

# Corporate Services



Tab4

Corporate Services  
Tab3

Tab2

Tab1

# Corporate Services

## TABLE OF CONTENTS

<b>Corporate Services Overview</b> .....	<b>551</b>
Strategies and Performance Measures .....	554
Operating Budget Overview .....	565
Capital Budget Overview .....	566
<b>Corporate Properties &amp; Buildings</b> .....	<b>567</b>
<b>Customer Service &amp; Communications</b> .....	<b>596</b>
<b>Fleet Services</b> .....	<b>619</b>
<b>Human Resources</b> .....	<b>638</b>
<b>Information Technology</b> .....	<b>657</b>
<b>Infrastructure &amp; Information Services</b> .....	<b>685</b>
<b>Office of Land Servicing &amp; Housing</b> .....	<b>713</b>
<b>Calgary Housing Company</b> .....	<b>734</b>

## LINES OF SERVICE

- Affordable Housing
- Asset & Base Mapping
- Business Technology Solutions
- Corporate Human Resources Services
- Creative Services
- Customer Service, 311 & Research
- Data & Rights of Way Access
- Engineering & Energy Management
- Fabrication & Welding Service
- Field Surveying Services
- Fleet Acquisition
- Fleet Maintenance & Repairs
- Geographic Data & Analysis
- Human Resources Consulting to Business
- Human Resources Service Centre
- Information and Communications Technologies
- Land Servicing
- Pay Services
- Project & Asset Management
- Public & Employee Engagement & Communications
- Real Estate Sales & Marketing
- Real Estate Services
- Safety & Training Services
- Strategic Business Technology Planning
- Workplace Facility Asset Management
- Workspace Solutions

# Corporate Services - Overview

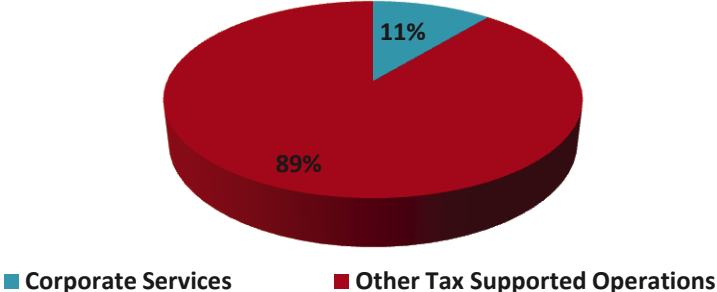
The Corporate Services (CS) Department plays a dual role in delivery of services to citizens and employees. First, CS delivers business support services to other business units on a cost recovery basis. Second, CS is responsible for governing related Council and administrative policies to achieve the best interests of the organization. Corporate Services continues to provide high value services while managing costs and will not be increasing internal fees in this cycle.

In this business planning cycle, CS will be focusing on its operating principles of:

- providing cost effective and efficient services;
- managing corporate assets to minimize risk and optimize triple bottom line benefits to The Corporation and citizens;
- delivering quality and accessible services to customers and citizens; and
- providing a safe work environment where employees are engaged and productive.

CS interacts with citizens through 311, CITYonline and Calgary.ca. It has the responsibility to provide and maintain affordable housing, supports economic prosperity by providing a steady supply of serviced industrial land and sells surplus City-owned land. It exercises oversight for project and asset management practices and generates geographic, energy and imagery data to support informed decision making. In support of client service delivery, CS provides the tools and technologies to connect citizens to The City and employees to each other. CS supports the attraction, recruitment and retention of employees, provides safe and appropriate workspaces for employees; and acquires, maintains and manages vehicles for most business units.

**Corporate Services**  
**Share of Tax Supported Net Operating Budget**  
**City Wide Total Tax Support: \$1,640 Million**



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

## Corporate Services - Overview

### Trends

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The most significant trends affecting Corporate Services are increased cost pressures combined with increased demand for services. As The City grows and demand for business support services increases, CS strives to continually provide value-added, efficient and effective services to its internal customers within provided resource levels.

In the past, CS business units have experienced cost increases that have exceeded projected inflation in areas such as contract services, software, and materials and supplies. These additional costs have typically been absorbed without increasing internal client fees through the identification and implementation of off-setting efficiencies and alternative service delivery models. CS will continue to employ these approaches throughout 2015 - 2018.

Changes in both labour force composition and availability will affect the attraction, recruitment and retention of staff for The City. A forecasted strong economic environment and low unemployment rate will result in continued competition for scarce labour. CS will address recruitment challenges by focusing on its goal of becoming an employer of choice. It will concentrate on diversity and inclusiveness, development of tools to enhance knowledge management and learning opportunities, and increasing efforts to utilize the mature workforce.

Social and technology trends, such as the ability to connect physical objects including vehicles and other devices to the network, mobile access expectations, and changes to work styles, will all have an impact on how CS offers services. Impacts can be expected to the type of technology offered, data availability and accessibility, and work places and spaces.

### Long-Term Plans

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CS supports the achievement of Municipal Development Plan (MDP) Prosperous Economy objectives through the development and sale of industrial land; specifically by developing small parcels desired by small to mid-size owner/operator businesses, typically not provided by the private sector. It also initiates development adjacent to key transit oriented development areas or develops surplus City-owned lands to aid in achieving intensification goals. Goals associated with the MDP Great Communities objectives will be supported by providing affordable housing options and giving citizens opportunities to become involved in decision-making processes to help shape their communities. CS will also initiate efforts to mine citizen data that will aid in making citizen-driven decisions. By providing support services to other parts of the organization, CS will help other Departments achieve the objectives associated with the MDP, Calgary Transportation Plan and 2020 SD.

