

# 2014 Year-End Report on Business Plans & Budgets



# TABLE OF CONTENTS

<b>Corporate Summary</b>	<b>Page</b>	<b>Departmental Reports</b>	<b>Page</b>
<b>Acronym / Abbreviation Definitions</b>	<b>1</b>	<b>Community Services &amp; Protective Services</b>	<b>15</b>
<b>Corporate Summary</b>	<b>3</b>	<b>Corporate Services</b>	<b>26</b>
<b>Council's Fiscal Plan</b>	<b>6</b>	<b>Planning, Development &amp; Assessment</b>	<b>38</b>
<b>Corporate Financial Executive Summary</b>	<b>12</b>	<b>Transportation</b>	<b>50</b>
<b>Budget Status by Department</b>	<b>13</b>	<b>Utilities &amp; Environmental Protection</b>	<b>62</b>
		<b>Corporate Administration</b>	<b>73</b>



# Acronyms/Abbreviations

Acronym / Abbreviation	Definition	Acronym / Abbreviation	Definition
<b>City of Calgary Departments</b>		PSC	Public Safety Communications
CS&PS	Community Services & Protective Services	RDS	Roads
CS	Corporate Services	REC	Recreation
PDA	Planning, Development & Assessment	TI	Transportation Infrastructure
TRANS	Transportation	TP	Transportation Planning
UEP	Utilities & Environmental Protection	WRS	Waste & Recycling Services
CA	Corporate Administration	UTILITIES	Water Resources and Water Services
<b>City of Calgary Business Units</b>		<b>Key Corporate Plans</b>	
ASMT	Assessment	2020SD	2020 Sustainability Direction 
ABS	Animal & Bylaw Services	CFP	Council's Fiscal Plan for Calgary
CC	City Clerk's Office	CTP	Calgary Transportation Plan
CFOD	Chief Financial Officer's Department	MDP	Municipal Development Plan
CMO	City Manager's Office	<b>Other Acronyms/Commonly Used Terms</b>	
CNS	Community & Neighbourhood Services	ALT	Administrative Leadership Team
CPB	Corporate Properties & Buildings	ARB	Assessment Review Board
CSC	Customer Service & Communications	BPBC	Business Plan and Budget Coordination
CT	Calgary Transit	FOIP	Freedom of Information and Protection of Privacy
CWPI	City Wide Policy & Integration	FTE	Full Time Equivalent
ESM	Environmental & Safety Management	YTD	Year to Date
FIRE	Fire (Calgary Fire Department)	AEMA	Alberta Emergency Management Agency
FLEET	Fleet Services	CEMA	Calgary Emergency Management Agency
HR	Human Resources	DRP	Disaster Recovery Plan
IIS	Infrastructure & Information Services		
IT	Information Technology		
LAPI	Local Area Planning & Implementation		
LAW	Law		
OLSH	Office of Land Servicing & Housing		
PRK	Parks		



## CORPORATE SUMMARY

The 2014 Year-End Accountability Report is the final report of the 2012 – 2014 Business Plans and Budgets. This corporate summary provides an overview of Administration’s major accomplishments of Council’s Fiscal Plan, as well as issues and challenges faced over the three years.

### BACKGROUND

#### **The 2012 – 2014 Business Plan and Budget Cycle in Review**

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The 2012 – 2014 Business Plans and Budgets for The City of Calgary were developed through a citizen-centric approach as directed by Council. The new approach was motivated by emerging issues, such as the need for financial sustainability in the light of anticipated growth in Calgary, and the desire for greater transparency and accountability to citizens. Unlike previous cycles, public input was sought through an extensive citizen and stakeholder engagement effort involving more than 23,000 participants. This, along with the consideration of emerging trends and The City’s long-term vision for Calgary, contributed to the development of Council’s Fiscal Plan for Calgary. The plan included six priority areas for Administration to focus on for 2012 – 2014:

COMMUNITY	Ensuring every Calgarian lives in a safe community and has the opportunity to succeed;
PLACES	Investing in great communities and a vibrant urban fabric;
MOBILITY	Moving people and goods throughout the city efficiently and sustainably;
BUSINESS	Making Calgary the best place in Canada for business to start and flourish;
ORGANIZATION	Becoming a more effective and disciplined organization, and
FINANCE	Changing the rules of the game to ensure better financial capacity.

Council also provided further direction for each priority area through a series of 51 directional statements, each with an identified lead accountable for reporting back to Council at year-end.

The 2012 – 2014 Business Plans and Budgets were approved by Council in November 2011, with municipal property tax rate increases of 6.0% in 2012, 5.7% in 2013, and 6.1% in 2014 (C2011-73). Council also directed Administration to build in productivity savings of \$45 million across all departments over the three years. The 2013 and 2014 property tax rate increases were later adjusted through the annual adjustment process to 5.5% and 5.0%, respectively. The annual adjustments process, which builds flexibility in the multi-year planning and budgeting process to respond to external and unforeseen circumstances, proved to be critical during the 2012 - 2014 cycle as there were a number of disastrous events impacting Calgary.

## **Key Stories of the 2012 – 2014 Cycle**

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The following themes were observed during the 2012 – 2014 cycle:

### **1. Keeping Pace with Growth in Calgary**

2012 – 2014 was a period of tremendous growth in Calgary, where an average of 27,600 people moved to Calgary each year. This invariably placed strong demands on The City's service delivery, infrastructure, land use and financial sustainability. In response, Administration made a number of advancements in land use planning and development, infrastructure construction and upgrade and service improvements.

### **2. Providing Excellent Customer Service**

Throughout 2012 to 2014, The City consistently provided excellent customer service to citizens. The 2014 Citizen Satisfaction Survey results showed that 87% of Calgarians are satisfied with the quality of life in Calgary and 79% are satisfied with the level and quality of City services and programs. Examples of high satisfaction rates with City services include the quality of drinking water (96%), residential garbage collection (96%), residential blue cart collection (92%), Calgary's parks and open spaces (95%), City-operated recreation facilities (92%), Calgary Police Service (94%), The City's 311 service (94%), and business licenses and inspections (92%).

Efforts to enhance customer service delivery to citizens involve leveraging technology and developing tools that improve customer service and access to information, and forming strategic internal and external partnerships to improve citizen access to services.

### **3. Ongoing Pursuit of Efficiency & Effectiveness**

The 2012 – 2014 Business Plans and Budgets included productivity savings of \$45 million across all departments over the three years. These savings included reduced administrative costs, energy and fuel savings, alternative service delivery methods, business process improvements and organizational realignments. Details of savings across departments can be found in the Departmental Report on Efficiency Gains in each department section. In addition, three business units, Fleet, Parks and Roads, completed zero-based reviews between 2012 – 2014, resulting in opportunities identified for efficiency and effectiveness improvements. Parks estimated potential ongoing efficiency gains of \$3 million per year once implemented and Roads projected about \$1.4 million to \$1.9 million per year in potential savings. As another example, Fleet responded to recommendations by updating its business model both reduce overhead cost and make budgeting more predictable for its clients. Fleet will also be able to establish a reserve which has the potential to reduce interest costs as future purchases are made. In 2014, Water Services initiated a zero-based review

There is a continued commitment towards achieving greater efficiency and effectiveness in service delivery as more business units undergo zero-based reviews as approved by Council. As well, the recently-approved Business Plans and Budgets for 2015 – 2018 reflect greater emphasis on accountability to citizens through performance measures and targets, as well as benchmarking of City services against those of other Canadian municipalities.

#### 4. Being Responsive and Resilient to Disasters

The 2012 – 2014 business plan and budget cycle was not just business-as-usual – The City of Calgary’s emergency preparedness and response was tested on more than one occasion: a major flood, snowstorms and a downtown electrical fire.

In June 2013, Calgary was hit by a major flood which put the immediate focus on ensuring public safety while continuing to provide quality service, particularly to those affected by the flood. The City worked to restore interruptions in power supply, disruption to transportation, loss of property, delays in City services and damage to infrastructure. The impact included approximately 80,000 people in 32 communities being evacuated; \$460 million in initial cost of damages, and about 30,000 Enmax clients without power. As at 2014 November 30, The City’s total budget for flood recovery was \$409 million, with 64% spent. Highlights of recovery work:

- Recovery of the Municipal Building to restore citizen-facing services and administrative operations;
- As of January 2015, 124 or just over half of identified municipal infrastructure recovery projects are complete or substantially complete;
- Critical and high priority erosion sites have been repaired and more than 106,000 tonnes of rip rap (boulders) have been used to stabilize riverbanks;
- More than 60 flood recovery and restoration projects in City parks and on pathway sections;
- 375 storm water outfalls assessed in the Bow and Elbow rivers, Nose Creek and Fish Creek;
- Automation of storm outfall gates in the Sunnyside community;
- Replacement of three pedestrian bridges to current standards and with resiliency components included;
- Implementation of a Catastrophe Claims Management System to help maximize recovery on insurance and other flood recovery efforts;
- Addressing the special needs of vulnerable populations affected by the flood including seniors and persons with disabilities, through strategies such as mapping their location in the event of a disaster.

Significant efforts have since been underway to make Calgary more resilient to flooding, including:

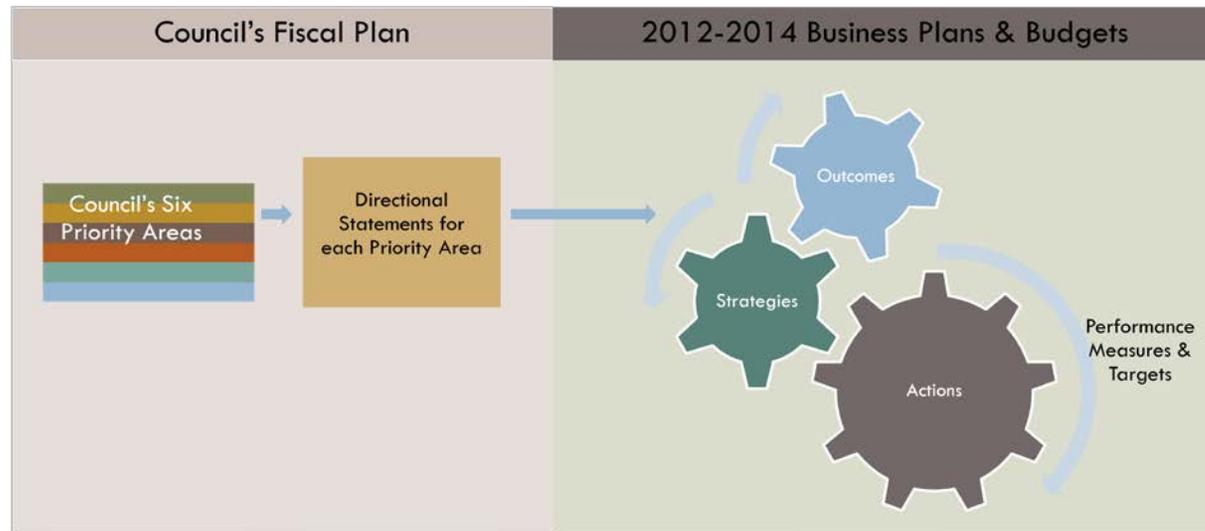
- An implementation plan which includes 27 recommendations from the Expert Management Panel on River Flood Mitigation;
- Installation of new storm water outfall gates and barriers;
- Relocation of The City’s Data Centre;
- Increasing public awareness and education to improve citizen, business and community preparedness in future flooding; and
- Long term vulnerable population strategy.

In September 2014, Calgary was once again impacted by an extreme weather event – a major snowstorm that resulted in as many as 70,000 people without power; more than 47,000 calls to 311, of which 6,500 were “tree emergencies”; almost 7,000 emergency calls to 9-1-1, and over 100 traffic signals and 3 LRT stations without power. As a result of the September Snow Event, 26 million kilograms of debris was received at The City’s three Waste Management Facilities (WMF). A go-forward plan for restoration and resiliency against such future events was developed.

Less than a month later, an underground electrical fire downtown caused a power outage to about 2,100 businesses and 5,000 residents. The outage lasted for five days, prompting various City departments and external partners to work closely in response.

## ACHIEVING COUNCIL'S FISCAL PLAN

In the 2012 – 2014 Business Plans and Budgets, the desired outcomes for the three-year cycle, as well as the related strategies, actions and performance measures and targets form the basis for the activities and programs undertaken by Administration.



The following provides a selection of Administration's achievements in each of the six priority areas of Council's Fiscal Plan, as well as issues and challenges faced by Administration. Some examples of performance targets that were met or exceeded in 2014 are provided. This indicates success in achieving the priority area. More details of each activity and how it contributes to the directional statement are provided online at <http://www.calgary.ca/CA/fs/Documents/Plans-Budgets-and-Financial-Reports/Year-End-Report-on-Business-Plans-and-Budgets-2014-Councils-Fiscal-Plan-Sustainability-Direction.pdf>.

### COMMUNITY

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

Many activities have contributed to progress on the nine Directional Statements related to ensuring a safe community for Calgarians where everyone has an opportunity to succeed. Examples include:

- Launch of the "What Goes Where" online search tool making it easier for Calgarians to learn how to donate, recycle and dispose of items;
- Launch of the off-leash ambassador program, which won the 2014 urban animal summit innovation award;
- Update of safety codes for building, electrical, plumbing and gas;
- Accreditation of The City's Public Safety Communications as a Centre of Excellence with the International Academy (there are only 12 others in Canada), as well as the Minister's Award for Safe Communities for being the second centre in Canada to offer Text 9-1-1 for the Deaf and hard of hearing;

## COMMUNITY (continued)

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

For Calgary's vulnerable populations, The City:

- Implemented the Calgary Poverty Reduction Initiative;
- Launched the Fair Calgary Single-Entry System for low-income Calgarians to access City services;
- Expanded the low-income transit pass program and increased the income eligibility requirement to 100% LICO;
- Partnered with mental health and social agencies, well as the Calgary Police Service, in the Calgary Transit Multi-Agency Case Management team.

Administration's success in advancing this priority area is also evident in performance targets being met or exceeded in a number of areas including:

- The number of program visits in City of Calgary AfterSchool programs;
- Percentage of general bylaw calls for service resolved through education and voluntary compliance;
- Percentage of 9-1-1 calls answered within 15 seconds;
- Percentage of Calgarians surveyed who are satisfied with the Calgary Fire Department;
- Percentage of PDA building compliance inspections performed that met the targeted number of inspections, as they relate to the Quality Management Plan;
- Satisfaction with residential garbage collection, residential blue cart collection and drinking water quality.

### **Challenges in achieving this priority area:**

- *No new affordable housing units were approved by Council. While units were built over the cycle, new construction approvals rely on grant funding which has not been available due to a change in the Provincial funding approach.*

*Working with Calgarians on preparedness for the 2014 run-off season.*

## PLACES

*Investing in great  
communities and a  
vibrant urban fabric*

There has been substantial progress on all eleven Directional Statements for investing in great communities and a vibrant urban fabric. These include:

- Launch of Transforming Planning involving partnerships with the development industry, community groups and citizens;
- Establishment of development guidelines for Calgary's new communities through the New Community Planning Guidebook;
- Finalization of new large retail and commercial area urban design guidelines;
- Growth management as a key consideration in Developer Funded Area Structure Plans (ASPs);
- Development of the Complete Streets Guide to improve planning, design and construction of new and existing streets;
- Consideration of Transit-Oriented Development (TOD) for the Southeast Transitway;
- Development of four new recreational facilities and a New Central Library is well underway;
- Progress towards a Sustainability Plan to keep McCall Lake Golf Course following public engagement;
- The approval of the Water Infrastructure investment Plan (WIIP) and the Waste & Recycling Infrastructure Investment Plan (WRIIP), 10 year plans identifying capital investments to maintain assets, to meet regulatory requirements, and to provide high quality reliable service to meet the needs of a growing city;

**PLACES  
(continued)**

*Investing in great communities and a vibrant urban fabric*

- The approval of the City-owned composting facility, the approval of the Industrial, Commercial, Institutional (ICI) Waste Diversion Strategy and the Multi-Family Recycling Strategy contribute to the achievement of Council's goal of 80 per cent diversion of waste from City-run landfills by 2020 (80/20 by 2020);
- Continued progress on the reduction of Corporate green house gas emissions through the purchase of green electricity, emission reduction programs and energy management strategies;
- Redevelopment of City-owned brownfields to return the sites to productive land uses to support community vibrancy and environmental protection;
- The Riverbasin and Watershed Management Plan were completed ensuring an integrated approach to managing natural resources to protect river water quality. Approval of the Drainage Financial Plan supports programs for watershed protection, water quality improvements and community drainage;
- Application of recycled glass as gravel base for Calgary's roads.

Administration's success in advancing this priority area is also evident in performance targets being met or exceeded in a number of areas including:

- High levels of satisfaction of Calgarians with Recreation's programs, facilities, City parks, trails and open spaces;
- Increase in the number of registered participants in recreational programs, as well as Recreation passes scanned and paid admissions;
- Higher per cent of population within Activity Centres and within 600m of Corridors, as outlined in the Municipal Development Plan;
- Protecting public health and the environment by ensuring reliable delivery of clean drinking water and the safe treatment of wastewater;

***Challenges in achieving this priority area:***

- *The unprecedented growth in Calgary, particularly in the later years of the 2012-2014 cycle, put a strain on City assets and infrastructure.*

*There is a need to work collaboratively, as The City advances effective land use and development plans.*

**MOBILITY**

*Moving people and goods throughout the city efficiently and sustainably*

Significant progress has been made in advancing the Priority Area of moving people and goods throughout the city efficiently and sustainably. Related activities:

- Completed major infrastructure projects including: Airport Trail Tunnel, LRT extensions (West, NE, NW), (LRT) platforms to accommodate 4-car C-train service;
- Advance RouteAhead (30-year) strategy for Calgary Transit;
- Offered real-time schedule information to transit customers;
- Increased the number of Calgary Transit peace officers on the transit system;
- Improved the perception of safety, security and cleanliness for Calgary transit users;

## MOBILITY (continued)

*Moving people and goods throughout the city efficiently and sustainably*

- Developed the plans and design of six rapid transit corridors as part of the Green Line and Bus Rapid Transit (BRT);
- Provided information on Calgary road conditions for route planning through smartphone application;
- Partnered with the Calgary Police Service in the Safer Mobility Plan, which includes traffic calming efforts;
- Started development of the Pedestrian Strategy (Step Forward) to improve walking in Calgary;
- Developed the Cycling Strategy to make Calgary a bicycle-friendly city as an active mode of transportation;
- Launched the 7<sup>th</sup> Street S.W. cycle track and substantially completed design on Centre City cycle tracks;
- Implemented the Commercial On-street Parking policies;
- Enhancing livery services, including a commitment to add 383 new taxi plates by the spring of 2015, 126 of which were issued by mid-December;
- Introducing an annual taxi satisfaction survey, which found that 86% of customers in 2014 were satisfied with both taxi and accessible taxi services.

Performance targets met or exceeded in the delivery of activities associated with advancing this priority area include:

- The high percentage of Transportation Infrastructure projects delivered on time and within budget;
- On-time completion rates of 311 service requests;
- The number of traffic signal installations incorporating crosswalks that are equipped with pedestrian countdown timers;
- The number of kilometres of pathways that are snow-cleared.

### **Challenges in achieving this priority area:**

- *Securing sustainable funding sources for capital and ongoing operating costs as the City grows.*

## BUSINESS

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

Ranked fifth by The Economist as the world's "most liveable" cities, Calgary is well-positioned economically. Highlights of achievements in 2012 - 2014 in strengthening Calgary's economy include:

- Approval of Calgary Economic Development's 10-year economic strategy for Calgary;
- Completion of the Airport Trail tunnel, which received several awards for its construction;
- Largest sale of industrial land in Calgary's history - 221 acres on the Dufferin North site;
- Upgrade of the online Business Registration System to allow easier application of business licences;
- Streamline of business application processes to make it easier to do business in Calgary;
- The Cut Red Tape program, which improved the customer service experience for citizens and generated \$12M in savings, as well as total time savings of 95,000 hours for customers and over 23,000 hours for employees.

Performance targets were met or exceeded in:

- The percentage of customers satisfied with Calgary.ca;
- The number of new e-services (including programs, services, service requests and forms) introduced;
- The percentage of business licences issued that met process timing standards;
- Number of data downloads of City data via public data catalogue;
- Annual number of industrial acres sold;
- The percentage of concluded responses to City-owned land inquiries processed within 45 days.

## ORGANIZATION

*Becoming a more effective and disciplined organization*

Administration has been actively advancing various activities and initiatives to become a more effective and disciplined organization, including:

- Actively responding to day-to-day citizen needs through 311, which responded to 1.2 million calls resulting in over 470 thousand service requests in 2014;
- Transferring or adding 167 City services to online channels (E.g. Calgary.ca, Calgary mobile app);
- Setting the future organizational approach to the Customer Service Framework;
- Installed CAD/AVL and SEON (camera system) and Electronic Fare Equipment on buses;
- Completed zero-based reviews of three business units in 2012 - 2014, with more ongoing and into the next business and planning cycle;
- Introduced results-based approach for greater accountability to Council and the public;
- Established a Disclosure Policy for Members of Council;
- Established the Corporate Safety Strategy for the safety of the Corporation and employees;
- Reduced 114,500 square feet of leased space into City-owned workspace.

Administration has met or exceeded performance targets related to advancing this priority area in:

- The percentage of customers satisfied with overall 311 City “service requests”;
- The Corporate resignation rate;
- The number of general surplus parcels sold per year;
- The percentage of City real estate properties reviewed for optimal municipal use or surplus disposal;
- Energy savings as a result of effective computer data centre lifecycle management;
- The response rate from citizens during the Civic Census;
- The percentage of roadway pavement that meets good and very good condition ratings;
- The percentage of concrete sidewalks that are in good or very good condition.

### ***Challenges in achieving this priority area:***

- *The Corporate lost time claims frequency is slightly above target. Continued implementation of the Corporate Safety strategy and a detailed analysis of contributing factors will identify opportunities for improvement.*
- *The changing demographic of The City’s workforce will require an effective workforce strategy focusing on knowledge management, training and recruitment practices.*

## FINANCE

*Changing the rules  
of the game to  
ensure better  
financial capacity*

There has been good progress made in advancing this priority area, including:

- Establishment of a Framework Agreement for City Charters in 2014;
- Construction of a compressed gas bus garage facility, The City's first public-private partnership.

Administration has met or exceeded performance targets related to advancing this priority area in:

- The City of Calgary's AA+ credit rating;
- The percentage of uncollectible Business Tax Revenues.

***Challenges in achieving this priority area:***

- *Unreliable long-term capital grant funding from other orders of government;*
- *Insufficient and inflexible revenue raising tools to fund expenditures.*

# CORPORATE SUMMARY

## CORPORATE FINANCIAL EXECUTIVE SUMMARY – PRELIMINARY UNAUDITED FINANCIAL INFORMATION

### Operating Budget

The City of Calgary's 2014 favourable year-end variance \$25.4 million was a combined effect of:

- Higher Workers Compensation Board (WCB) rebate and surplus and lower WCB rate and other employee benefits costs (\$32.9 million favourable variance),
- Lower than expected contingency expenses (\$31.3 million favourable variance),
- Higher investment income on higher than budgeted principal balances (\$9.0 million favourable variance),
- Higher than expected taxation supplementary revenue (\$6.9 million favourable variance),
- Higher than anticipated franchise fee revenue from higher water sales (\$2.7 million favourable variance),
- Higher Calgary Transit revenue as a result of higher than budgeted ridership (\$0.6 million favourable variance),
- Retirement of Calgary Public Library's debt (\$1.0 million favourable variance),
- Savings in salaries due to vacancies and savings in contract and general expenditures in various business units (\$7.2 million favourable variance),
- Unexpected reimbursement of utilities flood related engineering costs from the Municipal Staffing Capacity Grant (\$0.4 million favourable variance),
- Small favourable variance from various business units, partially offset by;
  - Higher costs on snow & ice control, street cleaning, pavement rehabilitation & street repair work, traffic operations, street lights electricity, and delay in excavation permit completions (\$15.4 million unfavourable variance), and
  - Unexpected expenditures incurred by September Snowstorm and ENMAX Fire & Outage (\$16.7 million unfavourable variance), and
  - A \$35 million transfer to a City-Owned Heritage Building Preservation Fund as approved by Council during the 2015-2018 business plan and budget deliberations (\$35.0 million unfavourable variance).

### Capital Budget

For the capital programs, 55.4% or \$1.218 billion of the \$2.200 billion 2014 total City capital budget was spent, compared to 49.3% for the same period in 2013. For the tax-supported programs, approximately 54.8% or \$935 million of the \$1.706 billion budget was spent. Actual capital expenditures and open purchase orders at 2014 December 31 totalled more than \$1.7 billion.

## CORPORATE SUMMARY

IV. BUDGET STATUS BY DEPARTMENT <sup>1</sup> (\$000s)	OPERATING BUDGET SUMMARY			CAPITAL BUDGET SUMMARY	
	2014	2014 Variance	2014 -2018 Budget	2014 Budget	2014 YTD Spending %
	Net Budget <sup>3</sup>	Fav/(Unfav) <sup>4</sup>			
COMMUNITY SERVICES & PROTECTIVE SERVICES	412,313	(12,189)	984,217	271,310	57.5%
CORPORATE SERVICES	159,401	1,538	772,498	506,890	43.5%
PLANNING, DEVELOPMENT & ASSESSMENT	39,545	194	16,732	15,732	29.1%
TRANSPORTATION	380,211	(14,795)	1,295,319	618,553	64.4%
UTILITIES & ENVIRONMENTAL PROTECTION	49,915	(3,453)	1,103,076	566,798	58.9%
CALGARY POLICE SERVICE	349,759	-	80,210	80,210	31.9%
CORPORATE ADMINISTRATION	76,897	7,372	6,151	4,651	44.6%
CIVIC PARTNERS	77,359	1,053	267,024	108,553	59.6%
COMMON REVENUES <sup>2</sup>	(1,897,964)	51,855	-	-	-
CORPORATE COSTS & DEBT SERVICING <sup>2</sup>	340,690	(7,313)	-	-	-
COUNCIL	11,874	1,148	-	-	-
CALGARY HOUSING COMPANY	-	-	8,166	8,166	22.0%
CALGARY PARKING AUTHORITY	-	-	26,820	18,995	55.8%
<b>TOTAL CITY</b>	-	25,411	4,560,213	2,199,858	55.4%
Less: UTILITIES	512	394	(803,682)	(494,295)	57.4%
<b>TOTAL TAX-SUPPORTED</b>	(512)	25,017	3,756,531	1,705,563	54.8%

1	Department's variance explanations are contained in each Department's section of the report. Calgary Police Service will be reporting separately (direct from Commission to Council).
2	For Common Revenues and Corporate Costs & Debt Servicing, the favourable variance is largely due to higher Workers Compensation Board (WCB) rebate and lower health benefits costs, lower than expected contingency expenses, higher investment income, higher taxation supplementary revenue, and higher water utility franchise fees, partially offset by a \$35 million transfer to a City-Owned Heritage Building Preservation Fund as approved by Council during the 2015-2018 business plan and budget deliberations.
3	Net budget reflects expenditures net of any offsetting recoveries or revenues. Costs are shown as positive values and revenues are shown as negative values.
4	Variance is the difference between 2014 budget and 2014 actual. A favourable variance (i.e. lower net costs or higher revenues) is shown as a positive value and an unfavourable variance (i.e. higher net costs or lower revenues) is shown as a negative value.

