b>	<b>75,787</b>	<b>532,188</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

## Supplemental Information: Capital Analysis



### Projects Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>TRANSPORTATION: Roads</b>											
126	101	Commuter Cycle Pathway	A	G	6,960	11,500	0	0	0	0	11,500
126	103	City Wide Active Modes Program	C	G	0	3,850	3,850	3,000	3,000	0	13,700
126	103	City Wide Active Modes Program	D	G	0	0	0	0	0	3,000	3,000
127	130	New Traffic Signals and Pedestrian Corridors	C	G	0	1,950	1,950	1,950	2,450	0	8,300
127	130	New Traffic Signals and Pedestrian Corridors	D	G	0	0	0	0	0	2,450	2,450
127	140	Various Street Improvements	A	U	7,310	3,980	0	0	0	0	3,980
127	140	Various Street Improvements	C	U	0	2,500	3,000	3,000	3,000	0	11,500
127	140	Various Street Improvements	D	U	0	0	0	0	0	3,000	3,000
127	141	Safety Improvements	C	G	0	1,000	1,000	1,000	1,000	0	4,000
127	141	Safety Improvements	D	G	0	0	0	0	0	1,000	1,000
127	150	Traffic Congestion Relief	A	U	3,074	2,550	2,000	2,000	0	0	6,550
127	186	Intelligent Transportation System	A	G	1,094	1,800	0	0	0	0	1,800
127	186	Intelligent Transportation System	C	G	0	500	500	1,000	1,000	0	3,000
127	186	Intelligent Transportation System	D	G	0	0	0	0	0	1,000	1,000
127	190	Next Generation Traffic Management Centre	C	G	0	7,100	100	800	400	0	8,400
128	100	Streetlight - Upgrade & Maintenance	C	M	0	12,800	12,800	13,300	13,300	0	52,200
128	100	Streetlight - Upgrade & Maintenance	D	M	0	0	0	0	0	4,500	4,500
128	130	Traffic Signals/Ped Corridors Lifecycle	C	M	0	3,000	3,350	3,500	3,500	0	13,350
128	130	Traffic Signals/Ped Corridors Lifecycle	D	M	0	0	0	0	0	3,500	3,500
128	131	Traffic Signals-LED Relamp	C	M	0	600	600	600	600	0	2,400
128	131	Traffic Signals-LED Relamp	D	M	0	0	0	0	0	600	600

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>TRANSPORTATION: Roads</b>											
128	132	Pavement Rehabilitation	C	M	0	10,000	10,000	10,000	10,000	0	40,000
128	132	Pavement Rehabilitation	D	M	0	0	0	0	0	10,000	10,000
128	135	Roads Equipments & Systems	A	G	317	250	0	0	0	0	250
128	135	Roads Equipments & Systems	C	G	0	825	825	825	825	0	3,300
128	135	Roads Equipments & Systems	D	G	0	0	0	0	0	825	825
128	136	Plants Capital	C	U	0	250	250	250	250	0	1,000
128	136	Plants Capital	D	U	0	0	0	0	0	250	250
128	166	Roads District Yards & Depot	C	G	0	2,000	500	500	500	0	3,500
128	166	Roads District Yards & Depot	D	G	0	0	0	0	0	500	500
128	170	Activity Centre & Corridor Maintenance	C	M	0	500	500	600	600	0	2,200
128	170	Activity Centre & Corridor Maintenance	D	M	0	0	0	0	0	600	600
128	885	Bridge Rehabilitation and Protection	C	M	0	10,000	10,000	10,000	10,000	0	40,000
128	885	Bridge Rehabilitation and Protection	D	M	0	0	0	0	0	10,000	10,000
129	143	Subdivision Construction	C	G	0	1,300	1,300	1,300	1,300	0	5,200
129	143	Subdivision Construction	D	G	0	0	0	0	0	1,300	1,300
129	145	Slope Stabilization	C	M	0	500	500	500	500	0	2,000
129	145	Slope Stabilization	D	M	0	0	0	0	0	500	500
129	204	Development of Access Roads	A	G	11,746	1,500	0	0	0	0	1,500
129	204	Development of Access Roads	C	G	0	4,000	4,000	4,000	4,000	0	16,000
129	204	Development of Access Roads	D	G	0	0	0	0	0	4,000	4,000
133	001	Railway Crossing Upgrades	C	G	0	300	600	600	740	840	3,080
147	148	Local Improvement - Paving, Sidewalk C&G	A	U	11,095	6,400	2,000	2,000	0	0	10,400
948	001	Pavement and Sidewalk Reconstr	A	M	1,000	14,535	0	0	0	0	14,535
948	002	Slope Stability Projects	A	M	1,085	5,500	0	0	0	0	5,500
<b>Total</b>					<b>43,681</b>	<b>110,990</b>	<b>59,625</b>	<b>60,725</b>	<b>56,965</b>	<b>47,865</b>	<b>336,170</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019  
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

## Supplemental Information: Capital Analysis



### Projects Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>TRANSPORTATION: Transportation Infrastructure</b>											
149	001	Glenmore Tr Widening (Crowchild Tr to 37 St SW)	A	G	1,175	1,000	0	0	0	0	1,000
150	001	McKnight Widening (12-19 St NE)	A	G	750	16,250	0	0	0	0	16,250
151	001	Glenmore & Ogden Interchange	A	G	6,000	81,536	31,150	7,500	0	0	120,186
202	000	Noise Attenuation Retrofit	A	U	1,299	1,550	0	0	0	0	1,550
202	000	Noise Attenuation Retrofit	C	U	0	900	900	900	900	0	3,600
202	000	Noise Attenuation Retrofit	D	U	0	0	0	0	0	900	900
221	000	Future Land	C	G	0	8,000	16,350	28,500	23,500	0	76,350
221	000	Future Land	D	G	0	0	0	0	0	16,500	16,500
223	000	Pedestrian Bridge Replacement and Upgrading	A	G	21,662	12,500	0	0	0	0	12,500
223	000	Pedestrian Bridge Replacement and Upgrading	C	G	0	4,000	6,000	6,000	6,000	0	22,000
223	000	Pedestrian Bridge Replacement and Upgrading	D	G	0	0	0	0	0	6,000	6,000
234	003	Operational Improvement Projects	A	U	948	414	0	0	0	0	414
234	003	Operational Improvement Projects	C	U	0	7,000	6,950	8,500	8,500	0	30,950
234	003	Operational Improvement Projects	D	U	0	0	0	0	0	8,500	8,500
543	001	Connectors/Improv - Prov Ring Rd Projects	A	G	10,531	25,332	0	0	0	0	25,332
543	001	Connectors/Improv - Prov Ring Rd Projects	C	G	0	6,000	0	6,000	0	0	12,000
543	001	Connectors/Improv - Prov Ring Rd Projects	D	G	0	0	0	0	0	23,500	23,500
558	001	Metis Trail: 64 - 80 Av NE	A	G	3,035	3,700	0	0	0	0	3,700
566	001	RouteAhead Rapid Transit Corridors	C	G	0	10,000	30,000	30,000	8,000	0	78,000
567	001	Chinook TOD	C	G	0	10,000	10,000	0	0	0	20,000
568	001	University of Calgary TOD (Banff Trail / Stadium)	C	G	0	3,000	0	0	10,500	18,000	31,500

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Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service



**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>TRANSPORTATION: Transportation Infrastructure</b>											
569	001	Centre City Mobility Program	C	G	0	2,000	5,650	7,300	11,000	3,000	28,950
569	001	Centre City Mobility Program	D	G	0	0	0	0	0	6,000	6,000
570	001	Southwest & West Ring Road Connections	C	G	0	10,000	25,000	47,000	41,000	10,000	133,000
573	001	194 Avenue S Slough Crossing & CPR Grade Separatio	C	G	0	5,000	20,750	20,750	0	0	46,500
575	001	Vehicle Bridge Replacement - 9th Ave (Inglewood)	C	M	0	0	0	4,400	6,600	0	11,000
575	002	Vehicle Bridge Replacement - 12th Street (Zoo)	C	M	0	7,700	11,300	0	0	0	19,000
686	C01	96th Avenue N: Deerfoot Tr. To Harvest Hills Lk.	A	G	9,125	10,000	0	0	0	0	10,000
724	001	TCH / Bowfort Road Interchange	A	G	5,428	47,000	19,300	0	0	0	66,300
733	001	MacLeod Trail & 162 Avenue Interchange	C	G	0	10,000	20,000	25,000	0	0	55,000
738	001	Financing costs	A	G	31,624	101,293	12,645	810	0	0	114,748
832	001	Pre-Engineering Studies	C	S	0	2,000	2,000	2,000	2,000	0	8,000
832	001	Pre-Engineering Studies	D	S	0	0	0	0	0	2,000	2,000
854	000	Major Road Reconstruction	A	M	6,400	1,935	0	0	0	0	1,935
854	000	Major Road Reconstruction	C	M	0	2,500	12,500	11,500	7,500	0	34,000
854	000	Major Road Reconstruction	D	M	0	0	0	0	0	9,500	9,500
855	002	Airport Trail Underpass (Construction Costs)	A	G	15,826	25,000	0	0	0	0	25,000
867	000	Flanders Avenue Special Development Agreement	A	U	0	20,000	0	0	0	0	20,000
869	000	Green Line Transitway	A	G	1,999	23,026	0	0	0	0	23,026
869	000	Green Line Transitway	C	G	0	52,000	52,000	52,000	52,000	312,000	520,000
<b>Total</b>					<b>115,802</b>	<b>510,636</b>	<b>282,495</b>	<b>258,160</b>	<b>177,500</b>	<b>415,900</b>	<b>1,644,691</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

## Supplemental Information: Capital Analysis



### Projects Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>Calgary Parking Authority</b>											
106	001	Replacement of vehicles and equipment	C	M	0	227	110	107	110	0	554
106	001	Replacement of vehicles and equipment	D	M	0	0	0	0	0	150	150
106	002	City Centre Parkade	C	M	0	1,900	325	1,100	400	0	3,725
106	002	City Centre Parkade	D	M	0	0	0	0	0	500	500
106	004	City Hall Parkade	C	M	0	725	450	150	200	0	1,525
106	004	City Hall Parkade	D	M	0	0	0	0	0	500	500
106	005	James Short Parkade	C	M	0	1,325	200	250	375	0	2,150
106	005	James Short Parkade	D	M	0	0	0	0	0	500	500
106	006	Surface Lots	C	M	0	250	100	125	100	0	575
106	006	Surface Lots	D	M	0	0	0	0	0	150	150
106	007	Parking Enforcement	C	M	0	1,038	963	968	973	0	3,942
106	007	Parking Enforcement	D	M	0	0	0	0	0	978	978
106	008	Office equipment and furniture	C	M	0	85	75	50	55	0	265
106	008	Office equipment and furniture	D	M	0	0	0	0	0	60	60
106	009	Centennial Parkade	C	M	0	400	1,000	275	125	0	1,800
106	009	Centennial Parkade	D	M	0	0	0	0	0	500	500
106	012	Signage	C	M	0	200	210	220	230	0	860
106	012	Signage	D	M	0	0	0	0	0	240	240
106	013	Information technology infrastructure	C	M	0	646	636	419	395	0	2,096
106	013	Information technology infrastructure	D	M	0	0	0	0	0	390	390

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**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>Calgary Parking Authority</b>											
106	018	McDougall Parkade	C	M	0	1,600	400	200	650	0	2,850
106	018	McDougall Parkade	D	M	0	0	0	0	0	500	500
106	019	Future facilities design & consulting	C	G	0	500	500	200	150	0	1,350
106	019	Future facilities design & consulting	D	G	0	0	0	0	0	190	190
106	020	Impound Lot Building Replacement Project	A	G	3,927	7,650	0	0	0	0	7,650
106	021	Security system and parts	C	M	0	150	200	200	200	0	750
106	021	Security system and parts	D	M	0	0	0	0	0	200	200
106	023	CENTENNIAL WEST PARKADE	C	G	0	0	2,500	30,000	30,000	0	62,500
106	028	Impound Lot	C	M	0	850	600	400	250	0	2,100
106	028	Impound Lot	D	M	0	0	0	0	0	250	250
106	029	ParkPlus	C	U	0	2,720	3,291	2,946	657	0	9,614
106	029	ParkPlus	D	U	0	0	0	0	0	187	187
106	031	EAST VILLAGE PARKADE	C	G	0	2,500	30,000	30,000	0	0	62,500
106	032	Convention Centre Parkade	C	M	0	500	325	200	300	0	1,325
106	032	Convention Centre Parkade	D	M	0	0	0	0	0	500	500
<b>Total</b>					<b>3,927</b>	<b>23,266</b>	<b>41,885</b>	<b>67,810</b>	<b>35,170</b>	<b>5,795</b>	<b>173,926</b>

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## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Community &amp; Neighbourhood Services</b>											
498	001	Capital Conservation Grant	A	M	3,334	3,500	2,500	461	0	0	6,461
498	001	Capital Conservation Grant	C	M	0	4,000	6,000	6,000	6,000	0	22,000
506	693	Seton Recreation Facility	A	G	8,429	68,941	69,967	44,465	133	0	183,506
506	694	Rocky Ridge Recreation Facility	A	G	33,553	52,890	55,516	38,089	1,377	0	147,872
506	698	Great Plains Recreation Facility	A	G	9,016	22,463	0	0	0	0	22,463
506	699	Quarry Park Recreation Facility	A	G	18,305	28,952	9,404	827	0	0	39,183
<b>Total</b>					72,637	180,746	143,387	89,842	7,510	0	421,485
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Parks</b>											
499	811	Legacy Parks - New Regional Parks	A	G	674	2,000	4,600	0	1,500	0	8,100
499	842	Legacy Parks - Existing Park Enhancements	A	U	1,961	1,130	250	0	0	0	1,380
499	852	Legacy Parks - Phase 3	A	G	3,636	7,631	12,877	17,659	33,083	0	71,250
500	001	Parks Bldg Infrastructure & Washroom Lifecycle	C	M	0	2,500	1,000	3,000	3,000	0	9,500
500	002	Emergency Repairs - Various	C	M	0	150	150	150	150	0	600
500	005	Sportsfield Lifecycle & Renovations	A	U	2,662	0	1,000	0	0	0	1,000
500	005	Sportsfield Lifecycle & Renovations	C	U	0	700	550	2,000	3,350	0	6,600
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**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Parks</b>											
500	009	Playground Lifecycle & CSA Compliance	C	M	0	1,050	1,770	1,500	1,500	0	5,820
500	010	Wading Pool Retrofits	A	U	1,346	886	0	0	0	0	886
500	012	Bowness Park Redevelopment	C	U	0	3,870	0	2,000	0	0	5,870
500	014	Parks Infrastructure Lifecycle	A	M	2,801	0	1,000	0	0	0	1,000
500	014	Parks Infrastructure Lifecycle	C	M	0	2,000	2,500	3,000	3,150	0	10,650
500	019	Laycock Park Wetland Restoration	A	U	0	0	500	3,436	3,000	0	6,936
500	047	Established Communities Open Space Upgrade	A	U	3,113	2,290	0	0	0	0	2,290
500	047	Established Communities Open Space Upgrade	C	U	0	75	525	75	525	0	1,200
500	048	Class A Parks Lifecycle Repairs And Upgrades	A	U	1,324	762	1,500	0	0	0	2,262
500	049	Blakiston Park	A	U	380	575	0	0	0	0	575
500	067	Natural Area Remediation	C	M	0	614	626	638	650	0	2,528
500	068	Urban Forestry Poplar Replacement Program	C	M	0	350	350	400	400	0	1,500
500	069	Water Management Central Control System Lifecycle	C	M	0	250	250	250	250	0	1,000
500	070	Bend in the Bow - Phase 1 Inglewood Bird Sanctuary	C	G	0	0	1,000	1,900	1,000	0	3,900
500	913	Major Parks-Lifecycle	C	M	0	1,300	900	525	525	0	3,250
500	941	Land Acquisition - New	A	G	102	50	0	0	0	0	50
500	952	Other Parks Projects- Upgrade/Retrofit	A	U	1,115	0	1,000	2,000	0	0	3,000

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## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Parks</b>											
500	952	Other Parks Projects-Upgrade/Retrofit	C	U	0	551	562	573	583	0	2,269
500	962	12 Mile Coulee Park Construction	C	U	0	0	0	500	1,500	0	2,000
503	007	Pathway Lifecycle( Regional &Local)	A	M	2,574	0	2,000	0	0	0	2,000
503	931	Pathways - New	C	G	0	1,000	2,000	2,000	3,000	0	8,000
503	933	Pathways - Lifecycle	C	M	0	1,000	1,740	2,515	2,031	0	7,286
503	984	Pathway Safety Project	A	G	2,167	0	1,000	0	0	0	1,000
504	631	Cemeteries-New	A	G	194	2,000	2,481	0	0	0	4,481
504	632	Cemeteries - Upgrade/Retrofit	C	U	0	520	0	0	0	0	520
513	004	Planning And Admin/Area Office/Life Cycle	C	M	0	1,000	1,000	1,000	1,000	0	4,000
932	001	Pathways	A	M	5,590	5,353	7,767	1,500	0	0	14,620
932	002	Parks Building	A	M	892	290	200	0	0	0	490
932	003	Major Parks (Prince's Island and Bowness Park)	A	M	2,238	920	0	0	0	0	920
932	004	Other Parks (excluding Bowness & Prince's Island)	A	M	2,823	5,375	5,980	0	0	0	11,355
932	901	Flood Resiliency	A	M	2,090	0	250	0	0	0	250
<b>Total</b>					<b>37,682</b>	<b>46,192</b>	<b>57,328</b>	<b>46,621</b>	<b>60,197</b>	<b>0</b>	<b>210,338</b>
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Recreation</b>											
505	642	Golf Course Upgrade	A	U	196	1,760	0	0	0	0	1,760
505	643	Golf Course Lifecycle	A	M	0	0	900	900	710	0	2,510
505	644	Willow Park Golf Course Irrigation Water Supply Li	C	M	0	0	0	400	1,339	0	1,739
507	004	Silver Springs Outdoor Pool	A	M	377	150	1,579	0	0	0	1,729
507	102	Soccer Centre-ANNEX	A	M	8,249	0	300	2,700	0	0	3,000
507	631	New Brighton Athletic Park Development	A	G	9,208	6,499	0	0	0	0	6,499
507	632	Recreation Upgrade Retrofit	A	M	4,799	7,580	10,000	0	0	0	17,580
507	633	SkatePark Amenities / Leisure Centre Upgrade	A	M	2,671	2,000	2,000	4,390	0	0	8,390
507	633	SkatePark Amenities / Leisure Centre Upgrade	C	M	0	0	0	1,000	1,000	0	2,000
507	691	Genesis Centre	A	G	12,671	11,443	0	0	0	0	11,443
507	700	Aquatic Centre Upgrade	A	U	99	4,300	0	0	0	0	4,300
507	700	Aquatic Centre Upgrade	C	U	0	0	400	2,000	0	0	2,400
519	003	CP Westside Rec Centre Upgrade	A	G	0	1,500	0	0	0	0	1,500
519	109	Arenas Upgrade	C	U	0	3,000	3,000	1,920	1,920	0	9,840
519	130	Facility Lifecycle	C	M	0	10,700	9,480	12,500	18,900	0	51,580
519	148	Athletic Parks Irrigation	A	M	600	1,000	0	0	0	0	1,000
519	148	Athletic Parks Irrigation	C	M	0	0	1,000	1,000	1,000	0	3,000
519	150	Land Purchase for Rocky Ridge Athletic Park	C	G	0	2,500	0	0	0	0	2,500
519	152	Class Software system upgrade	C	U	0	100	1,046	1,598	0	0	2,744