### Citizen Engagement

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Affordable housing emerged as a priority in the citizen engagement process. It was seen to impact everything from cost of living, to social isolation, to job talent attraction. Through the Office of Land Servicing and Housing (OLSH) and the Calgary Housing Company (CHC), The City has built, purchased or partnered to increase supply and managed housing for those in need of affordable housing. Historically, the provincial government supported these programs. Recent changes to the funding mechanisms for affordable housing make The City's role unclear in this area. To provide clarity and aid progress, a review of The City's role in this area will be undertaken in the 2015–2018 business cycle. Citizens also expressed an interest in the value they receive for their tax dollars and indicated they want to be active participants in decision-making. As the primary provider of tools for citizens to interact with The City (e.g. 311, CITYonline, Calgary.ca) CS is improving these services through its budget allocations. CITYonline will be enhanced

## Corporate Services - Overview

through improvement to open data quantity, quality and availability. 311 will be provided with increased resourcing to allow it to meet its customer service targets and provide more services through mobile and web channels. Finally, the engage! framework will be provided resources to improve The City's coordinated approach to citizen engagement.

### Council Priorities

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Corporate Services' contribution to achieving Council Priorities will include leading or supporting strategies in all five outcome areas. The Department will lead on increasing affordable or accessible housing options (P6). Efforts to address this strategy will focus on identifying and clarifying The City's role in this area given changes to the provincial funding model. CS will also lead in providing access to technology and information (P10) by increasing internet availability at City-owned public buildings and expanding on-line and mobile services.

CS is leading many of Council priorities in the well run city outcome. The Department will lead the effort to increase citizen focus and satisfaction by collaborating with and engaging citizens (W5) and transforming the organization to be more citizen-focused (W7) through implementation of the customer service framework and engage! policy. CS leads the strategy to effectively manage The City's inventory of public assets (W6) and will continue to make progress through the development of corporate tools, performance measures and systems. CS will focus on being efficient and effective, reducing costs and focusing on value for money (W2) by improving adherence to shared services principles including: adopting a service culture, increasing customer focus, and improving accountability. Finally, CS will lead on becoming an employer of choice (W9).

## Corporate Services - Strategies and Performance Measures for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

Strategy Related to Council Outcome	Accountable BU
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	OLSH
P2 Advance purposeful economic diversification and growth.	OLSH
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	CPB, CSC, HR, IIS, IT
P6 Increase affordable and accessible housing options.	CHC, OLSH
P10 Enhance access to technology and information.	CSC, IIS, IT

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM1 Supply of serviced industrial land available annually (acres).	540 AC	210 AC	144 AC	144 AC	87 AC	156 AC	138 AC
P.PM2 Industrial land sold annually (acres).	60 AC	45 AC	120 AC	96 AC	58 AC	104 AC	92 AC
P.PM3 Customer wait times for approved encroachment agreement/letter.	29 days	27 days	27 days	27 days	17 days	15 days	14 days
P.PM4 Percentage of citizens who agree The City practices open and accessible government.	84%	86%	85%	87%	88%	89%	90%
P.PM5 Time to re-occupy affordable housing units.	50 days	40 days	38 days	< 30 days	< 30 days	< 30 days	< 30 days
P.PM6 Percentage of fully subsidized housing occupied by high needs households (as per provincial rating scale).	NA	NA	NA	100%	100%	100%	100%

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

A prosperous  
city

A city of inspiring  
neighbourhoods

A city that  
moves

A healthy and  
green city

A well-run  
city

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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
P.PM7 Number of affordable housing units delivered annually by OLSH and partners (counted at time of opening).	0	0	0	0	48 units	0	48 units
P.PM8 Number of new service requests deployed on 311 handheld application.	NA	NA	5	5	5	5	5
P.PM9 Percentage of website visitors who are able to complete their task online via Calgary.ca.	NA	68%	70%	71%	74%	77%	80%
P.PM10 Percentage of City of Calgary business units that have data sets in the Open Data Catalogue.	NA	NA	37%	39%	46%	57%	68%
P.PM11 Percentage of customers satisfied with data formats delivered in the Open Data Catalogue.	NA	NA	85%	85%	85%	85%	85%
P.PM12 Percentage of customers satisfied with ease of navigation of the CITYonline website.	71%	87%	87%	87%	89%	91%	93%
P.PM13 Number of public City of Calgary facilities with free access to wireless internet.	NA	NA	16	28	33	38	43
P.PM14 Number of citizen facing transactions that can be completed on-line with a mobile device.	63	132	164	173	184	194	204

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

Corporate Services supports Calgary's economic growth and prosperity in alignment with MDP policy goals by providing: developed industrial lands, affordable housing, and providing data and access to City information. CS will add new performance measures that identify how quickly existing affordable housing units are made available for re-occupancy and ensuring those most in need are provided with housing. Performance measures related to availability of information through various channels, open data, citizen satisfaction and web services align with objectives of 2020 SD. This is also in alignment with Council direction to cut red tape (P4), and the MDP target of by 2036 80 per cent of citizens report that "government activity is open, honest, inclusive and responsive."