The above financial numbers and variance explanations are provided prior to final external audit confirmation, as of 2015 February 11. Numbers may not add due to rounding.

## Conclusion

The 2012 – 2014 business plan and budget cycle was not just business-as-usual – there were many challenges as a result of unforeseen circumstances that forced The City of Calgary to build resiliency into City services, assets and infrastructure. The 2015 – 2018 Business Plans and Budgets, approved in November 2014, include continued efforts towards achieving greater efficiency and effectiveness in service delivery, resiliency and financial sustainability. With speculation of a possible recession in Alberta as oil prices continue to dip, The City will continue to build flexibility in the short-term, while keeping The City's long-term goals for Calgary in perspective.

Details of the activities undertaken by Administration in advancing each of the 51 directional statements of Council's Fiscal Plan are provided online at <http://www.calgary.ca/CA/fs/Documents/Plans-Budgets-and-Financial-Reports/Year-End-Report-on-Business-Plans-and-Budgets-2014-Councils-Fiscal-Plan-Sustainability-Direction.pdf>.

## COMMUNITY SERVICES & PROTECTIVE SERVICES: Departmental Outcomes, Performance Measures and Targets

### MAJOR INITIATIVES

- Animal and Bylaw Services (ABS) opened a new satellite office in Seton, as part of its community deployment model, enhancing service to communities in the south.
- Community & Neighbourhood Services (CNS) received approval on a detailed agreement and budget for the transfer of the Calgary Poverty Reduction Initiative to Vibrant Communities Calgary 🌟.
- The design for the New Central Library was released to public acclaim in September and the development permit application was submitted at that time.
- Calgary Fire Department (Fire) continued efforts to manage growth and improve performance through: technology upgrades, strategic placement and deployment of resources to attain optimal city-wide response coverage 🌟.
- Calgary Emergency Management Agency (CEMA) activated the Emergency Operations Centre (EOC) in September, for the heaviest snowfall in 130 years that occurred before a killing frost. The snow event resulted in damage to thousands of trees in Calgary. At the height of the event 70,000 people were without power. In October, a fire and power outage affected 112 buildings and approximately 5,000 people downtown for nearly five days 🌟.
- The City's recovery efforts in response to the September 2014 snow event transitioned from CEMA to Parks in Q3-Q4. Parks coordinated citywide tree hazard mitigation and storm debris removal in partnership with other City business units and developed a go-forward plan for restoration and resiliency 🌟.
- Public Safety Communications (PSC) became an Accredited Centre of Excellence with the International Academy of Emergency Dispatch in the area of medical call evaluation, an accomplishment shared by only 12 other centres in Canada 🌟.
- After extensive public engagement sessions regarding the McCall Lake golf course, Recreation will keep the asset and execute a sustainability work plan 🌟.
- Recreation opened the Annex and new artificial turf fields at the Calgary Soccer Centre, increasing its ability to host sporting events and activities 🌟.

### SUMMARY OF PERFORMANCE

- ABS, PSC, Fire, and CEMA, along with other internal and external partners collaborated on the annual Safety Expo with 3,300 students attending 🌟.
- An evaluation concluded that Youth At Risk Development (YARD) effectively reduces criminal involvement and results in positive changes for youth at high risk of criminal and gang involvement 🌟.
- In 2014, Capital Conservation Grants provided 81 community associations & social recreation groups \$4.1 million for 231 lifecycle plans, projects and assessments.
- Fire/rescue performance improved by five per cent over 2013 due to strategic placement and deployment of resources, call processing improvements, and technology upgrades to fire station alerting 🌟.
- Continuing Parks' environmental commitment, Parks earned its ISO14001:2004 re-certification after an external surveillance audit by PricewaterhouseCoopers.
- PSC continues to achieve its targeted grade of service to answer emergency 9-1-1 calls within 15 seconds, 95 per cent of the time 🌟.

- Scoring 92 per cent on both measures, Recreation achieved its highest-ever rates of Calgarians satisfied with both Recreation programs and facilities in the 2014 Citizen Satisfaction Survey 🌟.

### OPERATING BUDGET PERFORMANCE

- CS&PS' operating financial results ended the year with an unfavourable variance of \$12 million. This unfavourable variance was a result of tree clean-up costs after the September 2014 snow event.

### CAPITAL BUDGET PERFORMANCE

- CS&PS 2014 capital spend was \$156 million or 58 per cent of the capital budget.

### EFFICIENCY & EFFECTIVENESS

- ABS launched the Graffiti Service Request process on the 311 Calgary App, enhancing Calgarians ability to report graffiti on their handheld devices and reduce information processing costs.
- As a result of service reviews, CNS reduced its administrative team by five Full-Time Equivalents (FTEs), and decentralized work crews at City Links increasing service by 5,763 hours per year.
- Fire achieved efficiency gains with no impact to frontline service delivery through the continued management of overtime costs (schedule optimization), as well as reductions in materials and supplies.
- The Parks Zero-Based Review was successfully completed and implementation efficiency and effectiveness recommendations from the review are underway.
- PSC streamlined its administrative and management structure, resulting in productivity gains of \$288 thousand in 2014 for a total of \$667 thousand since 2012. This was accomplished without impacting the level of service to citizens and stakeholders.

### CITIZEN CENTRIC

- The Off-Leash Ambassador won the 2014 Urban Animal Summit Innovation award for Western Canada.
- CNS launched Phase one of the Fair Calgary Single Entry System, increasing awareness of the range of programs available for low-income Calgarians 🌟.
- Fire's community fire safety education programs including the Annual Home Safety Campaign have contributed to a decrease in the ratio of civilian injuries and deaths since 2011 🌟.
- CEMA continued to work with the community, leading to the development of a community preparedness program (ReadyCalgary) that was piloted in late 2014 🌟.
- Parks maintained high Citizen Satisfaction Survey scores: 95 per cent of citizens were satisfied with Calgary's parks and open spaces and 96 per cent (a four per cent increase from 2013) were satisfied with Calgary's pathway system 🌟.
- In 2014, 97 per cent of 9-1-1 users were satisfied or very satisfied with the level of service they received from PSC 🌟.
- Recreation's mobile golf app was launched generating many more downloads than anticipated, exceeded industry standards with over 9,000 downloads.

## COMMUNITY SERVICES & PROTECTIVE SERVICES: Departmental Outcomes, Performance Measures and Targets

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Community	1C Programs, services and facilities are accessible, affordable and inclusive.	PM1.1 Number of low-income Calgarians accessing fee assistance.	27,137	27,780	25,452	26,460	25,577	25,200
		PM1.2 Ratio of the number of Calgarians accessing CNS preventive social / recreational services.	3 in 10 (343,361)	1 in 10 (112,022)	3 in 10 (306,139)	1 in 10 (112,022)	2 in 10 (249,067)	1 in 10 (112,022)
		PM1.3 Number of program visits in City of Calgary AfterSchool programs.	52,831	33,800	42,442	33,800	55,219	33,800
		PM1.4 Number of children and youth social/recreational program visits in CNS.	69,870	50,000	60,451	35,000	70,987	280,000
		PM1.5 Number of annual booked playfield users (total players).	98,575	100,000	95,235	100,000	90,700	100,000
		PM1.6 Percentage of playfield hours booked in peak hours during peak season (Q2).	84.5%	88%	83%	88%	NA	88%

**PM1.1** The number of low-income Calgarians accessing the Recreation fee assistance program has grown from 2013 to 2014, and has had a steady pace over the past five years. Community partners who accept the fee assistance cards as proof of eligibility continue to be added to the program. Coupled with the launch of the Fair Calgary Single Point of Entry system in November 2014, community reach has been extended and support for low income Calgarians made more accessible. As a result of continued marketing and process improvements, it is expected that the number of low-income Calgarians accessing the program will increase in future years 🌟 (CFP-C8, Z5).

**PM 1.2** CNS consistently exceeded targets year-over-year. The increase in 2014 is largely explained by increased marketing and promotion of programs, improvements in tracking systems and targeting locations to areas of identified need. Overall we are seeing a marked increase in vulnerable populations which also attributes to surpassing targets (CPF-Z5, Z9).

**PM 1.3** Targets have been exceeded in 2013 and 2014. Calgary AfterSchool (CAS) programs identified neighbourhoods based on need and impact assessments. CAS will continue to provide more in-depth programming for longer periods of time and with increased frequency to affect positive change (CFP-Z5).

In 2014, the program saw an increase in participation of 22 per cent from 2013. This increase can be attributed to a number of factors: the addition of new locations; an investment in program promotion; and more children and youth attending programs more frequently. Specifically in 2014, a trend of returning/regular participants was seen with more than half of attending programs multiple times per week. This demonstrates the positive relationships being built with children and youth in the community (CFP-Z5).

**PM 1.4** Target exceeded. CNS improved their tracking systems (CFP-Z5).

**PM 1.5** The number of users is an estimate dependent on playfield user groups voluntarily providing their player totals. In 2014, Parks and Recreation began developing a long-term strategic plan for playfields. As part of this plan, improved user tracking methods will be developed.

**PM 1.6** Some playfields were unavailable due to irrigation upgrades (short-term closures to improve long-term turf conditions).

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌟; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

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

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Community	2C Public safety services are responsive and proactive.	PM2.1 Percentage of general bylaw calls for service resolved through education and voluntary compliance.	96%	95%	98%	98%	98%	95%
		PM2.2 Percentage of animal calls for service resolved through education and voluntary compliance.	93%	92%	93%	92%	92%	91%
		PM2.3 Percentage of 9-1-1 calls answered within 15 seconds.	95%	95%	95%	95%	96%	96%
		PM2.4 First-in engine emergency response within seven minutes at fire/rescue incidents.	71%	74%	66%	72%	65%	64%
		PM2.5 First-in engine emergency response within six minutes and 30 seconds at life threatening emergency medical incidents.	80%	82%	78%	80%	75%	73%
		PM2.6 Achieve full first alarm assignment at a fire suppression incident within 11 minutes.	63%	70%	60%	67%	61%	56%
		PM2.7 Average response time (in hours) to priority one 311 calls by General Bylaw Officers.	1.3 hrs	1.3 hrs	1.3 hrs	1.3 hrs	2.4hrs	23hrs
		PM2.8 Percentage of Calgarians surveyed who are satisfied with the Calgary Fire Department.	99%	97%	99%	97%	98%	98%
		PM2.9 Percentage of flame spread limited to within the room or object of origin at building and structure fire suppressions.	71%	71%	71%	69%	69%	56%
		PM2.10 Ratio of the number of Calgarians reached annually through non-emergency initiatives.	1 in 10	1 in 10	1 in 10	1 in 10	1 in 10	1 in 10
<p><b>PM2.3</b> Each call received by an Emergency Communications Officer (ECO) requires a high level of focus, as the initial information gathered is critical and can impact the preservation of life. ECOs must provide the right response on every event to ensure a successful outcome as quickly as possible so that response to other incoming calls is not delayed. PSC was consistently able to provide this high level of service throughout 2014, evidenced by the achievement of the Grade of Service (GOS) target. GOS was achieved through implementing business unit efficiencies and strategically deploying staffing resources as situations required 🌈.</p>								

Community

Places

Mobility

Business

Organization

Finance

## COMMUNITY SERVICES & PROTECTIVE SERVICES: Departmental Outcomes, Performance Measures and Targets

**PM 2.4/2.5/2.6** While targets have not been achieved, improvements have been made year over year. These improvements have been achieved despite steadily increasing volume in number of calls to emergency incidents. Since 2012, fire/rescue response performance has improved by six per cent; life threatening emergency medical performance has improved by five per cent; and response to a full first alarm has improved by two per cent. Fire continues to focus on performance improvement initiatives in support of achieving targets. Initiatives underway include advances in technologies, process improvements to call evaluation and dispatching, standardizing turnout procedures and employing deployment procedures to enhance response reliability 🌟.

In 2014, firefighters provided over 118,000 apparatus responses to 60,100 incidents -- an eight per cent increase respectively over 2013. An increase in incidents is attributed to several severe weather events occurring, including a snowstorm in Q1 of 2014 which resulted in a record amount of snowfall in Calgary and a snowstorm in September which resulted in over 3,100 calls responded to within 48 hours.

**PM 2.8** Results of the 2014 Citizen Satisfaction Survey show that Fire continues to deliver on citizen expectations with a 99 per cent level of satisfaction. Fire has maintained this high degree of citizen satisfaction since 2012, which speaks to the professionalism of the organization and the type of customer service Fire provides whether in an emergency or non-emergency setting 🌟.

**PM 2.9** Efforts continue to ensure safe communities through a combination of community fire safety initiatives, and rapid and reliable response despite significant city growth. These efforts have contributed to successfully confining flame spread to the room or object of origin. Since 2012, targets for this measure have been achieved with limited fire spread in 71 per cent of structure fires in 2014 🌟.

**PM 2.10** In 2014, the target of reaching one in ten Calgarians in a non-emergency setting through station visits, educational programs and community events was achieved.

More than 100,000 Calgarians were reached and provided fire safety information through various community initiatives and programs including: The Annual Home Safety Campaign consisting of targeted home visits to check smoke and carbon monoxide alarms and provide information on safety hazards; the annual Fire Prevention Week in October; and partnering with Community & Neighbourhood Services to identify and target vulnerable populations with safety and prevention messaging. Community fire safety education has contributed to a decrease in the ratio of civilian injuries and deaths since 2011 and a continued fire save rate of 97 per cent.

To address growth and densification, Fire opened a replacement emergency response station in Windsor Park, a new vehicle storage facility at the Fire Training Academy and acquired land for a replacement station in the city's north-west as the permanent location for the existing fire house in Royal Vista.

🌟 All aspects are aligned with the 2020SD's objective for Safety and Resiliency.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌟; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Community

Places

Mobility

Business

Organization

Finance

## COMMUNITY SERVICES & PROTECTIVE SERVICES: Departmental Outcomes, Performance Measures and Targets

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Places	3P Programs, services and assets contribute to an improvement in quality of life.	PM3.1 Number of City-supported festivals and events.	280	260	270	260	320	260
		PM3.2 Number of registered participants in recreational programs.	130,231	127,000	120,341	127,000	122,148	127,000
		PM3.3 Number of Recreation passes scans and paid admissions.	2,147,374	2,047,000	1,941,914	2,047,000	1,923,433	1,950,000
		PM3.4 Number of hours of facility rental to community groups.	545,123	480,900	500,185	480,900	511,794	458,000
		PM3.5 Percentage of Calgarians surveyed who are satisfied with Recreation's programs.	92%	90%	91%	90%	89%	90%
		PM3.6 Percentage of Calgarians surveyed who are satisfied with Recreation's facilities.	92%	89%	91%	89%	90%	89%
		PM3.7 Percentage of Calgarians surveyed who are satisfied with City parks, trails and open spaces.	95%	95%	95%	95%	95%	89%

**PM 3.1** The City supported an additional 10 festivals and events in 2014 as compared to 2013. Of the 280 events on 620 days throughout 2014, 139 events were supported through the Festival and Event Subsidy Program. This support was possible as a result of revisions to the program enabling more events to be supported by subsidizing up to 90 per cent of total City service costs. City events included Canada Day celebrations and New Year's Eve events, both which drew record numbers of crowds, as well as the Olympic Celebration of Excellence and the Grey Cup Rally to recognize outstanding athletes 🏆 (CFP-P2).

**PM 3.2 / PM 3.3** In response to programming trends the number of Recreation program offerings were increased which contributed to exceeding the target for registered participants. Additionally, a complimentary mix of registered programs and drop-in opportunities resulted in surpassing the target for pass scans and admissions. However, Golf admissions were negatively impacted in 2014 due to facility closures resulting from the September snow event. Significant tree damage on six of eight golf courses resulted in extended closures ranging from nine to 26 days (varied by facility). A minimum of 17,723 rounds are estimated to have been lost due to closures (CFP-P4, P6, Z7).

**PM 3.4** Facility rentals by community groups have continually exceeded the target year over year. Ongoing improvements to the booking process have simplified the process. Recreation has developed new ways to engage and program their facilities to better enable community stakeholders and community associations to gather in City facilities (e.g. Calgary AfterSchool, Summer Program Partnerships). Creating community hubs is a mandate that Recreation is focusing on to enhance community opportunities in City facilities (CFP-Z5, B1).

**PM 3.5/ PM 3.6** Results from the 2014 Citizen Satisfaction Survey show the percentage of Calgarians satisfied with Recreation's programs and facilities both at 92 per cent. Both areas of satisfaction surpassed the targets of 90 per cent and 89 per cent respectively. Citizen satisfaction with Recreation was and will continue to be achieved through regular customer feedback with program participants and facility visitors to identify what Recreation is doing well and what can be further improved (CFP-Z7).

**PM 3.7** Barb Scott Park, a rejuvenated open space in the City Centre, opened in 2014. As well, more than 60 capital flood repair and restoration projects took place on parks and pathways to help restore access to well-used public open spaces 🌳.

🌳 All comments align with the 2020SD's objectives of a Healthy and Active city.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌳; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

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

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Places 4P Initiatives contribute to a sustainable environment.	PM4.1 Percentage of newly planted trees that survive the establishment period of the first five years.	91%	88%	86%	88%	86%	86%
	<p><b>PM 4.1</b> The data for 2014 was calculated prior to the 2014 September snow event. The impact of the storm on the health of both young and mature trees will be assessed in the coming years when trees leaf out in the spring 🌸.</p>						

Organization 5Z Workforce is sustainable through improved employee satisfaction, safety and retention.	PM5.1 CS&PS lost time claims frequency rate per 200,000 exposure hours.	5.0	3.6	4.3	4.1	5.8	4.6
	PM5.2 Percentage of employees who agree that "I am personally focused on delivering excellent customer service to citizens".	N/A	N/A	92%	75%	92%	75%
<p><b>PM 5.1</b> While there was difficulty in achieving this aggressive target, CS&amp;PS has a solid plan for improvement. Moving into the second year of implementing the Corporate Safety Strategy, focus will be on five key strategic result areas intended to positively influence safety culture and strategically reduce risks that may result in workplace injury and illness 🌸.</p> <p><b>PM 5.2</b> This measure is unavailable from the Corporate Employee Satisfaction Survey. An alternate measure more closely aligned with the Corporate Employee Satisfaction Survey has been identified that states "I know what is expected in customer service." This new measure will be put forward as part of the 2015-2018 budget adjustment process. In 2014, 82 per cent of CS&amp;PS employees agreed they know what is expected in customer service.</p>							

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌸; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

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

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 6Z Management of programs, services and assets is effective, efficient, innovative and reflective of citizens' values.	PM6.1 ABS percentage recovery rate of net animal enforcement operating budget.	N/A	N/A	N/A	N/A	88%	88%
	PM6.2 Recreation percentage recovery rate.	44%	39%	44%	39%	41%	39%
	PM6.3 Number of dollars leveraged through partnerships for each \$1 invested in FCSS.	\$8.05	\$7.94	\$6.76	\$6.41	\$6.41	\$7.94
	PM6.4 Percentage of community associations meeting a rating of good and satisfactory financial health standing which is an indication of organizational sustainability.	81%	81%	83%	80%	79%	79%
<p><b>PM 6.1</b> This performance measure was removed in 2013 as it was determined that the baseline and calculations need to be revisited.</p> <p><b>PM 6.2</b> Recovery rates were exceeded due to higher than targeted revenue.</p> <p><b>PM 6.3</b> Target exceeded. Increased revenues reported by Family &amp; Community Support Services (FCSS) funded agencies are attributed to increased fundraising efforts and volunteer hours (CFP – C8).</p> <p><b>PM 6.4</b> Target met. This work remains a priority as challenges continue for community associations as a result of aging infrastructure and changes to Alberta Gaming Liquor Control Guidelines (CFP – P6).</p>							

<b>Mobility</b> 7M Choices in transportation are supported.	PM7.1 Number of kilometres of pathways that are snow cleared.	300	300	300	300	300	300
<p><b>PM 7.1</b> The target for snow-cleared kilometres has been consistently met 🌈 (CFP-M11).</p>							

LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌈; **ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Community	Places	Mobility	Business	Organization	Finance
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## COMMUNITY SERVICES & PROTECTIVE SERVICES: Efficiency and Effectiveness Reporting

### Departmental Report on Efficiency Gains:

In the 2012-14 Business Plans and Budgets, Administration was requested to produce efficiency gains in the amount of \$45 million. Each department was allocated a portion of this amount and Community Services and Protective Services' (CS&PS) portion is as follows:

2012 (actual)	2013 (actual)	2014 (actual)	Total
\$ (4,976)	\$ (2,827)	\$ (2,931)	\$ (10,734)

The table below provides a comprehensive summary of the efficiency gains achieved from 2012 to 2014 and the resulting impacts:

Community Services & Protective Services: Efficiency Gains			
Business Unit <sup>1</sup>	2012 Results or Impacts	2013 Results or Impacts	2014 Results or Impacts
<b>Animal &amp; Bylaw Services (ABS)</b>	<ul style="list-style-type: none"> <li>In 2013, ABS piloted a "Corporate Fleet Operating System" as a means to optimizing vehicle utilization and using the most efficient routes for daily work.</li> <li>The optimization of vehicle utilization practices resulted in a savings of \$90 thousand in vehicle maintenance and fuel costs along with \$112 thousand in staffing efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>ABS realized fleet efficiencies through automation including reduced fuel and vehicle costs by linking GIS information to 311 calls. Further vehicle utilization enhancements resulted in additional cost savings due to streamlined officer routes and response patterns resulting in \$60 thousand in maintenance and fuel costs and an additional \$70 thousand in staffing costs.</li> </ul>	<ul style="list-style-type: none"> <li>Administrative savings of \$70 thousand were realized in pet licensing through a reduction in mailing, printing and associated staffing costs. Further, an additional \$105 thousand in fuel and staffing savings were realized via the opening of the new Seton satellite office.</li> </ul>
<b>Community &amp; Neighbourhood Services (CNS)</b>	<ul style="list-style-type: none"> <li>Productivity gains were achieved by consolidating two CNS area offices in Children &amp; Youth Services – Village Square and Forest Lawn. The operating budget was reduced by \$465 thousand with no service impact.</li> </ul>	<ul style="list-style-type: none"> <li>CNS streamlined its structure from nine to five divisions while maintaining service levels, resulting in savings of \$298 thousand.</li> </ul>	<ul style="list-style-type: none"> <li>City Links Optimal Service Review implementation plan initiated including decentralizing the deployment of work crews to achieve \$285 thousand in service efficiencies.</li> <li>A hybrid centralized administrative model increased integration and coordination across the business unit while reduced its administrative team by five FTEs. In 2015, CNS will operationalize the workplan with new policies, procedures, and tools to build capacity through strategic placement of centralized and decentralized functions across CNS resulting in savings of \$118 thousand.</li> </ul>

<sup>1</sup> Self-supporting business units (i.e. Fleet, Development & Building Approvals, and Utilities) were not included in the \$45 million efficiency gains target. These business units still undertook actions to improve efficiency and their efficiency gains are also reported in these tables.

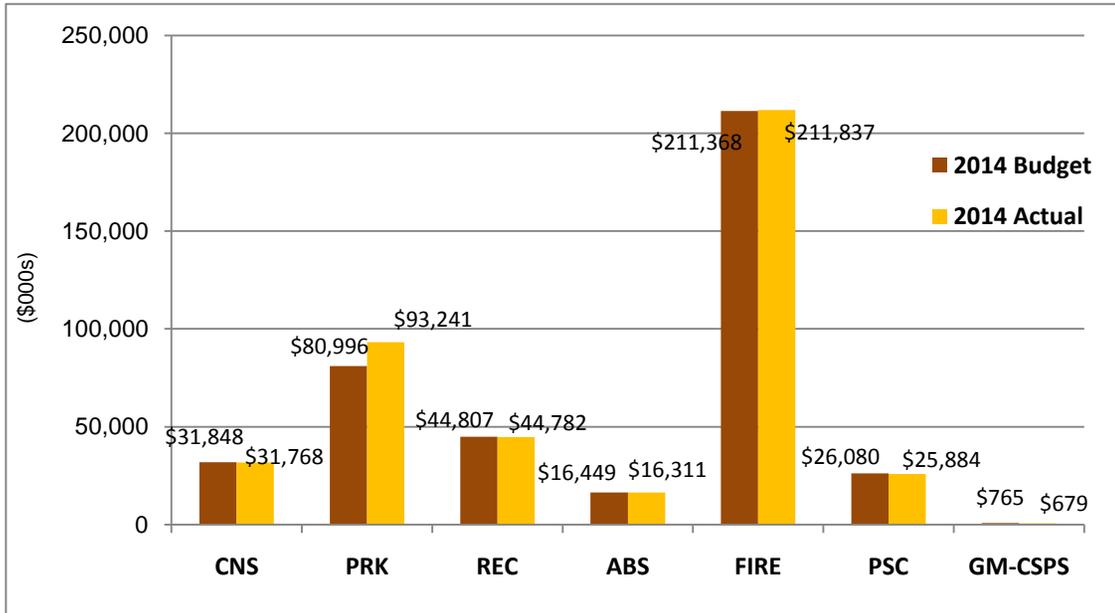
## COMMUNITY SERVICES & PROTECTIVE SERVICES: Efficiency and Effectiveness Reporting

<b>Community Services &amp; Protective Services: Efficiency Gains</b>			
<b>Business Unit<sup>1</sup></b>	<b>2012 Results or Impacts</b>	<b>2013 Results or Impacts</b>	<b>2014 Results or Impacts</b>
<b>Fire</b>	<ul style="list-style-type: none"> <li>▪ Efficiency gains were achieved through a reduction in overtime costs (scheduling optimization), realignment of salaries, additional airport revenue and reductions in materials and contracted services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficiency gains were achieved by further reductions in overtime costs (schedule optimization), reducing operating expenditures for leases and maintenance for new light vehicle fleet, and the reduction of Occupational Health and Safety (OH&amp;S) positions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficiency gains were achieved with no impact to frontline service delivery through the continued management of overtime costs, (schedule optimization), as well as reductions in materials and supplies.</li> </ul>
<b>Parks</b>	<ul style="list-style-type: none"> <li>▪ Productivity gains secured through a shift to a higher level of seven-day operations. This produced savings on overtime and fleet and equipment and more responsive park maintenance. Savings were also gained through alternative service delivery in cemeteries maintenance, reduced contractual (and internal) services and administrative efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Parks and Roads reviewed and streamlined sidewalk/pathway snow/ice control throughout the city to enhance operational efficiencies and citizen responsiveness.</li> <li>• Parks delivered productivity gains through contracting services, fleet, irrigation and other administrative efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Parks completed a Zero-Based Review and began implementing the review's recommendations, such as seasonal staffing hiring efficiencies and exploring the expansion of third-party contracting of some general park maintenance.</li> </ul>
<b>Public Safety Communications (PSC)</b>	<ul style="list-style-type: none"> <li>▪ Participated in reviews of selected lines of service to assess efficiency.</li> <li>▪ \$165 thousand reduction in operating budget through elimination of two administrative positions. Reconciliation of payroll processes and real time staffing work redistributed within management.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participated in reviews of selected lines of service to assess efficiency.</li> <li>▪ \$214 thousand reduction in operating budget through elimination of two administrative positions. Support from centralized CS&amp;PS communications and redistribution of work within current administrative functions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participated in reviews of selected lines of service to assess efficiency.</li> <li>▪ \$288 thousand reduction in operating budget through elimination of three administrative positions. Support in implementing audit recommendations, identifying trends to streamline processes, managing daily administrative activities and facilitating employee training was redistributed within management.</li> </ul>
<b>Recreation</b>	<ul style="list-style-type: none"> <li>▪ Utility savings achieved through approved lifecycle and maintenance upgrades to facilities, including athletic parks and lighting at nine arenas.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Utility reductions realized through HVAC, roof, lighting and other upgrades at several facilities, including Murray Copot Arena, and both leisure centres. Further reduction of materials, equipment, contractual services and administrative support (one FTE) resulted in additional productivity gains.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Energy consumption has been reduced through several projects including the replacement of HVAC Rooftop units at seven facilities. Recreation has also completed an energy audit of 26 recreation facilities to determine possible energy efficiency improvements and realized utility savings through the replacement of incandescent lighting to T5HO, LED and florescent fixtures, as well as adding occupancy sensors.</li> </ul>

## COMMUNITY SERVICES & PROTECTIVE SERVICES: Operating Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	2014 Variance
Community & Neighbourhood Services	31,848	80
Parks	80,996	(12,245)
Recreation	44,807	25
<b>Total Community Services</b>	<b>157,651</b>	<b>(12,140)</b>
Animal & Bylaw Services	16,449	138
Fire	211,368	(469)
Public Safety Communications	26,080	196
<b>Total Protective Services</b>	<b>253,897</b>	<b>(135)</b>
GM - Community Services & Protective Services	765	87
<b>Total Community Services &amp; Protective Services</b>	<b>412,313</b>	<b>(12,189)</b>
<b>&gt; \$250K FAVOURABLE VARIANCE;</b>		<b>&gt; (\$250K) (UNFAVOURABLE) VARIANCE</b>

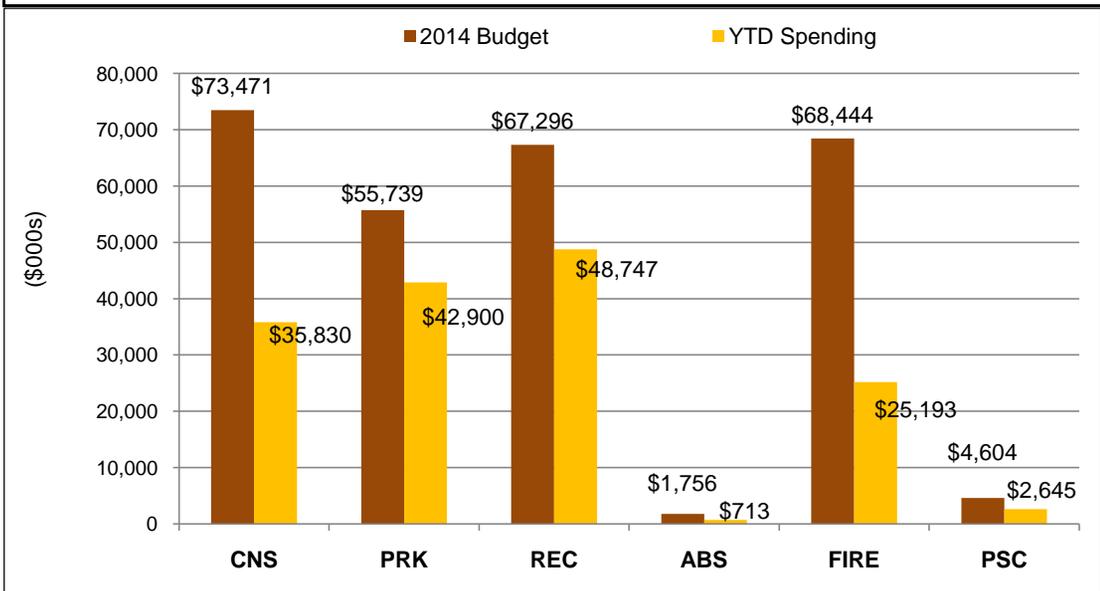
CSPS' operating financial results ended the year with an unfavourable variance of \$12 million. This unfavourable variance was a result of tree clean-up costs after the September 2014 snow event.