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## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Recreation</b>											
933	001	MapleRidge Golf Course Pumphouse	A	M	295	1,000	0	0	0	0	1,000
933	002	Shaganappi Golf Course Pumphouse	A	M	445	1,200	0	0	0	0	1,200
933	004	Shouldice Athletic Park Artificial Turf Replacemen	A	M	462	5,000	5,000	1,500	0	0	11,500
<b>Total</b>					<b>40,072</b>	<b>59,732</b>	<b>34,705</b>	<b>29,908</b>	<b>24,869</b>	<b>0</b>	<b>149,214</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Animal &amp; Bylaw Services</b>											
048	004	Communications Lifecycle	C	M	0	560	60	260	60	0	940
048	011	Equipment Lifecycle	C	M	0	145	60	60	60	0	325
048	014	Compliance Services Communications Lifecycle	C	M	0	213	11	11	11	0	246
048	015	Compliance Services Equipment Lifecycle	C	M	0	50	40	40	40	0	170
048	016	Reno of Livery Transport Services Front Counter	C	U	0	250	0	0	0	0	250
048	017	Renovation of New Stockman Space	C	U	0	250	0	0	0	0	250
048	018	Dispatching Interface with PSC	C	G	0	750	750	0	0	0	1,500
<b>Total</b>					<b>0</b>	<b>2,218</b>	<b>921</b>	<b>371</b>	<b>171</b>	<b>0</b>	<b>3,681</b>
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**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Fire</b>											
041	164	Tuscany TempEmerg Resp St	A	G	3,000	1,500	4,520	0	0	0	6,020
041	166	Royal Vista Emergency Response Station	A	G	4,191	4,000	9,000	0	0	0	13,000
041	171	NE Super Station	A	G	1	0	1,800	5,000	8,149	0	14,949
041	175	East Macleod Emergency Response Station	A	G	0	0	2,500	9,000	7,500	1,000	20,000
041	177	Station # 7 Replacement	A	U	1,500	5,726	4,000	0	0	0	9,726
041	178	Cornerstone Emergency Response Station	C	G	0	200	2,000	6,750	6,750	2,000	17,700
041	180	West Macleod Emergency Response Station	C	G	0	0	0	0	1,000	0	1,000
042	002	Bow River Safety Boom	C	G	0	500	0	0	0	0	500
042	175	Facility Rehabilitation	A	M	3,621	16,814	5,000	6,000	0	0	27,814
042	179	Station 17 Replacement	C	G	0	0	250	9,000	8,750	1,000	19,000
042	B01	Lifecycle Maintenance - Facility	C	M	0	1,400	1,400	2,401	1,400	0	6,601
043	015	Critical Technology Upgrade	C	U	0	8,000	0	0	0	0	8,000
043	043	Incident Management & Notification Software Upgrad	C	U	0	500	0	0	150	0	650
043	044	Transit Signals Priority System Upgrade	C	U	0	800	800	800	800	0	3,200
044	008	Fire Training Academy Equip Lifecycle	C	M	0	385	385	200	200	0	1,170
044	009	Personal Protective Equipment	A	M	1,392	7,400	0	0	0	0	7,400
044	009	Personal Protective Equipment	C	M	0	2,400	1,400	1,300	3,400	0	8,500
044	011	Corporate Pandemic Supply	C	M	0	420	220	220	220	0	1,080

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## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Fire</b>											
044	012	Redevelopment Areas Emergency Response Units	C	U	0	0	0	832	0	0	832
044	D02	Replace Emergency Units	A	M	7,456	11,837	4,000	3,000	0	0	18,837
044	D02	Replace Emergency Units	C	M	0	0	1,000	5,732	6,281	0	13,013
044	D07	Fire Equipment Lifecycle	C	M	0	1,600	1,400	2,300	650	0	5,950
<b>Total</b>					<b>21,161</b>	<b>63,482</b>	<b>39,675</b>	<b>52,535</b>	<b>45,250</b>	<b>4,000</b>	<b>204,942</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Public Safety Communications</b>											
045	005	Equipment Lifecycle	C	M	0	150	225	255	100	0	730
045	006	Telephone & Technical Upgrades	A	U	2,055	1,527	0	0	0	0	1,527
045	008	Deployment Management Planning Software	A	G	0	0	0	110	990	0	1,100
045	009	Critical Technology Maintenance	A	M	532	0	700	0	0	0	700
045	009	Critical Technology Maintenance	C	M	0	150	300	1,000	1,150	0	2,600
045	010	Emergency Services Quality Assurance Program	A	G	0	0	233	0	0	0	233
045	011	Central Communication Hardware Replacement	A	U	200	2,550	0	0	0	0	2,550
045	013	NG911 Technology Upgrades	A	U	298	4,700	2,500	2,500	0	0	9,700
045	014	Systems Integration	A	U	520	770	0	0	0	0	770
045	018	Computer-Aided Dispatch System Maintenance	C	M	0	200	0	1,100	1,100	0	2,400
<b>Total</b>					<b>3,605</b>	<b>10,047</b>	<b>3,958</b>	<b>4,965</b>	<b>3,340</b>	<b>0</b>	<b>22,310</b>
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**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>Civic Partners</b>											
479	002	New Central Library	A	G	83,767	55,000	0	0	0	0	55,000
479	003	Library Lifecycle Grant	A	M	5,303	3,137	3,137	3,137	3,137	0	12,548
626	096	Convention Centre - Lifecycle	A	M	180	180	180	180	180	0	720
633	002	Civic Partners Infrastructure Grant	A	M	9,208	6,637	6,637	6,637	6,637	0	26,548
639	007	Decidedly Jazz Dance Centre	A	S	2,730	2,730	0	0	0	0	2,730
<b>Total</b>					<b>101,188</b>	<b>67,684</b>	<b>9,954</b>	<b>9,954</b>	<b>9,954</b>	<b>0</b>	<b>97,546</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019  
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>Calgary Police Service</b>											
031	315	Police Equipment - Replacement	C	M	0	850	850	850	850	0	3,400
031	315	Police Equipment - Replacement	D	M	0	0	0	0	0	850	850
031	318	Red Light Enforcement Project	C	M	0	1,640	1,640	1,640	1,640	0	6,560
031	318	Red Light Enforcement Project	D	M	0	0	0	0	0	1,640	1,640
032	330	Telecom Equip. - Replacement	C	M	0	1,420	1,125	1,625	1,050	0	5,220
032	330	Telecom Equip. - Replacement	D	M	0	0	0	0	0	675	675
037	370	Vehicles - Replacement	C	M	0	0	6,650	6,650	6,650	0	19,950
037	370	Vehicles - Replacement	D	M	0	0	0	0	0	6,650	6,650
038	381	Infrastructure Upgrade - Int./Ext.	C	U	0	1,530	1,875	1,275	2,400	0	7,080
038	381	Infrastructure Upgrade - Int./Ext.	D	U	0	0	0	0	0	2,305	2,305
039	394	Computer Equipment - Upgrades	C	U	0	2,200	2,150	2,250	1,700	0	8,300
039	394	Computer Equipment - Upgrades	D	U	0	0	0	0	0	2,170	2,170
<b>Total</b>					<b>0</b>	<b>7,640</b>	<b>14,290</b>	<b>14,290</b>	<b>14,290</b>	<b>14,290</b>	<b>64,800</b>
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT: Assessment</b>											
153	001	Assessment Systems Improvement	C	U	0	4,800	2,700	3,400	4,700	0	15,600
<b>Total</b>						<b>4,800</b>	<b>2,700</b>	<b>3,400</b>	<b>4,700</b>	<b>0</b>	<b>15,600</b>
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT: City Wide Policy &amp; Integration</b>											
061	002	Capital Asset Lifecycle	C	M	0	1,250	2,350	3,250	1,400	0	8,250
067	002	Business Technology Sustainment	A	U	9,820	4,500	5,000	5,000	3,500	0	18,000
067	003	Technology Upgrades	C	M	0	1,500	1,500	1,500	1,500	0	6,000
067	004	3D Services in Planning	C	G	0	700	500	200	150	0	1,550
<b>Total</b>					<b>9,820</b>	<b>7,950</b>	<b>9,350</b>	<b>9,950</b>	<b>6,550</b>	<b>0</b>	<b>33,800</b>
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT: Local Area Planning &amp; Implementation</b>											
152	002	Downtown Improvements	C	M	0	300	300	300	300	0	1,200
<b>Total</b>					<b>0</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>1,200</b>
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Corporate Properties &amp; Buildings</b>											
698	444	Real Estate Demolitions	C	M	0	1,400	1,400	1,400	1,400	0	5,600
698	701	CPB Heritage Building Portfolio Lifecycle Projects	C	M	0	1,000	1,300	0	0	0	2,300
698	719	Corporate Land Management Framework	C	U	0	700	300	0	0	0	1,000
769	001	Tomorrow's Workplace	A	M	7,501	7,763	6,200	4,700	0	0	18,663
770	001	Space Reno (Manch/Sp.Grd/D.Twn)	A	G	9,085	3,800	0	0	0	0	3,800
770	702	Workspace Optimization Program	C	M	0	3,280	7,000	7,110	8,450	0	25,840
773	706	Furniture Program	A	M	5,555	500	0	0	0	0	500
773	706	Furniture Program	C	U	0	1,000	1,250	1,250	1,500	0	5,000
773	708	Ergonomic Furniture	A	U	200	225	0	0	0	0	225
776	011	Major OWC - Sarcee	A	G	7,999	24,440	2,500	0	0	0	26,940
776	710	Bearspaw OWC Storm Water and Salt Management Plan	C	M	0	1,215	645	0	0	0	1,860
776	711	OWC Planning	C	M	0	160	420	400	400	0	1,380
776	712	Richmond Green Satellite Redevelopment	C	M	0	0	0	170	380	12,020	12,570
776	713	Sarcee Site Grading for Parks Relocation	C	M	0	0	750	250	0	0	1,000
779	714	Integrated Operations and Asset Management System	C	M	0	1,740	1,740	1,740	1,740	0	6,960
779	716	Integrated Customer Data Management	C	M	0	0	500	1,300	0	0	1,800
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**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Corporate Properties &amp; Buildings</b>											
779	726	Sustainable Business Program	C	U	0	650	900	900	650	0	3,100
779	729	Workplace Continuity Management Program	C	S	0	455	455	455	455	0	1,820
779	H26	Sustainable Business Program	D	U	0	0	0	0	0	900	900
880	014	CPB- Facility Operations - Building Envelope Proje	A	G	3,114	2,000	2,000	2,000	0	0	6,000
880	721	Workplace Accommodation Site Management Program	C	M	0	1,755	2,050	2,810	3,605	0	10,220
880	722	Corporate Accommodation Building Portfolio Base Bu	C	M	0	6,795	6,540	6,685	7,650	0	27,670
880	724	Corporate Accommodation Buildings Portfolio – Enve	C	M	0	0	0	0	500	0	500
880	727	Municipal Complex Optimization	C	M	0	3,050	1,450	500	2,500	0	7,500
880	881	Corporate Accommodation Building Portfolio - Commo	C	M	0	2,950	2,950	2,950	2,950	0	11,800
880	882	Building Recommissioning Program for Energy Use Red	C	M	0	150	600	600	1,050	0	2,400
<b>Total</b>					<b>33,454</b>	<b>65,028</b>	<b>40,950</b>	<b>35,220</b>	<b>33,230</b>	<b>12,920</b>	<b>187,348</b>

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## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Customer Service &amp; Communications</b>											
788	001	Customer Service Framework, Research & Analytics	C	U	0	539	897	1,037	877	0	3,350
788	001	Customer Service Framework, Research & Analytics	D	U	0	0	0	0	0	500	500
789	001	Online Customer Service Transactions	C	M	0	219	776	833	523	0	2,351
789	001	Online Customer Service Transactions	D	M	0	0	0	0	0	500	500
791	002	311 Software & Upgrades	A	S	438	450	0	0	0	0	450
791	002	311 Software & Upgrades	C	U	0	627	908	1,315	1,051	0	3,901
791	002	311 Software & Upgrades	D	U	0	0	0	0	0	800	800
791	003	Customer Service Tools & Technology	A	M	400	500	500	500	500	0	2,000
793	001	Intranet for All City Employees (including field)	C	S	0	750	290	684	276	0	2,000
793	001	Intranet for All City Employees (including field)	D	S	0	0	0	0	0	1,000	1,000
793	002	Diversity and Crisis Communication Tools	C	M	0	328	416	475	581	0	1,800
793	002	Diversity and Crisis Communication Tools	D	M	0	0	0	0	0	200	200
794	002	Engagement, Customer Service Framework, Research &	A	M	452	250	250	250	250	0	1,000
794	003	Online (calgary.ca) Upgrades & Maintenance	A	M	1,681	500	200	0	0	0	700
794	003	Online (calgary.ca) Upgrades & Maintenance	C	M	0	937	1,613	1,856	1,592	0	5,998
794	003	Online (calgary.ca) Upgrades & Maintenance	D	M	0	0	0	0	0	1,600	1,600
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											



**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Customer Service &amp; Communications</b>											
794	004	Online Service Enhancements	A	M	2,984	600	500	0	0	0	1,100
794	004	Online Service Enhancements	D	M	0	0	0	0	0	350	350
794	005	Communication Equipment Replacement	A	M	371	100	0	0	0	0	100
794	006	Video Image Data	A	S	289	200	0	0	0	0	200
<b>Total</b>					<b>6,615</b>	<b>6,000</b>	<b>6,350</b>	<b>6,950</b>	<b>5,650</b>	<b>4,950</b>	<b>29,900</b>
<b>CORPORATE SERVICES: Fleet Services</b>											
871	000	Replacements	C	M	0	41,364	41,336	32,666	39,653	0	155,019
871	000	Replacements	D	M	0	0	0	0	0	40,298	40,298
871	001	Growth	C	G	0	13,656	5,219	2,434	3,000	0	24,309
871	001	Growth	D	G	0	0	0	0	0	4,500	4,500
872	001	Maintenance Mgmt. Systems	C	U	0	150	150	150	150	0	600
872	001	Maintenance Mgmt. Systems	D	U	0	0	0	0	0	150	150
872	003	Machinery - Maintenance	C	M	0	300	300	300	300	0	1,200
872	003	Machinery - Maintenance	D	M	0	0	0	0	0	300	300
872	005	Furniture & Fixtures	C	M	0	50	50	50	50	0	200
872	005	Furniture & Fixtures	D	M	0	0	0	0	0	50	50
<b>Total</b>					<b>0</b>	<b>55,520</b>	<b>47,055</b>	<b>35,600</b>	<b>43,153</b>	<b>45,298</b>	<b>226,626</b>
<b>CORPORATE SERVICES: Human Resources</b>											
795	001	Asset Optimization – Talent Management/LMS	C	G	0	0	1,200	500	0	0	1,700
<b>Total</b>					<b>0</b>	<b>0</b>	<b>1,200</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>1,700</b>

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## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Information Technology</b>											
735	001	PeopleSoft FSCM	C	U	0	250	150	3,750	1,250	0	5,400
735	004	PeopleSoft HCM	C	U	0	900	2,650	1,400	900	0	5,850
741	020	Network Infrastructure (Hardware and Cabling)	C	M	0	600	600	600	600	0	2,400
741	020	Network Infrastructure (Hardware and Cabling)	D	M	0	0	0	0	0	600	600
741	040	IT Communications Infrastructure	C	U	0	900	925	1,000	1,175	0	4,000
741	040	IT Communications Infrastructure	D	M	0	0	0	0	0	1,000	1,000
741	050	IT -Lifecycle Replace-Desktop	C	M	0	1,840	1,840	1,840	1,840	0	7,360
741	050	IT -Lifecycle Replace-Desktop	D	M	0	0	0	0	0	3,096	3,096
741	070	Extended Core Infrastructure	A	U	0	400	0	0	0	0	400
741	080	Infrastructure Management Systems	A	S	457	565	300	160	45	0	1,070
741	100	IT-Enterprise Storage Units	A	M	648	675	0	0	0	0	675
741	100	IT-Enterprise Storage Units	C	M	0	1,000	1,500	2,500	1,850	0	6,850
741	100	IT-Enterprise Storage Units	D	M	0	0	0	0	0	1,300	1,300
741	101	Client Computing	C	S	0	1,000	800	550	500	0	2,850
741	101	Client Computing	D	S	0	0	0	0	0	150	150
741	102	Multi-Data Centre Strategy	C	U	0	0	0	3,300	3,700	6,000	13,000
741	103	IT Service Resiliency and Disaster Recovery	C	U	0	1,500	300	350	300	0	2,450
741	140	IT-Enterprise Servers	C	M	0	600	1,000	1,100	1,500	0	4,200
741	140	IT-Enterprise Servers	D	M	0	0	0	0	0	600	600
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**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Information Technology</b>											
741	160	Data Centre Environmentals (Lifecycle Replacement)	C	M	0	550	240	400	290	0	1,480
741	160	Data Centre Environmentals (Lifecycle Replacement)	D	M	0	0	0	0	0	690	690
741	170	Enterprise Software Licensing	C	G	0	2,400	3,300	4,000	3,800	0	13,500
741	170	Enterprise Software Licensing	D	M	0	0	0	0	0	4,000	4,000
741	180	IT-Calgary City Net	A	S	3,802	1,000	1,500	1,000	0	0	3,500
741	180	IT-Calgary City Net	C	U	0	0	1,000	1,000	2,600	0	4,600
741	180	IT-Calgary City Net	D	S	0	0	0	0	0	5,000	5,000
741	190	Software Lifecycle Replacement	C	M	0	3,229	3,334	5,012	5,051	0	16,626
741	190	Software Lifecycle Replacement	D	M	0	0	0	0	0	5,836	5,836
744	002	ATC Phase 2	A	U	0	1,500	0	0	0	0	1,500
744	006	ATC Phase 3	A	U	6,875	3,475	0	0	0	0	3,475
744	007	Digital Strategy	C	S	0	500	500	500	500	0	2,000
744	063	Mobile Application Framework	C	G	0	0	0	31	2,369	0	2,400
744	063	Mobile Application Framework	D	M	0	0	0	0	0	200	200
744	988	Application and Information Platforms	C	S	0	561	856	907	795	0	3,119
744	988	Application and Information Platforms	D	S	0	0	0	0	0	165	165
751	001	Fibre Optics	C	G	0	670	670	670	800	0	2,810
751	001	Fibre Optics	D	G	0	0	0	0	0	800	800
803	001	IT-Development Pool	A	S	7,272	1,250	1,250	0	0	0	2,500
803	001	IT-Development Pool	C	S	0	2,000	2,000	2,000	2,000	0	8,000
803	001	IT-Development Pool	D	S	0	0	0	0	0	2,000	2,000
803	003	Real Estate Track Sys (REST)	A	M	100	900	0	0	0	0	900
<b>Total</b>					<b>19,154</b>	<b>28,265</b>	<b>24,715</b>	<b>32,070</b>	<b>31,865</b>	<b>31,437</b>	<b>148,352</b>