## Corporate Services - Strategies and Performance Measures for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

Strategy Related to Council Outcome	Accountable BU
N2 Build resiliency to flooding.	CSC
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	CPB, CSC, HR, IIS, IT
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	OLSH
N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	CPB
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	CPB
N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.	CPB

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM1 Number of corporate workplace emergency training exercises run successfully.	0	2	3	3	4	5	6
N.PM2 Percentage of City of Calgary employees who completed skills profiles in the Skills Inventory for emergency management purposes.	NA	NA	NA	TBD	TBD	TBD	TBD
N.PM3 Percentage of business critical systems that can sustain an unscheduled data centre service interruption with minimal business impact.	NA	NA	NA	Baseline	TBD	TBD	TBD

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

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

**Corporate Services Commitment:**

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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
N.PM4 Number of events utilizing the Municipal Complex Atrium and Plaza annually.	NA	51	52	53	56	58	61
N.PM5 Facility Condition Index of Corporate Properties & Buildings managed Heritage Buildings portfolio. (Range is 0.0 - 1.0, where a 0.0 score is a building in new condition and over 0.5 indicates a failing building).	NA	NA	0.26	0.30	0.30	0.35	0.37

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

Corporate Services will focus on reducing risk and enabling The City to continue to offer critical services in the event of an emergency with a performance measure focused on tracking system overlap which protects against service interruption. Section 2.3 of the MDP speaks to maintaining The City's historical assets and preserving The City's history. By monitoring the condition of CPB Heritage Buildings, critical restoration and repairs can be prioritized. Key elements of the MDP include building a great city through intensification, urban corridors, transit nodes and enhancing community use of public spaces. Corporate Services is committed to increasing the use of public spaces to support community events and will measure public use of the Municipal Complex atrium and plaza.



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

**Corporate Services Commitment:**  
 Corporate Services will provide the tools and information to enhance planning and execution of a variety of convenient, affordable, accessible and efficient transportation choices.

Strategy Related to Council Outcome	Accountable BU
M1 Implement and accelerate RouteAhead as transit funding becomes available.	CPB
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	IIS, IT

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
M.PM1 Number of traffic intersections with connections through Calgary City Net to support intelligent transportation initiatives.	N/A	N/A	92	192	292	392	492

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

Corporate Services will support Section 3.1 of the CTP which states "maintain automobile, commercial goods and emergency vehicle mobility in Calgary while placing increased emphasis on sustainable modes of transportation (walking, cycling and transit)" by developing tools, applications and information for planning and development of The City's transportation systems. An example of a project supporting this goal is the Common Operating Picture (COP) system developed by IIS and IT in collaboration with CEMA partners. This system provides a real-time view of critical geographic information for emergency response by Calgary Emergency Management Agency and its partners. The performance measure identifies progress on an existing program to increase connectivity of intersections that will enable data monitoring. This progress is dependant on the expansion of Calgary City Net.



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

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

Strategy Related to Council Outcome	Accountable BU
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	CPB, CSC
H2 Encourage a broader range of innovative and clean energy technologies.	CPB, FLEET, IIS, IT
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	CSC

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
H.PM1 Energy units (kiloWatts/hour) consumption per gross floor area for buildings in CPB's management system (based on facility's operating hours).	8.42 kWh	7.92 kWh	7.84 kWh	7.76 kWh	7.69 kWh	7.61 kWh	7.53 kWh
H.PM2 Percent of Fleet vehicles that are green.	14%	14%	14%	14%	14%	14%	14%
H.PM3 Power saved from installing energy efficient end-user devices. (kiloWatts/year)	NA	NA	NA	.51M kW/yr	.85M kW/yr	1.19M kW/yr	1.53M kW/yr

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

Corporate Services will continue to decrease the environmental footprint of vehicles through initiatives such as assigning the most appropriately sized vehicle to jobs based on work requirements. It will also assess the viability of using alternative fuel sources. CS will also find and implement energy conservation practices for buildings and operational work centres to help achieve the objectives stated in section 2.6.5 of the MDP and the imagineCALGARY goal of "by 2036, the use of renewable energy increases by 30 per cent as a percentage of total energy use." Corporate Services will also support citizen facing efforts (such as Green Cart roll-out) through communication programs, business analytics and 311 support.



## Corporate Services - Strategies and Performance Measures for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

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

Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM1 Number of assigned departmental workstations decreased.	NA	NA	NA	0	0	0	172
W.PM2 Percentage of Snow Units available for operational use (Seasonal Average).	NA	NA	90%	90%	90%	90%	90%



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM3 Percentage of Collection Service Units available for operational use.	NA	NA	TBD	TBD	TBD	TBD	TBD
W.PM4 Vehicle equivalent units maintained per fleet technician annually.	NA	118 units	118 units	119 units	120 units	121 units	122 units
W.PM5 Corporate FTE served per Human Resources FTE.	63.6	64	63.5	63.5	63.5	63.5	63.5
W.PM6 Percentage of City of Calgary Business Units that have an increase in Project Management Maturity.	NA	NA	NA	TBD	TBD	TBD	TBD
W.PM7 Information Technology cost per user compared to benchmarked organizations.	7.3% Lower	3.7% Lower	Equal to Peer	Equal to Peer	Equal to Peer	Equal to Peer	Equal to Peer
W.PM8 Cost avoidance (in Millions) for City business units as a result of using City Of Calgary fibre network.	NA	NA	\$3.5 M	\$4.1 M	\$4.8 M	\$5.6 M	\$6.5 M
W.PM9 Percentage of 311 calls answered within 30 seconds or less.	73%	64%	80%	80%	80%	80%	80%
W.PM10 Percentage of citizens who say that The City offers the opportunity to have meaningful input into decision making.	NA	69%	70%	71%	73%	75%	75%
W.PM11 Percentage of citizens who agree The City uses Calgarian's input.	NA	65%	TBD	67%	69%	71%	71%
W.PM12 Facility Condition Index of Corporate Properties & Buildings managed Corporate Accommodation Buildings portfolio. (Range is 0.0 - 1.0, where a 0.0 score is a building in new condition and over 0.5 indicates a failing building).	0.40	0.41	0.27	0.28	0.29	0.32	0.34