The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11 and may not add due to rounding.

## COMMUNITY SERVICES & PROTECTIVE SERVICES: Capital Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	YTD Spending
Community & Neighbourhood Services	73,471	35,830
Parks	55,739	42,900
Recreation	67,296	48,747
<b>Total Community Services</b>	<b>196,506</b>	<b>127,477</b>
Animal & Bylaw Services	1,756	713
Fire	68,444	25,193
Public Safety Communications	4,604	2,645
<b>Total Protective Services</b>	<b>74,804</b>	<b>28,551</b>
<b>Total Community Services &amp; Protective Services</b>	<b>271,310</b>	<b>156,028</b>



CS&PS 2014 capital spend is \$156 million or 58 per cent of the capital budget.

### COMPLETED CAPITAL PROJECTS

- New vehicle storage facility at Fire's Training Academy and a replacement station at Windsor Park were completed and became operational in 2014.
- Parks opened Barb Scott Park, a high quality redeveloped public open space in the Beltline, dedicated to the late Alderman.
- Parks completed improvements and reopened Prairie Winds Spray Park.
- The Calgary Soccer Centre artificial turf and annex were completed and opened for public use.
- Beltline Aquatic Centre and Glenmore Aquatic Centre Reception renovations have been completed and both sites are open to the public.
- PSC implemented Text-with-9-1-1 and worked with the Calgary Police Service to implement the new Innovate Computer Aided Dispatch system.

### COMPLETED LIFECYCLE PROJECTS

- Phase II of the Recreation Rooftop Unit Replacement is complete.
- Energy efficiency upgrades completed at multiple Recreation facilities based on results of the facility wide energy audit.
- ABS acquired new Panasonic tough pads for enforcement officers, enhancing information retrieval and customer service response.

### NEW AND ONGOING CAPITAL PROJECTS

- Fire acquired land in Royal Vista to build a station that will replace the existing fire house.
- Construction is underway on the Quarry Park, Great Plains and Rocky Ridge facilities. Seton site plan is finalized and work is progressing on design to prepare for construction.
- New Brighton Athletic Park project has started construction on the groundwork and is scheduled to be complete in 2016.
- Parks is continuing work on Bowness Park (Phase three), River Park, Sandy Beach, and work on playground lifecycle, pathway safety/lifecycle work and irrigation system decommissioning.

### FLOOD RECOVERY PROJECTS

- Work continued with the Recovery Operations Centre (ROC) to repair and replace critical flood damaged equipment and infrastructure.

Detailed explanations on operating variance and capital projects are provided in the December EIR.

The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11.

## CORPORATE SERVICES: Departmental Outcomes, Performance Measures and Target

### **MAJOR INITIATIVES AND ACCOMPLISHMENTS**

- Customer Service & Communications (CSC) led The City of Calgary's engagement of 6,000 citizens and City staff for the 2015-18 Action Plan. Results were an integral part of informing Council Priorities and departmental budgets and plans 🌟 (CFP-Z9).

#### **Becoming a more resilient organization (CFP-Z1, Z5)**

- The CSC Crisis Communication Team supported a variety of events in 2014 including the Center Street water main break, September snow storm and the downtown electrical fire 🌟.
- CSC revised the Corporate Crisis Communication Plan and restructured the Crisis Communication Team to increase capacity and flexibility 🌟.
- Corporate Properties & Buildings (CPB) established a new Emergency and Continuity Management Team to improve response to hazards and risks that could lead to building failures 🌟.

#### **Increasing access to services and data**

- Several initiatives were undertaken to improve how citizens interact with The City 🌟:
  - Expanded public Wi-Fi to 13 locations with over 163,000 connections to-date (CFP-Z1, Z7).
  - Implemented, with Finance, a new Property Tax web application to automate tax recovery and streamline the invoicing process for approximately 450,000 properties (CFP-Z7).
  - CITYonline launched a new mobile-friendly website allowing citizens quick and convenient access to City products like transit and recreation passes (CFP-Z1, Z5).
  - Completed the pilot for the Parks Mowing, and Roads Snow and Ice Control maps to allow Calgarians to obtain more accurate information on Calgary.ca (CFP-M6, Z7, Z10).
  - Added 17 service requests (SR's) to Calgary.ca and 11 to the 311 Calgary app (CFP-Z1, Z7).
- Human Resources (HR) developed a pre-employment drug testing program for safety sensitive positions, piloted courses on 'Engaging a Multigenerational Workforce', and 'Cross Cultural Awareness'; and conducted a 'Do you have a bias' campaign 🌟 (CFP-Z6, Z10).
- As part of the Tomorrow's Workplace program, The Flexwork Hub, a short-term drop-in space on the third floor of the Municipal Building, was completed to allow staff to work and continue to be productive when outside of their regular workspace 🌟 (CFP-Z1).

### **SUMMARY OF PERFORMANCE**

- 311 responded to 1.18 million calls and created 470,610 SR's. Calgary.ca and the 311 app received a combined 87,904 SR's in 2014; Calgary.ca had over 15 million visits (CFP-Z5, Z9).
- Public downloads from the City Data Catalogue have exceeded annual targets due to a new citizen-facing site and successful public communications (CFP-Z1).

### **EFFICIENCY AND EFFECTIVENESS**

- The system used to automatically detect unpermitted changes to structures was updated and, as a result, identified an approximate \$400,000 in additional tax revenue and saved \$85,000 in labour costs (CFP-Z2, Z5).
- Accommodation costs were reduced through project management services and benchmark alignment as well as the reuse of over 34,000 pieces of furniture (CFP-Z11).
- Cooling towers at the Municipal Building were rebuilt, resulting in an estimated \$90,000 avoidance in energy and reduced maintenance costs (CFP-Z3).
- Three affordable housing projects underwent redesign to more closely resemble projects built by the private sector in their respective communities. This had previously been uneconomical. The new design will be used going forward and applied to the 48 Bridgeland units that were approved in 2014 (CFP-C9, Z1).
- Engineering reviews and advisory/consulting services for client BU's resulted in identified potential savings of \$8.7 million in capital construction costs (CFP-Z1).
- The 311 channel shifting assessment identified 50 high volume SR's which account for 75 per cent of 311 call volume. Efforts are underway to shift the calls to the lower cost on-line channel (CFP-Z1).
- Fleet realized close to \$1 million in savings for The Corporation from analysis and corrective warranty measures related to side-loader hydraulic hose fittings (CFP-Z1).
- HR mass update HCM system enhancements allowed for updated collective agreement wage changes to be loaded into the payroll system in half the time previously needed (CFP-Z3).
- IT, in collaboration with Water Resources and Services, connected all major water sites to each other on City-owned fibre, facilitating the implementation of their Meter Automation Plan and connection of technology in remote field stations (CFP-Z1).

### **OPERATING & CAPITAL BUDGET PERFORMANCE**

- Corporate Services had an overall favourable operating variance of approximately \$1.5 million for 2014. This is primarily due to salary savings from staff vacancies, higher client recovery activity, and lower spending on contractual services and training costs.
- Corporate Services' capital spend was lower than anticipated at 44% with 60% committed at year-end.

### **AWARDS & RECOGNITION**

- Fleet Services won the National Association of Fleet Administrators (NAFA) 2014 Fleet excellence award for Excellence in Public Fleet Safety 🌟 (CFP-Z1).
- The City of Calgary's Corporate Project Management Framework (CPMF) won "Project of the Year by an Organization" at the Project Management Institute's award gala. CPMF is also recognized as a "Transforming Government" initiative 🌟 (CFP-Z1).

## CORPORATE SERVICES: Departmental Outcomes, Performance Measures and Target

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Community 1C The City has safe, accessible and affordable housing through a variety of programs and partners.	PM1.1 Number of direct and partner built affordable housing units delivered annually by OLSH (Based upon availability of provincial funding).	0	88	0	88	0	88
	<p><b>PM1.1</b> In 2012, changes to the Provincial funding mechanism for construction of affordable housing units resulted in funding being directed to regeneration of existing stock rather than generation of new units. As part of Action Plan 2015-2018, Council approved an action for The City to facilitate development of a Community Affordable Housing Strategy that will result in a collaboratively developed and endorsed strategy to align affordable housing initiatives within Calgary and address the entire housing spectrum. Development of the strategy is underway with completion anticipated in Q2 2015 🌈.</p>						
Mobility 2M Capital budgets are aligned with long-term investment plans.	PM2.1 Percentage of business units with IIS' standardized capital budget investment plans across The Corporation.	100%	100%	100%	50%	100%	0%
	<p>PM3.1 Number of IIS data downloads via public data catalogue which support the re-use of City data by citizens and enabling municipal government transparency.</p> <p>PM3.2 Number of online visits to IIS' City Online application.</p> <p>PM3.3 Number of new e-services (including programs, services, service requests and forms) facilitated by CSC and IT.</p> <p>PM3.4 Percentage of customers satisfied with Calgary.ca, as measured by CSC and IT.</p> <p>PM3.5 OLSH maintains an annual inventory of serviced industrial land within a three-year rolling plan (acres).</p>						
Business 3B Businesses benefit from efficient City processes and serviced industrial lands.	PM3.1 Number of IIS data downloads via public data catalogue which support the re-use of City data by citizens and enabling municipal government transparency.	103,604	7,500	33,499	7,300	8,408	7,200
	PM3.2 Number of online visits to IIS' City Online application.	285,638	263,000	271,868	239,000	262,076	217,000
	PM3.3 Number of new e-services (including programs, services, service requests and forms) facilitated by CSC and IT.	28	5	81	5	69	5
	PM3.4 Percentage of customers satisfied with Calgary.ca, as measured by CSC and IT.	91%	90%	93%	94%	90%	93%
	PM3.5 OLSH maintains an annual inventory of serviced industrial land within a three-year rolling plan (acres).	67	100	210	100	539.7	NA

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌈; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Community	Places	Mobility	Business	Organization	Finance
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## CORPORATE SERVICES: Departmental Outcomes, Performance Measures and Target

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Business	(Continued) 3B Businesses benefit from efficient City processes and serviced industrial lands.	PM3.6 Annual number of industrial acres sold by OLSH.	116	71	45	62	60.1	59
		PM3.7 Percentage of concluded CPB responses to City-owned land inquiries processed within 45 days.	100%	100%	100%	100%	96%	100%
		PM3.8 Percentage of business units, working with IIS that have completed project management maturity assessments.	36%	100%	NA	50%	36%	25%

**PM3.4** Citizens are satisfied with Calgary.ca and it is currently one of the most utilized channels for citizens accessing information about The City 🌟.

**PM3.5** This measure is directly related to PM3.6 which tracks the number of industrial acres sold in a given year. In 2014, 116 acres were sold by OLSH which is higher than both target and previous years – as this land was sold, inventory naturally declined. The Office of Land Servicing and Housing (OLSH) uses a coordinated approach to undertake the right land sales at the right time. This high sales figure, and resulting below target inventory number, is indicative of Calgary's economic strength in 2014 and is representative of this coordinated approach. OLSH will continue to work to maintain an appropriate inventory of land given its rolling three year plan.

**PM3.6** Industrial land sales reached an all-time high in 2014 with the sale of 115.97 acres, creating revenue of \$68,815,296. Fifteen transactions were closed, including four from Royal Vista Business Park and one from The Bridges. Redirection of gross proceeds from industrial and business park sales resulted in \$3,440,398 being allocated to the public housing reserve 🌟.

**PM3.8** In order to focus on Project Management Quality Assessments (PMQA) the assessment of the maturity of project management practices has been deferred to the Action Plan 2015-2018. To date, four business units have undertaken initial maturity assessments and one business unit has completed a follow-up assessment 🌟.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌟; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



## CORPORATE SERVICES: Departmental Outcomes, Performance Measures and Target

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 4Z Our customers and stakeholders receive quality and cost-effective services.	PM4.1 - Urgent CPB service work orders will be met within targeted first response time frame 95% of the time.	100%	96%	90%	95%	95%	95%	
	PM4.2 - Percentage of non-urgent IT service requests completed within one week.	74%	75%	72%	75%	75.3%	75%	
	PM4.3 - Percentage of Calgarians who indicate they receive just the right amount of information from The City as provided by CSC.	57%	65%	69%	65%	65%	65%	
	PM4.4 - Percentage of customers satisfied with overall CSC 3-1-1 City 'service requests'.	87%	85%	NA	85%	66%	85%	
	PM4.5 - Percentage of CSC 3-1-1 calls answered within 30 seconds or less (Telephone Service Factor).	44.7%	80%	52%	80%	63%	80%	
	PM4.6 - Percentage of CSC clients satisfied with service received from 3-1-1 operators.	94%	88%	99%	NA	88%	90%	
	PM4.7 - IT Network account cost per user is less than industry average.	123%	<95%	105%	<95%	100.6%	<95%	

**PM4.3** 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. CSC intends to improve this measure by enhancing the use of video, continuing to encourage plain language use, a new bundled television partnership, providing web process improvements, app and mobile development, digital display modifications and providing translation services 🌍.

**PM4.4** In 2012, citizens were asked to rate their satisfaction with The City's 311 service, regardless of whether or not they had used it. Their response was on either their own experience with 311 or what they have read, seen or heard about the service. When the survey was conducted again in 2014, only recent callers to 311 were surveyed. As a result of this change in methodology, the 2012 and 2014 numbers are not directly comparable. In addition, the 2014 survey result is based on a relatively small sample size due to the survey being in progress at the time of reporting (the survey is expected to be completed in early 2015) 🌍.

**PM4.5** The City's call volumes have grown at a steady pace resulting in an inability to meet the Telephone Service Factor (TSF). Despite the TSF not being met, citizens are still satisfied with the services they received as seen in measures in PM4.4 and PM4.6. In 2014, 311 also experienced a record volume of calls for the months of January (129,901 calls offered, main issue — snow and ice) and September (121,373 calls offered, main issue — trees down due to snow). With Council's approval of the 2015-18 Action Plan, CSC will seek to address The City's TSF shortcoming with the addition of three new FTEs each year through 2015-18.

**PM4.6** The 311 Syndicated Survey was not administered in 2013 due to floods. In 2014, citizen satisfaction with service received from 311 operators remained steady with the 2012 score of 94 per cent.

**PM4.7** This performance measure involves comparisons of internal network cost/user to industry benchmarks. The target was set to 5 per cent below the industry standard. Due to an error in reporting comparator data by the third party vendor in 2013, the PM was reported significantly higher than it should have been. A restatement of the comparator data in 2014 resulted in a significant decrease in industry comparator numbers and an artificial increase in City cost per user. The annual increase in The City's cost per user from 2012 to 2013 was 2.4 per cent, in-line with inflation rates.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌍; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Community	Places	Mobility	Business	Organization	Finance
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## CORPORATE SERVICES: Departmental Outcomes, Performance Measures and Target

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 5Z The City of Calgary is an employer of choice.		PM5.1 Corporate time to hire.	30 days	38 days	34 days	39 days	36 days	40 days
		PM5.2 Corporate Services resignation rate.	3.3%	8.0%	3.1%	6.0%	2.9%	3.0%
		PM5.3 Corporate resignation rate.	2.5%	7.0%	2.2%	5.0%	2.7%	3.0%
		PM5.4 Corporate Services' resignation rate within the first year of employment.	6.7%	<20%	8.9%	<20%	9.1%	<20%
		PM5.5 Corporate Services' employee satisfaction survey index score.	137	143	136	142	139	140
		PM5.6 Ratio of Fleet Services trades staff to apprentices as an indicator of Fleet Services commitment to succession planning.	11 to 1	10 to 1	13 to 1	10 to 1	15 to 1	10 to 1
		PM5.7 Vacancy rate of administrative workspace, managed by CPB.	15%	10%	16%	10%	9%	10%
		PM5.8 Corporate Services lost time claims frequency.	1.4	3.2	0.9	3.7	2.5	4.1
		PM5.9 Percentage of Corporate Services' completed work site safety inspections with action items resolved by due date.	81%	90%	95%	88%	100%	86%

**PM5.5** Corporate Services experienced a 1 point increase over 2013 actuals and continues to perform well when compared to the Corporate score of 122.5 for 2014.

**PM 5.7** The vacancy rate of 15 per cent is due to workspace in the Alberta Trade Centre that has not yet been populated.

**PM 5.9** Several larger than normal action items were identified during this period and could not be completed within this business cycle. These action items require solutions that are longer term in their implementation and they are targeted to be resolved in 2015.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌍; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



## CORPORATE SERVICES: Departmental Outcomes, Performance Measures and Target

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 6Z Infrastructure, assets and lands are provided in a safe, optimal, and affordable manner in accordance with prescribed standards.	PM6.1	Number of general surplus parcels sold per year by OLSH.	28	29	23	27	NA	NA
	PM6.2	Number of staff hours training provided by IIS, on Asset Management Competency Framework.	177	100	115	100	1,250	0
	PM6.3	Percentage of City real estate properties reviewed by CPB, for optimal municipal use or surplus disposal.	23%	10%	10%	10%	0%	0%
	PM6.4	Total number of CPB workspaces accommodated through third party leases.	45	300	80	300	428	300
	PM6.5	Percentage of Corporate Services capital projects, in excess of \$2 million that completed an IIS Project Risk Assessment.	100%	100%	90%	50%	90%	0
	PM6.6	Energy savings (kWh per year) as a result of effective IT computer data centre lifecycle management.	4.8M	4.3 M	4.8 M	3.9 M	4.1 M	3.5 M
	PM6.7	Percentage of fleet vehicles that are green.	14%	10%	14%	10%	14.2%	10%
	PM6.8	Area, in percentage terms, of CPB Corporate Accommodation Buildings Portfolio measured using the GBI (Green Buildings Index).	52%	45%	20%	20%	TBD	TBD
	PM6.9	Percentage of essential buildings held at existing CPB's Facility Condition Index.	100%	100%	90%	100%	40%	100%

**PM6.1** Despite missing target by one parcel, OLSH closed on 54.55 acres of surplus land sales, with revenue of \$33,010,226. This represents an increase from 2013 sales and of the 28 transactions five were from surplus West LRT properties, four from Glenmore Elbow Interchange (GE5) properties, and 14 were surplus road rights of way to facilitate residential or mixed-use development in Greenfield or Brownfield areas 🌍.

**PM6.4** The reduction addresses Council's policy to accommodate staff in City-owned versus leased space, which generates cost-savings to The Corporation (for example, in 2014 Transportation Infrastructure terminated its lease at One Palliser Square and moved to the 10<sup>th</sup> floor of the City's Andrew Davison building which will account for approximately \$115,000/year in savings to The Corporation) 🌍.

**PM6.8** The Green Buildings Index was designed to inform asset management decisions to mitigate the environmental footprint of CPB's Corporate Accommodation Buildings Portfolio 🌍.

**PM 6.9** Investments resulting from flood recoveries have greatly supported maintaining the essential buildings at the existing CPB Facility Condition Index score 🌍.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌍; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



# CORPORATE SERVICES: Efficiency and Effectiveness Reporting

## Departmental Report on Efficiency Gains:

In the 2012-14 Business Plans and Budgets, Administration was requested to produce efficiency gains in the amount of \$45 million. Each department was allocated a portion of this amount and Corporate Service's portion is as follows:

2012 (actual)	2013 (actual)	2014 (actual)	Total
\$ (3,044)	\$ (1,770)	\$ (2,328)	\$ (7,142)

The table below provides a comprehensive summary of the efficiency gains for 2012 and 2013, and those achieved in 2014. The following departmental strategies relate to the efficiency gains:

- Align capital budgets and service delivery funding with Council policy and approved infrastructure investment plans (2M1).
- Expand delivery of shared services model (4Z1).
- Realize cost efficiencies and service effectiveness with benchmarked results (4Z4).
- Improve information and decision support for customers (4Z5).
- Enhance our attraction and recruitment practices (5Z1).
- Provide our customers with cost-efficient, safe, reliable, and environmentally responsible assets (6Z4).

Corporate Services: Efficiency Gains			
Business Unit <sup>1</sup>	2012 Results or Impacts	2013 Results or Impacts	2014 Results or Impacts
<b>Corporate Properties &amp; Buildings (CPB)</b>	<ul style="list-style-type: none"> <li>• Internal realignment of business in CPB enabled a reduction of one managerial position and one other position that resulted in a productivity gain of \$350 thousand.</li> <li>• CPB achieved a productivity gain of \$300 thousand by reducing building operating costs and realizing savings in janitorial services both through renegotiation of tendered contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• Through the implementation of a furniture inventory management system CPB can extend asset life by re-purposing, re-using or re-deploying existing furniture and fixtures with an estimated cost avoidance of \$300 thousand annually.</li> <li>• Through the implementation of environmental practices/technologies such as glycol recycling, installation of alternative lights which reduce energy consumption and use of different materials for floor maintenance, CPB is expecting to save \$215 thousand annually.</li> </ul>	<p>CPB realized \$335 thousand in efficiency gains through the following:</p> <ul style="list-style-type: none"> <li>• New HVAC systems and new LED lighting in the Glenbow Museum resulted in a 30% reduction in electrical consumption – which translates into a cost avoidance of approximately \$85 thousand annually.</li> <li>• Enhancements to the Municipal Buildings' Building Management System (BMS), ongoing installation of LED lighting, and re-commissioning of the Municipal Complex will result in a \$250 thousand cost avoidance annually.</li> <li>• Cooling towers at the Municipal Building were rebuilt resulting in an estimated \$90 thousand cost avoidance in energy consumption and reduced maintenance.</li> </ul>

<sup>1</sup> Self-supporting business units (i.e. Fleet, Development & Building Approvals, and Utilities) were not included in the \$45 million efficiency gains target. These business units still undertook actions to improve efficiency and their efficiency gains are also reported in these tables.