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## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Infrastructure &amp; Information Services</b>											
813	001	Energy Information Systems	C	G	0	150	200	150	0	0	500
813	008	Buildings Repository	A	U	1,697	200	0	0	0	0	200
813	012	Enterprise GIS Lifecycle Upgrades	C	U	0	225	225	225	225	0	900
813	016	City Online Rewrite	A	U	538	100	0	0	0	0	100
813	017	Utility Line Assignment System	C	U	0	660	585	330	50	0	1,625
813	020	Dynamic Geographical Asset Information Management	A	U	1,254	1,300	0	0	0	0	1,300
813	021	CADD Upgrade for Design Asset Maintenance	A	U	307	250	0	0	0	0	250
813	099	Construction Documents and Drawings Management Pro	C	U	0	1,250	1,050	791	426	0	3,517
813	222	Building Repository-Generation III	C	U	0	750	300	780	620	0	2,450
813	333	Calgary.ca Web Mapping Framework Upgrade Program	C	U	0	70	820	46	104	0	1,040
813	551	Cityonline Phase III	C	U	0	900	900	150	0	0	1,950
813	555	Corporate Imagery Program	C	U	0	945	945	945	1,225	0	4,060
814	001	Survey Equipment	A	M	262	100	0	0	0	0	100
814	002	Business Equipment	A	M	324	390	0	0	0	0	390
814	003	Survey Control Marker	A	M	308	280	0	0	0	0	280
814	016	Survey Equipment	C	M	0	200	200	158	0	0	558
814	017	Survey Control Marker	C	M	0	250	150	350	50	0	800

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**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Infrastructure &amp; Information Services</b>											
819	001	Energy Management	A	M	60	124	0	0	0	0	124
819	003	Capital Planning Software	A	U	803	3,550	660	0	0	0	4,210
819	004	Infrastructure Investment Planning Software	A	U	151	375	0	0	0	0	375
819	005	CLIIP Automation (Phase 2)	A	U	5,964	2,343	0	0	0	0	2,343
819	005	CLIIP Automation (Phase 2)	C	U	0	350	150	150	0	0	650
819	006	Energy Management Prog. Tier 1	A	M	2,199	1,064	0	0	0	0	1,064
819	010	IAM Enterprise Architecture Phase 5	A	M	50	950	0	0	0	0	950
819	100	Project Management Information Systems (ProMIS) Im	C	S	0	750	700	500	0	0	1,950
819	234	Sustainable Infrastructure Capital Program (SICP)	C	S	0	1,900	1,275	425	0	0	3,600
<b>Total</b>					<b>13,917</b>	<b>19,426</b>	<b>8,160</b>	<b>5,000</b>	<b>2,700</b>	<b>0</b>	<b>35,286</b>

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Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Office of Land Servicing &amp; Housing</b>											
489	012	AH Land Transfers	C	G	0	4,200	1,000	1,050	1,100	0	7,350
489	013	AH Pre-Development	C	G	0	950	750	500	500	0	2,700
489	CHB	Crescent Heights Build	A	G	250	2,069	963	0	0	0	3,032
489	KLD	Kingsland	A	G	253	4,166	1,939	0	0	0	6,105
489	PKD	Parkdale/Wildwood	A	G	1,586	5,690	3,720	0	0	0	9,410
696	BD1	Aurora Business Park	A	G	0	73,085	0	0	0	0	73,085
696	BVC	The Bridges - Bow Valley Centre Dev.	A	G	3,772	300	200	0	0	0	500
696	SBP	Royal Vista (Spyhill Business Park)	A	S	500	1,300	800	1,691	0	0	3,791
696	WMA	Lincoln Park (Atco)/Westmount	A	G	2,951	150	3,811	100	100	0	4,161
697	DI3	Dufferin Industrial III - Intermodal	A	S	24,116	45,000	0	0	0	0	45,000
697	FLC	Forest Lawn Creek	A	G	917	950	16,500	42,750	14,000	0	74,200
697	GP4	Great Plains IV	A	G	1,654	2,700	1,847	250	250	0	5,047
697	PTT	Point Trotter	A	G	11,885	11,100	1,493	1,204	50	0	13,847
697	STF	Starfield	A	S	640	344	150	100	0	0	594
697	WIP	Eastlake Industrial	A	G	704	2,400	400	300	0	0	3,100
703	TOD	Anderson TOD	A	G	609	691	0	0	0	0	691
704	DOA	David Oughton Development	A	G	15	4,940	15	15	15	0	4,985
704	RBB	RB Bennett Development	A	G	0	4,844	0	0	0	0	4,844
705	GLS	Gen Land Sale Servicing	A	M	2	500	500	500	500	0	2,000

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**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE SERVICES: Office of Land Servicing &amp; Housing</b>											
705	PDV	OLSH Pre-Development	C	G	0	2,000	1,500	1,500	1,000	0	6,000
705	TCH	Technology Advancement	C	G	0	250	100	100	100	0	550
705	WHM	Winston Heights- Mountainview	A	S	1,318	32,136	0	0	0	0	32,136
<b>Total</b>					<b>51,172</b>	<b>199,765</b>	<b>35,688</b>	<b>50,060</b>	<b>17,615</b>	<b>0</b>	<b>303,128</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019  
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>Calgary Housing Company</b>											
492	002	Building Betterments	C	U	0	4,206	6,069	2,982	3,668	0	16,925
492	002	Building Betterments	D	U	0	0	0	0	0	564	17,489
<b>Total</b>					<b>0</b>	<b>4,206</b>	<b>6,069</b>	<b>2,982</b>	<b>3,668</b>	<b>564</b>	<b>17,489</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019  
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE ADMINISTRATION/CFOD: Chief Financial Officer's Department</b>											
736	001	Business Applications and Technology Maintenance U	C	U	0	3,100	1,150	0	500	0	4,750
736	002	Warehouse	C	M	0	100	200	300	400	0	1,000
736	004	Project Costing Pilot	C	U	0	1,000	0	0	0	0	1,000
736	005	Planning and Budgeting Module	C	U	0	0	500	1,400	100	0	2,000
736	006	Building U Upgrade	C	U	0	1,250	1,250	0	0	0	2,500
736	008	Business Applications and Technology Maintenance U	A	U	1,440	1,500	0	0	0	0	1,500
811	003	Fueling Systems	C	U	0	450	600	300	300	0	1,650
<b>Total</b>					<b>1,440</b>	<b>7,400</b>	<b>3,700</b>	<b>2,000</b>	<b>1,300</b>	<b>0</b>	<b>14,400</b>
<b>CORPORATE ADMINISTRATION/CFOD: City Clerk's Office</b>											
796	001	Content Suite (Phase 2) - Enterprise Document and	C	S	0	1,000	1,000	0	0	0	2,000
796	002	Audio-Visual Upgrades to Council Chamber & Committ	C	U	0	100	500	0	0	0	600
796	003	Assessment Review Board Online Service Enhancement	C	U	0	200	300	0	0	0	500
<b>Total</b>					<b>0</b>	<b>1,300</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,100</b>
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											



**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE ADMINISTRATION/CFOD: Law</b>											
710	021	Public Safety Network CCTV Expansion and Redundanc	C	M	0	105	100	100	100	0	405
710	022	Replacement of Two Way Radios	C	S	0	300	0	0	0	0	300
710	023	Highly Restricted Zone Architecture and Account Pa	C	U	0	250	0	0	0	0	250
710	024	USB Encryption and Malware Prevention	C	S	0	200	200	0	0	0	400
710	025	Incident and Event Management System	C	S	0	425	250	175	0	0	850
710	026	Intrusion Prevention Systems	C	S	0	700	100	0	0	0	800
710	027	Vulnerability License Additions	C	G	0	250	0	0	0	0	250
710	028	Roles-Based Access Project	C	S	0	250	500	625	625	0	2,000
710	029	E-mail Security Enhancements	C	S	0	300	0	0	0	0	300
710	030	Cybersecurity Suite	C	S	0	0	0	150	150	0	300
710	031	Network Analytics	C	S	0	0	0	125	125	0	250
710	032	E-Discovery and Forensics	C	S	0	300	0	0	0	0	300
710	033	Life Safety/Security Power & Network Redundancy	C	G	0	375	200	50	0	0	625
710	034	Commend Security Intercom Redundancy	C	M	0	250	150	100	50	0	550
710	035	Enterprise System Redundancy Project	C	U	0	770	0	0	0	0	770

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019  
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

## Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>CORPORATE ADMINISTRATION/CFOD: Law</b>											
710	036	Video Analytics and Video Management Software Solu	C	U	0	100	100	100	100	0	400
710	037	Risk Management & Claims - Riskmaster Upgrades and	C	U	0	0	0	0	400	0	400
710	038	Office relocation and upgrades	C	U	0	600	400	0	0	0	1,000
710	039	Information Management System	C	U	0	225	0	0	25	0	250
710	040	Training and E-Learning Systems	C	S	0	0	0	75	125	0	200
<b>Total</b>					<b>0</b>	<b>5,400</b>	<b>2,000</b>	<b>1,500</b>	<b>1,700</b>	<b>0</b>	<b>10,600</b>
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
<b>Office of the Councillors</b>											
799	321	City Councillors	C	G	0	600	2,000	925	0	0	3,525
<b>Total</b>					<b>0</b>	<b>600</b>	<b>2,000</b>	<b>925</b>	<b>0</b>	<b>0</b>	<b>3,525</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

## Supplemental Information: Capital Analysis



Figure 28: 2015 - 2019 Capital Plan by Business Unit (Not Funded) (\$000s)

	2015	2016	2017	2018	2019	TOTAL
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>						
Environmental & Safety Management	0	0	0	0	0	0
Waste & Recycling Services	0	0	0	0	0	0
Utilities (Water Resources and Water Services)	0	0	0	0	0	0
<b>TOTAL UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>	0	0	0	0	0	0
<b>TRANSPORTATION</b>						
Calgary Transit	51,788	51,788	51,788	51,788	51,788	258,940
Roads	0	0	0	0	0	0
Transportation Infrastructure	97,800	97,800	97,800	97,800	97,800	489,000
<b>TOTAL TRANSPORTATION</b>	149,588	149,588	149,588	149,588	149,588	747,940
<b>Calgary Parking Authority</b>	0	0	0	0	0	0
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>						
Community & Neighbourhood Services	0	0	0	0	6,000	6,000
Parks	18,554	27,031	28,342	30,640	57,897	162,464
Recreation	20,535	37,945	35,534	47,425	443,666	585,105
<b>Community Services</b>	39,089	64,976	63,876	78,065	507,563	753,569
Animal & Bylaw Services	1,000	1,500	0	0	113	2,613
Fire	38,371	39,238	20,756	19,711	64,696	182,772
Public Safety Communications	3,560	7,425	8,155	20,000	15,360	54,500
<b>Protective Services</b>	42,931	48,163	28,911	39,711	80,169	239,885
<b>TOTAL COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>	82,020	113,139	92,787	117,776	587,732	993,454
<b>CIVIC PARTNERS</b>						
Capital Investment in Civic Partners	763	911	421	691	8,335	11,121
Calgary Public Library	13,350	14,249	12,569	9,205	10,655	60,028
Calgary TELUS Convention Centre	500	925	325	325	390	2,465
Calgary Zoological Society	19,990	41,247	15,174	4,968	2,460	83,839
Fort Calgary	787	138	150	163	210	1,448
Heritage Park	1,902	2,041	1,297	1,374	1,910	8,524
Talisman Centre	1,000	500	500	500	500	3,000
TELUS World of Science	423	250	750	500	0	1,923
<b>TOTAL CIVIC PARTNERS</b>	38,715	60,261	31,186	17,726	24,460	172,348

Figure 28: 2015 - 2019 Capital Plan by Business Unit (Not Funded) (\$000s)

	2015	2016	2017	2018	2019	TOTAL
<b>Calgary Police Service</b>	24,000	8,900	6,350	11,750	11,900	62,900
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>						
Assessment	0	0	0	0	0	0
City Wide Policy & Integration	0	0	0	0	0	0
Local Area Planning & Implementation	0	0	0	0	0	0
<b>TOTAL PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>	0	0	0	0	0	0
<b>CORPORATE SERVICES</b>						
Corporate Properties & Buildings	110,800	131,708	161,570	134,609	59,703	598,390
Customer Service & Communications	3,306	4,226	3,741	3,326	780	15,379
Fleet Services	0	0	0	0	0	0
Human Resources	0	0	0	0	0	0
Information Technology	4,600	4,112	3,624	1,936	3,500	17,772
Infrastructure & Information Services	970	1,521	3,157	3,251	3,132	12,031
Office of Land Servicing & Housing	0	0	0	0	0	0
<b>TOTAL CORPORATE SERVICES</b>	119,676	141,567	172,092	143,122	67,115	643,572
<b>Calgary Housing Company</b>	0	0	0	0	0	0
<b>CORPORATE ADMINISTRATION</b>						
Chief Financial Officer's Department	0	0	0	0	1,575	1,575
City Clerk's Office	0	0	0	0	0	0
Law	300	500	1,000	1,000	0	2,800
<b>TOTAL CORPORATE ADMINISTRATION</b>	300	500	1,000	1,000	1,575	4,375
<b>Office of the Councillors</b>	0	0	0	0	0	0
<b>TOTAL CITY</b>	414,299	473,955	453,003	440,962	842,370	2,624,589

# Supplemental Information: Capital Analysis



Figure 29: 2015-2019 Capital Project Listing (Not Funded)

Projects Not Funded Within 5 Year Plan (\$000s)										
Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>TRANSPORTATION: Calgary Transit</b>										
563	001	Primary Transit Network Optimization	C	M	3,000	3,000	3,000	3,000	0	12,000
563	001	Primary Transit Network Optimization	D	M	0	0	0	0	3,000	3,000
564	003	Security Technologies	C	M	450	450	450	450	0	1,800
564	003	Security Technologies	D	M	0	0	0	0	450	450
564	004	Public Safety and Enforcement Technologies	C	M	400	400	400	400	0	1,600
564	004	Public Safety and Enforcement Technologies	D	M	0	0	0	0	400	400
564	005	Training Simulators	C	M	350	350	350	350	0	1,400
564	005	Training Simulators	D	M	0	0	0	0	350	350
564	001	Access Calgary Technology	C	M	335	335	335	335	0	1,340
564	001	Access Calgary Technology	D	M	0	0	0	0	335	335
564	002	Transit Customer Service Tech.(lifecycle)	C	M	2,165	2,165	2,165	2,165	0	8,660
564	002	Transit Customer Service Tech.(lifecycle)	D	M	0	0	0	0	2,165	2,165
565	001	Parking Lot Lifecycle Asset Management	C	M	300	300	300	300	0	1,200
565	001	Parking Lot Lifecycle Asset Management	D	M	0	0	0	0	300	300
655	07E	Traction Power Upgrade	C	M	240	240	240	240	0	960
655	07E	Traction Power Upgrade	D	M	0	0	0	0	240	240
655	14E	LRT Rehab-Substation Equipment	C	M	1,325	1,325	1,325	1,325	0	5,300
655	14E	LRT Rehab-Substation Equipment	D	M	0	0	0	0	1,325	1,325
655	17E	Signal & Communication Infrastructure	C	U	2,398	2,398	2,398	2,398	0	9,592
655	17E	Signal & Communication Infrastructure	D	U	0	0	0	0	2,398	2,398
656	04E	Buildings Lifecycle Asset Mgmt	C	U	1,090	1,090	1,090	1,090	0	4,360
656	04E	Buildings Lifecycle Asset Mgmt	D	U	0	0	0	0	1,090	1,090
656	10E	Westbrook OCC	C	M	700	700	700	700	0	2,800

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019  
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>TRANSPORTATION: Calgary Transit</b>										
656	10E	Westbrook OCC	D	M	0	0	0	0	700	700
656	12E	Transit Fleet Maintenance Facility	C	U	13,264	13,264	13,264	13,264	0	53,056
656	12E	Transit Fleet Maintenance Facility	D	U	0	0	0	0	13,264	13,264
656	3O7	LRT Stations & Aux Bldgs Upgr	C	U	1,790	1,790	1,790	1,790	0	7,160
656	3O7	LRT Stations & Aux Bldgs Upgr	D	U	0	0	0	0	1,790	1,790
658	00O	Transit Reliability	C	U	1,400	1,400	1,400	1,400	0	5,600
658	00O	Transit Reliability	D	U	0	0	0	0	1,400	1,400
664	07E	LRVs for LRT(50%)	C	U	8,000	8,000	8,000	8,000	0	32,000
664	07E	LRVs for LRT(50%)	D	U	0	0	0	0	8,000	8,000
665	02E	Big Buses/Community Shuttles	C	M	12,666	12,666	12,666	12,666	0	50,664
665	02E	Big Buses/Community Shuttles	D	M	0	0	0	0	12,666	12,666
668	01E	Fare Collection Equipment - APIS	C	U	1,915	1,915	1,915	1,915	0	7,660
668	01E	Fare Collection Equipment - APIS	D	U	0	0	0	0	1,915	1,915
<b>Total</b>					<b>51,788</b>	<b>51,788</b>	<b>51,788</b>	<b>51,788</b>	<b>51,788</b>	<b>258,940</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