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM13 Percentage of City of Calgary Business Units that have an increase in Asset Management maturity.	NA	NA	NA	75%	80%	85%	90%
W.PM14 Revenue (in Millions) from general surplus parcels sold annually.	\$12.3 M	\$12.8 M	\$14.5 M	\$12.0 M	\$10.0 M	\$8.0 M	\$8.0 M
W.PM15 Percentage of citizens satisfied with the courteousness of 311 staff during their most recent experience.	94%	NA	88%	88%	90%	90%	90%
W.PM16 Percentage of citizens who indicate they receive the right amount of information from The City.	65%	69%	65%	65%	65%	65%	65%
W.PM17 Job applicant satisfaction with on-line experience.	NA	NA	Baseline	70%	70%	80%	80%
W.PM18 Average days lost per Workers' Compensation Board claim for Corporate Buildings & Properties.	20 days	17 days	17 days	12 days	10 days	9 days	8 days
W.PM19 Average days lost per Workers' Compensation Board claim for Fleet.	11 days	5 days	4 days	4 days	4 days	4 days	3 days
W.PM20 Corporate time to hire.	36 days	34 days	32 days	32 days	32 days	32 days	32 days
W.PM21 Corporate non-retirement resignation rate.	2.8%	2.2%	< 3%	< 3%	< 3%	< 3%	< 3%
W.PM22 Corporate retirement rate.	2.4%	2.4%	2.6%	< 3%	< 3%	< 3%	< 3%
W.PM23 Corporate voluntary turnover rate.	5.1%	4.6%	< 5%	< 5%	< 5%	< 5%	< 5%



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Performance Measures Related to Council Outcome	2012 Actual	2013 Actual	2014 Estimated	2015 Target	2016 Target	2017 Target	2018 Target
W.PM24 Corporate involuntary turnover rate.	1.1%	0.9%	1%	1%	1%	1%	1%
W.PM25 Corporate average number of sickness and accident days per eligible employee.	9.7 days	9.1 days	<10 days	< 10 days	< 10 days	< 10 days	< 10 days
W.PM26 Corporate Services' resignation rate.	3%	3.1%	< 4%	< 4%	< 4%	< 4%	< 4%
W.PM27 Corporate Services' employee satisfaction survey index score.	141	135	140	140	140	140	140
W.PM28 Corporate Services' average number of sickness and accident days per eligible employee.	7.2 days	7.1 days	< 7 days	< 7 days	< 7 days	< 7 days	< 7 days
W.PM29 Corporate Services internal customer satisfaction rate.	NA	NA	NA	TBD	TBD	TBD	TBD

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

Corporate Services leads four strategies in this Priority: citizen engagement and collaboration, citizen focused organization, management of The City's public assets and becoming an employer of choice. First, CS will engage citizens and measure their satisfaction with this engagement. Second, the MDP policy of ensuring sustainable municipal finances and 2020 SD targets related to asset and infrastructure management are incorporated into performance measures for asset management. The measures will support strategic actions to manage assets wisely and make planning and capital investment decisions within a corporate strategic framework. These measures monitor asset condition and inform asset management practices. Employer of choice measures include monitoring retirement rate; sickness and accident days; and non-retirement turn-over. To position City services as open, responsive, accountable and transparent, CS will monitor the efficiency and effectiveness of service delivery (e.g. 311 call answering time, snow unit availability, and IT cost per user).





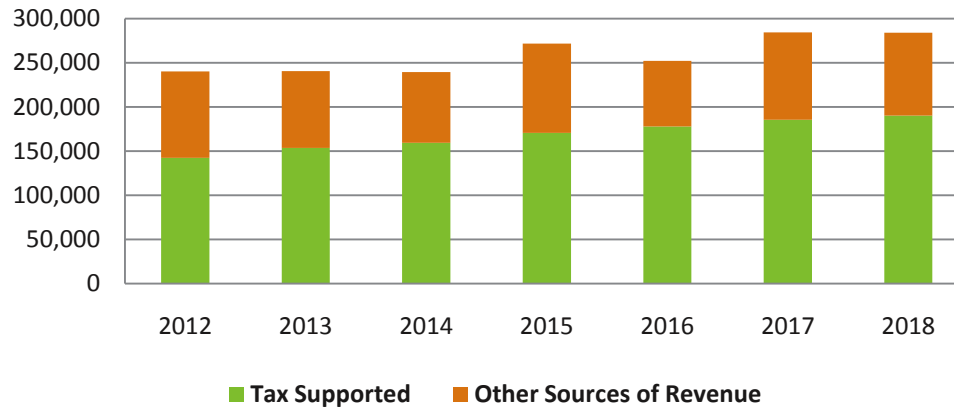
## Corporate Services - Operating Budget Overview

Corporate Services							
Total Operating Budget (\$000s) (Totals may not add due to rounding)							
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	509,494	523,128	504,989	543,729	525,439	558,219	558,059
Recoveries	(269,099)	(282,546)	(265,414)	(272,079)	(273,094)	(273,616)	(273,846)
Revenue	(98,031)	(86,929)	(80,192)	(100,967)	(74,552)	(99,113)	(94,000)
Net	142,364	153,652	159,383	170,684	177,794	185,490	190,213
FTEs	1,543.2	1,577.4	1,573.9	1,601.4	1,609.4	1,612.4	1,615.4

### Operating Budget Highlights

Corporate Services provides efficient and effective, quality and accessible services, as reflected in its operating budget. As in the previous budget cycle, business units will not be increasing rates to internal customers. Operating budget increases support anticipated inflationary increases to "contract and general services" and "materials and supplies" budget line items. The primary drivers for full-time equivalent (FTE) requests within this plan are to support increased citizen engagement over the next four years, allowing the service to be offered on a non-recovery basis; and to enable 311 to meet targeted service ratios. Over the past four years, CS has maintained a ratio of 1:11 FTEs to total Corporate FTEs and will continue to monitor and maintain this ratio.