## CORPORATE SERVICES: Efficiency and Effectiveness Reporting

<b>Corporate Services: Efficiency Gains</b>			
<b>Business Unit<sup>1</sup></b>	<b>2012 Results or Impacts</b>	<b>2013 Results or Impacts</b>	<b>2014 Results or Impacts</b>
<b>Infrastructure &amp; Information Services (IIS)</b>	<ul style="list-style-type: none"> <li>• IIS implemented the DART system (Delivering Accuracy in Realtime), a stable network of Global Positioning System (GPS) reference stations which provide real-time position corrections to GPS users resulting in increased surveying productivity. DART efficiency gains saved 1,500 hours of crew field time, equating to approximately \$205 thousand.</li> <li>• A realignment of administrative functions and business support functions resulted in a reduction of 1.5 FTEs (\$182 thousand).</li> <li>• Reductions in vendor contracting and reassignment of existing staff to emerging lines of business supported better use of existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>• IIS achieved \$70 thousand in savings through the base mapping section going paperless.</li> <li>• Savings generated within The Corporation through the use of DART “Delivering Accuracy in Real Time” system for 2013 are estimated to be \$225 thousand.</li> <li>• IIS supported Assessment in the production of railway project maps which visually ensured each section of railway contained all appropriate property accounts. As a result of the tools and skills within IIS, time to produce the maps was reduced from 1.5 weeks to 10 minutes.</li> </ul>	<p>IIS realized efficiency gains through the following:</p> <ul style="list-style-type: none"> <li>• Savings generated within The Corporation through the use of Delivering Accuracy in Real Time (DART) system for 2014 are estimated to be \$230 thousand. DART is a network of GPS reference stations that provides real-time position corrections for users of high accuracy GPS.</li> <li>• Re-alignment of Administrative functions under the Business Strategist - Administrative Lead ensured Administrative group efficiency resulting in the reduction of one additional administrative assistant.</li> <li>• Reductions in vendor contracting and reassignment of existing staff to emerging lines of business supported better use of existing resources. Establishment of a consistent process and monitoring has ensured that the spend rate is on a positive curve and that further efficiencies can be gained by integrated service delivery between divisions to leverage skills of vendors.</li> </ul>
<b>Information Technology (IT)</b>	<p>IT realized \$882 thousand through the following:</p> <ul style="list-style-type: none"> <li>• \$450 thousand in savings through internal process improvements, additional self-serve capabilities and alternative service provisioning for wireless devices.</li> <li>• \$282 thousand in savings by providing alternative service delivery for centralized print services.</li> <li>• \$150 thousand by realigning and consolidating the business functions between two divisions.</li> </ul>	<p>IT realized \$668 thousand through the following:</p> <ul style="list-style-type: none"> <li>• Productivity gains of \$200 thousand by relocating staff and eliminating the shuttle service between downtown and the Deerfoot Technology Centre (DTC) at the end of April.</li> <li>• productivity gains of \$468 thousand by providing centralized print services through an external service provider.</li> </ul>	<p>IT realized \$600 thousand in efficiency gains through business process improvements, self-serve functions and consolidation of IT education services.</p>

## CORPORATE SERVICES: Efficiency and Effectiveness Reporting

<b>Corporate Services: Efficiency Gains</b>			
<b>Business Unit<sup>1</sup></b>	<b>2012 Results or Impacts</b>	<b>2013 Results or Impacts</b>	<b>2014 Results or Impacts</b>
<b>Human Resources (HR)</b>	<ul style="list-style-type: none"> <li>• HR saved \$104 thousand by hiring less experienced, less expensive staff and reducing use of external contractors. HR reduced 1.0 FTE and related salary costs of approximately \$73 thousand by consolidating administrative support.</li> <li>• HR reduced 1 FTE and saved the associated salary by moving 2400 users (7700 total) to Time and Labour self-service. Suppression of printed pay advice statements and an in-house “job postings” saved an additional \$100 thousand per year.</li> </ul>	<ul style="list-style-type: none"> <li>• HR continues to be efficient in supporting The Corporation according to the Conference Board of Canada’s benchmark of HR employee per 100 corporate employees. The City of Calgary’s HR staff ratio of 1.74 employees per 100 employees is lower than both the overall Canadian government ratio of 2.42 and the private sector ratio of 1.95. HR continues to try to find efficiencies and in 2013 generated \$365 thousand from changes to staff mix, lower use of consultants, integration of the seasonal recruitment centre and FTE reductions.</li> </ul>	<p>HR realized \$603 thousand in efficiency gains through the following:</p> <ul style="list-style-type: none"> <li>• Process changes and improvements in benefits processing and increased self-service functionality for pay processing.</li> <li>• A reorganization of the HR Service Centre.</li> </ul>
<b>Fleet Services</b>	<ul style="list-style-type: none"> <li>• Fleet Services successfully completed the first Zero-Based Review with Council approval in the fall. All aspects of Fleet Services were examined to ensure adequate use of funding throughout the business unit.</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet achieved over \$7.0 million in savings which were used to off-set increased salary, materials and supply costs as recovery rates were constant over the 2012 – 2014 planning period.</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet realized warranty cost savings with vendors of over \$500 thousand dollars in 2014.</li> <li>• Generated \$850 thousand in savings to The Corporation from analysis and corrective measures relating to Side Loader hydraulic hose fittings. It is estimated that these savings related to life cycle changes for Waste &amp; Recycling side loaders will generate benefits of up to \$3.5 million for its client over the next 7 years.</li> <li>• Fleet Services responded to and applied some recommendations given in the Zero Based Review, while laying the groundwork for the rest of the changes to be applied for 2015-2018 Action Plan (CFP-Z4).</li> <li>• Automation of electronic invoicing created additional capacity in the Customer Service division.</li> <li>• Fleet Business Operations automated customer utilization reporting.</li> <li>• Implementation of diagnostic programs in Fleet Maintenance improved service delivery and turnaround time.</li> <li>• New contracts for Snow &amp; Ice Control, Street cleaning, and mowing will bring cost savings to The Corporation.</li> </ul>

## CORPORATE SERVICES: Efficiency and Effectiveness Reporting

<b>Corporate Services: Efficiency Gains</b>			
<b>Business Unit<sup>1</sup></b>	<b>2012 Results or Impacts</b>	<b>2013 Results or Impacts</b>	<b>2014 Results or Impacts</b>
<b>Office of Land Servicing &amp; Housing (OLSH)</b>	<ul style="list-style-type: none"> <li>Reduced use of contract services for Affordable Housing communications decreased costs by \$36 thousand and relinquished underutilized lease budget of \$20 thousand.</li> </ul>	<ul style="list-style-type: none"> <li>Reallocation of administrative costs associated with real estate sales for a savings of \$50 thousand.</li> </ul>	<ul style="list-style-type: none"> <li>Three affordable housing projects underwent redesign to more closely resemble projects built by the private sector in their respective communities. This had previously been uneconomical. The new design will be used going forward and applied to the 48 Bridgeland units that were approved in 2014. In the past</li> <li>Previous designs for these projects exceeded budget and rendered development under those designs infeasible.</li> </ul>
<b>Customer Service &amp; Communications (CSC)</b>	<ul style="list-style-type: none"> <li>CSC added 47 new web-based City Service Requests resulting in a favourable increase in PM4.5 - Telephone Service Factor (80% of 3-1-1 calls answered in 30 seconds or less).</li> <li>CSC also implemented an online customer service satisfaction tool resulting in improved user-task completion rates, mobile satisfaction and desktop satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>CSC continues to support its strategy of diverting callers to lower cost channels through the development of on-line tools and mobile technologies.</li> <li>In 2013, a total of 79 service request types and a <i>Browse by Topic</i> feature were added Calgary.ca, service requests were added to the 311 app, and public facing service request types were developed to allow for direct dispatch to water crews in the field.</li> </ul>	<ul style="list-style-type: none"> <li>CSC realized \$70 thousand in efficiency gains through the following:                             <ul style="list-style-type: none"> <li>Restricting The City's use of buying extra advertising in the Yellow Pages creating a savings of \$50 thousand.</li> <li>Smaller municipalities utilized CSC materials for educational programs generating \$20 thousand in revenues.</li> </ul> </li> <li>CSC also continues to shift callers to channels that combine low cost and increased customer convenience – In 2014, this included the addition of 28 new Service Requests to Calgary.ca of which 11 were also added to the 311 Calgary app. Plans are in place to continue increasing the variety and availability of Service Request types to citizens.</li> </ul>

## CORPORATE SERVICES: Operating Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	2014 Variance
Corporate Properties & Buildings	35,022	(190)
Customer Service & Communications	18,771	(160)
Fleet Services	(2,471)	-
Human Resources	28,913	147
Information Technology	57,228	1,360
Infrastructure & Information Services	16,267	294
Office of Land Servicing & Housing	5,003	87
GM - Corporate Services	668	-
<b>TOTAL CORPORATE SERVICES</b>	<b>159,401</b>	<b>1,538</b>

-Corporate Properties & Buildings' unfavourable year-end variance is mainly from decreased recoveries due to lower land acquisition activities and partially offset by lower contractual costs and reduced office lease expenses.

- Customer Service & Communications' unfavourable year-end variance is due to unbudgeted expenses for Emergency Operations Centre (EOC) activations and citizen satisfaction ward analysis. This is partially offset by lower spending on computer and software cost.

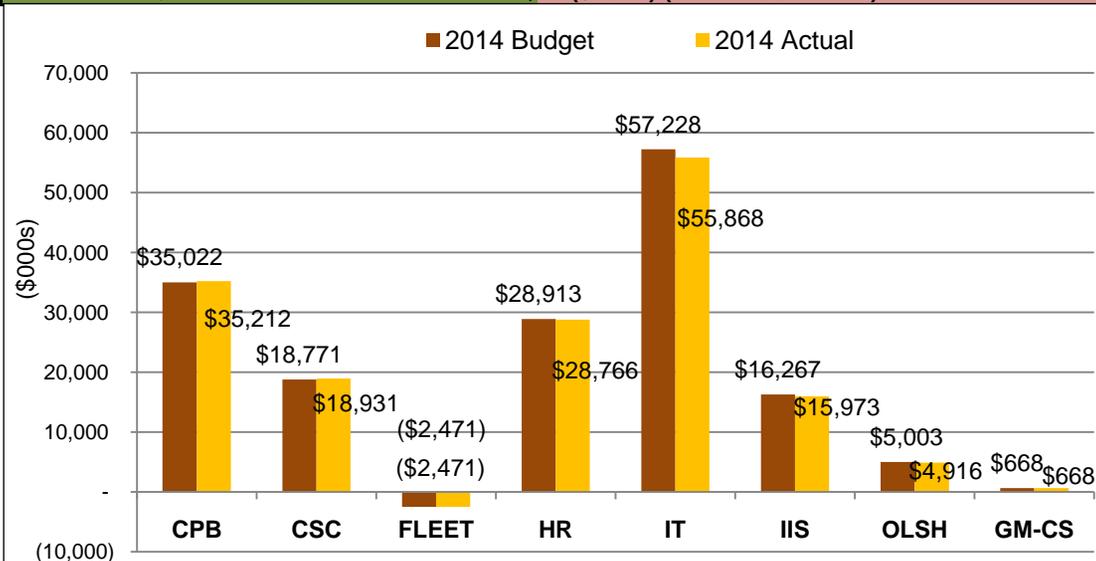
- Human Resources' favourable variance is mainly due to lower training and contractual costs.

- Information Technology's favourable variance is due to higher project recoveries due to client demands and salary savings due to staff vacancies. This is partially offset by higher printing and software maintenance costs.

- Infrastructure & Information Services favourable year-end variance is mainly due to lower spending on contractual cost.

- Office of Land Servicing & Housing's favourable variance is mainly due to salary savings from staff vacancies and lower contractual costs.

**> \$250K FAVOURABLE VARIANCE; > (\$250K) (UNFAVOURABLE) VARIANCE**



The above financial numbers and variance expectations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11 and may not add due to rounding.

## CORPORATE SERVICES: Capital Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	YTD Spending
Corporate Properties & Buildings	169,579	85,970
Customer Service & Communications	7,182	5,528
Fleet Services	116,905	40,517
Human Resources	269	24
Information Technology	43,198	20,837
Infrastructure & Information Services	19,584	8,397
Office of Land Servicing & Housing	150,173	59,358
<b>Total Corporate Services</b>	<b>506,890</b>	<b>220,631</b>
<b>CALGARY HOUSING COMPANY</b>	<b>8,166</b>	<b>1,796</b>

Corporate Services' capital budget is 44 per cent spent and 60 per cent committed at year-end.

### Corporate Properties & Building:

- Andrew Davison Building - Clark Builders has demobilized the site with substantial completion granted. Deficiency work will remain ongoing.
- Sarcee Operational Work Centre (OWC) - Site servicing and grading have achieved regulatory approval with construction set to start in Q2 2015 and a project completion date Q4 2016.

### Customer Service & Communications:

- Online Service Enhancements - Google search implementation enhancement for myCity is currently in the finishing stages.

### Fleet Services:

- Fleet Acquisitions - some business units have cancelled or delayed their replacement and growth units to future years.

### Human Resources:

- Corporate Workforce Strategy eHR - The objective of this project is to provide all employees access to their HR information anywhere, anytime using the access point they prefer. Implementation of the communication and change management strategy is targeted for Q2 2015.

### Information Technology:

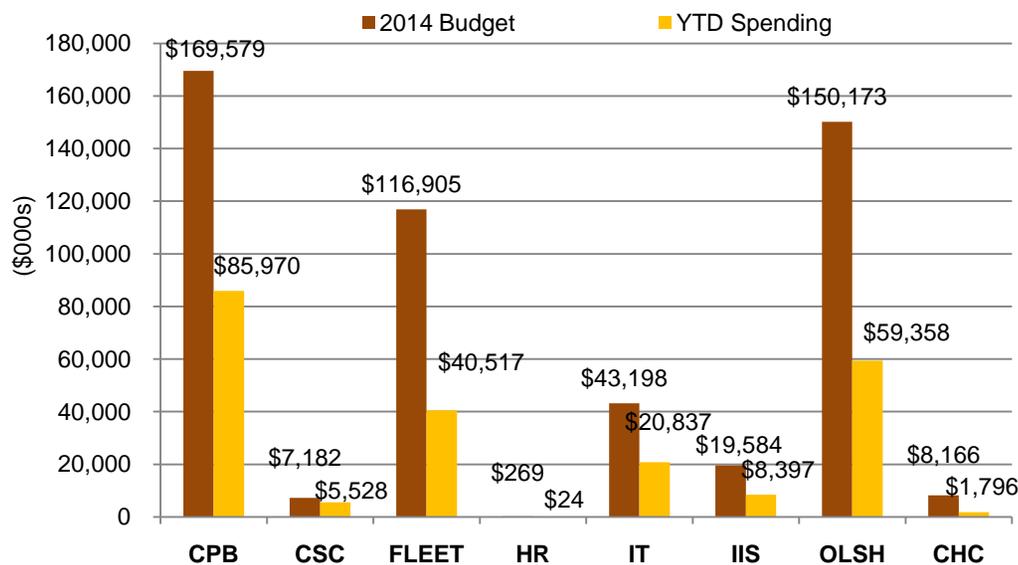
- Budget allocated to the e-HR project has been fully spent in 2014.
- 2013 Flood related projects - Business Continuity program and Network Restoration program has been completed. Network and hardware replacement is expected to be completed by Q2 2015.

### Infrastructure & Information Services:

- Dynamic Geographical Asset Management Information Management (DGAIM) - the external facing CASPER (Calgary Automated Survey Plan Evaluation & Reporting) online web service was released in April 2014.

### Office of Land Servicing & Housing:

- Affordable Housing - initial building design and configuration have been redesigned for Crescent Heights Housing, Kingsland Housing and Wildwood Housing projects to satisfy budget requirements.
- Land Servicing - Dufferin North has completed grading and deep utility installations and is focusing on road construction, onsite shallow utilities and connector bridge. All surface works and underground construction was completed in Phase 1 of Point Trotter. Phase 2 is delayed due to global transportation issues.



Detailed explanations on operating variance and capital projects are provided in the December EIR.

The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11.

## PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Target

### MAJOR INITIATIVE OR ACCOMPLISHMENT

- In 2014, PDA took important steps to re-engineer its operations. PDA conducted 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 focussed services. Land Use Policy and Planning and Development and Building Approvals were officially disbanded as of 2014 May 1, and are now represented by three new business units: City Wide Policy and Integration; Land Use Planning and Implementation; and Inspection and Permit Services 🌟.
- The new planning system will improve the way Development Permits, and Subdivision and Land Use Amendments are processed while continuously improving the permit application process. EXPLORE promoted and improved consultation and collaboration in the land use planning process. Several test cases of EXPLORE were completed in 2014, with plans now in place to implement this approach in 2015 🌟.
- The new Downtown Land Use District, CR20-C20/R20 was approved by council on 10 September 2013, and went effective on 9 June 2014 allowing time for a smooth transition from current practice. This change supports achieving the City's objectives for urban design, land use, and sustainability in the centre city 🌟.
- The means to process concurrent applications – when a land use amendment and development permit are processed at the same time – are being tested and improved. One example -West Village Towers- was approved by Council in October.
- Over 2014, the Rangeview and Cornerstone Area Structure Plans (ASPs), the first two developers funded ASPs, were approved by Council. Four additional ASPs are currently under development. These first two ASPs represent a new approach to ASPs and continue to raise the bar for more walkable neighbourhoods with a greater variety of land uses incorporated into the plans 🌟.
- The New Community Planning Guidebook was approved by Council. This guidebook provides consistent City wide policy for the design and development of Calgary's new communities. The framework provided in the guidebook, has reduced the content of individual area structure plans by 75 per cent.
- After a successful pilot of three corridors in the summer (Bowness, Marlborough and Richmond Road), the formal Main Streets program kicked off in the fall. This kickoff included a number of public events and the roll out of a multi-pronged communication plan. This work is allowing Local Area Planning and Implementation (LPI) to engage with a tremendous number of stakeholders in a proactive and comprehensive way, consistent with the principles of Transforming Planning 🌟.
- Updated Quality Management Plans (QMP) were approved by the Safety Codes Council in December 2014. The Building, Electrical, Plumbing and Gas QMPs allow The City to efficiently and effectively monitor safe development within Calgary's borders.
- As of November 2014, The City began accepting building permit applications for six-story wood frame structures, using an alternative solution process, to meet the requirements of the Alberta Building Code 🌟.

- Approximately 510,000 annual assessment notices were prepared, proving the basis for an estimated \$2.3 billion of property and business tax revenues.
- Assessment's Customer Review Period (CRP) was held from January 3 to March 4. During this time, Assessment saw 128,000 website visits and 6,200 direct inquiries regarding assessment values and property details.
- The municipal historic resource designation of 15 heritage properties, including 5 parks, was completed in 2014. This designation provides legal protection for these properties ensuring that any future changes and conservation work aligns with best practices and the Calgary Heritage Strategy.
- A new Residential – Grade Oriented Infill (R-CG) land use district was prepared for existing communities. The R-CG district will facilitate a wide range of ground-orientated housing into existing contexts, promoting innovative site design and promote re-development 🌟.
- Large retail/commercial area urban design guidelines were finalized in spring 2014. The guidelines will help The City progress towards the targets approved by Council in the MDP to build a more liveable and sustainable Calgary 🌟.
- The concept of growth management is now firmly embedded as a key consideration in Developer Funded ASP processes. This change ensures that infrastructure requirements are determined for new plans and is a critical input into determining the viability of development proposals 🌟.
- Animal and Bylaw Services (function formerly resided in Development and Building Approvals) made a number of enhancements to livery services in 2014, including a commitment to add 383 taxi plates by the spring of 2015 (126 of which were on the road by mid December) and introduce an annual taxi satisfaction survey. The first survey, conducted in June found that "86 per cent of customers are satisfied with both taxi and accessible taxi services this past year".

### EFFICIENCY AND EFFECTIVENESS

- Inspection and Permit Services (IPS) migrated all Development Completion inspection requests to the myInspections platform. Now, one program is used for all inspection types to automate inspections required for the Permit to Occupy process, allowing for a more timely and integrated response to customer's requests.
- The 2014 City of Calgary satisfaction Survey saw a 7 per cent increase, up to 84 per cent, in customer's satisfaction with The City's land use planning. As well, a general awareness campaign for nextCity was successful in raising awareness of the brand. The City saw a 392 per cent jump in web visits to nextCity and launched a Friends of YYC newsletter which now has 1,000 subscribers and launched a nextCity twitter account which engaged 1,142 and 450 tweets.
- The low volume of assessment complaints continue to exceed targets reflecting quality assessments and successful resolution of customer inquiries 🌟.
- City Wide Policy & Integration (CPI) implemented a secure cloud based website for digital plans submission and electronic circulation of selected development permit drawings. The website has received positive feedback from both applicants and the Office of the Councillors.

## PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Community 1C Complete communities are planned, developed, built and monitored to be safe for Calgarians.	PM1.1 Percent of PDA building compliance inspections performed that meet the targeted number of inspections, as they relate to the Quality Management Plan.	92%	≥90%	90%	≥90%	96%	≥90%
	PM1.2 Meet the biennial Provincial safety audit requirements related to building safety codes as outlined in the Quality Management Plan.	Pass	Pass	NA	NA	Pass	Pass

- The Electrical Permit Bylaw 46M2014 came into force 2014 September 1, replacing the Electrical Regulations, Licensing, Installation and Inspection Bylaw 55M89. The new bylaw simplifies the information concerning the issuance of permits for electrical systems regulated by the Safety Codes Act or the Canadian Electrical Code within The City of Calgary.
- As of 2014 November, The City started accepting building permit applications for six-storey wood frame structures using an alternative solution process to meet the minimum requirements of the Alberta Building Code, in advance of new code adoption. Builders are also expected to adhere to fire code requirements that are specific to six-storey wood structures. These requirements include access to the building and hydrants for the fire department, smoking and hot works restrictions, fire fighting water supply and site security 🚒.
- Updated Building Regulations' Quality Management Plans (QMP) were approved by the Safety Codes Council on 2014 December 16. The Building, Electrical, Plumbing and Gas QMP's allow The City to efficiently and effectively monitor safe development within the city of Calgary. The updated QMP aligns current standards with the existing construction environment.
- Over 100 staff have been trained on the issue of the West Memorial Sanitary trunk reaching capacity and how The City is handling planning applications in the affected areas. This includes review of the criteria for processing applications in these areas, understanding Land Use Bylaw Text amendments affecting applications and site servicing when to circulate to Water Services.
- Land Use Bylaw Sustainment Team presented the Calgary Planning Commission (CPC) with a proposed new definition, use category and rules pertaining to Medical Marijuana Production facilities. It was approved by Council on 2014 June 9. The rules are intended to protect public health, safety and welfare and to limit the impacts on adjacent land uses.
- Safety Codes Officers have been provided with Rapid Damage Assessment training for disaster preparedness in anticipation of disaster and/or recovery operations 🚒.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🚒; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



# PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Places</b> 2P Steward the implementation of the Municipal Development Plan (MDP) to realize Calgary's vision for a sustainable city and region.	PM2.1 Cumulative per cent of Municipal Development Plan follow up strategies /actions implemented.	Estimate 85%	90%	Estimate 85%	85%	85%	80%	
	PM2.2 Per cent of total population within Activity Centres and within 600m of Corridors, as outlined in the Municipal Development Plan	21%	17%	19%	16%	19%	16%	
	PM2.3 Per cent net new dwelling units within the 2005 built-up area boundary	31%	23%	31%	21%	33%	19%	
	PM2.4 Per cent population growth within the 2005 built-up area boundary	30%	21%	25%	20%	23%	19%	
	PM2.5 Number of years of planned land supply	18	15	13	15	11	15	
	PM2.6 Number of years of fully serviced land supply	3 to 4	3 to 5	3 to 4	3 to 5	4 to 6	3 to 5	

- Due to resourcing challenges, the results for PM 2.1 can only be estimated. The ongoing development of the MDP Implementation and Effectiveness Monitoring Strategy throughout 2015 will assist in providing data to support this performance measure in the future.
- PM2.5 planned land supply refers to vacant suburban residential land that has an approved Area Structure Plan (ASPs) which is compared to the expected amount of land that will be required for the population forecast. Achieving this target depends on: the completion and adoption of new ASPs, the rate of absorption for the planned land we already have in our supply and changes to the Corporate Economics' housing forecast. The 2014 Actual includes the 2014 approvals of the Rangeview, Cornerstone and West MacLeod ASPs 🌈.
- PM2.6 fully serviced land supply refers to vacant suburban residential land that is provided with City services (water, sewer, and storm water) which is compared to the amount of land that will be required for the population forecast. The target is a range of years and the current years of supply still fall within that range. Meeting this target depends on a few factors including: the rate of absorption of existing serviced land in the supply, changes to Corporate Economics' housing forecast and the provision of water, sewer and storm water infrastructure which is controlled by Water Resources and heavily influenced by City capital budgets, water rates, our ability to borrow money and service debt.
- A new Residential – Grade Oriented Infill (R-CG) land use district was prepared for existing communities. The R-CG district will facilitate a wide range of ground-orientated housing into existing contexts, promoting innovative site design and promote re-development 🌈.
- The new Downtown Land Use District, CR20-C20/R20 was approved by council on 10 September 2013, and went effective on 9 June 2014 allowing time for a smooth transition from current practice. This change supports achieving the City's objectives for urban design, land use, and sustainability in the centre city 🌈.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌈; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



## PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Business</b> 3B PDA facilitates business success.	PM3.1	Number of inquiries and information requests from non-residential property and business owners during Assessment's Advance Consultation Period.	5,504	≥1,500	4,994	≥1,500	3,726	≥1,500
	PM3.2	Per cent of business licences issued that meet process timing standards.	83%	≥75%	83%	≥75%	83%	≥75%
	PM3.3	Per cent of business licence complaint investigations completed within standard timelines.	66%	≥80%	79%	≥80%	93%	≥80%
	PM3.4	Business applicants understanding of the planning process.	NA	NA	NA	70%	NA	NA
	PM3.5	Business applicants' satisfaction with the planning process.	NA	NA	NA	70%	NA	NA

- There was difficulty in meeting PM3.3 due to current issues: integrating 311 with POSSE, separating complaints by complexity and the resolution timeframe for each type of complaint. To address this issue, Compliance Services is looking into a new process to separate complex and standard Business License complaints at the point of intake, with the aim of assigning a more feasible timeframe for resolution to each complaint. Alternatively, the Service Level Agreement (SLA) may need to be changed to 45 days.
- Previously, PM 3.2 and PM 3.3 were reported by Compliance Services. As of January, Compliance Services was transferred from Planning Development & Assessment (PDA) to Animal & Bylaw Services, under Community Services & Protective Services (CS&PS). PDA has continued to report on these measures on behalf of CS&PS for this report.
- As part of Planning and Development's (PD) Customer Relations Management Program, the first step in building relationships with stakeholders was initiated via the creation of a satisfaction and understanding survey for Community Associations. Baseline measures of the Associations understanding of both theirs and The City's role in planning and development, as well as their views of the strengths and weaknesses of the current relationship with PD were collected. These results will be available in Q1, 2015. Furthermore, PM3.4 and PM3.5 will also be incorporated in the biennial Customer Satisfaction Survey moving into the next business cycle.
- In 2014 Assessment's annual (fall) Advance Consultation Period (ACP) exceeded the established benchmark. Assessment continues to effectively provide advance information to business and non-residential property owners regarding their next year's assessments. Assessment experienced a significant increase in customer participation and made internal process improvements enabling the provision of customer information on a timelier basis.
- The business tax consolidation initiative is on track with no current issues identified that would cause it to go off track (CFP-B3).

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌱; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



## PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 4Z Stakeholders are understood, informed, engaged and well served.		PM4.1 Per cent of LUPP projects presented to committees and/or Council, and annual publications produced, within the target time identified within project plans.	90%	90%	90%	90%	86%	90%
		PM4.2 Biennial DBA customer satisfaction survey index score.	NA	NA	102.7	100±2	NA	100
		PM4.3 Per cent of those surveyed who had contact with The City regarding their assessment and were satisfied with the customer service provided.	81%	≥80%	88%	≥80%	84%	≥80%
		PM4.4 eServices Program achieves the cumulative ROI detailed in the council approved eServices Business Case included in C2011-10. [target for only 2014]	\$2.2M	≥\$1.2M	NA	NA	-	-
		PM4.5 Direct inquiry / total account ratio during Assessment's Customer Review Period	≤1.2%	≤3%	1.8%	≤4%	1.8%	≤5%
		PM 4.6 Cumulative number of DBA transactional services and informational tools on-line. *The cumulative number builds on the 10 services delivered in 2010 and 2011.	20	20	20	20	18	15

- There is no 2014 metric to report for PM4.2 as it is only collected once every two years. 2011 was the base year for the survey with an index metric of 100.
- There were higher than expected gains in operation efficiencies and customer wait time savings for the eServices Program.
- The program for PM4.6 was successfully completed in 2013. Reporting has begun to determine the return on investment (ROI) using 2014 data.
- Assessment's Customer Review Period was held from January 3 to March 4. During this time customers made over 128,000 website visits and 6,200 direct inquiries. There was a decrease in Assessment customer satisfaction survey results in 2014 due to a change in sampling methodology however; the customer satisfaction survey target were still exceeded. This decrease has not translated into an increase in assessment complaints 🌈.
- Secondary Suite Permitting Assistant has been created online to allow citizens to learn about the development and building permit requirements for secondary suites as they relate to their specific land use district 🌈.
- Safety Codes Officers completed an educational industry engagement with a focus on exterior envelope of a building. Numerous Officers engaged with the Calgary Home Builders Association and the Siding Contractors Association of Alberta to review building code requirements and best practices of installations related to exterior envelope. The initiative was well-received by the stakeholders 🌈.
- The Land Use Bylaw Sustainment Team conducted a series of training sessions on the Land Use Bylaw with members of the Subdivision and Development Appeals Board (SDAB), Aldermanic Executive Assistants, SAIT students and community association representatives. Internal and external stakeholders are better informed on the purpose, intent and use of the Land use Bylaw.
- The Permission to Occupy project allowed industry customers to obtain all inspection results related to Development Completion Permits (DCPs) and Single Construction Permits (SCPs) on the same day. The inspection process was simplified for industry customers allowing them to pre-book all inspections in one call or one online request.
- Phase one of the Residential ePermit was completed on 2014 February 28. Any licensed builder can apply online for single construction permits and development permits for low density residential homes. As of the end of June, there have been 28 registered builders and 3,781 permit applications that have been accepted electronically (CFP-B2).