## Supplemental Information: Capital Analysis



### Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>TRANSPORTATION: Transportation Infrastructure</b>										
180	001	Crowchild Trail - Bow River Crossing	C	G	15,000	15,000	15,000	15,000	0	60,000
180	001	Crowchild Trail - Bow River Crossing	D	G	0	0	0	0	15,000	15,000
190	001	Country Hills Blvd Widening - Barlow Tr to Coventr	C	G	2,000	2,000	2,000	2,000	0	8,000
190	001	Country Hills Blvd Widening - Barlow Tr to Coventr	D	G	0	0	0	0	2,000	2,000
231	001	Glenmore Tr & Barlow Trl SE Interchange	C	G	8,200	8,200	8,200	8,200	0	32,800
231	001	Glenmore Tr & Barlow Trl SE Interchange	D	G	0	0	0	0	8,200	8,200
231	002	Glenmore Tr & 52 Str SE Interchange	C	G	10,100	10,100	10,100	10,100	0	40,400
231	002	Glenmore Tr & 52 Str SE Interchange	D	G	0	0	0	0	10,100	10,100
236	001	52 St SE Widening - Peigan Tr to 61 Ave SE	C	G	600	600	600	600	0	2,400
236	001	52 St SE Widening - Peigan Tr to 61 Ave SE	D	G	0	0	0	0	600	600
530	001	16 Avenue NE & 19 Street NE Interchange	C	G	8,000	8,000	8,000	8,000	0	32,000
530	001	16 Avenue NE & 19 Street NE Interchange	D	G	0	0	0	0	8,000	8,000
571	009	Stoney Trail & 130 Avenue SE Ramp	C	G	1,500	1,500	1,500	1,500	0	6,000
571	009	Stoney Trail & 130 Avenue SE Ramp	D	G	0	0	0	0	1,500	1,500
576	001	NW HUB Transit Project	C	G	3,000	3,000	3,000	3,000	0	12,000
576	001	NW HUB Transit Project	D	G	0	0	0	0	3,000	3,000
577	001	South LRT Extension & Maintenance Facility	C	G	35,000	35,000	35,000	35,000	0	140,000
577	001	South LRT Extension & Maintenance Facility	D	G	0	0	0	0	35,000	35,000
578	001	Northeast LRT Station Upgrades	C	G	2,200	2,200	2,200	2,200	0	8,800
578	001	Northeast LRT Station Upgrades	D	G	0	0	0	0	2,200	2,200
579	001	South LRT Station Upgrades	C	G	1,600	1,600	1,600	1,600	0	6,400
579	001	South LRT Station Upgrades	D	G	0	0	0	0	1,600	1,600
580	001	114 Avenue S.E. Widening (52 St to 68 St)	C	G	1,500	1,500	1,500	1,500	0	6,000

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change



**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>TRANSPORTATION: Transportation Infrastructure</b>										
580	001	114 Avenue S.E. Widening (52 St to 68 St)	D	G	0	0	0	0	1,500	1,500
581	001	85 St NW Realignment at Country Hills Blvd	C	G	400	400	400	400	0	1,600
581	001	85 St NW Realignment at Country Hills Blvd	D	G	0	0	0	0	400	400
673	008	14 St SW: Anderson Rd - Canyon Meadows Dr	C	G	1,500	1,500	1,500	1,500	0	6,000
673	008	14 St SW: Anderson Rd - Canyon Meadows Dr	D	G	0	0	0	0	1,500	1,500
859	001	Airport Tr NE Ph 2 - Connection to Metis Tr and In	C	G	7,200	7,200	7,200	7,200	0	28,800
859	001	Airport Tr NE Ph 2 - Connection to Metis Tr and In	D	G	0	0	0	0	7,200	7,200
		<b>Total</b>			<b>97,800</b>	<b>97,800</b>	<b>97,800</b>	<b>97,800</b>	<b>97,800</b>	<b>489,000</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

## Supplemental Information: Capital Analysis



### Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Community &amp; Neighbourhood Services</b>										
198	U01	Capital Conservation Grant	D	M	0	0	0	0	6,000	6,000
<b>Total</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>6,000</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Parks</b>										
477	U03	Major Parks - Lifecycle	C	M	669	483	270	285	0	1,707
477	U03	Major Parks - Lifecycle	D	M	0	0	0	0	825	825
477	U04	Enoch Sales House Park	C	M	918	0	0	0	0	918
477	X02	Sien Lok Park Construction	C	U	0	0	5,830	5,940	0	11,770
499	U42	Regional Park - Various Improvements	C	M	714	728	742	756	0	2,940
499	U42	Regional Park - Various Improvements	D	M	0	0	0	0	770	770
499	X12	Haskayne-Bearspaw Park Development (Legacy)	C	G	1,224	1,120	3,863	0	2,200	8,407
499	X13	Clearwater Regional Park Construction (Legacy)	C	G	0	0	318	1,188	1,210	2,716
499	X55	Bend in the Bow Construction Phase 1 - Inglewood B	C	U	0	520	530	0	0	1,050
499	X56	Beltline Community Park	C	U	1,500	0	0	0	0	1,500
500	U01	Parks Washroom and Building Lifecycle	C	M	0	694	0	0	0	694
500	U01	Parks Washroom and Building Lifecycle	D	M	0	0	0	0	2,640	2,640
500	U02	Various Emergency Repairs	C	M	3	6	9	12	0	30
500	U02	Various Emergency Repairs	D	M	0	0	0	0	165	165
500	U04	Irrigation and Drainage Upgrades	C	U	551	561	572	583	0	2,267
500	U04	Irrigation and Drainage Upgrades	D	U	0	0	0	0	1,188	1,188
500	U16	Beaverdam Flats Park Design Development Plan & Con	C	U	0	0	340	1,080	770	2,190

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Parks</b>										
500	U17	Glenmore Reservoir Park Design Development Plan	D	U	0	0	0	0	500	500
500	U18	Bio Diversity Strategy	C	S	255	260	0	1,080	4,230	5,825
500	U20	Eau Claire Plaza Construction	D	G	0	0	0	0	100	100
500	U21	Natural Area Remediation	D	M	0	0	0	0	662	662
500	U24	Edworthy Park Douglas Fir Trail Rehabilitation Saf	C	U	156	1,040	795	270	0	2,261
500	U25	Stanley Park Construction	C	M	510	5,720	3,710	3,240	0	13,180
500	U26	Seton Regional Park Design Development Plan	C	G	0	300	0	0	0	300
500	U27	Priddis Slough Regional Park Plan & Construction	C	G	0	0	0	0	1,100	1,100
500	U28	River Access Improvements	C	U	0	0	159	432	1,515	2,106
500	U29	Community and Allotment Gardens City-Wide	C	G	145	145	120	145	820	1,375
500	U30	Seton Regional Park Construction	C	G	0	0	0	2,160	3,300	5,460
500	U31	Centre City Urban Forestry	C	M	300	900	800	300	0	2,300
500	U31	Centre City Urban Forestry	D	M	0	0	0	0	900	900
500	U32	Humpy Hollow Park	C	U	1,500	0	0	0	0	1,500
500	U33	12 Mile Coulee Park Construction	C	U	255	540	484	364	550	2,193
500	U34	Roadway Landscaping - Urban Forestry	C	U	550	550	550	550	3,300	5,500
500	U36	Edworthy Park Construction	D	M	0	0	0	0	1,320	1,320
500	U38	Shaw Millennium Park Design Dvpment Plan	C	M	0	0	150	0	0	150
500	U40	Riley Park Design Development Plan and Constructio	C	U	0	0	530	3,780	7,210	11,520
500	U41	Forest Lawn Creek Park Construction/Greenway Link	C	G	0	0	0	0	222	222
500	U43	Jack Long Park	C	U	179	1,040	345	0	0	1,564
500	U44	Marlborough Regional Park Design Development Plan	C	U	0	0	150	1,500	0	1,650
500	U45	Olympic Plaza Design Development Plan	C	U	0	0	0	500	0	500

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## Supplemental Information: Capital Analysis



### Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Parks</b>										
500	U47	Established Communities Open Space Improvements an	C	M	1,025	575	1,025	575	0	3,200
500	U47	Established Communities Open Space Improvements an	D	M	0	0	0	0	800	800
500	U50	Water Management Central Control System Lifecycle	D	M	0	0	0	0	500	500
500	U55	Urban Forestry Poplar Replacement Program	D	M	0	0	0	0	800	800
500	X05	Sports Field Lifecycle	C	M	1,000	4,450	3,000	1,650	0	10,100
500	X05	Sports Field Lifecycle	D	M	0	0	0	0	3,900	3,900
500	X09	Playground Lifecycle	C	M	950	230	500	500	0	2,180
500	X09	Playground Lifecycle	D	M	0	0	0	0	2,000	2,000
500	X14	Parks Infrastructure Lifecycle	C	M	940	940	1,800	1,800	0	5,480
500	X14	Parks Infrastructure Lifecycle	D	M	0	0	0	0	2,600	2,600
503	U33	City-Wide Pathways and Trail Lifecycle	C	M	280	0	0	0	0	280
503	U33	City-Wide Pathways and Trail Lifecycle	D	M	0	0	0	0	3,200	3,200
503	U34	Regional Pathways Missing Links	C	G	2,750	3,300	1,650	1,650	6,600	15,950
503	U35	Bearspaw / Glenbow Ranch Reg' I Pathway Connection	C	G	1,680	2,629	0	0	0	4,309
504	U36	Cemetery Building Lifecycle Maintenance	C	M	500	300	100	300	0	1,200
504	U36	Cemetery Building Lifecycle Maintenance	D	M	0	0	0	0	1,000	1,000
513	U04	Department Admin Buildings Lifecycle	D	M	0	0	0	0	1,000	1,000
<b>Total</b>					<b>18,554</b>	<b>27,031</b>	<b>28,342</b>	<b>30,640</b>	<b>57,897</b>	<b>162,464</b>

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**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Recreation</b>										
505	U03	Shaganappi Point Golf Course Clubhouse Upgrade	C	U	2,202	3,127	3,050	0	0	8,379
505	U05	Golf Courses Buildings Lifecycle	C	M	960	476	485	247	0	2,168
505	U05	Golf Courses Buildings Lifecycle	D	M	0	0	0	0	72	72
505	U06	Golf Courses Landscape Lifecycle	C	M	156	652	20	932	0	1,760
505	U06	Golf Courses Landscape Lifecycle	D	M	0	0	0	0	661	661
505	X42	Golf Course Upgrades	C	U	67	60	1,299	1,222	2,262	4,910
507	U07	Established Outdoor Pool Upgrades	C	U	1,700	500	500	0	0	2,700
507	U14	Skateboarding Amenities Strategy	C	G	2,670	2,250	1,500	1,500	15,000	22,920
507	U42	Wildflower Art Centre	C	U	250	750	0	0	0	1,000
507	X00	Established Area Pool Upgrades	C	U	0	0	0	200	17,200	17,400
507	X32	Sports Facility Renewal	C	U	0	400	4,400	4,000	0	8,800
519	U04	Artificial Turf Field Development - Renfrew Athlet	C	U	650	5,270	100	0	0	6,020
519	U05	Outdoor Oval Field Development	C	G	0	0	345	1,553	1,553	3,451
519	U07	Foothills Athletic Park Upgrade	C	G	0	0	0	13,104	162,171	175,275
519	U08	Community Cultural Spaces	C	G	0	1,600	4,800	4,800	4,800	16,000
519	U10	Bob Bahan / Ernie Starr Sport Facility Expansion	C	G	0	0	0	1,550	13,950	15,500
519	U14	Foothills Fieldhouse Development	C	G	0	0	3,000	4,500	194,413	201,913
519	U20	Class A Baseball Stadium Upgrades	C	U	0	0	575	1,917	3,834	6,326
519	U31	Renfrew Aquatic and Recreation Centre Expansion	C	G	300	2,700	0	0	0	3,000
519	U37	Sir Winston Churchill Aquatic and Recreation Centre	C	G	0	0	0	550	4,950	5,500
519	X06	Centre City Aquatic & Fitness	C	U	2,780	10,660	10,660	10,650	0	34,750

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## Supplemental Information: Capital Analysis



### Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Recreation</b>										
519	X09	Established Area Arena Upgrade	D	U	0	0	0	0	300	300
519	X30	Recreation Facility Lifecycle	C	M	8,800	8,500	4,600	0	0	21,900
519	X30	Recreation Facility Lifecycle	D	M	0	0	0	0	18,000	18,000
519	X48	Irrigation for Athletic Parks	C	U	0	1,000	200	700	4,500	6,400
<b>Total</b>					<b>20,535</b>	<b>37,945</b>	<b>35,534</b>	<b>47,425</b>	<b>443,666</b>	<b>585,105</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Animal &amp; Bylaw Services</b>										
048	U01	ABS Communications Lifecycle	D	M	0	0	0	0	53	53
048	U02	ABS Equipment Lifecycle	D	M	0	0	0	0	60	60
048	U03	ABS Property Impound Facility	C	U	1,000	1,500	0	0	0	2,500
<b>Total</b>					<b>1,000</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>113</b>	<b>2,613</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Fire</b>										
041	U07	East Core Emergency Response Station	C	G	3,200	6,200	3,200	0	0	12,600
042	U05	Facility Capital Lifecycle	C	M	1,450	1,450	449	1,450	0	4,799
042	U05	Facility Capital Lifecycle	D	M	0	0	0	0	2,850	2,850
042	U10	Emergency Operations Center (EOC) Facility Rehabil	C	M	700	100	100	500	0	1,400
042	U10	Emergency Operations Center (EOC) Facility Rehabil	D	M	0	0	0	0	100	100
042	U18	Building Infrastructure Flood Mitigation Measures	C	U	1,400	0	0	0	0	1,400
042	U20	Emergency Operations Center (EOC) Facility Upgrade	C	U	1,000	900	0	0	0	1,900
042	U23	Station 1 Renovation	C	U	1,150	2,000	0	0	0	3,150
042	U24	Station 12 Replacement	D	U	0	0	0	0	5,300	5,300

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**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Fire</b>										
042	U27	Training Academy Transformer Upgrade	C	U	760	0	0	0	0	760
043	U16	Critical Technology Service Program (CTSP)	C	U	12,989	12,440	7,500	7,500	0	40,429
043	U21	Wellness Clinic Software Upgrade	C	U	100	0	0	0	0	100
043	U25	Fireview Upgrade	C	U	250	250	0	0	0	500
043	U28	Transit Signals Priority System Upgrade	C	U	1,700	1,700	1,700	0	4,800	9,900
043	U30	Inventory Management & Warehouse improvements	C	U	285	0	0	0	0	285
043	U31	Asset Management Information System	C	U	0	1,300	1,300	0	0	2,600
043	U32	FireHub - Training Module	C	U	0	1,400	0	0	0	1,400
043	U33	FireHub - ePCR Module	C	U	0	0	2,500	0	0	2,500
044	U01	Firefighting Equipment Lifecycle	C	M	1,600	1,350	2,250	625	0	5,825
044	U01	Firefighting Equipment Lifecycle	D	M	0	0	0	0	950	950
044	U02	Personal Protective Equipment Lifecycle	D	M	0	0	0	0	2,000	2,000
044	U03	Fleet Lifecycle	C	M	4,942	5,748	1,227	3,136	0	15,053
044	U03	Fleet Lifecycle	D	M	0	0	0	0	7,776	7,776
044	U11	Urban Search and Rescue (USAR) and Disaster Respon	C	M	400	400	400	400	0	1,600
044	U11	Urban Search and Rescue (USAR) and Disaster Respon	D	M	0	0	0	0	400	400
044	U12	Fire Training Academy Equipment Lifecycle	C	M	215	0	0	100	0	315
044	U12	Fire Training Academy Equipment Lifecycle	D	M	0	0	0	0	300	300
044	U13	Training Academy Facility Upgrades	C	U	2,000	0	0	6,000	40,000	48,000
044	U14	Pandemic Supply Management	D	M	0	0	0	0	220	220

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### Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Fire</b>										
044	U17	CFD Resiliency Projects	C	U	4,100	4,000	0	0	0	8,100
044	U19	Medical Response Unit Implementation	C	G	130	0	130	0	0	260
<b>Total</b>					<b>38,371</b>	<b>39,238</b>	<b>20,756</b>	<b>19,711</b>	<b>64,696</b>	<b>182,772</b>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Public Safety Communications</b>										
045	U16	Disaster Recovery Site	C	G	0	2,000	0	0	1,000	3,000
045	X05	PSC Equipment Lifecycle	C	M	160	225	255	100	0	740
045	X05	PSC Equipment Lifecycle	D	M	0	0	0	0	860	860
045	X06	Computer Aided Dispatch System Maintenance	C	M	0	0	1,100	1,100	0	2,200
045	X06	Computer Aided Dispatch System Maintenance	D	M	0	0	0	0	200	200
045	X07	PSC Backup Facility	C	U	800	5,200	6,500	18,800	8,700	40,000
045	X09	Critical Technology Maintenance	D	M	0	0	0	0	2,100	2,100
045	X15	PSC Facility Maintenance	C	M	200	0	100	0	0	300
045	X15	PSC Facility Maintenance	D	M	0	0	0	0	2,000	2,000
045	X17	Mobile 9-1-1 Communications Centre	C	G	2,400	0	200	0	500	3,100
<b>Total</b>					<b>3,560</b>	<b>7,425</b>	<b>8,155</b>	<b>20,000</b>	<b>15,360</b>	<b>54,500</b>
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change										



**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES: Public Safety Communications</b>										
045	U16	Disaster Recovery Site	C	G	0	2,000	0	0	1,000	3,000
045	X05	PSC Equipment Lifecycle	C	M	160	225	255	100	0	740
045	X05	PSC Equipment Lifecycle	D	M	0	0	0	0	860	860
045	X06	Computer Aided Dispatch System Maintenance	C	M	0	0	1,100	1,100	0	2,200
045	X06	Computer Aided Dispatch System Maintenance	D	M	0	0	0	0	200	200
045	X07	PSC Backup Facility	C	U	800	5,200	6,500	18,800	8,700	40,000
045	X09	Critical Technology Maintenance	D	M	0	0	0	0	2,100	2,100
045	X15	PSC Facility Maintenance	C	M	200	0	100	0	0	300
045	X15	PSC Facility Maintenance	D	M	0	0	0	0	2,000	2,000
045	X17	Mobile 9-1-1 Communications Centre	C	G	2,400	0	200	0	500	3,100
<b>Total</b>					<b>3,560</b>	<b>7,425</b>	<b>8,155</b>	<b>20,000</b>	<b>15,360</b>	<b>54,500</b>

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## Supplemental Information: Capital Analysis



### Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>Civic Partners</b>										
479	U01	Calgary Public Library Building Lifecycle Maintena	C	M	1,000	1,000	1,000	1,000	0	4,000
479	U01	Calgary Public Library Building Lifecycle Maintena	D	M	0	0	0	0	1,000	1,000
479	U02	Calgary Public Library IT Lifecycle Maintenance	C	M	1,100	1,374	1,544	1,405	0	5,423
479	U02	Calgary Public Library IT Lifecycle Maintenance	D	M	0	0	0	0	1,255	1,255
479	U03	Library2Go	C	G	1,000	0	0	0	0	1,000
479	U04	Calgary Public Library Existing Communities	C	U	4,000	7,500	6,000	6,500	0	24,000
479	U04	Calgary Public Library Existing Communities	D	U	0	0	0	0	8,000	8,000
479	U05	Calgary Public Library Interior Refurbishment	C	U	3,025	0	0	0	0	3,025
479	U06	Calgary Public Library IT Enhancements	C	U	1,125	1,175	825	300	0	3,425
479	U06	Calgary Public Library IT Enhancements	D	U	0	0	0	0	400	400
479	U08	Calgary Public Library Symons Valley	C	S	2,100	3,200	3,200	0	0	8,500
508	U01	Talisman Centre Lifecycle Maintenance Program	C	M	500	500	500	500	0	2,000
508	U01	Talisman Centre Lifecycle Maintenance Program	D	M	0	0	0	0	500	500
508	U02	Talisman Flood Mitigation	C	U	500	0	0	0	0	500
509	U01	Heritage Park Buildings and Exhibits Maintenance	C	M	1,323	1,177	258	399	0	3,157

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**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>Civic Partners</b>										
509	U01	Heritage Park Buildings and Exhibits Maintenance	D	M	0	0	0	0	950	950
509	U02	Heritage Park Infrastructure and Equipment Progra	C	M	375	499	330	334	0	1,538
509	U02	Heritage Park Infrastructure and Equipment Progra	D	M	0	0	0	0	460	460
509	U03	Heritage Park Rolling Stock Program	C	M	204	365	709	641	0	1,919
509	U03	Heritage Park Rolling Stock Program	D	M	0	0	0	0	500	500
510	U01	Zoo Lifecycle Maintenance Program	C	M	2,186	2,251	2,319	2,388	0	9,144
510	U01	Zoo Lifecycle Maintenance Program	D	M	0	0	0	0	2,460	2,460
510	U02	Zoo Flood Mitigation	C	U	8,750	16,250	0	0	0	25,000
510	U03	Zoo Building Capacity for Giant Pandas	C	U	2,394	3,139	10,683	2,580	0	18,796
510	U04	Zoo Land of Lemurs Exhibit	C	G	3,244	715	0	0	0	3,959
510	U05	Zoo Revitalize Prehistoric Park	C	U	2,938	13,231	263	0	0	16,432
510	U06	Zoo Wildlife Interactive Education	C	U	478	5,661	1,909	0	0	8,048
511	U01	Spark Lifecycle Maintenance Program	C	M	260	0	0	0	0	260
511	U02	Spark Catering Infrastructure	C	U	0	250	750	500	0	1,500
511	U03	Spark 3D Upgrade Dome Theatre	C	U	163	0	0	0	0	163
512	U01	Fort Calgary Lifecycle Maintenance Program	C	M	255	138	150	163	0	706
512	U01	Fort Calgary Lifecycle Maintenance Program	D	M	0	0	0	0	210	210
512	U02	Fort Calgary Childrens Education Ctr	C	U	145	0	0	0	0	145
512	U03	Fort Calgary Upgrade of 1875 Fort	C	U	387	0	0	0	0	387
626	U01	Calgary TELUS Convention Centre Lifecycle Maintena	C	M	325	325	325	325	0	1,300
626	U01	Calgary TELUS Convention Centre Lifecycle Maintena	D	M	0	0	0	0	390	390
626	U02	Calgary Telus Convention Centre Flood Mitigation	C	U	175	0	0	0	0	175

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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>Civic Partners</b>										
626	U03	Calgary Telus Convention Centre Chair Replacement	C	U	0	600	0	0	0	600
633	U01	Capital Civic Partner Grant Program	D	M	0	0	0	0	7,500	7,500
633	U03	EPCOR Lifecycle Maintenance Program	C	M	763	911	421	691	0	2,786
633	U03	EPCOR Lifecycle Maintenance Program	D	M	0	0	0	0	835	835
<b>Total</b>					<b>38,715</b>	<b>60,261</b>	<b>31,186</b>	<b>17,726</b>	<b>24,460</b>	<b>172,348</b>
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**Projects Not Funded Within 5 Year Plan  
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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>Calgary Police Service</b>										
032	320	Telecom Equip. - Replacement	D	M	0	0	0	0	500	500
038	388	Westwinds Future Office Growth	C	G	0	1,200	1,200	10,000	0	12,400
038	388	Westwinds Future Office Growth	D	G	0	0	0	0	10,000	10,000
038	450	Calgary Police Service Warehouse	C	G	22,500	0	0	0	0	22,500
038	451	Tech. Services Lab	C	G	0	0	1,000	0	0	1,000
038	452	Facilities Shop	C	G	0	0	1,000	0	0	1,000
038	453	DNA Lab	C	G	0	1,500	0	0	0	1,500
038	454	Ballistics Lab	C	G	0	1,500	0	0	0	1,500
038	460	Aero Centre	C	G	0	2,800	0	0	0	2,800
038	462	Fleet Garage Relocation - WW	C	G	0	1,400	1,400	0	0	2,800
038	472	Driver Training Track	C	G	1,500	500	0	0	0	2,000
038	474	Ammunition Warehouse Expansion	C	G	0	0	1,750	1,750	0	3,500
038	484	NSC - Washrooms/Classrooms	D	G	0	0	0	0	1,400	1,400
<b>Total</b>					<b>24,000</b>	<b>8,900</b>	<b>6,350</b>	<b>11,750</b>	<b>11,900</b>	<b>62,900</b>

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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>CORPORATE SERVICES: Corporate Properties &amp; Buildings</b>										
698	55U	Heritage Properties Restoration	C	M	6,000	6,000	6,000	6,500	0	24,500
769	U01	Tomorrow's Workplace Repayment	C	M	2,000	2,000	2,000	2,000	0	8,000
769	U01	Tomorrow's Workplace Repayment	D	M	0	0	0	0	2,000	2,000
770	00U	Andrew Davison Streetscape Improvements	C	U	100	2,400	0	0	0	2,500
770	02U	Municipal Complex - Accessibility, Information & F	C	U	500	1,000	10,000	8,500	0	20,000
770	03U	Municipal Complex - Plaza Upgrades	C	U	1,000	2,000	10,000	7,000	0	20,000
770	04U	Municipal Complex - 3rd Street Arcade Upgrades	C	U	500	1,500	500	0	0	2,500
770	05U	Municipal Complex - 9th Avenue Upgrades	C	U	400	1,600	0	0	0	2,000
770	06U	Municipal Complex - Great Room & Food Service	C	U	2,000	3,000	15,000	15,000	0	35,000
770	07U	Municipal Complex - Security Upgrades	C	U	200	300	4,500	0	0	5,000
770	10U	Municipal Complex - 3rd Street NE Entrance, Univer	C	U	900	2,700	900	0	0	4,500
770	11U	Municipal Complex - 3rd Street SE Entrance, Univer	C	U	1,300	3,900	1,300	0	0	6,500
770	18U	Tenant Fit-up of Added 3rd Floor, Sarcee Administr	C	G	1,800	0	0	0	0	1,800
770	19U	NW Alternative Workplace Hub (Royal Vista)	C	U	500	0	0	0	0	500
770	20U	Andrew Davison Main Floor Reno	C	U	1,000	0	0	0	0	1,000
770	21U	Workspace Program - existing Workplace Redevelopme	C	G	3,750	3,750	3,750	3,750	0	15,000

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>CORPORATE SERVICES: Corporate Properties &amp; Buildings</b>										
770	21U	Workspace Program - existing Workplace Redevelopme	D	G	0	0	0	0	7,500	7,500
770	33U	Andrew Davison +15	C	G	100	0	0	0	0	100
770	89U	Calgary Public Building - new un-manned Elevator	C	U	550	1,000	0	0	0	1,550
770	U34	Mayland Heights Office Space Upgd	C	U	1,240	0	0	0	0	1,240
773	U05	Alternative Workplace Boardroom Technical Equipmen	C	G	550	550	550	550	0	2,200
773	U22	Corporate Furniture Program	C	U	3,000	3,000	3,000	3,000	0	12,000
773	U22	Corporate Furniture Program	D	U	0	0	0	0	4,000	4,000
776	00U	Whitehorn Masterplan Strategic Redevelopment	C	G	2,000	18,000	20,000	5,000	0	45,000
776	01U	Sarcee Vehicle Storage Facilities	C	G	0	130	1,570	6,700	0	8,400
776	01U	Sarcee Vehicle Storage Facilities	D	G	0	0	0	0	3,600	3,600
776	02U	Bearspaw OWC - salt pond, site grading and stormwa	C	U	390	6,620	0	0	0	7,010
776	20U	Shepard OWC: Fleet Building	C	M	1,000	3,500	6,800	2,000	0	13,300
776	61U	Spring Gardens Storm Water Management Facility	C	U	0	0	0	320	0	320
776	61U	Spring Gardens Storm Water Management Facility	D	U	0	0	0	0	1,550	1,550
776	62U	Sarcee South Site Servicing and Roads Covered Stor	C	G	310	3,520	2,000	1,000	0	6,830
776	63U	Sarcee Parks Storage and Operational Facilities	C	G	1,920	0	0	0	0	1,920
776	64U	Manchester Road to Separate Light & Heavy Duty Veh	C	U	0	0	1,710	4,000	0	5,710
776	65U	Fleet Facilities (multi-site)	C	G	0	90	400	700	0	1,190
776	65U	Fleet Facilities (multi-site)	D	G	0	0	0	0	5,000	5,000
776	67U	Stoney Roads Site and Facilities	C	G	410	3,000	1,300	5,180	0	9,890

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

## Supplemental Information: Capital Analysis



Projects Not Funded Within 5 Year Plan (\$000s)										
Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>CORPORATE SERVICES: Corporate Properties &amp; Buildings</b>										
776	67U	Stoney Roads Site and Facilities	D	G	0	0	0	0	1,700	1,700
776	68U	Spring Gardens Supply Warehouse	C	U	0	1,090	6,000	450	0	7,540
776	69U	Spring Gardens: Co-location of Operational Space t	C	G	0	0	410	4,000	0	4,410
776	69U	Spring Gardens: Co-location of Operational Space t	D	G	0	0	0	0	2,000	2,000
776	95U	OWC Land Acquisitions	C	G	14,000	0	0	10,930	0	24,930
776	95U	OWC Land Acquisitions	D	G	0	0	0	0	690	690
776	99U	Manchester OWC High Voltage Electrical System Repl	C	U	5,000	5,000	5,000	5,000	0	20,000
776	U01	Operations Sites Energy Efficiency Initiatives	C	G	500	750	250	250	0	1,750
779	11U	Integrated Operations and Asset Management System	C	M	780	580	380	0	0	1,740
779	12U	Integrated Land/Property/Lease Management	C	M	0	0	1,400	0	0	1,400
779	99U	Sustainable Building Condition Ratings (Green, Fac	C	M	250	250	250	250	0	1,000
779	99U	Sustainable Building Condition Ratings (Green, Fac	D	M	0	0	0	0	250	250
779	U12	Knowledge and Information Mgmt	C	S	500	0	0	0	0	500
880	00U	Whitehorn Mechanical System Upgrade	C	M	0	0	8,400	7,000	0	15,400
880	01U	4 Year South Zone Safety, Tenant & Community Progr	C	M	4,305	462	1,039	640	0	6,446
880	01U	4 Year South Zone Safety, Tenant & Community Progr	D	M	0	0	0	0	1,269	1,269

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change



**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>CORPORATE SERVICES: Corporate Properties &amp; Buildings</b>										
880	02U	4 Year Central Zone Safety, Tenant & Community Pro	C	M	1,780	215	936	299	0	3,230
880	02U	4 Year Central Zone Safety, Tenant & Community Pro	D	M	0	0	0	0	700	700
880	13U	CPB Stewarded Buildings - Bring to Target Conditio	C	M	15,280	15,280	15,280	15,280	0	61,120
880	13U	CPB Stewarded Buildings - Bring to Target Conditio	D	M	0	0	0	0	19,100	19,100
880	21U	4 Year North Zone Safety, Tenant & Community Progr	C	M	2,145	571	1,145	0	0	3,861
880	21U	4 Year North Zone Safety, Tenant & Community Progr	D	M	0	0	0	0	1,269	1,269
880	22U	Municipal Building Skylight Replacement	C	M	200	3,500	3,500	0	0	7,200
880	25U	Preventive Maintenance Program	C	M	1,500	1,500	1,500	1,500	0	6,000
880	27U	Facility & Site Emergency Response Planning & Exec	C	S	2,685	185	185	185	0	3,240
880	27U	Facility & Site Emergency Response Planning & Exec	D	S	0	0	0	0	75	75
880	88U	Manchester Q - Base Building Systems & Facility Up	C	U	2,150	1,650	1,500	0	0	5,300
880	90U	Building Envelopes / Roofs Renewals / Replacements	C	M	1,250	1,250	1,250	3,250	0	7,000
880	90U	Building Envelopes / Roofs Renewals / Replacements	D	M	0	0	0	0	5,000	5,000
880	96U	Municipal Complex Chillers Replacement	C	M	3,500	3,000	0	0	0	6,500
880	97U	City Hall Exterior Refurbishment	C	M	4,200	4,000	3,000	2,000	0	13,200
880	98U	Municipal Complex Electrical Dist	C	M	5,800	8,000	6,000	0	0	19,800
880	U02	Building Recommissioning Program for Energy & Opera	C	M	3,400	3,400	3,400	3,400	0	13,600

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

## Supplemental Information: Capital Analysis



### Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>CORPORATE SERVICES: Corporate Properties &amp; Buildings</b>										
880	U02	Building Recommissioning Program for Energy & Opera	D	M	0	0	0	0	4,000	4,000
880	U23	Facility & Site Emergency Response Planning & Exec	C	S	280	315	315	350	0	1,260
937	97U	OPT 1:Flood Resiliency (MEDIUM) Building Envelope	C	U	4,000	2,000	0	0	0	6,000
937	98U	OPT 2:Flood Resiliency HIGH (Enhances OPT 1) Reloc	C	U	3,000	9,000	9,000	8,500	0	29,500
937	U03	Emerg. Electrical Distribution System Relocation	C	U	600	0	0	0	0	600
937	U98	CPB CAD DRAWINGS PROJECT	C	M	275	150	150	125	0	700
<b>Total</b>					<b>110,800</b>	<b>131,708</b>	<b>161,570</b>	<b>134,609</b>	<b>59,703</b>	<b>598,390</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan  
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>CORPORATE SERVICES: Customer Service &amp; Communications</b>										
791	U06	Reduce 311future footprint	C	S	0	500	200	0	0	700
791	U06	Reduce 311future footprint	D	U	0	0	0	0	200	200
791	U08	311Digital Self Service Channels	C	S	504	450	465	375	0	1,794
791	U08	311Digital Self Service Channels	D	S	0	0	0	0	200	200
791	U09	Service Counters	C	S	250	250	250	250	0	1,000
793	U03	Crisis Communication channel development and commu	C	U	800	1,350	1,150	950	0	4,250
793	U04	Digital Communication channels	C	G	920	845	845	920	0	3,530
793	U10	Vehicle Wrap (Vehicle advertising)	C	S	100	100	100	100	0	400
793	U10	Vehicle Wrap (Vehicle advertising)	D	S	0	0	0	0	100	100
793	U11	Video Tech-Based Learning and Development modules	C	S	150	150	150	150	0	600
793	U11	Video Tech-Based Learning and Development modules	D	S	0	0	0	0	50	50
793	U17	Pre & Post Communications Tactics Research	C	S	32	31	31	31	0	125
793	U17	Pre & Post Communications Tactics Research	D	S	0	0	0	0	30	30
794	U04	Mibile tools for City info and services	C	S	350	350	350	350	0	1,400
794	U08	Engagement Virtual Town Hall (Video streaming) and	C	S	200	200	200	200	0	800
794	U08	Engagement Virtual Town Hall (Video streaming) and	D	S	0	0	0	0	200	200
<b>Total</b>					<b>3,306</b>	<b>4,226</b>	<b>3,741</b>	<b>3,326</b>	<b>780</b>	<b>15,379</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019  
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

## Supplemental Information: Capital Analysis



Projects Not Funded Within 5 Year Plan (\$000s)										
Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>CORPORATE SERVICES: Information Technology</b>										
741	B90	Software Lifecycle Replacement - 415891	C	M	4,000	3,500	3,000	1,300	0	11,800
741	B90	Software Lifecycle Replacement - 415891	D	M	0	0	0	0	3,500	3,500
744	U87	Mobile Application Framework	C	G	600	612	624	636	0	2,472
<b>Total</b>					<b>4,600</b>	<b>4,112</b>	<b>3,624</b>	<b>1,936</b>	<b>3,500</b>	<b>17,772</b>
<b>CORPORATE SERVICES: Infrastructure &amp; Information Services</b>										
813	U05	CORE Mapping Phase III / CORE Downstream Applicati	C	U	286	467	649	467	0	1,869
813	U10	Utility Line Assignment System	C	U	0	0	0	0	50	50
813	U22	Building Repository-Generation III	C	U	0	0	0	839	755	1,594
813	U33	Calgary.ca Web Mapping Framework Upgrade Program	C	U	0	0	29	75	30	134
813	U51	Cityonline Phase III	C	U	83	53	655	805	802	2,398
813	U55	Corporate Imagery Program	C	U	0	0	0	450	945	1,395
813	U99	Construction Documents and Drawings Management Pro	C	U	357	296	216	10	350	1,229
814	U16	Survey Equipment	C	M	0	0	42	200	200	442
819	U00	Project Management Information Systems (ProMIS) Im	C	S	0	300	1,000	0	0	1,300
819	U05	CLIIP Automation (Phase 2)	C	U	244	405	566	405	0	1,620
<b>Total</b>					<b>970</b>	<b>1,521</b>	<b>3,157</b>	<b>3,251</b>	<b>3,132</b>	<b>12,031</b>
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change										