**Corporate Services**  
**Funding of Operating Expenditures (Net of Recoveries)**  
**(\$000s)**



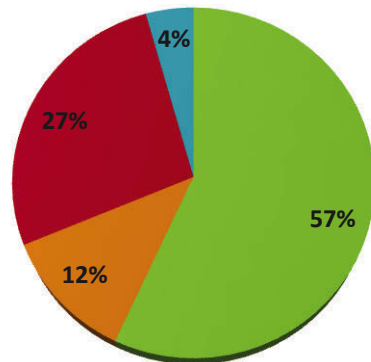
The city is experiencing some of the highest growth rates in the country. In addition to the related increased costs and service demands, the challenges of scarce labour resources and asset degradation due to physical age of the assets and deterioration from weather conditions will be faced in the 2015–2018 business cycle. CS will strive to further absorb cost increases not covered with budget allocation through preventative and lifecycle maintenance programs, energy and utility management practices, renegotiation of vendor contracts, debt reduction strategies, leveraging existing infrastructure, and identifying options for alternative service delivery. Operating efficiencies of \$5.4 million have been identified in this plan. The Department will also continue to employ its shared service model to pursue opportunities in service consolidation, process efficiencies, and alternative cost models.

## Corporate Services - Capital Budget Overview

Corporate Services							
Total Capital Budget (\$000s) (Totals may not add due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	515,680	239,493	27,789	10,516	910		278,708
Breakdown of New Budget Requests							
Maintenance/Replacement		75,462	81,200	74,555	85,005	12,020	328,242
Upgrades		12,366	14,405	18,869	16,803	6,000	68,443
Growth		38,767	33,848	55,439	26,969	0	155,023
Service Change		7,916	6,876	6,021	4,526	0	25,339
Total New Budget Requests		134,511	136,329	154,884	133,303	18,020	577,047
<b>Total Capital Budget</b>	515,680	374,004	164,118	165,400	134,213	18,020	855,755

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

**Corporate Services**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$577 Million**



■ Maintenance ■ Upgrades  
 ■ Growth ■ Service Change

**Maintenance/Replacement** - A major portion of the maintenance budget is allocated to Fleet, funded through self-supported debt, for lifecycle management and replacement of aging fleet assets. Other major requests include funds for lifecycle investments in aging building infrastructure and associated risk management, energy reduction and safety initiatives. Also included is a request for funding to support ongoing maintenance and lifecycle of technology infrastructure such as network equipment and servers.

**Upgrades** - Primary upgrade projects relate to increasing interaction with citizens and using citizen input to drive decisions. These include tools for on-line engagement opportunities, 311 operations, citizen request analysis, and Calgary.ca. In addition, funds are requested to support development of applications to reduce process times such as the construction document and drawings management program.

**Growth** - Self-funded industrial land development projects, Forest Lawn Creek and Point Trotter, make up the largest component of this budget. An employee skills and an energy tracking system are proposed to support achieving Council's Priority of a well run city.

**Service Change** - Tools to support asset and project management practices and advances in technology based on implementation of the Digital Strategy are included in this list of capital requests.

# Corporate Properties & Buildings

Tab8

Tab7

Tab6

Corporate Properties  
& Buildings

Tab5

Tab4

Tab3

Tab2

Tab1

Tab8

Tab7

Tab6

Tab5  
Corporate Properties  
& Buildings

Tab4

Tab3

Tab2

Tab1

## CS: Corporate Properties & Buildings - Overview

The Corporate Properties & Buildings (CPB) business unit operates and maintains key City workplaces (sites and buildings) and workspaces (interior of buildings) that are essential to deliver services to citizens by Council and The City's staff. Its mandate is to maintain an affordable, productive and safe work environment. CPB operates 56 buildings (occupying 3 million square feet) and ten operational work centres (on 570 acres) with an estimated replacement value of \$1.7 billion. In addition, CPB manages The City's real estate requirements and supports other business units in managing their land and building portfolios.

As Calgary continues to grow, The City's service delivery to citizens must keep pace. CPB provides corporate-wide, long range service delivery planning that facilitates integration and collaboration between City business units to meet growth requirements within The City's existing buildings and facilities and in accordance with regularly reviewed

standards. CPB designs, plans, and implements workspace solutions that combine services to reduce operating and capital costs, as well as avoid future acquisition costs of new real estate.

CPB is focused on achieving asset and cost management. This includes focusing capital funds on the performance needs of our existing sites and buildings, and implementing a preventative maintenance system to effectively manage escalating future operating costs. The innovative Tomorrow's Workplace program will lead solutions to avoid increasing physical space by optimizing design and work processes for the changing nature of work.

### **Real Estate Services (RES)**

Negotiates and completes all corporate real estate acquisitions, with the goal of providing the "right land at the right time" for all City infrastructure. It manages and leases City-owned properties, determines property values, and acquires land required for developing industrial lands.