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌈; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



## PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 5Z The City's financial sustainability is supported through internal strategies and actions.		PM5.1 PDA productivity savings realized (budgeted targets)	\$0.5M	≥\$0.5M	\$0.4M	\$0.4M	\$0.3M	≥\$0.3M
		PM5.2 Assessment quality standard met: ratio of assessed value to sales value, for properties containing 1, 2 or 3 dwelling units	100%	95%-105%	99.8%	95%-105%	99.9%	95%-105%
		PM5.3 Assessment quality standard met: Coefficient of Dispersion, for properties containing 1, 2 or 3 dwelling units	5.9%	≤15%	6.2%	≤15%	6.3%	≤15%
		PM5.4 Per cent of the total annual municipal tax base under formal complaint	30.4%	≤35%	27.5%	≤35%	26.9%	≤35%
		PM5.5 Per cent of the total annual municipal tax base reduced at tribunal	0.5%	≤3%	0.5%	≤3%	0.4%	≤3%

- The low volume of assessment complaints continue to exceed targets due to quality assessments and successful resolution of customer inquiries as reflected in PM5.4. Lower complaints created efficiencies in resource allocation, which helped result in a substantial reduction of tax base losses and risk as reflected in PM5.5 🇨🇦.
- The 2014 property assessment roll met and exceeded required quality standards established by the provincial government as indicated by PM5.1, PM5.2 and PM5.3.
- Financial liabilities for The City have been substantially reduced through efforts to have many prior years' worth of court action discontinued.
- Supplementary property and business assessments were continually processed for complete property improvements and new business premises.
- Approximately 510,000 annual assessment notices were prepared which will provide the basis for an estimated \$2.3 billion of property and business taxes.
- The business unit addressed a significant valuation challenge for flood affected properties. Assessment collected flood information and communicated with affected property owners to determine fair and equitable property assessments for 2015.
- Assessment's planning activities along with monitoring and reporting of those activities were expanded and enhanced resulting in effectiveness and efficiency improvements in completing the 2015 assessment rolls 🇨🇦.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🇨🇦; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



## PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 6Z PDA's workforce is set up for current and future success.		PM6.1 PDA employee resignation rate for employees in their first 2 years.	7.1%	≤10%	13.9%	≤10%	4.9%	≤10%
		PM6.2 PDA employee satisfaction survey index score.	121.8	≤123	119	≥122	126.3	≥121
		PM6.3 Per cent of permanent employees that participate in an annual development dialogue and/or plan.	74%	≥75%	91%	≥75%	NA	≥75%
		PM6.4 PDA lost time claims frequency.	0.2	≤0.7	1.3	≤0.7	0.8	≤0.7
		PM6.5 Per cent of completed work site safety inspections with action items resolved by due date.	97%	≥95%	100%	≥95%	98%	≥95%

- Assessment continued to encounter staff attraction and retention challenges due to unique skill sets required and a working environment which is often externally adversarial.
- PDA had difficulties meeting PM6.3 due to the mid-year departmental reorganization. Career dialogue with non exempt staff was disrupted by the reorganization, however, management exempt staff are 100 per cent complete.
- A reorganization of PDA was completed after extensive consultation, engagement and participation of all levels of PDA staff and stakeholders. The reorganization resulted in the dismantling and reorganizing of two business units (DBA & LUPP) into three; Local Area Planning & Implementation; City Wide Policy & Integration; and Inspection & Permit Services. The structure was developed to ensure delivery of services with a consistent approach to customer-focused service; to enable the transformation of planning; and to set employees up to succeed personally and professionally 🌈.
- The Assessment Core Technology Replacement project has been started to replace Assessment's main technology system. This system is critical to Assessment operations and will be the primary capital priority throughout the 2014-2019 timeframe.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌈; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



## PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Finance 7F PDA contributes to better City financial capacity through outward-focused strategies and actions.	PM7.1 Cost benefit ratio for City of Calgary investment in leading infrastructure	NA	100%	53%	95%	NA	NA
	<ul style="list-style-type: none"> <li>Growth Management's focus continues to be on evaluating proposals for areas with the highest potential for near term growth. This means facilitating Council directed areas as a first priority (e.g., infrastructure approved through Action Plan, Keystone Hills, and Developer Funded Area Structure Plans) and evaluating remaining candidate areas as a second priority, some of which are a decade or more from seeing urban development 🇨🇦.</li> <li>Assessment made a major contribution to The City of Calgary's Municipal Government Act review submission.</li> <li>Calgary successfully hosted the 2014 International Property Tax Institute Mass Appraisal Valuation Symposium on 2014 June 18-19.</li> </ul>						

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🇨🇦; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**



# PLANNING, DEVELOPMENT & ASSESSMENT: Efficiency and Effectiveness Reporting

## Departmental Report on Efficiency Gains:

In the 2012-14 Business Plans and Budgets, Administration was requested to produce efficiency gains in the amount of \$45 million. Each department was allocated a portion of this amount and Planning, Development & Assessment's portion is as follows:

2012 (actual)	2013 (actual)	2014 (actual)	Total
\$ (300)	\$ (400)	\$ (500)	\$ (1,200)

The table below provides a comprehensive summary of the efficiency gains for 2012 and 2013, and those achieved in 2014. The following departmental strategies relate to the efficiency gains:

- Improve the accessibility and equitability of PDA services across customer segments (4Z2).
- Standardize, simplify and monitor processes to be more effective and cost efficient. (5Z1).

Planning, Development & Assessment: Efficiency Gains			
Business Unit <sup>1</sup>	2012 Results or Impacts	2013 Results or Impacts	2014 Results or Impacts
Assessment (ASMT)	<ul style="list-style-type: none"> <li>▪ Realignment between assessment processes and selected positions resulted in Assessment achieving its \$175 thousand target for productivity savings in 2012.</li> <li>▪ Additional online tools that facilitate confidential two-way information exchange between Assessment and its customers were developed and deployed. In addition to providing benefits to customers, these tools are delivering internal process efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Additional productivity gains of \$230 thousand were achieved from further realigning the work of Assessment Data Officers to the highly efficient group of Assessors. The operating budget was reduced with no service impact.</li> <li>▪ Assessment's valuation planning activities along with monitoring and reporting of those activities were expanded and enhanced resulting in effectiveness and efficiency improvements in completing the 2014 assessment rolls.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Additional efficiency gains of \$290 thousand were achieved via knowledge transfer regarding mass appraisal, valuation policy, tribunal and Time &amp; Labour Reporting. This allowed for previously existing positions to be eliminated without any impact to the level of service provided.</li> </ul>

<sup>1</sup> Self-supporting business units (i.e. Fleet, Development & Building Approvals, and Utilities) were not included in the \$45 million efficiency gains target. These business units still undertook actions to improve efficiency and their efficiency gains are also reported in these tables.

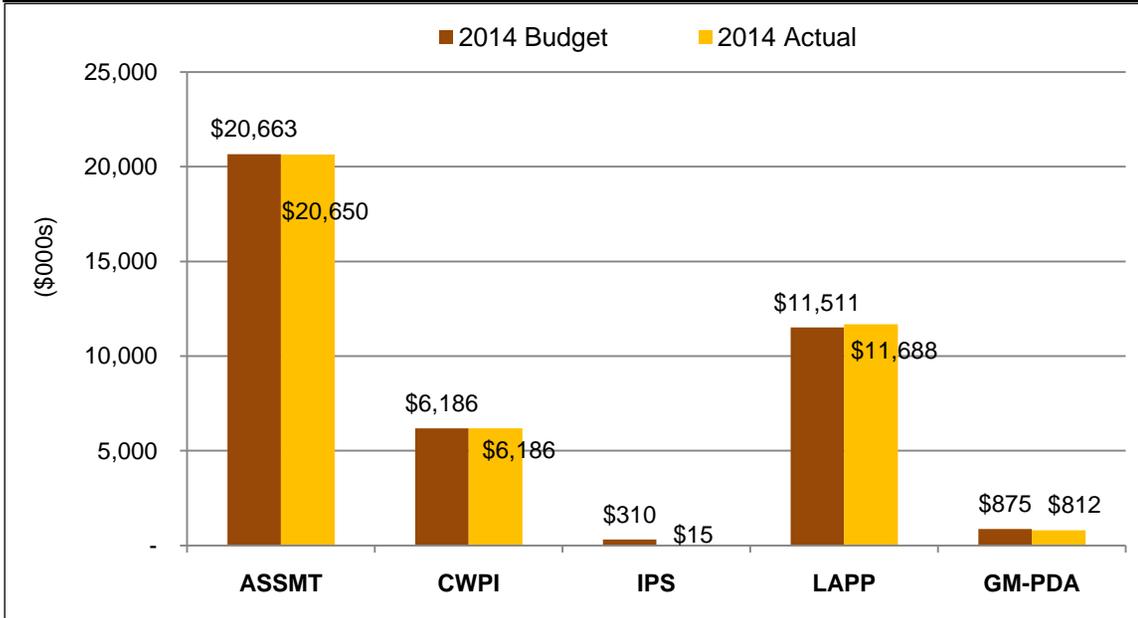
## PLANNING, DEVELOPMENT & ASSESSMENT: Efficiency and Effectiveness Reporting

Planning, Development & Assessment: Efficiency Gains			
Business Unit <sup>1</sup>	2012 Results or Impacts	2013 Results or Impacts	2014 Results or Impacts
<b>Land Use and Planning Policy (LUPP)</b>	<ul style="list-style-type: none"> <li>▪ LUPP's budget was reduced by \$125 thousand at the beginning of 2012, matching the productivity savings target for the year. As a result of some salary savings, efficiencies in local area planning processes, the use project planning and management tools and the implementation of a public information communications strategy, LUPP was able to realize the work program objectives for 2012 and finish the year with a modest positive variance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ LUPP realized efficiency gains in the amount of \$170 thousand by moving temporary and contract work in-house.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Due to the midyear departmental reorganization, LUPP no longer exists. 2013 LUPP programs were transferred to a new business unit in 2014;Local Area Planning &amp; Implementation (LPI).</li> </ul>

## PLANNING, DEVELOPMENT & ASSESSMENT: Operating Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	2014 Variance
Assessment	20,663	13
City Wide Policy & Integration	6,186	0
Inspections & Permit Services	310	295
Local Area Planning & Implementation	11,511	(177)
GM - Planning, Development & Assessment	875	63
<b>Total Planning, Development &amp; Assessment</b>	<b>39,545</b>	<b>194</b>
<b>&gt; \$250K FAVOURABLE VARIANCE; &gt; (\$250K) (UNFAVOURABLE) VARIANCE</b>		

- Further PDA internal budget adjustments required as follow up to reorganisation.
- Council authorized an LPI overspend in 2014 of \$857 thousand for the Main Streets program. The actual overspend is less than anticipated because of an initial pilot phase with three sample corridors only, instead of an immediate project start with engagement on all corridors as budgeted for.
- The permits rebate flood related program was funded 50 per cent by The City and 50 per cent by The Red Cross. The \$295 thousand favourable variance in IPS is the City's unspent portion for this one-time budget.

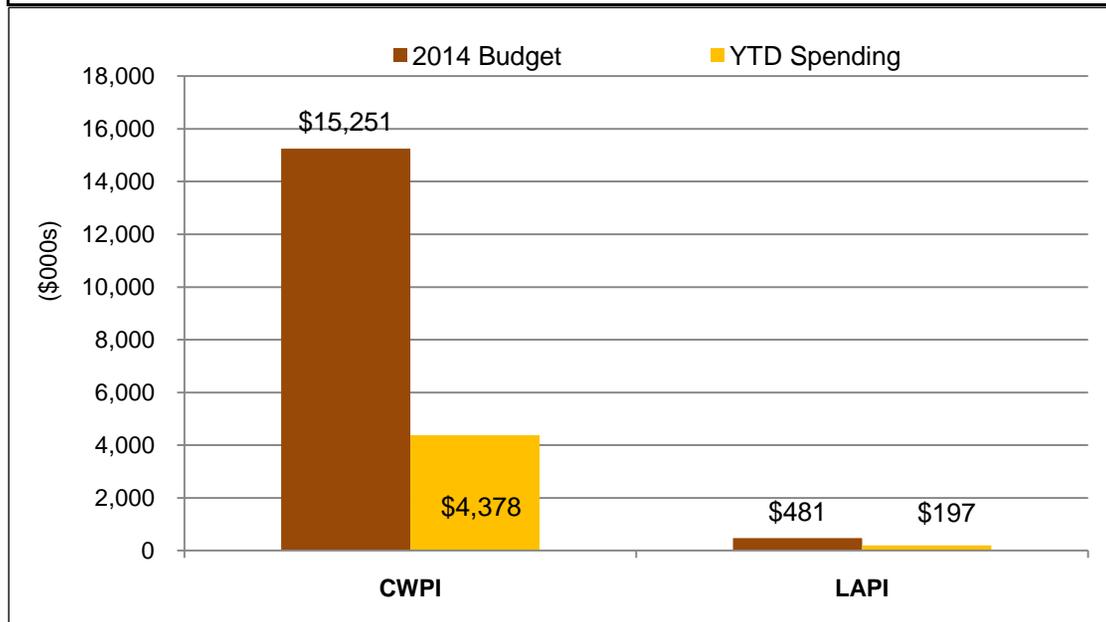


The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11 and may not add due to rounding.

## PLANNING, DEVELOPMENT & ASSESSMENT: Capital Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	YTD Spending
City Wide Policy & Integration	15,251	4,378
Local Area Planning & Implementation	481	197
<b>Total PDA</b>	<b>15,732</b>	<b>4,575</b>

- As part of the reorganization that occurred in 2014; carry-over 2013 Land Use Planning & Policy (LUPP) programs were moved to LPI and 2013 Development & Building Approvals (DBA) programs were moved to CPI.
- The favourable Year-To-Date variance for both City Wide Policy & Integration (CPI) and Local Area Planning & Implementation (LPI) are primarily due to the PDA reorganization that took place in 2014. This reorganization has caused a number of capital projects to be delayed.
- Despite some challenges, significant achievements for the year include: completion of Residential ePermit Phase 1, completion of Permission to Occupy project, and start on Residential ePermit Phase 2.
- Residential ePermit Phase 1 enabled online submission of single construction permits (SCP) for 20 of the top builders in developing areas (representing 80% of these permits) and growing. New processes and technology have resulted in paperless inspections, concurrent circulation of application, reduction in paper, and more effective communication with our customers (ie Video chat, iPads, site pictures).
- The Permission to Occupy project combined approvals from building safety code and land use bylaw into a single permission to occupy for residential customers simplifying the process for the end customer.
- In addition, PDA renovated spaces and procured equipment that enabled the move of 900+/- people into their new locations/ configurations thereby optimizing PDA's organization realignment.



Detailed explanations on operating variance and capital projects are provided in the December EIR.

The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11.

# TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

## MAJOR INITIATIVES & ACCOMPLISHMENTS:

- Investing in Mobility Plan 2015-2024 was approved and 2015-2018 projects were included and substantially approved in Action Plan 🌟.
- Council approved the planning and design of six priority rapid transit corridors identified in RouteAhead 🌟.
- Airport Tunnel opened on 2014 May 25.
- Tuscany/Rocky Ridge NW LRT extension opened on 2014 August 23 🌟.
- All LRT 4-car platforms are substantially complete. LRT station refurbishments on at Barlow, Bridgeland and Zoo stations completed 🌟.
- Secured P3 partnership with the federal government for Stoney CNG Transit Bus Garage and Request for Qualification process initiated.
- Roads collaborated with numerous City business units to provide emergency response to the snowfall event in September 2014, to ensure citizens were safe and timely recovery of road services and roadway clean-up due to tree debris.
- The Complete Streets Guide was approved by Council on 2014 November 3 🌟.
- Three Elbow River pedestrian bridges (flood recovery) opened in November 2014 (one month ahead of schedule) 🌟.
- Scoping report for Step Forward, the Pedestrian Strategy for improving walking in Calgary, was presented to the Standing Policy Committee on Transportation and Transit on 2014 July 18 🌟.
- Completed public consultation and 99 per cent of the design work for Centre City Cycle Track project 🌟.
- Action Plan 2015-2018 was approved with minimal adjustments to budget or performance measures. This included an investment and commitment to switch to more efficient and effective LED lighting throughout the city. Additional funding for transit service (\$1.5 million) and funding to assist seniors and mobility challenged people working with Community & Neighbourhood Services (\$2 million) 🌟.
- The Transportation Energy Management Plan was completed and aligned with a new corporate energy strategy, to guide departmental initiatives and investments (2015 to 2020) in energy efficiency and emissions reductions.
- Transportation prepared two reports outlining future funding and financing considerations for major transportation infrastructure projects.

## SUMMARY OF PERFORMANCE

The Transportation Department continues to provide high-quality customer service. Transportation exceeded its targets in a number of areas: 3-1-1 service request on-time completion rate (PM2.7), condition of roadway pavement and sidewalks (PM4.1 and PM 4.2), early completion of annual traffic signals with pedestrian countdown timers (PM3.3), number of traffic safety reviews (PM6.2) and the Snow and Ice Control (SNIC) performance measures (PM2.3, PM6.1 and PM6.2).

## EFFICIENCY AND EFFECTIVENESS

- The majority of Transportation's productivity gains were realized in 2012 and 2013. In 2014, \$1.7 million was realized for the department by Calgary Transit further streamlining operations to reduce positions and overtime through re-alignment and scheduling. Access Calgary's collaboration with service providers to realize \$200 thousand in savings. Roads continued to rationalize their fleet to save \$300 thousand.
- The Roads Zero-Based Review (approved by Council in 2014) identified several areas of future productivity gains totalling approximately \$1.4 million. Further investigation and implementation will be done in 2015.
- LED lighting upgrades were completed at 26 Calgary Transit locations, including parking lots, stations, and platforms, for improved energy efficiency and operational cost savings. Traffic signals in the NE quadrant also received LED lamping upgrades.
- Newer, more technologically advanced sanding units and street sweepers enhanced material spreading and removal capabilities.

OPERATING BUDGET PERFORMANCE: Transportation's year-end variance \$14.8 million unfavourable. This \$9.4 million variance can be attributed to response to extreme weather events which included one-time residential snow removal, support to Parks for the September snow storm and Spring-Clean-Up as a result of additional sanding.

CAPITAL BUDGET PERFORMANCE: Transportation's capital spend was lower than anticipated at 65 per cent. The Departmental aspirational target was 80 per cent for 2014 (PM1.3). Analysis in 2014 attributed this variance to project cash flow profiles particularly as it relates to land acquisitions and contingencies. Improvements to cash flow management processes will be investigated in 2015.

## EMERGING TRENDS

- Emergency preparedness and rapidly restoring service levels in response to extreme weather events is expected 🌟.
- Anticipated introduction of autonomous vehicles in North America will add a layer of complexity to designing, planning and operating the transportation system 🌟.
- There is a projected increase in energy consumption and associated costs with diesel fuel being a key driver to meet transit service growth and commitments. Alternatives to diesel fuel (e.g. CNG buses) were piloted and various new technologies are being explored 🌟.

## CHALLENGES

Securing sustainable funding sources for capital and on-going operating continues to be a challenge particularly when serving a growing city. Alternative funding strategies including partnering with the provincial government will be critical to ensure long-range plans can be met. There is an increasing lack of certainty from senior levels of government.

# TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Mobility</b> 1M Transportation infrastructure is planned and developed in alignment with the Calgary Transportation Plan and Municipal Development Plan.	PM1.1 Percent of transportation development review staff allocated to redevelopment projects.	60%	≥75%	47%	≥67%	47%	≥67%	
	PM1.2 Percent of operating costs of new capital and inflationary increases that are funded.	100%	100%	100%	100%	100%	100%	
	PM1.3 Percent of approved Transportation capital budget spent.	64%	80%	53%	77%	66%	75%	
	PM1.4 Percent of development applications reviewed by Transportation within the corporate time frame.	75%	90%	82%	90%	83%	90%	
	PM1.5 Percent completion of the Complete Streets Guide.	100%	100%	90%	100%	80%	80%	

PM1.1: The files for developing areas are larger, more complex and require more time to assess, analyze and review. Staff time is allocated based on file workload and depends on where the demand is in the City while maintaining overall CPAG performance review targets.

PM1.3: Transportation's capital budget spent was 64 per cent. Analysis in 2014 attributed this variance to project cash flow profiles particularly as it relates to land acquisitions and contingencies. Improvements to cash flow management processes will be investigated in 2015.

PM1.4: There are increased demands for expanded pre-application process and community engagement. There were significant unforeseeable staffing challenges including turnover and response to Transforming Planning changes in 2014. Development Services staff was co-located with Planning & Development staff to facilitate collaborative efforts and support for MDP/CTP. Efforts will continue to respond to increasing demands and manage expectations.

- Investing in Mobility Plan 2015-2024 was approved and 2015-2018 projects were included and substantially approved in Action Plan.
- Airport Trail Tunnel opened May 2014.
- Six priority rapid transit corridors identified in RouteAhead were approved by Council (January 31).
  - Started Green Line SE Transitway pre-design and base line studies. Collaborated with Land Use Planning & Policy (LUPP), Office of Land Servicing & Housing (OLSH) and Corporate Properties and Buildings (CPB) to initiate Transit-Oriented Development (TOD) Study for Southeast Transitway.
  - Completed transit priority projects on Elbow Drive at Southland Drive SW and 7th Street at MacDonald Avenue SE.
- Stoney CNG Transit Bus Garaged P3 project Request for Quotation (RFQ) released.
- All LRT 4-car platforms are substantially complete. LRT station refurbishments on at Barlow, Bridgeland and Zoo stations completed. Tuscany/Rocky Ridge NW LRT extension opened on 2014 August 23. Completed West and Heritage LRT stations pedestrian and cycling connections. Construction begun on Rundle Pedestrian Bridge.
- Elbow River Pedestrian Bridges opened November 2014.
  - A scoping report on Step Forward, the Pedestrian Strategy for improving walking in Calgary, was presented to the Standing Policy Committee on Transportation and Transit on 2014 July 18. Developed a framework for Pedestrian Strategy and infrastructure priorities.
  - Plans for 61 Avenue Pedestrian Overpass underway, 61 Avenue Urban Boulevard for Chinook TOD, 12 Street Bridge Replacement and Macleod Trail and 162 Avenue S Interchange.
- Centre City Cycle Track project approved, public consultation and 99 per cent of design work completed. Completed Northland Drive cycle project.
- Conducted a review of the Community Traffic Calming Policy and recommendations.
  - Complete Streets Guide completed which incorporates elements of green infrastructure, function and surrounding land uses to support a variety of transportation choices.
- Completed the functional planning study for 16 Avenue and 19 Street NE interchange.
  - Detailed designs started for Glenmore Trail and Ogden Road SE Interchange and utility relocation and TransCanada Highway and Bowfort Road interchange.
  - Re-initiated the Crowchild Trail Corridor Study to identify the short, medium and long term improvements to the corridor.
  - Created Corridor Study Process Guidelines and Policy.



## TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

- Provided support to Corporate Growth Management, Build Calgary group and MDP/CTP Corridor Project (rezoning all land use).
- Implemented on-street parking policies for commercial areas.
- Updated the Regional Transportation Model. • Completed survey design and pilot of annual Continuous Household Activity Survey.

The above accomplishments align with the 2020 Sustainability Direction objectives of increasing transportation choice and initiating primary transit network 🌍.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌍; ISSUE/CHALLENGE IN MEETING THE 2014 Target**

# TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Mobility</b> 2M Effective, efficient, customer-responsive and well-maintained transportation services are provided.	PM2.1 Transit service hours per capita.	2.34	2.39	2.36	2.36	2.37	2.42
	PM2.2 Percent of service hours allocated to the Primary Transit Network (PTN).	13%	12%	10%	11%	9%	10%
	PM2.3 Snow and Ice Control (SNIC) cost per lane kilometre by priority 1 routes.	\$3,028	\$4,700	\$3,182	\$4,150	\$2,861	\$4,370
	PM2.4 Percent of construction waste from Transportation Infrastructure projects diverted from landfills.	99.8%	90%	99.8%	90%	97%	90%
	PM2.5 Percent of Transportation Infrastructure projects delivered on time.	88%	70%	80%	70%	83%	65%
	PM2.6 Percent of Transportation Infrastructure projects delivered within budget.	100%	95%	94%	95%	92% 100%	95%
	PM2.7 Transportation's 3-1-1 service requests on-time completion rate.	93%	80%	88%	80%	85%	80%

PM2.1: CT delivered 99.9% of the funded hours of service. Population growth continues to outpace service growth. Transit service hours and targets are approved annually at November Budget Adjustments using the prior year's population census data (April 30).

- Expanded Low Income Pass program (effective January 1) and increased the Income Eligibility requirement to 100 per cent Low-income Cut-Off (LICO). Streamlined application process for customers who have a Fee Assistance Card.
- 2014 Calgary Transit annual ridership was up 962,500 trips from 2013 to 110.2 million trips.
- Calgary Transit web site was redesigned. Began using Instagram to give a "behind the scenes" look at what it takes to run a transit system.
- Access Calgary in partnership with Southern Alberta Renal Program (SARP) and Vecova coordinated pickup/drop-off times at agencies to improve efficiency.
- Over 600 customers completed a survey on the new Tuscany CTrain station. Good ratings were received for new station and services. Preliminary results indicate a 10 per cent ridership increase associated with the CTrain extension and bus service changes.
- Launched update to Calgary Roads app to include an urgent message bar for snow route parking bans, access to Bluetooth trAvel time estimates, easy Twitter access to #COC and #YYCTransport, and improved route planning.
- Mapping completed for Centre City pedestrian level of service & activity and Centre City active modes collisions.
- Optimization/congestion relief projects and on ten BRT & Primary Transit routes. Conducted before/after studies for all traffic congestion reduction and optimization projects. Optimization projects with focus on at least four auto bottlenecks in major corridors.
- Prepared plans to mitigate traffic issues in six communities. Developed parking work plan for implementation in 2015-2019.
- Construction of noise walls along Anderson Road (Elbow Drive to west of LRT tracks) and Glenmore Trail (Crowchild Trail to 37th Street SW).
- Rolled out the excavation permit process to recover degradation and restoration fees as of 2015 January 1. • Started studies on salt usage alternatives for SNIC operations.
- Construction has begun on Spring Gardens garage expansion and Transit Technology Building.
- Developed a comprehensive Trip Reduction Program for City of Calgary downtown employees.
- The above accomplishments align with the 2020 Sustainability Direction objectives of providing safe, reliable and affordable public infrastructure, delivering effective and efficient transportation services and Waste Management objective 🌍.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌍; ISSUE/CHALLENGE IN MEETING THE 2014 Target**



# TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Mobility</b> 3M The performance of the existing transportation system continues to be improved for users.	PM3.1 Percent of traffic signals connected to centralized system.	66%	67%	61%	65%	61%	63%
	PM3.2 Total number of traffic signals with Opticom transit priority.	158	180	134	160	132	140
	PM3.3 Number of traffic signal installations incorporating crosswalks that are equipped with pedestrian countdown timers.	228	188	201	168	184	148
	PM3.4 Number of road corridors receiving traffic signal retiming per year.	6	8	8	8	9	8
	PM3.5 Transit boarding passengers per revenue operating hour.	70	74	69	72	67	70
	PM3.6 LRT travel time reliability (delays greater than three minutes per 1,000 hours of service).	9.0	5.9	10.1	6.1	6.5	6.4

PM3.1: This figure is lower than target due priority being placed on delivering new intersections added to the city and repairing the impacts from the June 2013 flood.