**Projects Not Funded Within 5 Year Plan  
(\$000s)**

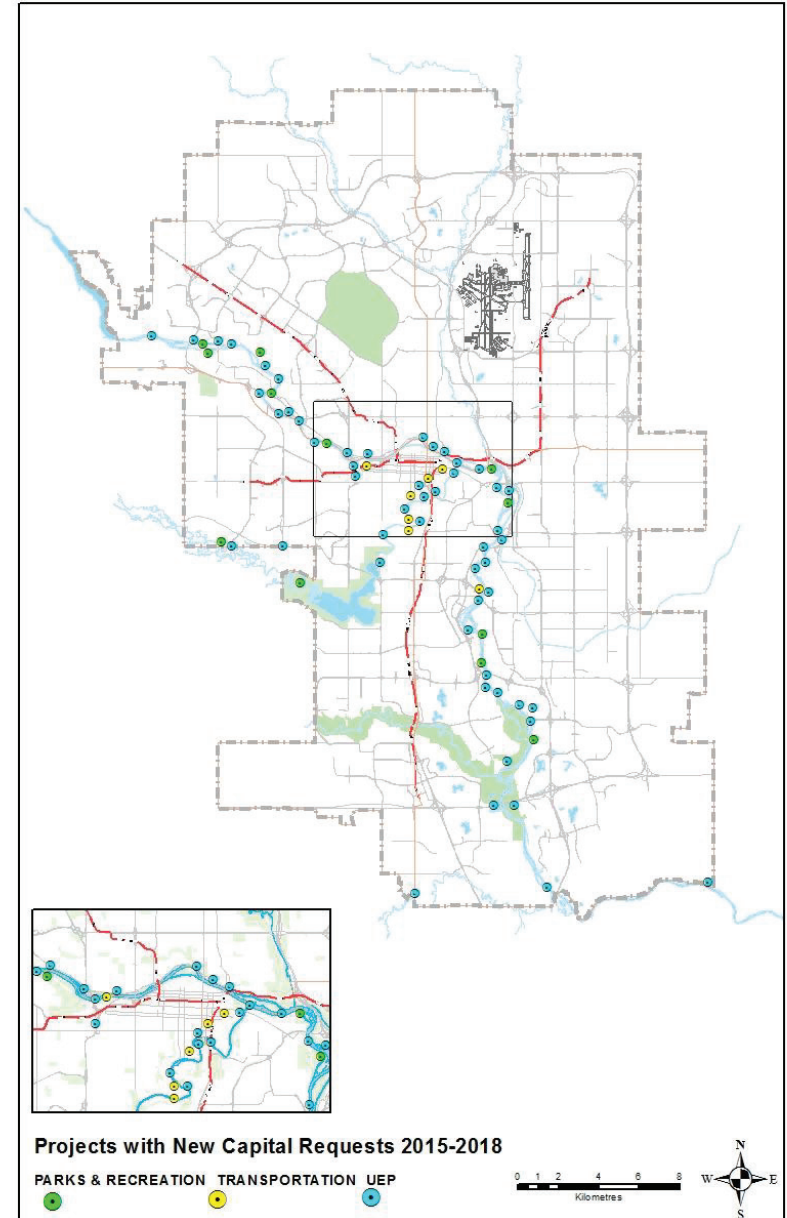
Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
<b>CORPORATE ADMINISTRATION: Chief Financial Officer's Department</b>										
736	U01	Business Applications and Technology Maintenance U	D	U	0	0	0	0	700	700
736	U02	Warehouse	D	M	0	0	0	0	375	375
811	U03	Fueling Systems	D	U	0	0	0	0	500	500
<b>Total</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,575</b>	<b>1,575</b>
<b>CORPORATE ADMINISTRATION: Law</b>										
710	U01	Risk and Claims - Emergency Claims Management Syst	C	S	300	0	0	0	0	300
710	U03	Information Security Internet Monitoring and block	C	S	0	500	0	0	0	500
710	U04	Information Security Anti Malware systems	C	S	0	0	500	0	0	500
710	U05	Information Security Web Application Firewalls	A	S	0	0	500	0	0	500
710	U06	Information Security 2 Factor Authentication Refre	A	S	0	0	0	500	0	500
710	U07	Information Security Database Security Suite	A	S	0	0	0	500	0	500
<b>Total</b>					<b>300</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>2,800</b>

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019  
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change



**Figure 30: New Capital Requests for Flood Recovery Projects**

The full impact of the June 2013 flood to City infrastructure encompassed more than 200 projects needing repairs or restoration work originally estimated at approximately \$445 million. Since July 2013, almost half of the identified flood-impacted projects are complete or substantially complete and another 72 projects are in progress. *Action Plan 2015-2018* identifies new capital requests costing \$81 million, along with an additional \$46 million in previously approved projects, to address flood recovery. *Action Plan* includes only projects for flood recovery.



**Flood Recovery Capital Projects in Action Plan**  
(\$ thousands)

	Projects in Action Plan			Action Plan New Request Program-Project #
	Previously Approved \$	New Requests \$	Total \$	
<b>Total City</b>	<b>\$45,960</b>	<b>\$81,148</b>	<b>\$127,108</b>	
<b>Utilities &amp; Environmental Protection</b>	<b>\$0</b>	<b>\$65,988</b>	<b>\$65,988</b>	
<b>Water</b>	<b>\$0</b>	<b>\$65,988</b>	<b>\$65,988</b>	
Flood-Drainage	\$0	\$34,938	\$34,938	952-003
Flood-Wastewater	\$0	\$15,930	\$15,930	952-002
Flood-Water	\$0	\$15,120	\$15,120	952-001
<b>Transportation</b>	<b>\$11,500</b>	<b>\$8,535</b>	<b>\$20,035</b>	
<b>Roads</b>	<b>\$11,500</b>	<b>\$8,535</b>	<b>\$20,035</b>	
Pavement and Sidewalk Reconstruction	\$6,000	\$8,535	\$14,535	948-001
Slope Stability Projects	\$5,500	\$0	\$5,500	
<b>Community Services &amp; Protective Services</b>	<b>\$34,460</b>	<b>\$6,625</b>	<b>\$41,085</b>	
<b>Parks</b>	<b>\$20,760</b>	<b>\$6,625</b>	<b>\$27,385</b>	
Major Parks (Program)	\$170	\$750	\$920	932-003
Other Parks (Program)	\$9,897	\$1,458	\$11,355	932-004
Pathways (Program)	\$10,493	\$4,127	\$14,620	932-001
Parks Building (Program)	\$200	\$290	\$490	932-002
<b>Recreation</b>	<b>\$13,700</b>	<b>\$0</b>	<b>\$13,700</b>	
Shouldice Athletic Park Artificial Turf Replacement	\$11,500	\$0	\$11,500	
Shaganappi Golf Course Pumphouse	\$1,200	\$0	\$1,200	
MapleRidge Golf Course Pumphouse	\$1,000	\$0	\$1,000	

# Supplemental Information: Capital Analysis

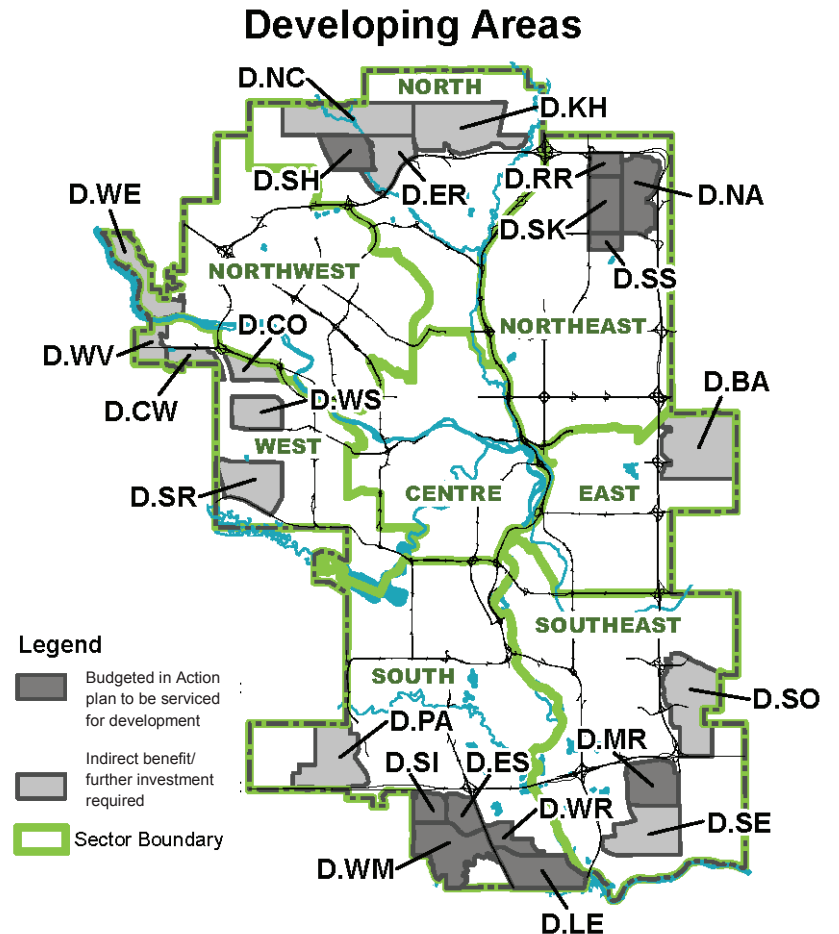


**Figure 31: Growth Area Projects in the 2015 – 2018 Capital Budget**

The City is continually servicing land to maintain a healthy inventory to meet the needs of the growing population. Business units from across the corporation have aligned their budgets and capital plans to support growth that matches the prioritized list of new growth areas. This represents a far greater level of corporate alignment than occurred in previous budget cycles.

The 2015-2018 Capital Budget is expected to result in the servicing of nearly 1,400 additional hectares of land, with the ability to house almost 100,000 people in the Developing Areas alone, not including the capacity in the Developed Areas. Investment in redevelopment and industrials growth has also been incorporated into the budget. Capital projects and operating impacts to service these areas are included in the 2015-2018 Capital and Operating Budgets. The City will continue to monitor growth and recommend adjustments to capital investment plans as required.

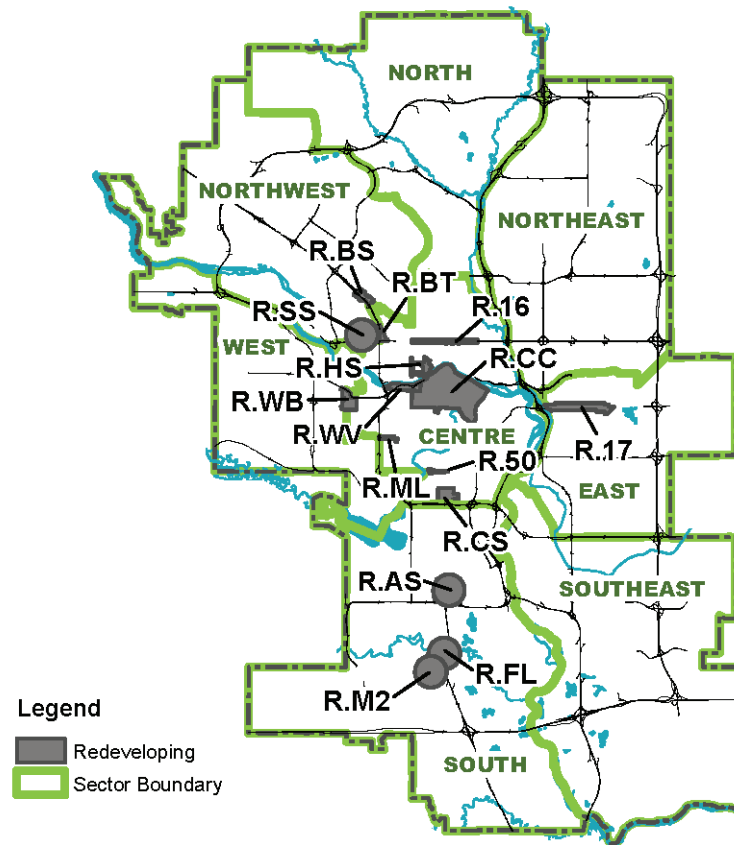
Developing Growth Areas	
D.SK	Skyview Ranch - Remaining Development
D.RR	Redstone - Remaining Development
D.NA	Northeast Regional Policy Plan ASP: A
D.SS	Saddleridge Savannah
D.SH	Sage Hill - Remaining Development
D.MR	Mahogany - Remaining Development
D.WR	Walden - Remaining Development
D.LE	Legacy
D.ES	East Silverado
D.SI	Silverado - Remaining Development
D.WM	West Macleod Area Structure Plan
D.SE	Southeast Planning Area Regional Policy Plan Cells C and D
D.KH	Keystone Hills Area Structure Plan
D.ER	Evanston - Remaining Development
D.SR	Springbank Hill - Remaining Development
D.BA	Belvedere Area Structure Plan
D.WE	West Regional Context Study Cell B
D.WV	West View Area Structure Plan
D.CO	Canada Olympic Park and Adjacent Lands Area Structure Plan
D.CW	Calgary West Area Structure Plan
D.SO	South Shepard Area Structure Plan
D.WS	West Springs - Remaining Development
D.NC	North Regional Context Study Cells C and D
D.PA	Providence Area Structure Plan





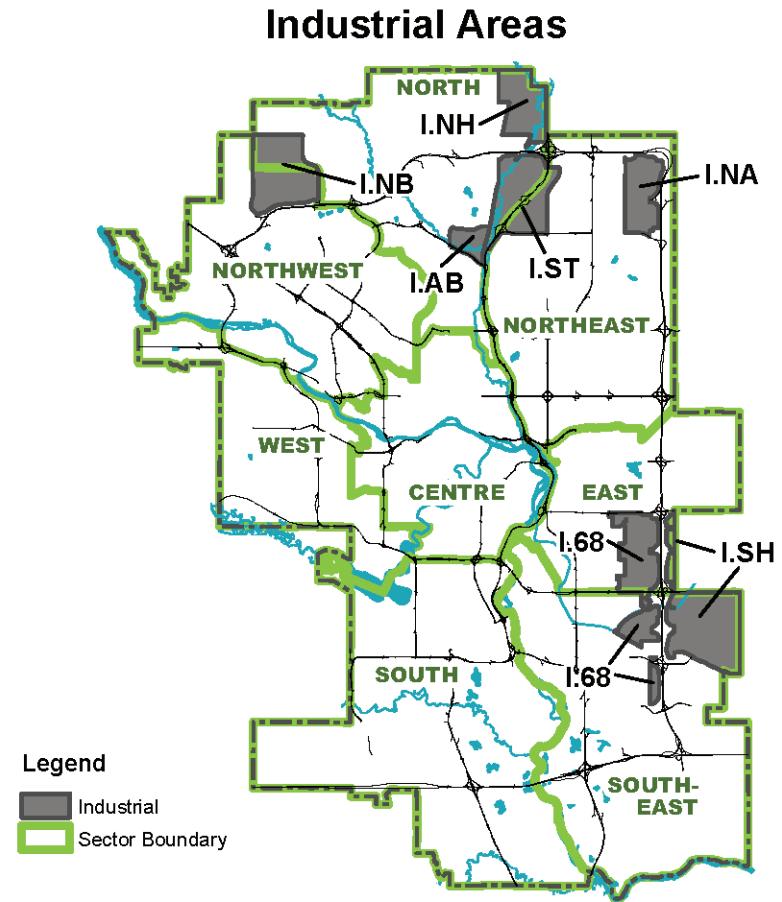
Redeveloping Growth Areas	
R.CC	Centre City Plan (including Beltline)
R.CS	Chinook Station Area Plan
R.HS	Hillhurst/Sunnyside Area Redevelopment Plan
R.BS	Brentwood Station Area Redevelopment Plan
R.16	16 Avenue North Urban Corridor Area Redevelopment Plan
R.WB	Westbrook Village Area Redevelopment Plan
R.WV	West Village Area Redevelopment Plan
R.AS	Anderson Station Area
R.BT	Banff Trail Area Development Plan
R.17	Southeast 17 Corridor Land Use and Urban Design Concept
R.ML	Marda Loop area Redevelopment Plan
R.SS	SSCAP – Stadium Shopping Centre
R.FL	Fish Creek /Lacombe Station Area
R.M2	Midnapore 2 Area Structure Plan Amendment (Shawnee Slopes)
R.50	50 Avenue Area Redevelopment Plan

## Redeveloping Areas



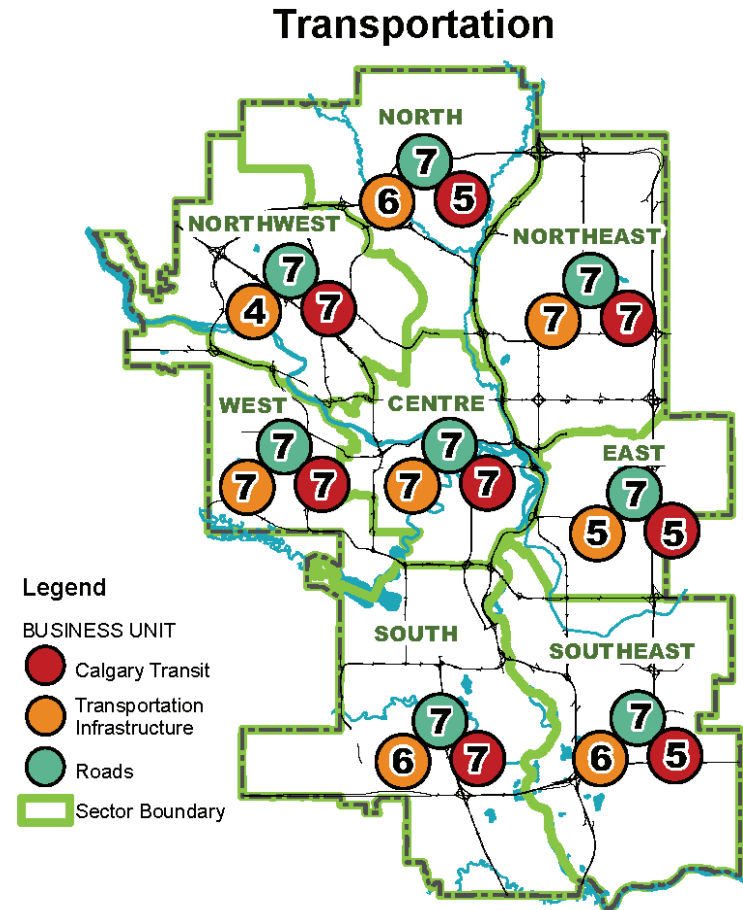


Industrial Growth Areas	
I.AB	Aurora Business Park Area Structure Plan
I.ST	Stoney Industrial Area Structure Plan
I.68	Southeast 68 Street Industrial Area Structure Plan
I.NH	North Regional Context Study Cell H
I.SH	Shepard Industrial Area Structure Plan
I.NB	North Regional context Study Cell B
I.NA	North Regional context Study Cell A



## Transportation Growth Related Projects by Sector

Transportation has defined four distinct infrastructure categories as part of their 10-year capital planning report, Investing in Mobility. These categories are a combination of the Maintenance (M), Upgrade (U), Growth (G) and Service Change (S) categories used in Action Plan 2015 – 2018. The projects shown on the Transportation Map are growth-related projects that fall under the Investing in Mobility category of Goods Movement and Traffic Growth. Within Action Plan 2015 – 2018, there are projects for Calgary Transit, Transportation Infrastructure and Roads that will accommodate growth. Calgary's transportation network functions as a system, therefore upgrades to interchanges, major roads and transit will provide a benefit to the entire city.