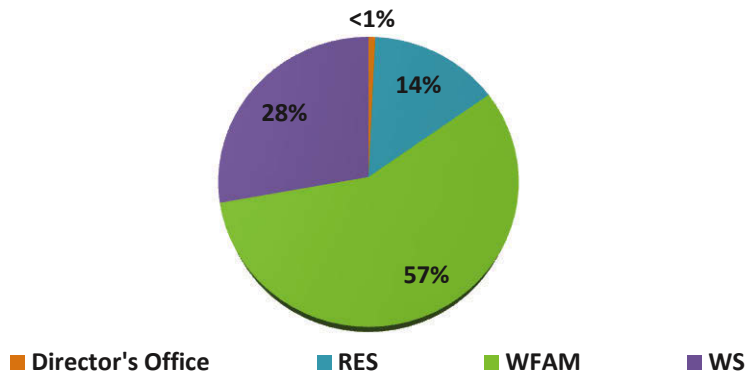
### **Workspace Solutions (WS)**

Plans, designs, builds and fits-up The City's administrative and operational sites, buildings and workspace requirements to support cost-effective and efficient service delivery to citizens. It implements business improvement, tenant and occupant care and innovative solutions to manage the cost of office space.

### **Workplace Facility Asset Management (WFAM)**

Operates and maintains safe and productive administrative, legislative, and operational buildings and facilities; developing lifecycle plans to optimize the use of existing infrastructure in accordance with best practices in facility management.

**Corporate Properties & Buildings**  
**Gross Operating Expenditure by Line of Service**  
**(2015-2018)**



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

## CS: Corporate Properties & Buildings - Overview

### Trends

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Technological advances and social changes are transforming work and workplaces. The notion of "going to work" is no longer tied to a specific location. The Tomorrow's Workplace initiative is responding to this trend by developing solutions for flexible work styles and the trend of a multi-generational workforce. In responding to this trend, The City also manages costs by optimizing existing office space and reducing the need for new space. One example is to convert some offices into "collaboration hubs" and unassigned workspaces. This will enable The City to "grow without growing" by supporting more employees in the same work area. CPB is also investigating workspace designs that will support changing service delivery outcomes, and improve engagement for both public and employees.

However, the most significant trend affecting CPB's buildings and facilities is under investment in life cycle repairs. Insufficient life cycle funding leads to building deterioration, which in turn causes an upward trend in operating costs, as it is more costly to repair building failures than to prevent them. This further reduces funds available for life cycle maintenance. The only way to break this cycle is to invest in renewal projects that extend the operating life of the building or to dispose of the building.

Recent trends of more severe weather events also damages buildings, resulting in increased maintenance costs, such as leaking from damaged roofs and deterioration of sandstone, masonry and mortar at both Historic City Hall and the Municipal Plaza. These events also raise operating costs as a result of increased seasonal utility consumption.

As a result, many of the buildings in CPB's portfolio require funding to protect the existing investment in these assets, keep them functioning and extend asset life. To manage these issues and mitigate escalating

future operating cost increases CPB will: implement a risk-based approach to life-cycle planning, enhance its preventative maintenance programs, continue to install energy efficient components and pilot new materials and maintenance practices.

Finally, extreme weather events led to the 2013 flooding disaster that damaged The City's downtown buildings and disrupted City service delivery to citizens. CPB is responding by enhancing building resiliency and developing workplace continuity plans that support service delivery and employee productivity in emergency situations.

### Long-Term Plans

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Calgary Municipal Development Plan (MDP)

Section 2.1.4 of the MDP references the provision and maintenance of municipal infrastructure. CPB capital requests and actions focus on maintaining existing infrastructure assets, managing assets over their life cycle and limiting growth while avoiding premature investments that expand The City's footprint.

In addition, MDP 2.3.3 details The City's policies for Public Art and Heritage Properties. CPB action N10.1 will attempt to delay further age-related deterioration of its heritage buildings. Performance measure NPM.5 targets the condition of those assets.

CPB supports section 3.2 - The Centre City by planning to increase the number of arts and culture events at the Municipal Complex (Action N9.1 and performance measure N.PM4). Finally, CPB is actively involved in and supporting the Corridor Strategy as detailed in Action N8.1.

Calgary Transportation Plan (CTP)

CPB Action M1.1 supports the Green Line and transportation initiatives by acquiring the necessary properties to support the implementation of this program.

## CS: Corporate Properties & Buildings - Overview

### Citizen Engagement

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Calgary's citizens expressed their expectation that The City focus on the delivery of core services in an efficient and effective manner. Citizens also expect The City to safeguard the environment, explore new energy sources, and demonstrate the responsible use of energy.

CPB continues its focus on environmental stewardship and cost management. CPB will lead solutions to reduce the total number of assigned workspaces required for administrative staff to avoid the need for new office space funding. CPB will also implement a preventative maintenance system that will improve facility operations and reduce future operating costs.

CPB is implementing numerous environmental initiatives to manage energy consumption, including a study to deploy wind turbines and solar panels at some operational work centres. CPB will continue to install LED lighting, implement a system that varies interior lighting in spaces with adequate sunlight and test green roofs. Other actions include expanding the green office program, using environment-friendly cleaning agents, and leveraging the green building index to target facility environmental issues.

### Council Priorities

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CPB is leading and coordinating four corporate-wide projects that will support the Council Priority of a well-run city.