PM3.2: This figure is lower than target due to significant engineering design support requirements for new developments resources. As this is a cumulative target, the 2012 and 2013 deficits carry forward. The annual target for 2014 (20 locations) has been met.

PM3.4: This figure is lower than target as some resources were devoted to a number of higher priority traffic signal projects including new downtown lane-reversal, 4-car CTrain operations, Centre City cycle tracks and West LRT improvements. Traffic signal retiming for the two outstanding corridors will be completed in early 2015.

- Infrastructure upgrades implemented to support the movement towards 4-car trains: Zoo Station completed, 39 Avenue Station completed, Banff Trail Station refurbishment project kicked-off, construction of Cemetery Hill Lift Station kicked-off, SAIT Station demolition and construction of grade beams completed.
- Yellow tile replacement at Fishcreek Station completed.
- Rplaced 400 meters of worn rail in CP and Cemetery Hill Tunnels.
- Installed the Double Crossover (DXO) at Olympic Plaza.
- Re-built the road crossing at Centre Street and 7th Avenue and undercut 1.2 kilometers (km) of track on the south leg of the LRT.
- Access Calgary delivered trips on shared-ride and ACE service with on-time-performance (OTP) of 87 per cent (finishing the year with OTP at 89.1 per cent).
- Delivered almost 56 million service km for the bus fleet and 19 million km for the LRT.
- East encapsulation tunnel foundations completed on North Central line.
- Installed capacity improvements at Macleod Trail – 42nd Avenue S, Bow Trail - Old Banff Coach Road SW, and Bow Trail – 85th Street SW.
- Installed pedestrian countdown timers at additional 13 crosswalk locations.
- Peigan Trail connection to Southeast Ring Road project completed.
- Detailed design of 61 Avenue extension to 68th Street SE is underway. Scope expanded to accommodate four versus two lanes of roadway and a bridge. Design work has begun in collaboration with Parks, Water Resources and OLSH.
- The above accomplishments align with the 2020 Sustainability Direction objectives of optimizing the existing transportation system, increasing transportation choice and improving goods movement 🌍.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌍; ISSUE/CHALLENGE IN MEETING THE 2014 Target**



# TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 4Z Asset lifecycle management advances towards long-term sustainability of the transportation system.	PM4.1	Percent of roadway pavement that meets good and very good condition ratings.	81%	77%	84%	77%	78%	79%
	PM4.2	Percent of concrete sidewalks that are in good or very good condition.	97%	77%	97%	78%	96%	79%
	PM4.3	Mean distance between bus failures (kms).	5,966	6,500	6,361	6,400	7,180	6,300
	PM4.4	Mean distance between LRV failures (kms).	56,956	64,000	60,699	63,000	72,133	62,000
	PM4.5	Number of bridge structures with load restrictions.	5	5	5	5	6	6
	PM4.6	Percent of capital spent on lifecycle projects and programs.	15%	25%	16%	15%	6%	7%

PM4.1: This figure is higher than the target due to road network inventory update and migration to the new pavement management system as well as new subdivision developments.

PM4.2: This figure is higher than the target due to a change and improved recording methodology. The original looked at the amount of concrete in good or very good condition on road segments rather than total concrete.

PM4.3 & PM4.4: 2014 performance for both bus and LRV was severely hampered by the older fleets (MCI/GMC for buses and U2s for the LRV). The U2 reliability is approximately one-third of the newer SD160. The LRV replacement program is phased over a few years so there will not be a significant performance improvement until 2016.

PM4.6: This figure is lower than anticipated but will improve in future years as Investing in Mobility 2014-2024 allocated more than 25 per cent of the budget to reinvestment in lifecycle and maintenance needs not yet realized in 2014.

- Tender completed and awarded for 1st Street SW Underpass Rehabilitation Project.
- Traction Power backbone was consolidated to one City I and one external network.
- Completed 16 Avenue / Crowchild Trail NW bridge rehabilitation.
- Completed plants upgrades to allow for use of recycled asphalt pavement and prepare for the production of warm mix asphalt.
- Completed the Highfield Road slope stability project as part of flood recovery; road opened to traffic in 2014 November.
- Incorporated sustainability principles in new project designs (i.e. LED lighting, Low -impact development, LEED). Identified opportunities to implement low impact developments on roadway projects.
- Edmonton Trail Reconstruction - Phase II (16 Ave to 28 Avenue NE) is opened for use.
- The above accomplishments align with Transportation's 2020 Sustainability Direction objectives of providing safe, reliable and affordable transportation infrastructure and Waste Management objective under Sustainable Environment goal 🌍.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌍; ISSUE/CHALLENGE IN MEETING THE 2014 Target**



# TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 5Z A positive and safe work environment is fostered that attracts, retains and develops employees in the Transportation department.	PM5.1 Percent of employees recognized through the corporate rewards and recognition program (STARS).	20%	35%	24%	33%	27%	31%
	PM5.2 Percent of eligible employees trained in leadership and management programs.	93%	90%	92%	78%	58%	59%
	PM5.3 Transportation score for 2013 Certificate of Recognition external safety audit (reported every 3 years).	NA	NA	89%	90%	NA	NA
	PM5.4 Transportation lost time claims (LTC) frequency.	5.8	5.4	5.7	5.9	6.4	6.3

PM 5.1: This performance measure only captures recognition via the corporate rewards program. Individuals are only counted once in this process. Other staff recognition events and activities occur throughout the year which are not formally tracked (i.e. approximately 1,100 employees attend a staff recognition event at Calaway Park).

PM5.4: Higher than expected LTC frequency can be attributed to more claims in both Calgary Transit and Roads. Action Plan has identified actions and performance measures to improve health management processes including proactive wellness and prevention activities and more timely and useful reporting.

- Transportation Planning's 2014 Corporate Employee Survey score was the highest ever (169.2).
- Completed seven bus training classes. A total of 79 trainees have been through the training program and 65 graduated. LRT re-qualifier training courses offered to outside maintenance and Enmax staff. Initial training received on new snow melter trailer for Track and Way. Three Calgary Fire Department Right-of-Way and tunnel orientations with various halls and shifts.
- Continued with Roads Foreman training, and posted for training positions.
- Completed Project Management Maturity Model survey to benchmark TI against industry and act on survey recommendations.
- Participated and supported Wave 2 of the Corporate Project Management Framework roll-out.
- Implement 2013 COR Audit recommendations. Safety inspections done for each project. Environmental inspections and mandatory notify of any spills.
- Updated succession management program to sustain future leadership pool.
- Offered and supported TP/TI cross-BU mentoring program.
- Various professional development days including a cross-departmental Leader Day in May 2014.
- Several department-wide sessions were held to develop Transportation's departmental key areas of focus (bulls eye) and the 2015-2018 Action Plan.
- The above accomplishments align with the 2020 Sustainability Direction regarding objectives for workforce 🌟.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌟; ISSUE/CHALLENGE IN MEETING THE 2014 Target**



# TRANSPORTATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Community	6C A safe, clean and accessible transportation system is provided.	PM6.1 Percent of transit fleet accessible to all Calgarians.	96%	96%	87%	95%	84%	83%
		PM6.2 Number of traffic safety reviews on the existing transportation network.	4	3	4	3	1	3
		PM6.3 Percent of time that Roads completes Snow and Ice Control (SNIC) on priority 1 through lanes within 24 hours.	100%	95%	100%	95%	100%	92%
		PM6.4 Percent of time that Roads completes Snow and Ice Control (SNIC) on priority 2 through lanes, which includes the on-street marked cycling network, within 48 hours.	100%	95%	100%	95%	100%	92%

PM6.1: Although the CT bus fleet is 100 per cent low floor accessible as of September 2014, a few LRV U2s still remain on the overall system.

- Roads and Transit worked with Community Neighbourhood Services to discuss SNIC services for priority bus routes and persons with mobility challenges.
- Calgary Transit (CT) continues to be a safe, secure, and clean choice for customers. According to the 2014 annual safety, security, and cleanliness survey, our customers feel more strongly that our service is clean, well maintained, and safe for them to use. Satisfaction and awareness of our security measures including Peace Officers, surveillance cameras, HELP intercoms, and other transit front line personnel remains high.
- Fare enforcement maintains low fare evasion rates (2.67 per cent system wide).
- Vehicle Crime: Suspects of prolific vehicle vandalism by window smashing were arrested in January 2014. Since January, vehicle crime has dropped dramatically with only 4 incidents of damaged vehicles with items stolen (laptop, personal items). There were no reported vehicle thefts.
- Graduated 19 Peace Officers to provide safety and security for Calgary Transit customers
- Person crimes dropped 6.8 per cent in Q3 2014(n=55) compared to Q3 2013 (n=59). Person crimes remain below the five year Average of 58.4 reports.
- Completed a network review of median barriers City wide, including prioritization of work based on collision history. Completed 4 in-service road safety reviews at high collision locations.
- Expanded the installation of Rectangular Rapid Flashing Beacons (RRFBs) to promote pedestrian safety.
- Completed a report on School and Playground Awareness and harmonized school and playground times to 7:30 to 21:00 with signage changes made to all of the city's 1510 playground zones and 180 school zones
- Roads continued to provide for and maintain all mode access to and through major infrastructure projects
- Constructed signals for a separated Cycle Track network that provides a safe route through Centre City for cyclist of all ages.
- Completed Streets Final Guide including new Liveable Streets Detailed Designs.
- The above accomplishments align with the 2020 Sustainability Direction objectives of delivering safe, clean and well-maintained transportation services (now reported under Community Well-being) 🌈.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌈; ISSUE/CHALLENGE IN MEETING THE 2014 Target**



# TRANSPORTATION: Efficiency and Effectiveness Reporting

## Departmental Report on Efficiency Gains:

In the 2012-14 Business Plans and Budgets, Administration was requested to produce efficiency gains in the amount of \$45 million. Each department was allocated a portion of this amount and Transportation's portion is as follows:

2012 (actual)	2013 (actual)	2014 (actual)	Total
\$ (5,617)	\$ (3,575)	\$ (1,675)	\$ (10,867)

The table below provides a comprehensive summary of the efficiency gains for 2012 and 2013, and those achieved in 2014. The following departmental strategies relate to the efficiency gains:

- Prioritize services, investigate opportunities and implement key initiatives to enhance the operational efficiencies of transportation services (2M1).
- Deliver effective and efficient roadway services (2M5).
- Continue to deliver effective and efficient public transit services (2M6).

Transportation Department: Efficiency Gains			
Business Unit <sup>1</sup>	2012 Results or Impacts	2013 Results or Impacts	2014 Results or Impacts
Calgary Transit	<ul style="list-style-type: none"> <li>• Rationalized the fleet and reduced 37 thousand service hours on transit routes with low ridership as well as eliminated positions through attrition resulting in \$2 million in savings and a reduction of 36 FTEs.</li> <li>• Streamlined Access Calgary resulting in \$180 thousand in savings through the realignment of trips between service providers.</li> <li>• Eliminated positions and budgets throughout the business unit including dispatch (relief), call centre, fleet and facilities, supply management and relief training. Also, reduced the accommodation and contracted services budgets resulting in \$950 thousand in savings, as well as a reduction of 7 FTEs.</li> </ul>	<ul style="list-style-type: none"> <li>• Second stage assessment of proposed cooling fan investment to save fuel has indicated less fuel savings than expected, so was not implemented. There were minor fuel savings as a result of newer, more fuel efficient vehicles and the retirement of older, less fuel efficient vehicles. Cost savings were also realized through effective fuel procurement strategies.</li> <li>• Eliminated positions and associated budget in the Call Centre. Part of a larger re-organization and re-allocation of positions associated with the new Operations Control Centre (planned for 2015/2016).</li> </ul>	<ul style="list-style-type: none"> <li>• Streamlined Access Calgary resulting in \$200 thousand in savings through the realignment of trips between service providers.</li> <li>• There were minor fuel savings as a result of newer, more fuel efficient vehicles and the retirement of older, less fuel efficient vehicles. Cost savings were also realized through effective fuel procurement strategies.</li> <li>• Eliminated positions and associated budget. Operations refined operations scheduling to reduce overtime.</li> <li>• Decision made to discontinue the HandiBus service delivery model and shift riders to other more efficient providers.</li> </ul>

<sup>1</sup> Self-supporting business units (i.e. Fleet, Development & Building Approvals, and Utilities) were not included in the \$45 million efficiency gains target. These business units still undertook actions to improve efficiency and their efficiency gains are also reported in these tables.

## TRANSPORTATION: Efficiency and Effectiveness Reporting

<b>Transportation Department: Efficiency Gains</b>			
<b>Business Unit<sup>1</sup></b>	<b>2012 Results or Impacts</b>	<b>2013 Results or Impacts</b>	<b>2014 Results or Impacts</b>
<b>Roads</b>	<ul style="list-style-type: none"> <li>• Reduced number of districts from 9 to 5, resulting in \$700 thousand in savings.</li> <li>• Rationalized the fleet of light and heavy vehicles, including the sweeper fleet, resulting in \$800 thousand in savings.</li> <li>• Signage efficiencies (more effective maintenance, less temporary signage in advance of permanent signs in new subdivisions, some reduced sign clutter, and reduced new posts by utilizing more multi-sign posts) resulted in \$200 thousand in savings.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced number of district clerks from 9 to 5, resulting in \$500 thousand in savings.</li> <li>• Operating expenses reduced by \$200 thousand through further fleet rationalization.</li> <li>• Reduced mill rate budget by \$500 thousand; operating costs partly covered by an increase in Plants revenue.</li> <li>• Eight positions eliminated resulting in \$480 thousand in savings.</li> <li>• Two positions eliminated resulting in \$200 thousand in savings.</li> </ul>	<ul style="list-style-type: none"> <li>• Operating expenses reduced by \$300 thousand through further fleet rationalization.</li> <li>• LED retrofit project approved in Action Plan 2015-2018 aimed to reduce overall energy consumption.</li> <li>• Roads Zero-Based review completed which identified approximately \$1.4 million in efficiencies to be realized in 2015-6.</li> </ul>
<b>Transportation Planning</b>	<ul style="list-style-type: none"> <li>• Reduced business expenses (e.g. training, staff leave of absence, technology, printing costs), saving \$109 thousand. No impact to service level.</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminated three positions (two in Data Division and one in Network Planning).</li> <li>• Reduced business expenses (e.g. training, staff leave of absence, and printing costs).</li> </ul>	All efficiencies realized in 2012 and 2013.
<b>Department-wide</b>		<ul style="list-style-type: none"> <li>• Consolidation of departmental roadway design function from Roads, Transportation Infrastructure and Transportation Planning into one division in Transportation Planning.</li> </ul>	

# TRANSPORTATION: Operating Budget Summary

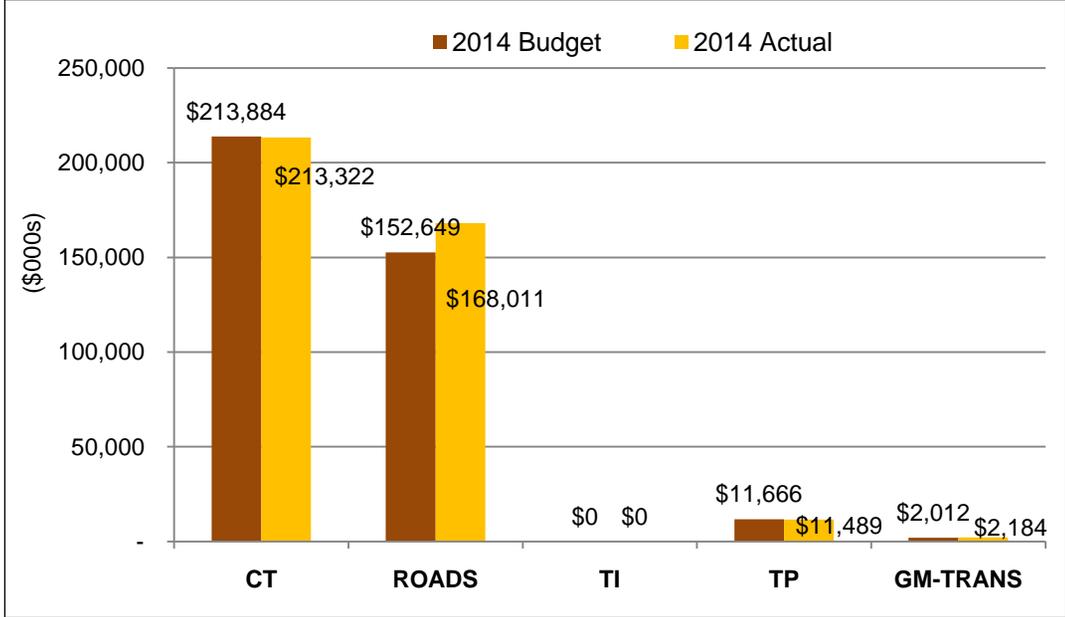
Business Unit / Budget Program (\$000s)	2014 Budget	2014 Variance
Calgary Transit	213,884	562
Roads	152,649	(15,362)
Transportation Infrastructure	0	0
Transportation Planning	11,666	177
GM - Transportation	2,012	(172)
<b>Total Transportation</b>	<b>380,211</b>	<b>(14,795)</b>
<b>&gt; \$250K FAVOURABLE VARIANCE; &gt; (\$250K) (UNFAVOURABLE) VARIANCE</b>		

• Calgary Transit's favourable variance is a result of higher than forecasted ridership (110 million riders versus 101 million riders forecasted). The favourable variance was offset by increased operating costs (salary/wage, materials, utilities and parts) associated with service increases in response to overloading and temporary network interruptions.

• Roads' unfavourable variance of \$15.4 million is primarily due response efforts to extraordinary weather (snow) events in the fall of 2014 and higher than normal snow fall in January and February 2014.

This includes:

- \$4.9 million for residential snow removal;
- \$2.8 million to support Parks after the September snow storm;
- \$3.3 million pavement rehabilitation partially offset by Roads' plant operation favourable variance (\$2.8 million) due to increased sales;
- \$2.9 million traffic operations due to higher signal construction in new developments and maintenance work, detours requiring 24/7 shifts and road marking costs;
- \$1.7 million for Spring Clean-up as a result of additional sanding.
- \$1.2 million more street repairs completed;
- \$800 thousand unbudgeted tipping fees for 14 Street SW pavement rehabilitation project; and
- streetlights electricity volume and rate changes (\$634 thousand).



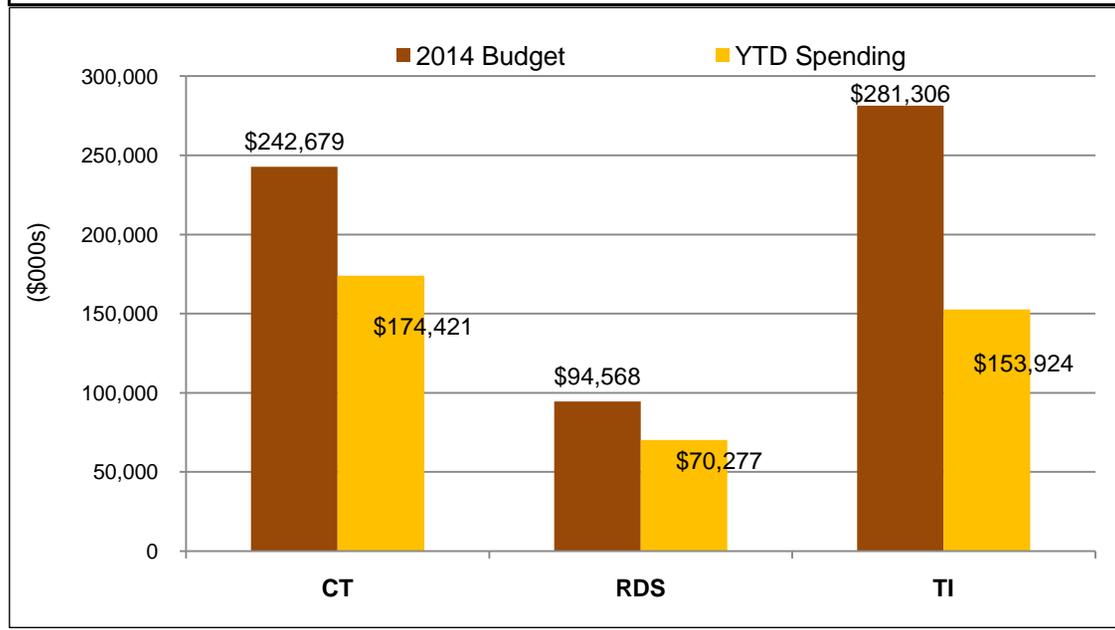
The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11 and may not add due to round

# TRANSPORTATION: Capital Budget Summary

Business Unit / Budget Program (\$000s)	2014 Net Budget	YTD Spending
Calgary Transit	242,679	174,421
Roads	94,568	70,277
Transportation Infrastructure	281,306	153,924
<b>Total Transportation</b>	<b>618,553</b>	<b>398,622</b>

Transportation's capital budget is 64 per cent spent to date. The following are updates on the major capital projects:

- NW LRT Extension to Tuscany/Rocky Ridge (including pedestrian bridges) - Opened event on 2014 August 23 was well-attended.
- LRT 4 car platforms - All LRT stations are substantially complete.
- LRT Station refurbishment (NE Line) - Construction completed at the Barlow, Bridgeland and Zoo stations.
- LRV/Bus Purchases - 60 new Light Right Vehicles (LRVs) ordered with deliveries scheduled from Q4 2015 to Q1 2017. 150 low floor, clean diesel buses ordered, of which 144 are in service. 20 articulated buses delivered August to November 2014 are in service and 1970s units are retired.
- Stoney CNG Transit Bus Garage - Completed P3 requirements; released Request for Quotation.
- Advanced Passenger Information System (APIS) - LRT digital displays installed at 44 stations and 15 extended platforms. APIS installed in 942 buses. Automatic Voice Annunciation (AVA) deployed.
- Airport Tunnel - Opened to traffic on 2014 May 25.
- New Traffic Signals and Pedestrian Corridors - Signals completed at 77 AV - Heritage DR SE., 21A AV - 52 ST SE, 15 AV - 5 ST SW, and 114 AV - 52 ST SE. Installed seven Pan-Tilt-Zoom (PTZ) cameras on 52 ST E for incident and congestion monitoring.
- Roads District Yards and Depots - Completed repairs to the salt storage structures at Confederation Park and Saddleridge depots.
- Traffic Signals/Pedestrian Corridors Lifecycle - Signals completed at 49 AV - Aviation BV NE. Re-builds completed at 24 AV - Edmonton TR NE, at 114 AV - Douglas Centre SE and Southland DR - Elbow DR SW. Controller/cabinet upgrades for McKnight BV completed; five pedestrian countdown signals completed.
- Pedestrian - Construction completed on the Heritage DR pathway improvements, and the McKnight BV/Edmonton TR NE sidewalk tie-ins. Opened Heritage LRT Pedestrian bridge July 2014. Three Elbow River pedestrian bridges (flood recovery) rebuilt and opened in November 2014.
- Cycling - Sunmills DR SE bike lane and curb extensions, Northland DR NW buffered bike lane, 7 St Cycle track opened, public consultation and design work substantially completed on Centre City Cycle Network.



Detailed explanations on operating variance and capital projects are provided in the December EIR.

The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11.

## UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council

### MAJOR INITIATIVES AND SIGNIFICANT EVENTS

- Water Resources presented an implementation plan in response to the 27 recommendations developed by the Expert Management Panel on River Flood Mitigation. The plan focuses on making Calgary more resilient to flooding, while linking to a broader plan that identifies risk and vulnerabilities across the city 🌈.
- Water Services and Waste & Recycling Services (WRS) provided assistance by mobilizing resources and equipment in response to significant events that occurred in 2014: the January and September Snow Events and the October downtown underground fire.
- Waste & Recycling Services (WRS) continued progress towards 80 per cent diversion of waste from City-run landfills by 2020 (80/20 by 2020) by receiving Council approval for the implementation of the Industrial, Commercial and Institutional (ICI) Waste Diversion Strategy and the Multi-Family Recycling Strategy and Waste Bylaw amendments 🌈.
- Environmental & Safety Management (ESM) achieved a milestone in the Emergency Response Plan (ERP) program by implementing a common reporting template at the Manchester Centre. As a result of the successful pilot, ERP templates will be implemented at all City of Calgary facilities and sites.

### SUMMARY OF PERFORMANCE

- Throughout 2014, Provincial regulations were met 100 per cent of the time at the Water and Wastewater Treatment Plants 🌈.
- Serviced land supply (water, wastewater and drainage) aligned with the Corporate growth management plan with 4 years of available supply (target range is 3-5 years) 🌈.
- Bonnybrook plant upgrades were accelerated to have completion of capacity improvements by 2018 and the Plant D Expansion by 2020 to support the population increase in Calgary.
- The Water Infrastructure Investment Plan (WIIP) and the Waste & Recycling Services Infrastructure Investment Plan (WRIIP) were presented to Council. The 10 year plans prioritized capital investments required to maintain assets, to meet regulatory requirements, to provide reliable and high quality services and to provide infrastructure to meet the needs of a growing Calgary. The plans informed the 4 year capital budgets for Action Plan 2015-2018.
- The 2014 corporate lost time claims frequency was 3.9, above the target of 3.5. Continued implementation of the Corporate Safety Strategy and a detailed analysis of contributing factors in high risk areas will support improvement in safety performance 🌈.

### EFFICIENCY & EFFECTIVENESS

- ESM completed its realignment of responsibilities (5 FTE reductions) and achieved the productivity gain outlined in the 2012-2014 business plan.
- Water Services provided information and resources to develop the final Zero-Based Review (ZBR) recommendations. The recommendations will be presented to Council for approval in March 2015 🌈.
- In December, a value engineering session was held for the Bonnybrook Plant D Expansion Project. Value engineering is a methodology to generate new ideas and innovative solutions. Future projects expected to be evaluated include the Biosolids Management Strategy and UV Disinfection at the water treatment plants.
- WRS "What Goes Where" online search tool won the Star of Excellence award for Citizen Focus. The tool improves customer service making it easy to find information on how to donate, recycle and safely dispose of items. Visits increased monthly with more than 140,000 users viewing over 445,000 pages in the first year 🌈.
- In October, WRS conducted a review of the residential collection services model including: levels of service, service delivery, collection practices, operational performance efficiencies and fleet management and maintenance procedures. A recommended collection services delivery model will be presented to Council in 2015 March.