# Supplemental Information: Capital Analysis



	Transportation Project Description	Sector	Ward	Growth Area
Transportation Infrastructure	Glenmore Trail Widening (Crowchild Tr to 37 St SW)	W	All	City-wide
	McKnight Widening (12-19 St NE)*	NE	All	City-wide
	Glenmore & Ogden Interchange*	NW, N, NE, E, SE, S, W, C	All	City-wide
	Noise Attenuation Retrofit**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Connectors/Improvement – Provincial Ring Rd Projects**	N, NE, E	1, 2, 3, 4, 5	City-wide
	Métis Trail: 64 - 80 Av NE	NE	3	City-wide
	RouteAhead Rapid Transit Corridors**	NW, NE, E, SE, S, W, C	All	City-wide
	Chinook Transit Oriented Development**	C	9	R.CS
	University of Calgary TOD (Banff Trail / Stadium)**	NW	7	R.BT
	Centre City Mobility Program**	C	7, 8, 9, 11	R.CC
	Southwest & West Ring Road Connections**	S, W	All	City-wide
	194 Avenue S Slough Crossing & CPR Grade Separation**	S	14	D.ES, D.SI, D.WM
	TransCanada Highway / Bowfort Road Interchange	W	All	City-wide
	MacLeod Trail & 162 Avenue Interchange**	S	13, 14	City-wide
Flanders Avenue Special Development Agreement	W	11	-	
Green Line Transitway**	N, SE, C	All	City-wide	
Calgary Transit	Traction Power 4-Car Upgrade*	NW, NE, S, W, C	All	City-wide
	Westbrook Building*	NW, N, NE, E, SE, S, W, C	All	City-wide
	Major Maintenance Facilities Upgrades**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Light Rail Vehicle Purchases	NW, NE, S, W, C	All	City-wide
	Big Buses/Community Shuttle Buses**	NW, N, NE, E, SE, S, W, C	All	City-wide
Roads	New Traffic Signals and Pedestrian Corridors**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Roads Equipment & Systems**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Subdivision Construction**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Development of Access Roads**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Railway Crossing Upgrades**	NW, N, NE, E, SE, S, W, C	All	City-wide

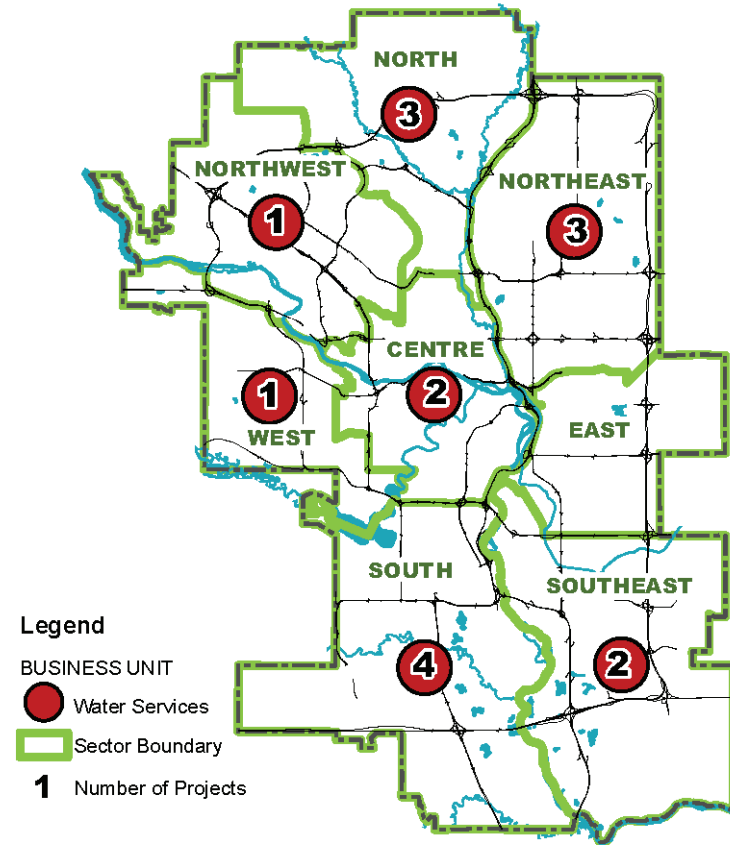
\* = Category A with new budget request

\*\* = Category C

## Utilities & Environmental Protection Growth Related Projects by Sector

Utilities & Environmental Protection define their projects using percentages from each of the relevant categories used in Action Plan 2015 – 2018 that include Maintenance (M), Upgrade (U), Growth (G) and Service Change (S). The projects shown on the Utilities & Environmental Protection Map are growth-related projects but their primary component may be Maintenance (M), Upgrade (U), or Service Change (S). This primary component is what will be shown within Action Plan 2015 – 2018. These projects will accommodate growth. Calgary's water and wastewater treatment plants and water and wastewater network functions as systems, therefore upgrades to these water services will provide a benefit to the entire city.

## Utilities & Environmental Protection



## Supplemental Information: Capital Analysis



Utilities & Environmental Protection Project Description	Sector	Ward	Growth Area	
Water Services	Water Treatment Plants**	NW	-	City-Wide
	Water Distribution Network**	N, NE, SE, S, W, C	-	D.SK, D.RR, D.NA, D.SS, D.SH, D.ES, D.SI, D.WM, D.SE, D.KH, D.ER, D.SR, all redevelopment areas
	Wastewater Treatment Plants**	S	-	City-Wide
	Wastewater Collection Network**	N, NE, S, SE, C	-	D.SK, D.RR, D.NA, D.SS, D.SH, D.ES, D.SI, D.WM, D.SE, D.KH, all redevelopment areas
	Drainage Facilities & Network**	N, NE, S	-	D.SK, D.RR, D.NA, D.ES, D.SI, D.WM, D.SE, D.KH, all redevelopment areas

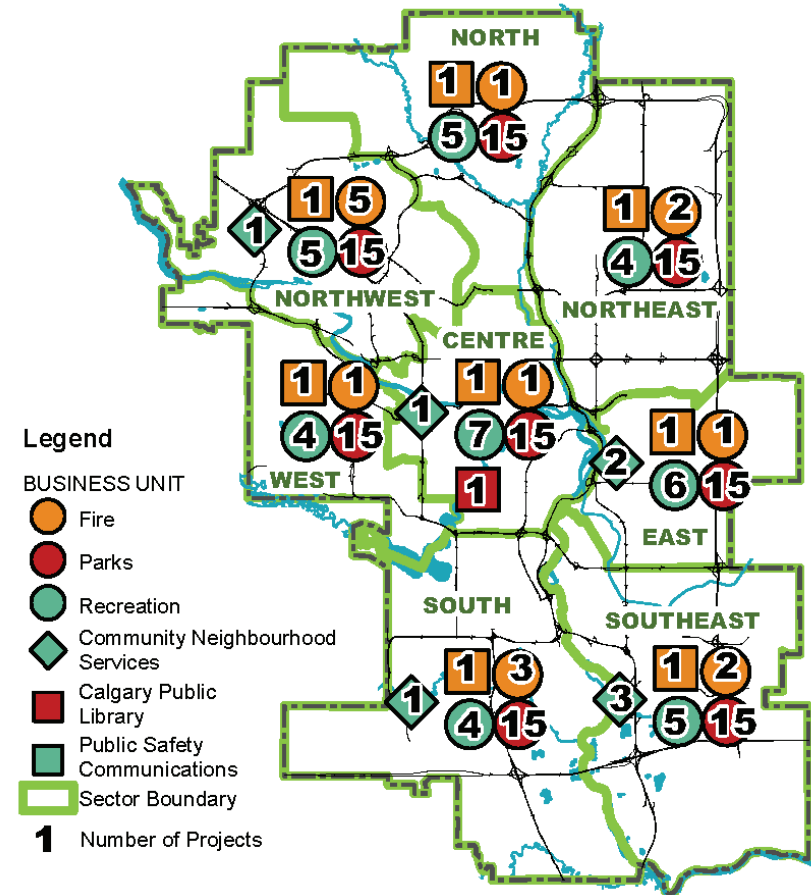
\* = Category A with new budget request

\*\* = Category C

## Community Services & Protective Services Growth Related Projects by Sector

Community Services & Protective Services define their projects using the relevant categories used in Action Plan 2015 – 2018 that include Maintenance (M), Upgrade (U), Growth (G) and Service Change (S). The projects shown on the Community Services & Protective Services Map are growth-related projects but their primary component may be Maintenance (M), Upgrade (U), or Service Change (S). This primary component is what will be shown within Action Plan 2015 – 2018. These projects will accommodate growth. Parks, Recreation, Fire, Community & Neighbourhood Services, Calgary Public Library and Public Safety Communications function as systems and are based on population growth. The benefitting areas for these projects are often sector and ward based.

## Community & Protective Services



## Supplemental Information: Capital Analysis



Community Services & Protective Services Project Description		Sector	Ward	Growth Area
Fire	Tuscany TempEmerg Resp St	NW	1, 2	D.WE, D.WV, D.CW, I.NB
	Royal Vista Emergency Response Station	NW	1, 2	D.KH, D.ER, I.NB
	NE Super Station	NW	3	D.SK, D.RR, D.NA, D.SS, I.AB, I.ST
	East Macleod Emergency Response Station	S	14	D.WR, D.LE, D.ES, D.SI, D.WM
	Cornerstone Emergency Response Station**	NE	3	D.SK, D.RR, D.NA, D.SS
	West Macleod Emergency Response Station**	S	14	D.ES, D.SI, D.WM, D.PA
	Bow River Safety Boom**	SE	All	City-wide
	Station 17 Replacement**	NW	1	R. BS, R.SS
	Redevelopment Areas Emergency Response Units**	NW, N, NE, E, SE, S, W, C	All	City-wide
Parks	Legacy Parks - New Regional Parks	NW, N, NE, E, SE, S, W, C	-	City-wide
	Legacy Parks - Phase 3	NW, N, NE, E, SE, S, W, C	-	City-wide
	Sports field Lifecycle & Renovations**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Playground Lifecycle & CSA Compliance**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Bowness Park Redevelopment**	NW, N, NE, E, SE, S, W, C	1, 6	D.WE, D.WV, D.CO, D.CW, D.WS, R.BS, R.16
	Parks Infrastructure Lifecycle**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Established Communities Open Space Upgrade**	NW, N, NE, E, SE, S, W, C	All	City-wide



Community Services & Protective Services Project Description		Sector	Ward	Growth Area
	Class A Parks Lifecycle Repairs And Upgrades	NW, N, NE, E, SE, S, W, C	All	City-wide
	Major Parks-Lifecycle**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Land Acquisition - New*	NW, N, NE, E, SE, S, W, C	All	City-wide
	Other Parks Projects Upgrade/Retrofit**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Pathways – New**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Pathways – Lifecycle**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Pathway Safety Project	NW, N, NE, E, SE, S, W, C	All	City-wide
	Cemeteries-New	NW, N, NE, E, SE, S, W, C	All	City-wide
Recreation	New Brighton Athletic Park Development	E, SE, S, C	12	D.MR, D.SE, D.SO, I.SH
	Skate Park Amenities / Leisure Centre Upgrade**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Genesis Centre	N, NE, E	3, 5	D.SH, D.KH, D.ER, I.AB, I.ST
	Aquatic Centre Upgrade**	NW, N, NE, E, SE, C	-	City-wide
	CP Westside Rec Centre Upgrade	W	6,8	D.SR, D.WS, R.16
	Arenas Upgrade**	NW, W, S, SE, E	All	City-wide
	Facility Lifecycle**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Land Purchase for Rocky Ridge Athletic Park**	NW, N	1, 2, 4, 7	D.SH, D.WE, D.WV, D.CW, D.CO, D.KH, D.ER, I.NB

## Supplemental Information: Capital Analysis



Community Services & Protective Services Project Description		Sector	Ward	Growth Area
Public Safety Communications	NG 9-1-1 Technology Upgrades*	NW, N, NW, E, SE, S, W, C	All	City-wide
	Deployment Management Planning Software	NW, N, NE, E, SE, S, W, C	All	City-wide
	Emergency Services Quality Assurance Program	NW, NE, E, SE, S, W, C	All	City-wide
Calgary Public Library	New Central Library	C	All	R.CC, all developing areas, all industrial areas
Community & Neighbourhood Services	Seton Recreation Facility	SE	12	D.MR, D.WR, D.LE, D.ES, D.SI, D.WM, D.SE, D.SO, D.PA
	Rocky Ridge Recreation Facility	NW	1, 2, 4, 7	D.SH, D.KH, D.ER, D.WE, D.WV, D.CO, D.CW, I.NB
	Great Plains Recreation Facility	SE, E	9, 10, 12	1.68
	Quarry Park Recreation Facility	E, SE, S, C	9, 12, 14	1.68

\* = Category A with new budget request

\*\* = Category C

## 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, The Calgary Olympic Development Association, 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 32 below includes debt for Fleet Services, Office of Land Servicing & Housing, Calgary Housing Company, Waste & Recycling Services, and Roads.

**Figure 32: Actual and Estimated Debt Outstanding (\$millions)**

2012 and 2013 are actual debts outstanding. 2014 to 2020 include estimated borrowings.

YEAR	TAX-SUPPORTED DEBT	SELF-SUFFICIENT TAX-SUPPORTED		SELF-SUPPORTED			TOTAL
		CMLC	MSI Debt	Utilities	Local Improvement	Other Self-supported debt	
2012	361.5	150.2	950.0	1,665.4	75.8	336.0	3,538.8
2013	570.8	154.5	1,020.0	1,646.8	72.8	284.2	3,749.1
2014 E	526.9	185.0	965.5	1,822.1	71.7	304.2	3,875.3
2015 E	499.3	193.2	960.5	1,930.1	72.5	488.9	4,144.5
2016 E	505.2	200.5	896.4	2,080.3	65.7	557.5	4,305.7
2017 E	557.8	207.8	676.4	2,227.4	58.6	547.7	4,275.7
2018 E	602.7	212.7	606.4	2,239.0	51.2	499.7	4,211.6
2019 E	541.8	190.1	420.9	2,259.9	44.0	487.5	3,944.2
2020 E	482.8	165.4	0.0	2,274.4	37.1	419.3	3,379.1

## Supplemental 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 33.

**Figure 33: Actual and Estimated Debt Payments (Principal & Interest)**

(\$millions)

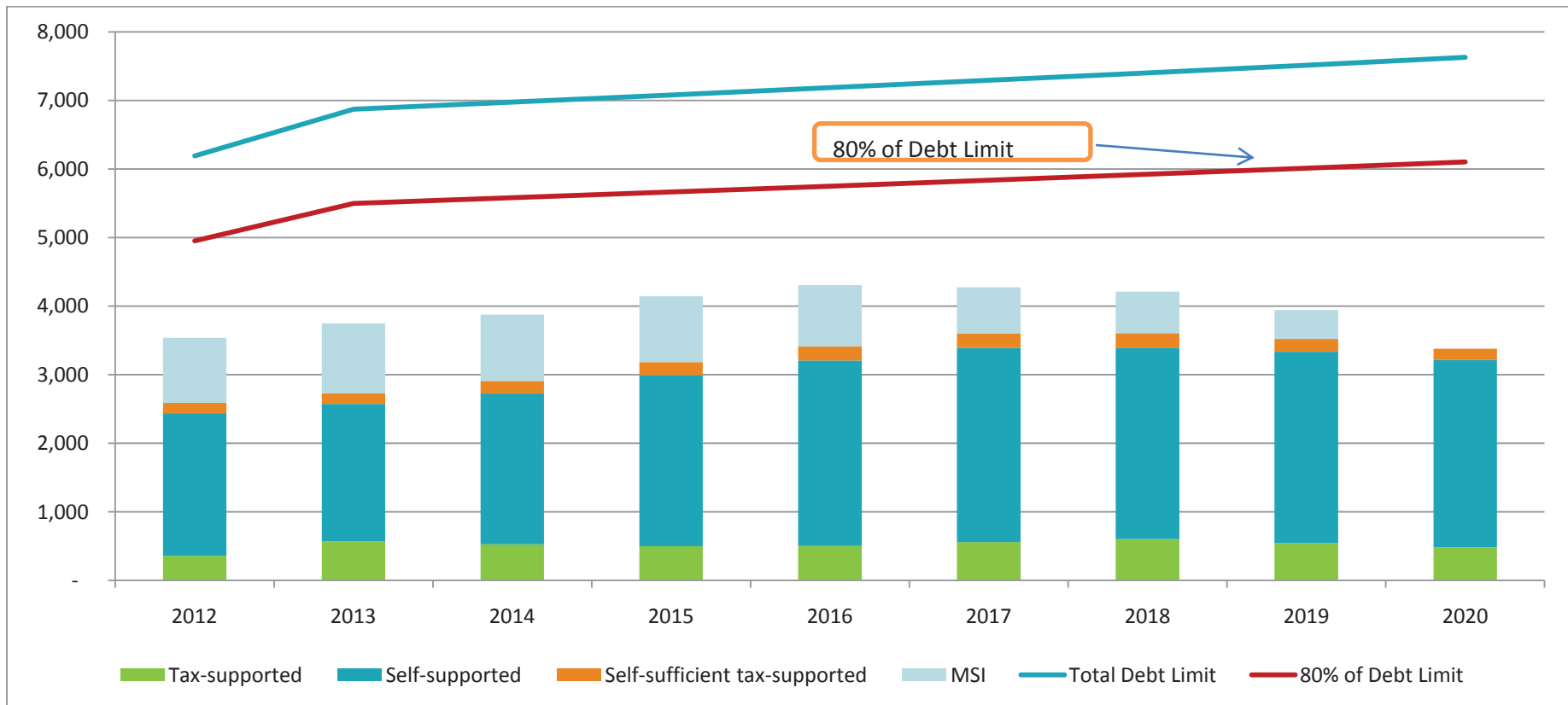
YEAR	TAX-SUPPORTED DEBT	SELF-SUFFICIENT TAX-SUPPORTED		SELF-SUPPORTED			TOTAL
		CMLC	MSI Debt	Utilities	Local Improvement	Other Self-supported debt	
2012	74.5	7.3	24.1	163.6	12.0	120.9	402.4
2013	70.7	8.8	27.1	159.8	11.1	52.9	330.4
2014 E	68.5	11.1	268.4	176.6	8.7	58.7	592.0
2015 E	66.3	19.2	293.5	181.7	9.2	80.5	650.3
2016 E	66.9	20.5	241.6	195.5	9.5	85.6	619.6
2017 E	73.9	20.9	239.5	207.8	9.5	92.3	644.0
2018 E	81.5	23.8	86.6	234.7	9.5	115.8	551.8
2019 E	83.0	30.6	198.9	220.2	9.0	96.2	637.9
2020 E	78.6	31.9	426.8	224.1	8.4	81.8	851.4

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 34), and debt servicing can be no more than 35% of revenue (Figure 35). Council has also directed that The City maintain debt and debt servicing below 80% of the debt limits set out in the MGA.

Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

**Figure 34: Debt Limit vs. Total Debt (\$millions)**

The City's total debt is below 80% of the debt limit threshold of 2.0 times revenue.