The Corporate Land Management Framework will define responsible and sustainable corporate-wide land management practices, including disposal of surplus lands;

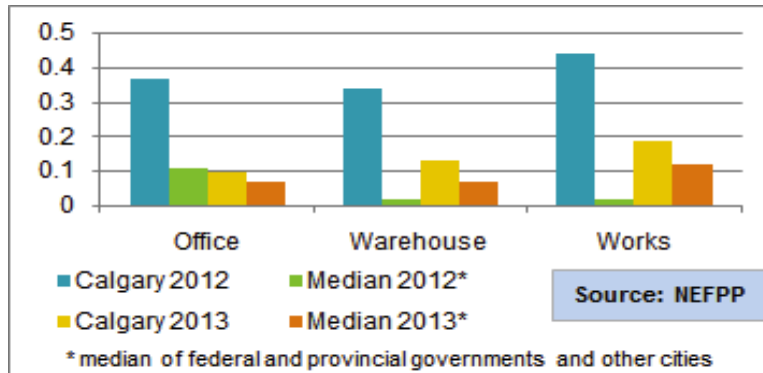
Operational Work Centres will conduct an operational review of site usage and efficiencies through co-location of service providers;

Tomorrow's Workplace will result in avoidance of future real estate costs, support employee retention and attraction, and eventually support expanded service delivery to citizens; and

Corporate Workplace Continuity Planning will mitigate the impact of a major disruption on The City's service delivery and employee productivity.

## CS: Corporate Properties & Buildings - Benchmarking

### Facility Condition



CPB benchmarks with The National Executive Forum on Public Property (NEFPP), with members from all levels of government. The industry standard benchmark, the Facility Condition Index (FCI), measures the impact of funding relative to building lifecycle needs. It is the ratio of deferred maintenance over current replacement value expressed between 0.0 and 1.0, where a 0.0 score is a building in new condition and over 0.5 indicates a failing building.

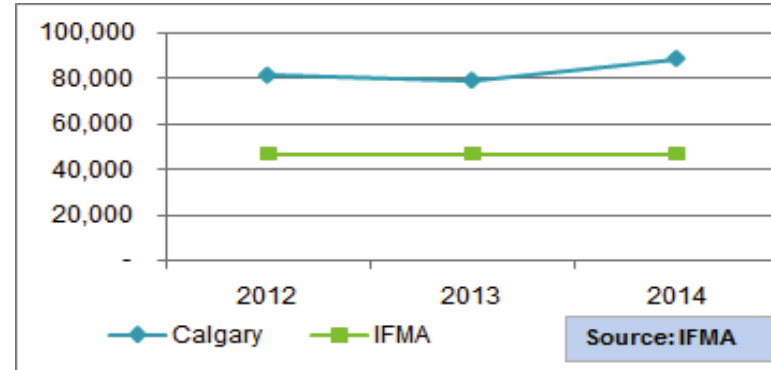
### Learning and Best Practices

CPB's portfolio is in fair condition and underperforms relative to NEFPP members. This is the result of insufficient lifecycle investments that are critical to extending asset life and managing future operating costs.

### Improvement Initiatives & Action Plan 2015-2018

CPB will focus any lifecycle funds available on the most critical buildings and asset components to extend their functional life. CPB will also direct energy or operating initiatives saving into preventative maintenance.

### Amount of space (SQF) serviced by one maintenance worker



The International Facility Management Association (IFMA) North American benchmark (650 facility operators) is one maintenance worker per 47,000 square feet of space. This measures a facility operators' ability to implement both preventative maintenance projects and react to current building issues. CPB has one maintenance worker per 88,800 square feet. At 89 per cent more space to look after than industry standards, CPB staff are unable to achieve necessary preventative maintenance.

### Learning and Best Practices

While CPB staff are efficiently looking after more space than industry, understaffing limits preventative maintenance activities, adds to building deterioration and costs. Other organizations have more maintenance staff resources and are more effective with overall funds directed at preventative maintenance to avoid greater risk and future costs.

### Improvement Initiatives & Action Plan 2015-2018

CPB will focus funding on lifecycle upgrades to lower the amount of breaks and failures and free up resources for some preventative maintenance activities to manage escalating future operating costs.



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support Calgary’s continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Streamline the review and approval process for encroachment agreements and reduce customer wait times to expedite their real estate transactions.	RES



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**  
Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Develop Corporate Workplace business continuity plans to minimize disruptions in productivity and service delivery due to facility related emergency situations.	WS
N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	N8.1 Acquire land and other properties as required to support the development of The City's Urban and Neighbourhood Corridors.	RES
N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	N9.1 Contribute to the Centre City Plan by increasing the use of the Municipal Complex for public, arts, and cultural activities.	WFAM, WS



## CS: Corporate Properties & Buildings - Actions for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.

N10.1 Address critical and urgent lifecycle needs to protect CPB's heritage properties portfolio in accordance with The City-owned Historic Building Management Plan.

WFAM

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

A prosperous  
city

A city of inspiring  
neighbourhoods

A city that  
moves

A healthy and  
green city

A well-run  
city

**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**

Corporate Services will provide the tools and information to enhance planning and execution of a variety of convenient, affordable, accessible and efficient transportation choices.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M1 Implement and accelerate RouteAhead as transit funding becomes available.	M1.1 Acquire land and other properties, as required, to support the planning and development of the Green Line Program.	RES



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	H1.1 Enhance both waste reduction and the recycling of materials for all CPB operated buildings and facilities in alignment with the Green Office Program.	WFAM
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Continue to seek opportunities to reduce utility consumption for all properties in CPB's buildings portfolio.	WFAM



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Develop individual building level budgets to more effectively manage utility consumption, preventative and reactive maintenance, and lifecycle requirements.	WFAM
	W2.2 Participate in a zero-based review in order to realize improvements in service efficiency and effectiveness.	RES, WFAM, WS
	W2.3 Integrate "Tomorrow's Workplace" strategies and recommended practices by realigning CPB's business organization, processes, and service delivery.	WS
	W2.4 Adopt flexible work options that result in reduced assigned workstations in order to optimize the use of administrative spaces.	WS
	W2.5 Continue to improve customer satisfaction, service efficiency and effectiveness by enhancing service delivery performance measures and benchmarks.	WS



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.