### CHALLENGES

- Higher than anticipated population growth has been observed over the last three years. The WIIP and the WRIIP were developed based on 2013 population forecasts. Changes to population forecasts will impact the investment plans.
- The change in safety culture is visible at the front line employee level however additional investment in leadership competency is needed to turn the curve on safety management 🌈.
- The uncertainty related to provincial decisions on flood mitigation projects and resiliency funding remains. The decisions could have implications on City resiliency investment decisions. Water Resources continues to engage with the province.
- Water Services' budget continues to be challenged by the biosolids program and unpredictable electricity rate riders associated with electrical costs for the Water and Wastewater treatment plants. Additional investment in advancing an energy management strategy to find savings in electrical use will be an ongoing focus.
- The workforce demographic will require UEP to develop a workforce strategy focused on knowledge management, training and recruitment practices.
- Calgary's continued growth, and the limited resources for large-scale program development, adds pressure to meeting community greenhouse gas targets 🌈.
- Considerable resources were dedicated to providing debris clean-up and collection services in response to the September Snow Event and the October downtown underground fire. As a result of the snow event, 26 million kilograms of debris was received at the three Waste Management Facilities (WMF). Operating hours were extended and tipping fees were waived for tree debris until the end of December.

## UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Community</b> 1C UEP engages customers and stakeholders in timely dialogue to improve decision-making, demonstrate value, and foster understanding of services to align with citizen and customer expectations.	PM1.1 Calgarians' satisfaction with residential garbage collection.	96%	90%	95%	90%	94%	90%
	PM1.2 Calgarians' satisfaction with residential Blue Cart collection.	92%	80%	90%	80%	90%	80%
	PM1.3 Calgarians' satisfaction with drinking water quality.	96%	90%	94%	90%	95%	90%
	PM1.4 Customer service satisfaction index for Water frontline services.	89%	85%	84%	85%	86%	85%
	PM1.5 Emergency water or wastewater system response completed on time.	83%	95%	83%	95%	90%	95%
	PM1.6 Emergency water or wastewater system repair completed on time.	94%	90%	95%	90%	96%	90%
	PM1.7 Customers that experienced zero water service interruptions longer than 24 hours.	98%	98%	98%	98%	98%	98%
	PM1.8 Customers that experienced zero wastewater service back-ups in the past year.	98%	98%	97%	98%	98%	98%
	PM1.9 UEP 3-1-1 service requests completed on time.	97%	88%	98%	88%	96%	88%

- PM1.1, 1.2, 1.3: Calgarians' satisfaction with residential garbage collection, Blue Cart collection and drinking water quality remains high and above target.
- WRS and Community & Neighbourhood Services worked jointly to add braille plaques to black and blue carts to help customers with vision loss identify and differentiate between their carts, allowing for greater access to garbage and recycling programs 🗑️.
- The Bigger Blue Cart trial has proven to be operationally successful, with positive participant feedback. Further work will be done within WRS before choosing to roll-out this trial into a city-wide program. This includes an assessment of additional costs associated with offering a large blue cart and potential impacts on other WRS residential programs 🗑️.
- WRS engaged the Construction and Demolition (C&D), Multi-Family and Industrial Commercial and Institutional (ICI) Stakeholder groups in 2014. This engagement led to the development of the Multi-Family Strategy and ICI Diversion Strategies and subsequent approval by Council. Engagement with these stakeholder groups will continue as the strategies are implemented 🗑️.
- The Shepard Waste Management Facility (WMF) participated in Doors Open YYC providing approximately 290 citizens the opportunity to look behind the scenes at the advanced waste management facility.
- PM 1.5: The definition of response time was revised in 2013 to be more citizen focused and results in longer but more representative response times for emergencies. Water Services received a higher volume of emergency calls related to water outages in comparison to 2013 which impacted the ability to respond within the target completion time. Increased citizen awareness of the 311 system may be a contributing factor to the increase in emergency calls that were received.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🗑️; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

# UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<p>Community</p> <p>2C UEP's financial management is focused on investing in facilities and services that deliver the best value for money to meet current and future needs, and support stable and predictable rates and service levels.</p>	PM2.1 Tonnes of carbon registered per year on a public offset registry.	N/A	N/A	N/A	200,000	117,528	200,000
	PM2.2 Annual operations and maintenance cost of waste collection per household.	\$90	\$81	\$88	\$82	\$83	\$83
	PM2.3 Annual operations and maintenance cost of waste disposed at landfills per tonne.	\$34	\$59	\$40	\$52	\$38	\$46
	PM2.4 Annual water treatment and distribution operations and maintenance costs per capita.	\$60	\$66	\$57	\$65	\$58	\$64
	PM2.5 Annual wastewater collection and treatment operations and maintenance costs per capita.	\$58	\$53	\$53	\$52	\$52	\$51
	PM2.6 Water utilities total debt. (billion)	\$1.6B	<\$2B	\$1.5B	<\$2B	\$1.5B	<\$2B
	PM2.7 Water utilities capital maintenance financed with cash.	50%	50%	35%	40%	28%	5%
	PM2.8 Water utilities debt to equity ratio.	72/28	75/25	70/30	75/25	71/29	75/25

- PM 2.1: The removal of the target for 2014 was approved during the Budget Adjustment process in November 2013.
- PM 2.2: The annual operations and maintenance cost of waste collection per household exceeded the target. With vehicle & equipment costs continuing to increase, Waste & Recycling Services is working with Fleet Services to reduce costs and to establish a service level agreement.
- PM 2.3: The annual operations and maintenance cost of waste disposed at landfills per tonne is lower than target as a result of more waste landfilled and additional revenue than projected 🌟.
- Major infrastructure work (site grading, utilities) was completed at the Shepard Resource Recovery Campus at the Shepard WMF to prepare for the Green Cart Program and future diversion efforts in the achievement of the 80/20 by 2020 goal 🌟.
- PM 2.5: Water Services continues to be negatively impacted by higher than anticipated cost related to the biosolids program and electricity prices. The 2015-2018 operating budget was developed in consideration of budget needs for additional energy consumption from new infrastructure and Water Services will continue work on identifying savings through energy efficiency initiatives 🌟.
- PM 2.6, 2.7, 2.8: The implementation of the Utilities Financial Plan and the Drainage Financial Plan will ensure long term financial health for the Utilities and Drainage. The Utilities are on track with the financial plans and are expected to achieve compliance to the financial targets by 2018.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌟; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

## UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Places</b> 3P UEP works with the community, the region and The Corporation to achieve land, air, and water goals to help conserve, protect and enhance the environment.	PM3.1 City-owned properties screened through the Environmental Liability Assessment Program.	100%	92%	91%	84%	85%	76%
	PM3.2 Cumulative number of current vacant former gas station sites actively pursued for the purpose of returning to productive community use.	11	6	6	4	2	2
	PM3.3 Cumulative area of investigated, remediated or risk-managed City-owned land. (hectares)	189.4	130	155.6	104	122	78
	PM3.4 Reduction in Corporate greenhouse gas emissions.	39%	37%	41%	36%	43%	35%
	PM3.5 Materials recycled per household for Blue Cart. (kilograms)	171	205	176	205	192	205
	PM3.6 Waste collected per household. (kilograms)	702	625	695	630	683	635
	PM3.7 Waste landfilled per capita. (kilograms)	674	540	583	560	556	580
	PM3.8 Bow River downstream water quality index.	82	≥80	91	≥80	86	≥80
	PM3.9 Provincial regulations met for treated drinking water.	100%	100%	100%	100%	98%	100%
	PM3.10 Provincial regulations met for treated wastewater.	100%	100%	96%	100%	100%	100%
	PM3.11 Single family average daily water consumption per person. (litres per capita per day)	220	245	225	250	237	255
	PM3.12 Annual river water withdrawals. (megalitres)	176,445	≤215,000	178,530	≤215,000	178,458	≤215,000

- PM 3.1: In 2014, 1079 City-owned sites were screened through the Environmental Liability Assessment program 🌟.
- PM 3.2: The 2014 target of returning two former vacant gas station sites annually to productive use was exceeded. Five development permit (DP) applications were received of which four have been approved and the fifth is under review 🌟.
- PM 3.3: Between 2012 and 2014, a total of 189.4 hectares of City-owned land were either investigated, remediated or risk managed. The three year cumulative target of 130 hectares was exceeded 🌟.
- PM 3.4: The Corporation is on target to meet the 20 per cent reduction goal by 2020 through ongoing greenhouse gas reduction activities such as the purchase of green electricity, and through enhanced emission reduction programs and actions such as energy management strategies and expansion of green driver training 🌟.
- PM 3.5: Challenged. There is a reduction in materials being recycled on a per household basis. In 2014 November, WRS commissioned a *Recycling Trends Analysis*. The analysis indicated that consumption is shifting to less newspaper and printed media and more lighter-weight packaging. This trend is consistent with the experience of most Canadian municipalities surveyed. The study also confirmed that tonnage declines are not directly related to the recycling behaviour of Calgarians. Performance audits continue to show high participation rates and waste composition studies have confirmed that the amount of recyclable materials disposed of as waste is not increasing. WRS will continue to monitor consumption trends and ways to respond successfully to the evolving nature of recycling 🌟.

Community	Places	Mobility	Business	Organization	Finance
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## UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council

- PM 3.6: Challenged. Results are slightly higher than targeted. The bulk of the increase was seen in the fall. The September snowstorm had an impact on the fall results, as residents may have disposed of some branches with their curbside collection rather than bringing them to a depot or WMF 🌧️.
- PM 3.7: Challenged. Waste landfilled per capita is higher than targeted. This is largely due to an increase in construction materials, which could be a result of demolition required to renovate flood damaged properties. These results highlight the importance of implementation of the Industrial, Commercial and Institutional (ICI) Diversion Strategy and the Multi-Family Recycling Strategies that were approved in 2014 🌧️.
- WRS Public Outreach Team interacted with over 67,700 citizens in 2014 at events such as: trade shows, school tours and festivals 🌧️.
- Community Cleanups grew by 11 per cent in 2014 to 102 events. Organics collected at these events increased to 196,025 kilograms in 2014 compared to 57,200 kilograms in 2013 🌧️.
- WRS successfully completed an external ISO 14001 audit resulting in re-registration to the environmental management system standard.
- Calgarians were given opportunities to drop off yard waste at any City WMF at no additional charge between 2014 April 18 and June 1. This program builds on the success of 2013. More than 12,000 loads of yard waste were dropped off resulting in 1,908,000 kilograms of yard waste kept out of the landfill and turned into beneficial compost 🌧️.
- Overall in 2014, the Biosolids program was successful with an increase of 2000 dry tonnes applied compared to the previous year. Costs incurred to operate the Biosolids program continue to challenge the Water Services' budget, with anticipated efficiencies to be gained through the dewatering and composting initiatives in the 2015-2018 business cycle 🌧️.
- The City is now 97 per cent metered with an additional 1600 meters installed in 2014, and is on track to meet the 30-in-30 water efficiency goal. While the Utilities will continue to encourage the remaining 9,700 flat accounts to get metered, efforts will focus on developing water efficiency programs for the largest users of the system, large institutional, commercial and industrial customers.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌧️; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Community

Places

Mobility

Business

Organization

Finance

## UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Places	4P UEP employs a full life cycle approach to the systematic acquisition, operations, maintenance, replacement and disposal of land and assets to maximize economic, environmental and social benefits, manage risk and achieve business goals.	PM4.1 Serviced land supply (water, wastewater and drainage) aligned with Corporate growth management plan. (years)	4	3 to 5	4.2	3 to 5	5.8	3 to 5
		PM4.2 Water, wastewater and drainage systems assessed to be in good or fair condition.	95%	95%	95%	95%	96%	95%
		PM4.3 Projected remaining years of water treatment capacity.	5	≥5	6	≥5	10	≥5
		PM4.4 Projected remaining years of wastewater treatment capacity.	4	≥5	5	≥5	6	≥5
<ul style="list-style-type: none"> <li>PM 4.1: Water Resources worked corporately through the Corporate Growth Management Framework based on the Sequenced List of Developing Areas to align investments on servicing a preferred order of growth areas. Infrastructure investments were optimized for Action Plan across The Corporation by aligning growth with the other capital infrastructure business units to plan for serviced land with all leading infrastructure in place 🌈.</li> <li>PM 4.2: The feedermain inspection program proactively inspects feeder mains and helps to prevent disruptions and costs related to unexpected main breaks.</li> <li>PM 4.4: The majority of the detailed design for the Bonnybrook Capacity Upgrades projects is complete and tendered, and construction is well underway. The Capacity Upgrade projects are on track to be completed and in service by Q4 of 2018. The projects will increase wastewater treatment capacity to address short-term growth, while work continues towards the Bonnybrook Plant D expansion project, which will span 6 to 7 years.</li> </ul>								

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌈; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Community

Places

Mobility

Business

Organization

Finance

## UTILITIES & ENVIRONMENTAL PROTECTION: Departmental Outcomes, Performance Measures and Targets for Council

	Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Organization	5Z UEP employees flourish in a safe, supportive and challenging work environment where they see how their contributions link to building a great city.	PM5.1 UEP lost time claims frequency.	3.5	4.9	3.6	5.4	3.3	6.0
		PM5.2 UEP employees who agree or strongly agree that they know and understand the objectives of their business unit.	71%	73%	75%	72%	69%	71%
		PM5.3 UEP leader participation in leadership development opportunities.	100%	100%	100%	100%	100%	100%

- PM 5.1: At 3.5, the UEP Lost Time Claims (LTC) frequency was lower than the target as result of UEP's continued focus on safety, reporting and training. UEP is seeing success with pre-job planning and field level hazard assessment to address changing worksite conditions.
- UEP's safety culture of "Safety – we're all responsible" ensures that safety is part of everyday work. One example of a safety improvement in 2014 was the introduction of a new process to disinfect water at the Bears paw Water Treatment Plant. The new process eliminates chlorine gas improving workplace safety.
- UEP continues to focus on reporting of incidents, near miss and hazardous conditions. Staff training included: Hazardous Electrical Awareness Training (HEAT), Contractor Management, Hazardous Gas Awareness, Gas Detection Training, and Ergonomics.
- PM 5.2: The annual employee survey results indicate that UEP is slightly below target. Helping employees understand and contribute to our collective business objectives remains a priority. A continued focus on face-to-face communications in 2015-2018, and enhanced employee communications, will support employees to understand the objectives of their business unit.
- PM 5.3: UEP continued to support learning and development opportunities for employees across the organization. Managers, supervisors and foreman participated in leadership development programs to strengthen leadership effectiveness and better support employees.

Organization	6Z UEP leads The Corporation to foster a safe workplace for all City employees.	PM6.1 Corporate score for 2013 Certificate of Recognition external safety audit.	N/A	N/A	89%	90%	NA	NA
		PM6.2 Corporate lost time claims frequency.	3.9	3.5	3.9	3.9	4.5	4.2

- PM 6.2: At 3.9, the Corporate Lost Time Claims Frequency target of 3.5 was not achieved in 2014 🌸. A more detailed analysis of contributing factors in high risk areas will be conducted to identify opportunities for improvement.
- The introduction of the Total Recordable Injury Frequency (TRIF) performance measure in 2015-2018 will provide a more complete picture of incidents that are occurring and will help leaders to decrease the likelihood of incidents occurring in the future 🌸.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌸; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Community	Places	Mobility	Business	Organization	Finance
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## UTILITIES & ENVIRONMENTAL PROTECTION: Efficiency and Effectiveness Reporting

### Departmental Report on Efficiency Gains:

In the 2012-14 Business Plans and Budgets, Administration was requested to produce efficiency gains in the amount of \$45 million. Each department was allocated a portion of this amount and Utilities & Environmental Protection's portion is as follows (\$000's):

2012 (actual)	2013 (actual)	2014 (actual)	Total
(\$4,510)	(\$350)	(\$105)	<b>(\$4,965)</b>

The table below provides a comprehensive summary of the efficiency gains for 2012 and 2013, and those achieved in 2014. The following departmental strategies relate to the efficiency gains:

Utilities & Environmental Protection: Efficiency Gains			
Business Unit <sup>1</sup>	2012 Results or Impacts	2013 Results or Impacts	2014 Results or Impacts
<b>ESM</b>	<ul style="list-style-type: none"> <li>Environmental &amp; Safety Management (ESM) changed its organization, realigned responsibilities and improved business processes to reduce expenses.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental &amp; Safety Management (ESM) achieved the productivity gain outlined in the 2012-2014 business plan through realignment of responsibilities (5 FTE reduction).</li> <li>ESM implemented a risk prioritization process for contaminated site investigations to achieve site investigation targets.</li> </ul>	<ul style="list-style-type: none"> <li>ESM completed the productivity gain outlined in the 2012-2014 business plan through the realignment of responsibilities (5 FTE reductions).</li> </ul>
<b>WRS</b>	<ul style="list-style-type: none"> <li>Efficiencies achieved through the city-wide implementation of automated collection funded the delivery of the Green Cart Pilot program without impacting service levels for other programs.</li> <li>New collection route designs were implemented in 55 communities to improve operational efficiency for both blue and black cart service enabling WRS to better accommodate city growth without increasing fleet and staff costs.</li> </ul>	<ul style="list-style-type: none"> <li>All efficiencies gains for 2012-2014 achieved in 2012.</li> </ul>	<ul style="list-style-type: none"> <li>All efficiencies gains for 2012-2014 achieved in 2012.</li> </ul>

<sup>1</sup> Self-supporting business units (i.e. Fleet, Development & Building Approvals, and Utilities) were not included in the \$45 million efficiency gains target. These business units still undertook actions to improve efficiency and their efficiency gains are also reported in these tables.

## UTILITIES & ENVIRONMENTAL PROTECTION: Efficiency and Effectiveness Reporting

<b>Utilities &amp; Environmental Protection: Efficiency Gains</b>			
<b>Business Unit<sup>1</sup></b>	<b>2012 Results or Impacts</b>	<b>2013 Results or Impacts</b>	<b>2014 Results or Impacts</b>
<b>Utilities (Water Resources and Water Services)</b>	<ul style="list-style-type: none"> <li>▪ The optimization of power generation at the Bonnybrook Wastewater Treatment Plant resulted in a reduction in natural gas and electricity costs of \$1,200 thousand.</li> <li>▪ A reduced reliance on consulting services within Water Resources, Infrastructure Planning division generated a savings of \$425 thousand.</li> <li>▪ The Utilities developed a Master Plan to advance the automation functionality of its control systems. The plan provides more effective monitoring and process controls of water and wastewater treatment plants, lift stations and pump stations and reservoir facilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Water Services achieved a savings of \$500 thousand during the relocation of construction material to a new storage site.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All efficiency gains for 2012-2014 achieved in 2012 and 2013.</li> </ul>

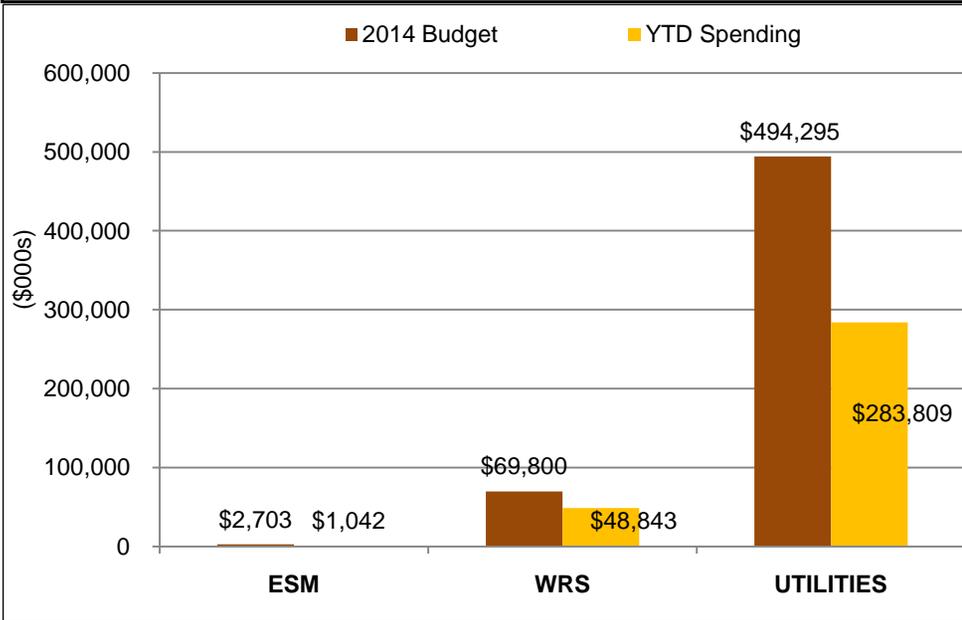
## UTILITIES & ENVIRONMENTAL PROTECTION: Operating Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	2014 Variance	
Environmental & Safety Management	10,249	103	<b>Environmental &amp; Safety Management (ESM)</b> The slightly favourable variance is mainly due to net salary and wages from temporary budgeted vacancies to be filled in 2015, and was partially offset by an increase in environmental liabilities.
Waste & Recycling Services	38,596	(3,957)	
<b>Total Environmental Protection</b>	<b>48,845</b>	<b>(3,854)</b>	<b>Waste &amp; Recycling Services</b> All financial commitments were achieved within the operating budget. In tax-supported activities, the overall net variance is \$3.957 million unfavourable due to the incremental labour, vehicle and hired equipments costs related to the September Snow Event.
<b>Utilities (Water Resources and Water Services)</b>	<b>512</b>	<b>394</b>	
GM - Utilities & Environmental Protection	558	7	In non-tax supported programs (blue cart recycling and landfill operations), revenue is overall 12 per cent favourable. Favourable variances in non-tax supported programs resulted in a larger than expected contribution to reserve. Total contribution from operations to reserve was \$25.6 million and will be used to fund future diversion and landfill capital projects.
<b>Total Utilities &amp; Environmental Protection</b>	<b>49,915</b>	<b>(3,453)</b>	
<b>&gt; \$250K FAVOURABLE VARIANCE; &gt; (\$250K) (UNFAVOURABLE) VARIANCE</b>			
<b>Utilities (Water Resources and Water Services)</b> The operating budget variance at year-end was \$394,000 favourable. This variance is due to Flood related work that was budgeted, then funded by the Municipal Staffing Capital Grant. In the remainder of the utility operations (non-flood related), higher revenues as a result of strong population growth, coupled with lower depreciation and interest charges mainly due to less than budget capital expenditures, helped to offset Energy and Biosolids program costs. This all resulted in a larger than expected surplus that was used to pay cash for capital and to pay for short-term borrowing.			

The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11.

## UTILITIES & ENVIRONMENTAL PROTECTION: Capital Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	YTD Spending	
Environmental & Safety Management	2,703	1,042	<b>Environmental &amp; Safety Management (ESM)</b> Capital spending in 2014 focused on green office, green fleet and the implementation of safety data management system (SDMS). The capital spend rate was 39 per cent due to delays in the SDMS project. This project will be completed in 2015.
Waste & Recycling Services	69,800	48,843	
<b>Total Environmental Protection</b>	<b>72,503</b>	<b>49,885</b>	
Utilities (Water Resources & Water Services)	494,295	283,809	<b>Waste &amp; Recycling Services (WRS)</b> Waste & Recycling Services' total capital spend rate was 70 per cent. Major projects completed in 2014 include: infrastructure work (site grading, utilities) at the Shepard Waste Management Facility to prepare for the Organics and Biosolids Processing Facility; Shepard stormwater upgrades and the completion of the East Calgary Scalehouse project. The Request for Proposal process continues for the Organics and Biosolids Processing Facility at the Shepard Waste Management Facility;
<b>Total Utilities</b>	<b>494,295</b>	<b>283,809</b>	
			Federal Gas Tax funding of \$20.1 million was used to fund a variety of environmental projects including: leachate treatment pilot plant; landfill remediation; stormwater management projects and facilities projects.
<b>Total UEP</b>	<b>566,798</b>	<b>333,694</b>	
			<b>Utilities (Water Resources/Water Services)</b> The Utilities' total capital spend rate was 57 per cent. Major projects underway in the Utilities include various water system upgrades (pump stations and feeder mains), sanitary upgrades and drainage projects. Major capital projects completed in 2014 include the Bearspaw Sodium Hypochlorite Facility, Currie Pump Station Upgrade and the new Bonnybrook Headworks Facility. Projects that experienced delays and did not get completed in 2014 have been reviewed and are expected to be completed in 2015. Construction of the Bowness Sanitary Trunk Project also began in November 2014, with completion expected in September 2016.



Detailed explanations on operating variance and capital projects are provided in the December EIR.

The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11.

## CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Target

Throughout 2014, Corporate Administration continued to support Council, the City Manager, City Clerk, City Solicitor, and the Chief Financial Officer through the provision of high quality, professional services. Through sound financial leadership, legal advice and counsel, and administrative management, Administration is able to provide quality public service to enhance public trust and meet citizens' expectations. Corporate Administration supported Council's Fiscal Plan through a number of major initiatives and continued to find ways to provide services more efficiently and effectively.

### MAJOR INITIATIVES

- Law's Corporate Security Division implemented a Physical Security Incident Management System (PSIM). Testing and commissioning of the system was completed at year-end 2014 with full implementation on 2015 January 1.
- Following the signing of a Memorandum of Understanding with the Government of Alberta and the Cities of Calgary and Edmonton, the three parties signed a Framework Agreement for City Charters in October 2014. Assisted by Intergovernmental Affairs in the City Manager's Office (CMO), this agreement means a new working relationship between Calgary and the provincial government.
- The Chief Financial Officer's Department (CFOD) coordinated the Business Plans and Budget preparation on a corporate level. Highlights include the completion of comprehensive citizen engagement, Council Priorities, and the approval of multi-year budgets and business plans (CFP-Z10).
- City Clerk's launched ePortal, a public online filing system in 2014. The new system was designed to assist users to manage and view the up-to-date status of their assessment complaints, access hearing information, submit evidence disclosures, request postponements, submit withdrawals and access the Assessment Review Board decisions library all day everyday (CFP-Z5).
- Law's Risk Management and Claims Division completed the development of a Catastrophe Claims Management System designed to help maximize recovery on insurance and DRP claims.
- Led by the CFOD, two zero-based reviews were completed, resulting in ongoing efficiency gains of \$5.5 million per year, as well as improvements to customer service and environmental sustainability (CFP-Z4).
- Within the CMO, the Office of Sustainability's Progress Report on Calgary EATS Food Assessment and Action Plan was approved by Council. The report demonstrated the importance of sustainable food systems to the local economy, the community, and the health of citizens in Calgary.
- Led by the CFOD, a corporate results-based approach to performance measurement was introduced. More than 250 staff received training in 2014.
- City Clerk's co-sponsored, supported and delivered training for a corporation-wide email TRIM (Toss, Recycle, Information Manage) contest to promote deletion of transitory email records. 7,107,059 email items were TRIM'd, reducing information risk, cost of electronic storage space and improved productivity for The City.

### AWARDS & DISTINCTIONS

- The CMO's Cultural Transformation Project was awarded the International Association of Facilitators' 2014 Platinum Facilitation Impact Award and the International Association of Public Participation's 2014 Canadian Organization of the Year for the design and execution of stakeholder engagement.
- The Chief Financial Officer's Department was awarded the Canadian Award from the Government Finance Officers Association for Financial Reporting.
- Law's Risk Management and Claims Division, as part of a team working on the Zoo Rebuilt project, won the Project of the Year Award from the Project Management Institute, Southern Alberta Chapter (PMI-SAC).
- Within the CFOD, ISO 14001 designation for Supply Management was audited and maintained. The Scope of Certification includes Strategic Procurement, Logistics and Fuel Management, Inventory Management, and Reverse Logistics at all Supply Management locations.