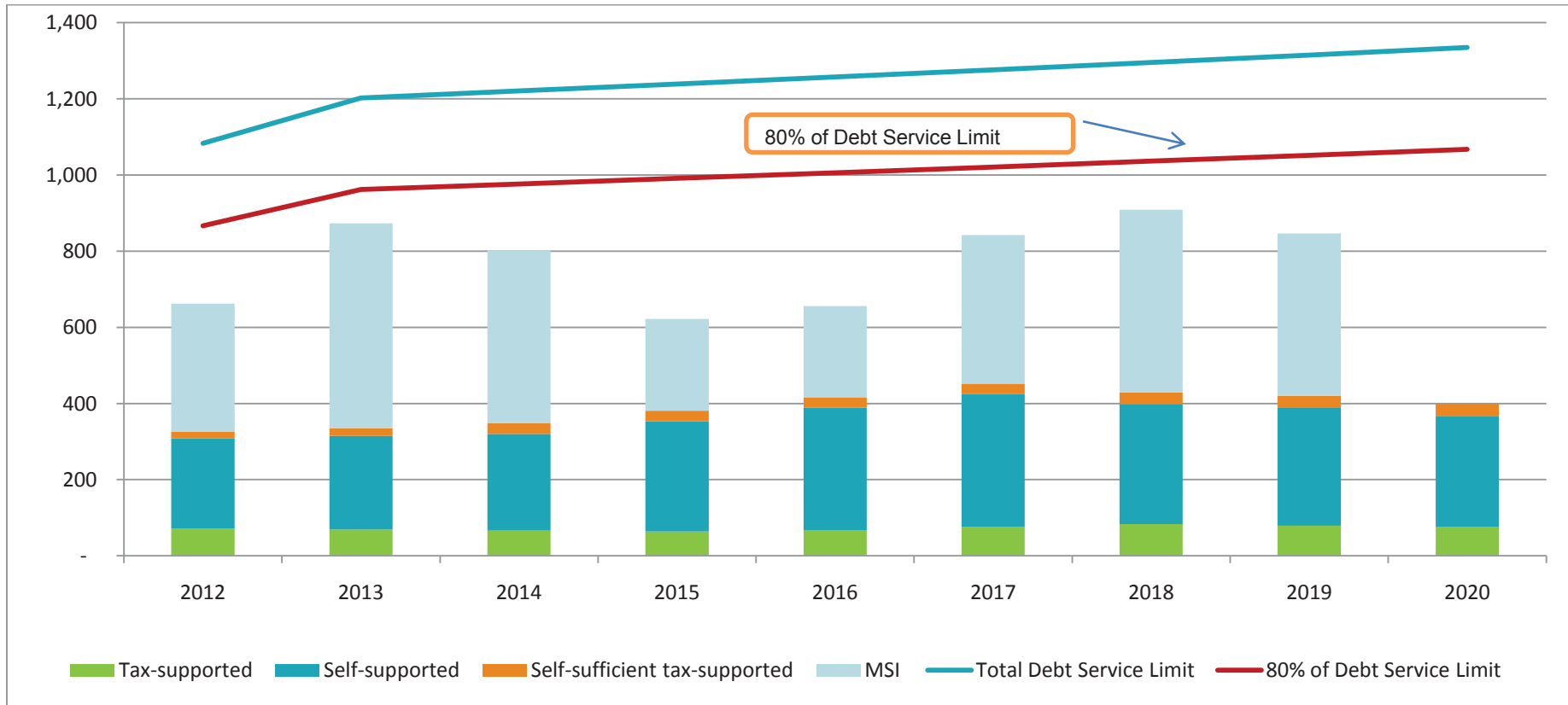


# Supplemental Information: Capital Analysis



**Figure 35: Debt Service Limit vs. Debt Servicing Charges (Principal & Interest) (\$millions)**

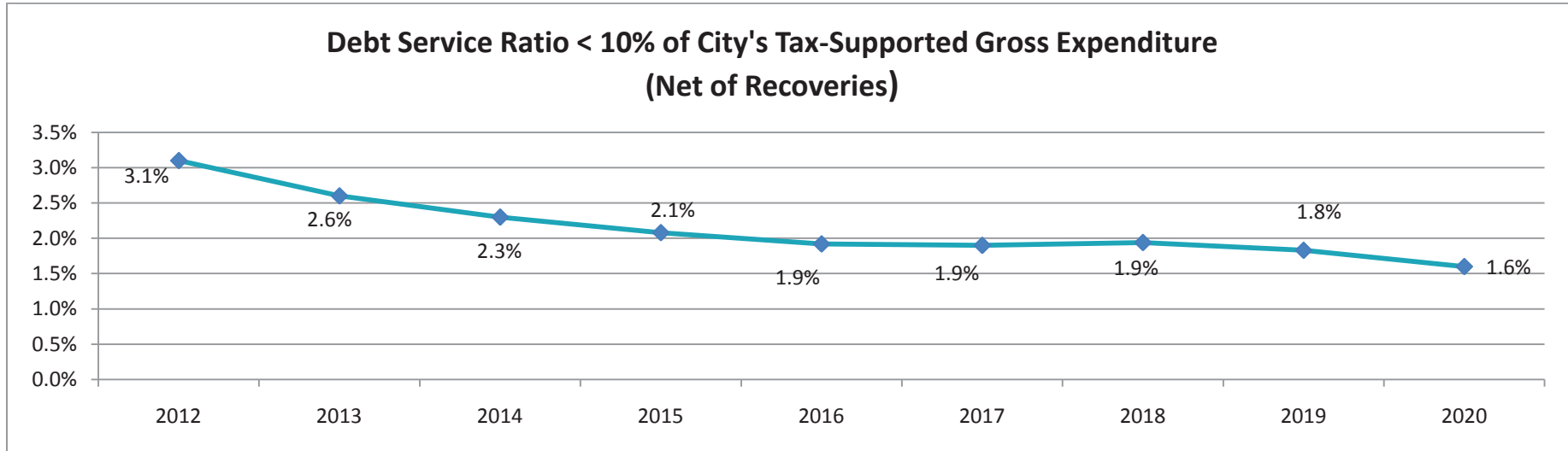
The City's debt servicing is below 80% of the threshold of 0.35 times revenues.



**Figure 36: 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 37: Actual and Estimated Debt Outstanding Per Capita**

Debt per capita rate decrease from 2016 is mainly due to paying down 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
2012	\$323	\$982	\$1,854	\$3,159
2013	\$497	\$1,022	\$1,743	\$3,261
2014 E	\$441	\$963	\$1,805	\$3,209
2015 E	\$447	\$939	\$2,007	\$3,393
2016 E	\$477	\$871	\$2,119	\$3,467
2017 E	\$500	\$687	\$2,165	\$3,351
2018 E	\$440	\$623	\$2,107	\$3,170
2019 E	\$385	\$455	\$2,058	\$2,898
2020 E	\$334	\$121	\$1,971	\$2,426

# Background Information



Tab4

Tab3  
Background Information

Tab2

Tab1

**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, and any departmental deficits must be recovered within the three-year cycle.

**Fees and Charges:** The User Fees and Subsidies policy (CFO010) was updated in 2008 and serves to provide a consistent approach for business units when setting their user fees.

On May 6, 2014, Council approved the long-term recovery rates of user fees as part of the 2015-2018 business plans and budgets. The long-term "recovery rates" are the proportion of the business unit's full costs that are expected to be recovered through revenues collected for a City good or service over the next ten years. The following factors are considered when developing the long-term recovery rates:

- The full cost of providing the good or service;
- The market demand and willingness to pay for the good or service; and,
- The extent to which the public (or society as a whole) benefits from the good or service. The assessment of societal benefits considers twelve policy goals in the area of environmental, social, economic and smart growth.

In some cases The City offers subsidies to individuals with inadequate resources.

There are four categories of services into which all goods or services are to be classified:

- 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 million be directed to the ENMAX Legacy Parks Fund for the next approximately 5 years, with a corresponding increase in the Capital budget appropriation of \$75 million to Parks Operation – Legacy Parks Capital Program 499, with the exception of 50% of any excess dividend, to a maximum of \$20M in total, be set aside in a new Reserve as a contingency fund for any shortfall in the ENMAX dividend below \$47M, 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:** The Municipal Government Act and Regulations delineate the authorized investments for Alberta municipalities. In addition Council-approved policies include The City of Calgary Investment Policy (#CFO007), updated most recently in May 2013, and The City of Calgary Investment Governance Policy (#CFO001) updated most recently in July 2012.

## Supplemental Information: Background Information



**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 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, with an update scheduled for 2015. It 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 Priorities
- the 2020 Sustainability Direction
- the asset management strategy, including the Asset Management Policy
- Infrastructure Status Report
- 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 multi-year business plans and budgets that include measures of performance;
- accompanying multi-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 semi-annual accountability reports to Council on performance.

## 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 four 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.

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 four 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 four 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 39 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.



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. 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 2013 December 31, was \$365.5 million (12.6% of 2013 tax-supported gross expenditures net of recoveries). The Fiscal Stability Reserve may fund tax-supported flood related capital projects up to \$100 million as approved by Council.

**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 2013 December 31, was \$269.6 million, of which \$162.5 million has been allocated to various capital projects, with \$107.1 million in unallocated capital contingency. The target balance for 2014 is \$46.6 million.

**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 2013 December 31, was \$52.6 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 2013 December 31 was \$125.7 million, of which \$32.9 million is not committed.

**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 2013 December 31 was \$34.1 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 38 shows projections for each fund balance over the next four years.

### **Operating Fund**

The operating fund reflects the financial activities associated with the provision of general municipal and utility services during the year.

### **Capital Fund**

The capital fund reflects the financial activities associated with the acquisition, construction and funding of capital assets.

### **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 Information: Background Information



**Figure 38: Statement of Projected Fund Balances (\$ millions)**

	2015			2016			2017			2018		
	General			General			General			General		
	Operating	Capital	Reserves	Operating	Capital	Reserves	Operating	Capital	Reserves	Operating	Capital	Reserves
	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund
<b>Projected Opening Balance</b>		\$929.8	\$1,615.6		\$929.8	\$1,380.1		\$929.8	\$1,392.0		\$929.8	\$1,371.8
<b>Sources of Fund</b>												
Sales of Goods & Services	\$1,066.2			\$1,104.2			\$1,212.1			\$1,297.1		
Franchise Fees, Dividends	\$250.8			\$258.2			\$263.8			\$270.2		
Investment Income, Others	\$143.2			\$151.2			\$153.1			\$161.2		
Licences, Permits and Fines	\$149.0			\$152.3			\$155.7			\$159.2		
Grants & Subsidies	\$69.9	\$816.30		\$70.4	\$438.4		\$71.0	\$251.8		\$72.3	\$200.8	
Developers Contributions		\$211.70			\$106.6			\$161.2			\$84.1	
Fiscal Stability Reserve	\$2.7			\$1.1			\$3.7			\$0.6		
Property Tax - Residential	\$746.3			\$800.9			\$859.5			\$917.9		
Property Tax - Non-Residential	\$757.7			\$857.8			\$959.6			\$1,064.9		
Business Tax	\$174.7			\$134.3			\$91.4			\$46.6		
Other Funding		\$20.70			\$13.9			\$1.5			\$0.0	
<b>Subtotal</b>	\$3,360.4	\$1,048.7	\$0.0	\$3,530.5	\$558.9	\$0.0	\$3,769.9	\$414.5	\$0.0	\$3,990.1	\$284.9	\$0.0
<b>Uses of Fund</b>												
Community Services & Protective Services	\$530.4	\$362.40		\$545.1	\$280.0		\$562.9	\$224.2		\$578.4	\$141.3	
Transportation	\$584.8	\$834.00		\$605.0	\$477.6		\$622.5	\$373.5		\$637.0	\$288.4	
Calgary Police Service	\$439.8	\$7.60		\$443.4	\$14.3		\$447.3	\$14.3		\$448.6	\$14.3	
Capital Financing Costs	\$75.2	\$0.00		\$72.8	\$0.0		\$70.2	\$0.0		\$65.0	\$0.0	
Utilities	\$414.2	\$344.20		\$437.1	\$433.3		\$462.6	\$508.7		\$487.4	\$339.2	
Environmental Protection	\$138.5	\$101.40		\$149.1	\$126.1		\$171.9	\$60.3		\$172.4	\$33.0	
Corporate Services	\$234.7	\$374.00		\$223.1	\$164.1		\$248.7	\$165.4		\$249.8	\$134.2	
Corporate Programs	\$230.1	\$0.00		\$304.1	\$0.0		\$379.4	\$0.0		\$468.0	\$0.0	
Planning, Development & Assessment	\$108.1	\$13.00		\$111.1	\$12.3		\$114.3	\$13.7		\$116.7	\$11.5	
Civic Partners	\$77.3	\$67.70		\$80.1	\$10.0		\$84.1	\$10.0		\$92.4	\$10.0	
Council and Corporate Administration	\$99.1	\$14.70		\$102.2	\$9.5		\$109.1	\$4.4		\$106.3	\$3.0	
Calgary Housing Company	\$0.0	\$4.20		\$0.0	\$6.1		\$0.0	\$3.0		\$0.0	\$3.7	
Calgary Parking Authority	\$0.0	\$23.30		\$0.0	\$41.9		\$0.0	\$67.8		\$0.0	\$35.2	
<b>Subtotal</b>	\$2,932.3	\$2,146.5	\$0.0	\$3,072.9	\$1,575.2	\$0.0	\$3,273.1	\$1,445.3	\$0.0	\$3,422.1	\$1,013.8	\$0.0
<b>Financing Activities</b>												
Debentures & loans		\$434.10			\$570.6			\$513.8			\$289.9	
Transfers from Other Funds	\$88.5	\$663.70	(\$752.2)	\$85.3	\$445.7	(\$531.0)	\$87.6	\$517.0	(\$604.6)	\$72.4	\$439.0	(\$511.4)
Transfers to Other Funds	(\$516.7)		\$516.7	(\$542.9)		\$542.9	(\$584.4)		\$584.4	(\$640.4)		\$640.4
<b>Subtotal</b>	(\$428.2)	\$1,097.8	(\$235.5)	(\$457.6)	\$1,016.3	\$11.9	(\$496.8)	\$1,030.8	(\$20.2)	(\$568.0)	\$728.9	\$129.0
<b>Change in fund balance</b>	\$0.0	\$0.0	(\$235.5)	\$0.0	\$0.0	\$11.9	\$0.0	\$0.0	(\$20.2)	\$0.0	\$0.0	\$129.0
<b>Projected Ending Fund Balance</b>	\$0.0	\$929.8	\$1,380.1	\$0.0	\$929.8	\$1,392.0	\$0.0	\$929.8	\$1,371.8	\$0.0	\$929.8	\$1,500.8

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.

**Figure 39: Reserves Balances (\$000's)  
As At December 31, 2013**

<b><u>Operating Reserves</u></b>		<b><u>Capital Reserves</u></b>	
Fiscal Stability Reserve	365,460	Reserve for Future Capital	269,629
Tax Loss Provision	39,823	Community Investment Reserve	151,077
ENMAX Dividend Stabilization Reserve	10,100	Lifecycle Maintenance and Upgrade	125,729
Health, Safety and Wellness	7,566	Debt Servicing	52,570
Self – Insurance	7,000	Revolving Fund for General Land Purchases	52,347
Children's Reserve Fund	4,595	Corporate Housing	34,105
Snow and Ice Control	4,141	Calgary Police Services Capital Reserve	28,362
Calgary Police Service - Court Fine Revenue	4,000	Parking Land Acquisition Reserve	24,688
Livery Transport Services	3,722	Legacy Parks	19,738
Family & Community Support Service Fund Reserve	3,688	Innovative Technology	15,867
Calgary Police Service Helicopter Maintenance	2,706	911 Communications Centre Capital Financing	8,821
Parks Foundation	2,114	Asphalt and Crusher Plant Lifecycle Capital Reserve	7,500
Calgary Heritage Authority Reserve	1,698	LED Traffic Signal Display Re-Lamping Reserve	5,622
Group Life	1,338	Downtown Improvement	3,207
Heritage Incentive	1,283	Artificial Turf Field Lifecycle Reserve	1,047
Mall Programming	744	TELUS Convention Centre	200
	<b><u>459,978</u></b>		<b><u>800,509</u></b>
		<b><u>Sustainment Reserves</u></b>	
		(combined operating & capital reserves)	
		Real Estate Services	80,552
		Development & Building Approvals (DBA) Sustainment Fund	48,701
		Utility Sustainment Reserve	44,076
		Waste and Recycling Sustainment Reserve	33,808
		Perpetual Care of the Municipal Cemetery System Reserve	10,359
		Community Sustainability & Public Art Reserve	5,285
		Parks Endowment and Sustainment	1,184
		Golf Course Levy	327
		Millican-Ogden Community Enhancement	171
			<b><u>224,463</u></b>
		<b>Total Reserves</b>	<b><u>1,484,950</u></b>





**Figure 40: Municipal Information**

- Area: 848 km<sup>2</sup> (2010)
- Building permit value: \$6.1 billion (2013)
- Housing starts: 9,400 (2013)
- Key industries: energy – Canada’s global energy centre; construction, manufacturing, finance and business; technology
- Vacancy rates: 6.5% office space; 1.0% apartments (2013)
- Total taxable assessed value: \$187.0 billion residential; \$68.6 billion commercial, industrial & farm (2014 Roll)
- Personal disposable income per capita: \$42,571 – Calgary (2013)

## FORECAST (2014 May)

<b>Corporate</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Municipal Price Index (MPI) – inflation rate	3.6%	3.5%	3.5%	3.3%	3.3%	3.3%	3.3%

<b>Population</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Total population (000s)	1,120	1,150	1,175	1,196	1,223	1,251	1,274
Total net migration (000s)	26	19.1	15	10	16	18	12
Total natural increase (000s)	10.0	10.8	10.8	10.6	10.5	10.4	10.2
Total population growth rate	2.7%	2.6%	2.2%	1.8%	2.2%	2.3%	1.8%

<b>Economy</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Housing Starts (000s units)	10.3	9.4	10.3	9.4	10.0	10.8	12.0
Total building permits - midpoint (\$ billions)	4.4	6.1	4.4	6.1	5.6	4.8	4.5
Crude oil price - WTI (US\$/bbl)	94	98	93.80	90.00	92.70	95.00	95.70
Alberta natural gas price - AECO/NIT (Can\$/GJ)	2.3	3	5.24	4.91	4.98	5.18	5.53
Alberta average wage rate increase for all industries	4.8%	3.9%	2.3%	2.9%	3.6%	3.6%	3.2%
Consumer Price Index (CPI) – inflation rate*	1.0%	1.7%	2.0%	2.1%	2.1%	2.1%	2.1%