### EFFICIENCY & EFFECTIVENESS

- Delivery of Corporate Issues Management education through online training compared to face to face workshops resulted in significant efficiencies and cost savings for The City. Total savings in 2014 was approximately \$350,000 (reduced staff and facilitator time, venue costs).
- The CFOD automated the production of the Action Plan, substantially reducing staff time to create the document.
- \$849,000 of targeted efficiency gains was achieved with no impact to service delivery. Increased staff training and ongoing enhancements to financial processes and systems mitigated the impact of staff vacancies and increased workload.
- The CFOD completed year four of the Triennial Reserve Review. Nine reserves representing a \$455 million reserves' balance were reviewed.

### OPERATING BUDGET PERFORMANCE

- Corporate Administration had an overall favourable variance of approximately \$7.3 million for 2014. This is primarily due to salary savings from staff vacancies, lower contractual services and business expenditures, lower spending relating to one-time budgets and reduced Assessment Review Board hearing costs.

### CAPITAL BUDGET PERFORMANCE

- Corporate Administration's capital budget is 45 per cent spent and 50 per cent committed at year-end.

## CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Target

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 1Z CA provides quality professional core services to their client: council, citizens and other City business units, by responsibly and accountably managing the City's legal, financial and legislative obligations.	PM1.1 Percentage of CA and CFO 3-1-1 service requests completed within the target timelines.	97%	80%	97%	80%	98.7%	80%
	PM1.2 Percentage of investigations of alleged breaches of City policy and/or criminal conduct initiated within one month of being reported.	100%	100%	100%	100%	100%	100%
	PM 1.3 Percentage of citizen requests for council records completed within three business days from receiving the request.	100%	100%	100%	100%	100%	100%
	PM1.4 Response rate from citizens during the Civic Census.	98%	92%	98%	92%	100%	95%
	PM1.5 Client rated overall performance of the Chief Financial Officer's Department.	91%	90%	92%	90%	92%	90%
	PM1.6 Number of participants that have participated in the CMO's Integrated Risk Management seminars or consultations.	349	200	192	175	189	150

- The CFOD coordinated the Business Plans and Budget on a corporate level. In 2014, the 2015-2018 Action Plan was approved by Council (CFP-Z2).
- Law participated in many business unit management meetings, ensuring legal support included a comprehensive understanding of business operation in order to provide thorough legal and risk advice. This included the City Solicitor participating in Administrative Leadership Team (ALT) meetings.
- The CFOD's "Property Tax Relief Program" was implemented in March 2014 as directed by Council.
- The Office of Sustainability in the CMO worked with city staff and imagineCALGARY community partners to develop a measurement and monitoring report on the Natural Environment system. This report will serve as a prototype for future imagineCALGARY reporting. The group also facilitated community sustainability planning processes with the community associations of Killarney, Glengarry and Hillhurst-Sunnyside 🌈.
- The CFOD's "ePayment" is a corporate solution for online payment transactions that was funded through the eGovernment program and Treasury. The new online payment tool is payment card industry compliant and is currently used by eight different business units. There were over four million transactions and over six million dollars in revenue processed through the platform to the end of 2014 (CFP-Z5).
- Law worked collaboratively with the Business Revitalization Zone (BRZ) task group to help support BRZ development in Calgary 🌈.
- The CFOD completed the "eBill" module pilot and will be meeting with CITYonline in early 2015 to introduce "eBill" functionality to 885 new clients. Electronic Tendering was introduced. This is the implementation of an electronic bidding system which, as of the end of November, was in pilot phase (CFP-Z5).
- The CMO coordinated transition of the Calgary Food Committee into the Calgary EATS! Partnership, focusing on implementing the Calgary EATS! Action Plan 🌈.
- Citizen Recognitions and Protocol at City Clerk's, led, participated, or supported an increasing number of ceremonies and events throughout the year, including the Calgary Awards, Flag Raisings, Flag Half- Masts, Proclamations and citizen recognition events 🌈.
- The CFOD established a project team to support a collaborative review of the Tangible Capital Asset Program 🌈.
- Law's Risk Management and Claims Division along with Supply Management in the CFOD have collaboratively developed a comprehensive preferred contractor list that will follow purchasing guidelines and enhance responsiveness in a large scale event 🌈 (CFP-Z5).
- The PTWeb project within the CFOD was on budget and launched in 2014. This e-payment system is a web-based portal, allowing multiple lines of business to process payments through a secure web service 🌈 (CFP-Z5).

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌈; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Community	Places	Mobility	Business	Organization	Finance
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## CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Target

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 2Z CA maintains and strengthens their operations, within a safe workplace, through effective employee attraction, retention and development.		PM2.1 CA and CFO employee satisfaction survey index score.	133	150	146	150	143	150
		PM2.2 Percentage of employees satisfied with development opportunities and/or training.	58%	65%	72%	65%	66%	65%
		PM2.3 Percentage of employees that feel sufficiently rewarded for the effort they put into their job, excluding pay; e.g. praise for work well done, Cheers Cards, recognition	49%	57%	52%	57%	47%	57%
		PM2.4 Percentage of level five exempt employees completing career dialogues, including learning and career development plans.	100%	95%	100%	95%	95%	95%
		PM2.5 Combined CA and CFO lost time claims frequency (days/employee).	1.0	0.6	1.0	0.6	0.7	0.6
		PM2.6 Percentage of employees who feel working conditions are safe.	90%	90%	86%	89	87%	88%
		PM 2.7 Percentage of completed work site inspections with action items resolved by due date.	89%	100%	91%	100%	100%	100%
		PM 2.8 CA and CFO employee resignation rate.	2.4%	3.0%	1.7%	3.0%	3.9%	3.0%

- The Chief Financial Officer's Department hosted two Townhalls in 2014 for employees. An annual Education Recognition/Celebration Luncheon continued to recognize staff that attained degrees, designations, and professional certifications 🎉.
- In 2014, 697 City employees were enrolled in the CMO's Issue Prevention and Management Training Program through the online curriculum CIM Learn. Following training, 82 per cent of course participants evaluated their knowledge and skills as good to excellent in issue prevention and management 🎉.
- Law's Corporate Security Division completed a Workplace Violence Policy which was approved by ALT and Council.
- City Clerk's Assessment Review Board hosted the second annual intraprovincial conference to train Board members on key subject areas. These conferences allowed members to build partnerships within the province and share best practices (CFP-Z2).
- The CFOD heightened awareness and enhanced safety inspection process to ensure timely completion of inspections and meaningful follow-up on actionable items 🎉.
- Within Law, three managers completed their Schulich Masters in Municipal Leadership Program and two supervisors completed their Supervisory Leadership Development Program.
- The CFOD Mentoring Program facilitated six successful mentor/mentee matches and held two training sessions for this year's program participants 🎉.
- The CMO organized a corporate workshop on the Triple Bottom Line Policy and the 2020 Sustainability Direction. Related course material for the Learning for Municipal Excellence Program was updated to build capacity for integrated decision-making throughout the organization 🎉.

Note: Corporate Administration's actual results for PM 2.1, 2.2, 2.3 and 2.6 in 2012 and 2013 were combined based on business unit survey scores from City Clerk's, the City Manager's Office and Law. In 2014, the Corporate Administration's actual results also included survey scores from the Chief Financial Officer's Department.

PM 2.1 – Employee satisfaction index score was affected by decreases in metrics such as work related stress, feeling appreciated and being satisfied with fairness and respect from managers. Contributing factors included challenging work priorities and tight implementation timelines with corporate projects and business plans. In 2014, the actual result for Corporate Administration without the CFOD score is 159.

## CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Target

PM 2.2 - Corporate Administration continued to monitor this score by encouraging career dialogues, job training and professional development opportunities. In 2014, the actual result for Corporate Administration without the CFOD score is 73 per cent.

PM 2.3 - Corporate Administration strived to improve this score by initiating conversations with staff bottom-up on how best to create a cohesive and collaborative workforce. In 2014, the actual result for Corporate Administration without the CFOD score is 60 per cent.

PM 2.6 - In 2014, the actual result for Corporate Administration without the CFOD score is 91 per cent.

PM 2.5 - The City continued to meet the corporate wide target at 3.9 for Lost Time Claims frequency in 2014. Some business units were slightly above their component target and others were slightly below, resulting in significant variations in exposure hours (total number of employee work hours) between various departments.

PM 2.7 - Enhanced site inspection process continued to strive to improve Corporate Administration's ability to resolve safety action items in a timely manner.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌈; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Departmental Outcomes	Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
<b>Organization</b> 3Z CA enhances public trust and seeks to meet citizens' expectations through transparent municipal governance, while complying with legislation, policies and procedures.	PM 3.1 Percentage of Council policies posted online (Internet and Intranet) within three business days of approval.	89%	100%	79%	100%	100%	100%
	PM 3.2 Percentage of Council and committee agendas posted online (Internet and Intranet) within legislated timelines.	100%	100%	100%	100%	97.3%	100%
	PM 3.3 Percentage of Council decisions and minutes posted online (Internet and Intranet) within three business days after the meeting.	56%	100%	88%	100%	92.6%	100%
	PM 3.4 Percentage of Freedom of Information and Protection of Privacy requests completed within legislated timelines. (Note: all City BUs contribute to this PM target)	97%	95%	96%	95%	96.3%	95%
	PM3.5 External Audit: unmodified financial statement opinion and no unaddressed findings.	100%	100%	100%	100%	100%	100%

- The CFOD continued to coordinate the corporate participation in the Ontario Municipal Benchmarking Initiative (OMBI). All 27 eligible service areas in Calgary participated in the initiative to promote continuous learning and municipal best practices. The program has been expanded nationally with support from Calgary 🌈 (CFP-Z3).
- Law continued to participate in benchmarking as part of continuous learning. In addition to OMBI, Law reviewed best practices with other municipalities and participated in several North American professional association benchmarking programs such as ASIS International, CRO RoundTable, and Risk and Insurance Management Society 🌈 (CFP-Z3).
- The Office of Sustainability in the City Manager's Office held an imagineCALGARY summit on the Natural Environment System 🌈.
- City Clerk's Corporate Records & Archives group increased their internal and external profile throughout 2014 by participating actively in tours, presentations, City Hall School, and by curating atrium displays. Corporate Records & Archives actively pursues outreach activities to increase awareness and transparency in their services.
- Within the CFOD, an Action Plan bus was used as part of citizen engagement for Action Plan 2015 – 2018. Members of the Action Plan team connected with the public at locations around Calgary to discuss and get feedback on citizen priorities and present information on spending, taxes, and City of Calgary services 🌈 (CFP-Z10).
- Law obtained notable Queen's Bench judgements clarifying the scope and procedure for appealing an Assessment Review Board decision, strengthening The City's position as a respondent to such applications 🌈.

Community

Places

Mobility

Business

Organization

Finance

## CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Target

- With the implementation of the separate CalgaryARB.ca web address, City Clerk's achieved greater independence from Administration for the ARB by promoting transparent public access to information regarding the Assessment Review Board's processes, procedures, and legislative requirements 🌟 (CFP-Z5).
- City Clerk's Legislative Services played a key role in coordinating, researching and implementing a new Disclosure Policy for Members of Council: enhancing the public's confidence that Members of Council do not have a conflict of interest in the decisions they make. The policy provides the requirements for the disclosure of real estate and financial investment holdings, procedures for the collection, submission and publication of disclosure information, procedures for breaches and a sample member disclosure statement 🌟 (CFP-Z12).

PM3.1 - One Council policy was not posted online within the timeframe as the electronic version of the Council policy was not submitted to the City Clerk's Office in advance of the Council meeting.

PM3.3 - Late posting of minutes due to length and complexity of meetings, including the 7 days of business plan and budget debate.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌟; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Organization	4Z CA leads and coordinates processes that ensure The City continually becomes a more effective, disciplined and sustainable organization.	PM 4.1 Processing cost per accounts payable transaction.	\$3.42	\$3.57	\$3.43	\$3.62	\$3.65	\$3.67
		PM 4.2 Tax Instalment Payment Plan and Business Tax Instalment Payment Plan accounts per staff (FTE).	25,355	25,000	24,952	24,000	24,523	≥23,000
		PM 4.3 Annual property and business tax bills processed per staff (FTE).	81,085	77,500	79,827	77,000	78,312	≥76,500
		PM 4.4 Percentage of products sourced from sustainable environmental vendors.	23%	23%	19%	22%	21%	21%
		PM 4.5 The percentage of 2020 Sustainability Direction objectives that are on track.	79%	93%	78%	87%	80%	NA
		PM 4.6 Number of cross corporate initiatives coordinated or initiated by the Office of Sustainability that contribute toward achieving the 2020 Sustainability Direction targets.	11	10	8	7	5	4

- Led by the CFOD, the Parks and Roads Zero-Based Reviews were completed in 2014. The Parks review identified ongoing efficiency gains of \$4.0 million per year (cost savings, productivity gains and increased revenue mix), as well as effectiveness improvements such as better customer service and environmental benefits. Efficiency gains of \$1.4-\$1.9 million annually were identified in Roads. The Roads review also identified effectiveness improvements through better use of industry standards and improved contract management 🌟 (CFP-Z4).
- Law has representation on the Canadian Bar Association/Law Society of Alberta Legislative Review committee which reviews and provides comments to the Legislature on Alberta Bills.
- The CMO provided input into the provincial government's review of the *Municipal Government Act (MGA)*. Intergovernmental Affairs coordinated the Corporation's response to the review and represented The City on the provincial working group looking at potential amendments to the Act 🌟 (CFP-F1).
- City Clerk's partnered with Information Technology (IT) to initiate an enterprise-class document and records management solution for all City staff. A successful planning phase in 2014 will lead to Phase 2, where some work groups will begin the transition to the OpenText Content Server, reducing the risk to the corporation and increasing staff productivity 🌟 (CFP-Z5).
- The CFOD led a substantial increase in the use of benchmarking (including best practice information) in the Action Plan. The number of benchmarks increased from two in the previous cycle to 34 in the Action Plan. Benchmarking information was included for every department and in the majority of business units 🌟 (CFP-Z3).
- Law, in partnership with Information and Infrastructure Services, Information Technology and the CFOD, participated in a Canadian Radio-Television and Telecommunications Commission hearing to discuss how the overcrowding of infrastructure installed in municipal rights-of-way affect the telecommunications market

Community

Places

Mobility

Business

Organization

Finance

## CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Target

in Canada and how municipalities might be able to help 🌍.

- The CFOD's "Professional Service Provider" Council circulation process was amended to reduce cycle time by 37 days. Collaborating with business units, more efficiencies were achieved when the requirement to prepare documents and circulate for signatures was removed. Business unit level purchase order amendments continued to be streamlined (CFP-B1).
- Law's Prosecution Section utilized the full spectrum of enforcement powers under The Safety Codes Act to ensure increased safety in the construction industry 🌍.
- Within the CMO, the Office of Sustainability worked with partners to coordinate the governance and development of preliminary measurement and reporting structures for both the imagineCALGARY plan and the Food System Assessment and Action Plan. The imagineCALGARY Partnership, supported by the Office of Sustainability, has grown to over 135 partners 🌍.

PM 4.5 - In 2014, 79 per cent of the 2020 Sustainability Direction objectives were "on track" (23 of 29) which is below the target of 93 per cent. Three objectives face challenges mainly resulting from either The City having no or limited influence over the performance (i.e., economic diversification and labour market) or limits to data availability. Two additional objectives are challenged (Waste Management and Flexibility in Financial Capacity), and one objective is not on track (Greenhouse Gas Reduction).

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌍; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Departmental Outcomes		Performance Measures	2014 Actual	2014 Target	2013 Actual	2013 Target	2012 Actual	2012 Target
Finance	5F CA provides leadership and direction in fostering new revenue streams that support and strengthen The City's prudent fiscal management and financial capacity.	PM 5.1 The City of Calgary's AA+ credit rating maintained	100%	100%	100%	100%	100%	100%
		PM 5.2 Percentage of Business Tax Revenues Uncollectible	0.07%	<1%	0.09%	<1%	0.20%	<1%

- The City of Calgary attained AA+ rating in long term issuer credit and unsecured debt ratio as well as A-1+ status on short term rating 🌍.
- The City of Calgary maintained Payment Card Industry (PCI) compliance for the fourth year in a row, validated by an external auditor 🌍.

**LEGEND: NA – HISTORICAL DATA NOT AVAILABLE; 2020 SUSTAINABILITY DIRECTION 🌍; ISSUE/CHALLENGE IN MEETING THE 2014 TARGET**

Community

Places

Mobility

Business

Organization

Finance

# CORPORATE ADMINISTRATION: Efficiency and Effectiveness Reporting

## Departmental Report on Efficiency Gains:

In the 2012-14 Business Plans and Budgets, Administration was requested to produce efficiency gains in the amount of \$45 million. Each department was allocated a portion of this amount and Corporate Administration's portion is as follows:

2012 (actual)	2013 (actual)	2014 (actual)	Total
\$(635)	\$(637)	\$(849)	<b>\$(2,121)</b>

The table below provides a comprehensive summary of the efficiency gains for 2012 and 2013, and those achieved in 2014. The following departmental strategies relate to the efficiency gains:

- CA provides quality professional core services to their client: council, citizens and other City business units, by responsively and accountably managing the City's legal, financial and legislative obligations (1Z).
- CA maintains and strengthens their operations, within a safe workplace, through effective employee attraction, retention and development (2Z).
- CA enhances public trust and seeks to meet citizens' expectations through transparent municipal governance, while complying with legislation, policies and procedures (3Z).
- CA leads and coordinates processes that ensure The City continually becomes a more effective, disciplined and sustainable organization (4Z).

Corporate Administration: Efficiency Gains			
Business Unit <sup>1</sup>	2012 Results or Impacts	2013 Results or Impacts	2014 Results or Impacts
<b>City Clerk's Office (CC)</b>	The City Clerk's Office implemented an online system for receiving assessment property complaints and evidence, as well as scheduling hearings and communicating decisions to stakeholders.	City Clerk's achieved improved efficiency at the Assessment Review Board. Despite 2013 filing volumes being 10% above 2012 level, vacancies were left unfilled, resulting in salary expenditure 4% below 2012 level.	<ul style="list-style-type: none"> <li>The implementation of the Assessment Review Board's public-facing ePortal system resulted in reduced administration effort and therefore reduced expenditure on staff wages.</li> <li>Reduced filing volume and board members' more efficient review of written decisions prior to publication resulted in reduced expenditure on board member honoraria.</li> </ul>
<b>City Manager's Office (CMO)</b>	The City Manager's Office implemented a business process redesign of services by leveraging the Electronic Legislative Management Solution (ELMS) with no impacts to service. (CFP-Z5)	The City Manager's Office implemented additional business process re-design in services, reducing expenditures by \$40 thousand due to increased staff capacity. There is an additional expenditure reduction of \$14 thousand derived from increased use of electronic meetings and information sharing to reduce corporate travel. (CFP-Z5)	The City Manager's Office reduced staffing levels by 1 FTE due to an anticipated vacancy and improved efficiency due to productivity gains resulting from increased staff experience with no impact to service (CFP-Z5).

<sup>1</sup> Self-supporting business units (i.e. Fleet, Development & Building Approvals, and Utilities) were not included in the \$45 million efficiency gains target. These business units still undertook actions to improve efficiency and their efficiency gains are also reported in these tables.

## CORPORATE ADMINISTRATION: Efficiency and Effectiveness Reporting

Corporate Administration: Efficiency Gains			
Business Unit <sup>1</sup>	2012 Results or Impacts	2013 Results or Impacts	2014 Results or Impacts
<b>Chief Financial Officer's Department (CFOD)</b>	<p>Staffing costs within Corporate Initiatives were reduced by \$55 thousand by re-designing existing positions to optimize task assignments according to position level.</p> <p>The CFOD released the Accounts Payable Electronic Exchange (APEX) which is an add-on application to PeopleSoft that was built in-house. APEX is used to process the large electronic files from corporations such as Telus Mobility and Enmax. APEX will handle over 150,000 transactions yearly with over \$75 Million in payments while giving users the ability to obtain details on electronic invoices that have been processed on their behalf.</p> <p>Tax &amp; Receivables successfully implemented the new City</p> <p>Ownership On-Line (COOL) system that contains property ownership information (location, roll number, legal description, school declaration information) of all properties in Calgary. This system ensures many important documents, such as assessment notices and tax bills are mailed to the correct mailing addresses.</p>	<p>The Chief Financial Officer's Department (CFOD) implemented organizational changes in September to re-align the divisions according to their service. The change in management structure resulted in productivity savings of \$100 thousand.</p> <p>The CFOD successfully completed Financials and Supply Chain Management (FSCM) 9.1 upgrade. The current footprint (General Ledger, Accounts Payable, Accounts Receivable, AM, Inventory, Purchasing) went live on January 28 2013. Project costing module phased implementation was also underway. Enhanced procurement and inventory processes leveraging the FSCM 9.1 Upgrade resulted in productivity savings of \$100 thousand.</p>	<p>The Chief Financial Officer's Department (CFOD) achieved its productivity gains target of \$446 thousands with no service impact through enhancements to financial processes and systems and organizational changes in the prior years to accommodate staff vacancies and increased workloads.</p>
<b>Law (LAW)</b>	<p>Law achieved \$81 thousand in reductions through insurer negotiations. These were successful and included additional liability and property limits within budget.</p> <p>Achieved a reduction of \$106 thousand through limiting property appraisal costs in Law.</p>	<p>Law achieved \$122 thousand in reductions through insurer negotiations on premium costs. This included direct meetings with many insurers to highlight The City's risk profile.</p>	<p>In the prior year, Law had successfully negotiated lower insurance premium cost through direct meetings with insurers to reflect The City's risk profile. Through this initiative, Law has been able to meet its productivity gain targets. However, the 2013 flood had significantly impacted insurance premiums in 2014 and a onetime budget request was approved to cover this extraordinary year.</p>

## CORPORATE ADMINISTRATION: Operating Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	2014 Variance																
City Manager's Office	7,832	881	The City Manager's Office's favourable year-end variance is mainly due to unbudgeted recoveries from the Recovery Operations Centre (ROC) and lower contractual services and business expenditures.															
Chief Financial Officer's Department	38,527	4,087																
City Clerk's Office	12,525	2,715																
Law	18,013	(311)																
			The CFOD's favourable year-end variance is mainly from higher scrap sales, salary savings from staff vacancies, less than anticipated spending from one-time budgets, and lower contractual services.															
			The City Clerk Office's favourable year end variance is mainly from reduced Assessment Review Board hearing costs due to lower assessment filings.															
			Law's unfavourable year end variance is mainly from higher insurance claims.															
<b>Total Corporate Administration</b>	<b>76,897</b>	<b>7,372</b>																
<b>&gt; \$250K FAVOURABLE VARIANCE; &gt; (\$250K) (UNFAVOURABLE) VARIANCE</b>																		
<table border="1"> <caption>2014 Budget vs 2014 Actual (\$000s)</caption> <thead> <tr> <th>Business Unit</th> <th>2014 Budget</th> <th>2014 Actual</th> </tr> </thead> <tbody> <tr> <td>CMO</td> <td>\$7,832</td> <td>\$6,951</td> </tr> <tr> <td>CFOD</td> <td>\$38,527</td> <td>\$34,440</td> </tr> <tr> <td>CC</td> <td>\$12,525</td> <td>\$9,810</td> </tr> <tr> <td>LAW</td> <td>\$18,013</td> <td>\$18,324</td> </tr> </tbody> </table>				Business Unit	2014 Budget	2014 Actual	CMO	\$7,832	\$6,951	CFOD	\$38,527	\$34,440	CC	\$12,525	\$9,810	LAW	\$18,013	\$18,324
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The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11 and may not add due to rounding.

## CORPORATE ADMINISTRATION: Capital Budget Summary

Business Unit / Budget Program (\$000s)	2014 Budget	YTD Spending
Chief Financial Officer's Department	3,392	1,081
Law	784	745
City Clerk's Office	475	250
<b>Total Corporate Administration</b>	<b>4,651</b>	<b>2,076</b>

Corporate Administration's capital budget is 45 per cent spent and 50 per cent committed at year-end.

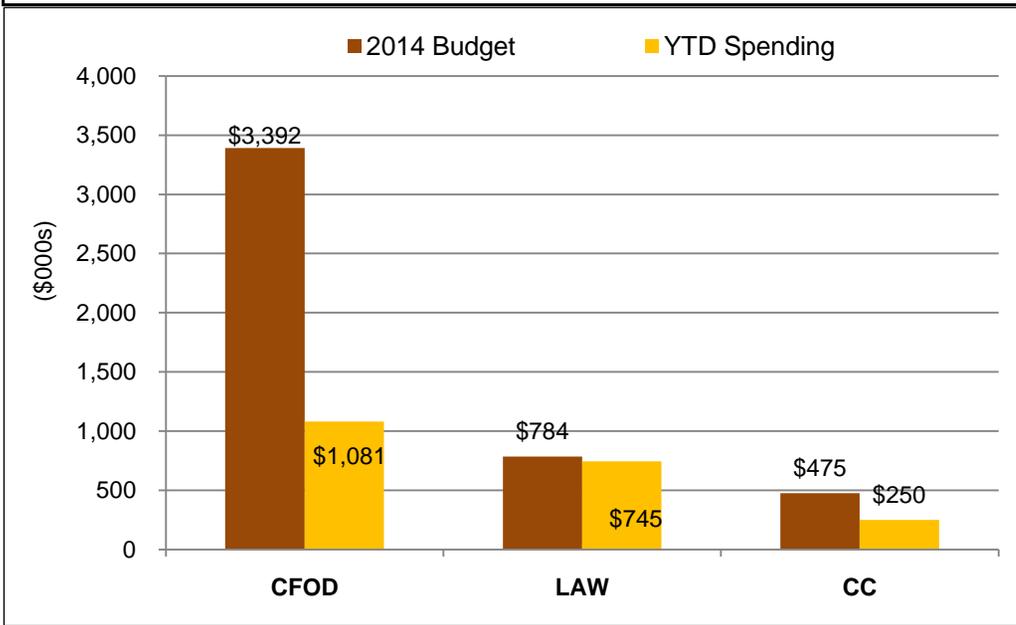
**CFOD**  
 Procurement Card Industry (PCI) compliance: Project is in sustainment phase. Current spending relates to the areas of risk assessments and vulnerability testing.

Radio Frequency System Upgrade: Year to date spending is for increased efficiencies in stock counts and fulfillment of inventory requests.

Logistic Centre: Spending for 2014 relates to increase safety and working conditions.

**Law**  
 Security & system implementation: Spending was ramped up significantly in 2014 with a minimal portion of the project to be completed in early 2015.

Flood Resiliency: Project is currently being negotiated with Corporate Properties and Building to determine if savings can be utilized by combining projects. Project will move forward in 2015.



**City Clerk's**  
 In July, Council approved repurposing \$475 thousands of the 2014 operating budget for two capital projects.

Audio/Visual digital upgrade to Council Chamber and Control room (\$300 thousands): Products have been secured by the vendor and were delivered on site in 2014 and the majority of the equipment was installed. Project is expected to be complete by early January 2015.

Backup Council Chamber at Deerfoot Junction III (\$175 thousands): Project is in planning phase and expected to be completed in 2015.

Detailed explanations on operating variance and capital projects are provided in the December EIR. The above financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2015 February 11.