W2.6 Enhance existing facility performance metrics to mitigate operational and infrastructure risks and inform the lifecycle planning process.

WFAM

W2.7 Conduct regular safety inspections of CPB's buildings portfolio and promptly resolve identified health and safety issues to reduce the risk of accidents.

WFAM

W3 Examine opportunities for alternative service delivery for competitiveness.

W3.1 Investigate alternative delivery options for building operations, construction, and space utilization that result in effective operating cost management.

WFAM, WS

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

W6.1 Develop a lifecycle plan for CPB's buildings portfolio that supports improved service delivery and effectively manages future costs.

WFAM

W6.2 Improve building effectiveness and reduce risk through system solutions that focus on preventative maintenance at the building level.

WFAM



**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

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**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W6.3 Review CPB's land and properties to determine those assets that support CPB's current and projected service delivery objectives and those that can be disposed.

RES

W6.4 Coordinate review of space utilization on major City operation workplace sites to support meeting needs with existing assets and avoid future costs.

WS

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

W8.1 Collaborate with business units to identify future land and building needs to align budgets with projected service delivery priorities and reduce future costs.

WS

W8.2 Lead the development of the corporate-wide land management framework to improve sustainable management of land resources including disposal of surplus lands.

WFAM

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

W9.1 Improve service delivery by supporting employee training and development that is focused on results-based organizational practices and performance measurement.

WS





**CS: Corporate Properties & Buildings - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W9.2 Cross train real estate services agents in land acquisition and leasing practices to enhance career development opportunities and to improve service offering.

RES

W9.3 Engage in succession planning and career development as part of the Workforce Strategy to prepare for retirements and internal employee movements.

RES, WFAM, WS

W9.4 Improve CPB's modified work assignments by updating Job Hazards and Physical Demands Analysis that results in providing meaningful and productive employment.

WFAM

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

WFAM



## CS: Corporate Properties & Buildings - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	517	517	3.0	569	569	3.0	572	572	3.0	576	576	3.0	576	576	3.0
Real Estate Services	10,424	(3,656)	36.0	10,602	(1,903)	36.0	10,823	(1,631)	36.0	11,072	(1,383)	36.0	11,176	(1,279)	36.0
Workplace Facility Asset Management	37,217	28,880	111.0	41,946	30,159	116.0	42,814	30,997	116.0	43,589	31,741	116.0	44,246	32,368	116.0
Workspace Solutions	18,338	9,264	62.5	20,236	9,432	66.5	21,063	9,709	66.5	21,323	9,969	66.5	21,703	10,149	66.5
Total Business Unit	66,495	35,005	212.5	73,353	38,258	221.5	75,274	39,648	221.5	76,559	40,903	221.5	77,700	41,814	221.5

With Action Plan 2015-2018, CPB will continue its past practice of allocating its operating budget on personnel, maintenance and operations including utilities and contracted services. During the 2012-14 budget cycle, CPB absorbed all inflation which exceeded predicted levels for utilities, materials and contracted services. CPB also absorbed unfunded operating costs of capital. For Action Plan 2015-18, CPB streamlined its services from five to three. These changes align with CPB's value chain and enable tighter integration that will support a continued focus on service delivery; managing corporate space, building operations, and land and property management.

Citizens expect The City to manage energy use and provide efficient service. CPB will continue to improve business operations and effectively manage future operating costs. This will be achieved by enhancing building preventative maintenance and lifecycle programs, implementing energy/utility consumption management practices, and by expanding the Green Office recycling program.

In addition, CPB will respond to Council's directions for efficient and effective services, management of The City's assets, and enhanced collaboration between City business units by leading and coordinating

four initiatives across The Corporation to:

- improve functionality of multi-use sites and buildings to contribute to the effective delivery of services to citizens by business units;
- better manage The City's land portfolios and rationalize ownership with needs and disposing of surplus lands to manage risk and costs;
- improve utilization of office and operational workplaces to avoid future costs; and
- develop workplace continuity plans to support municipal service delivery in the event of a natural or accidental disaster resulting in the loss of access to key buildings or facilities.

However, CPB will likely experience three significant operating budget challenges in 2015-2018. First, CPB anticipates that materials and contracted services costs will exceed projected inflation due to labour scarcity in key trades and professions. Second, CPB is challenged by its dependence on recoveries from land acquisition fees that are not achievable given The City's projected requirements for land between 2015-2018. Finally, recoveries from non-tax supported business units will be below market rates for space. CPB will address these issues by seeking economies of scale and, where applicable, adjust its level of service.

## CS: Corporate Properties & Buildings - Lines of Service

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

Real Estate Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	10,424	(3,656)	36.0	10,602	(1,903)	36.0	10,823	(1,631)	36.0	11,072	(1,383)	36.0	11,176	(1,279)	36.0

Real Estate Services (RES) is responsible for transactions related to, and the administration of, The City of Calgary's real estate portfolio. RES supports Council's objectives by acquiring land for capital projects that include the Green Line Transitway, urban and neighbourhood corridors, fire halls, operational work centres and future industrial lands.

RES advises business units on best practices for managing their respective real estate portfolios. In addition, RES leases City properties that are not immediately required for municipal purposes. Operating resources are allocated for governance of The City's real estate portfolio including market land valuations. RES also supports compliance with the Municipal Government Act and the Real Property Bylaw in all Corporate real estate related matters.

Workplace Facility Asset Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	37,217	28,880	111.0	41,946	30,159	116.0	42,814	30,997	116.0	43,589	31,741	116.0	44,246	32,368	116.0

Workplace Facility Asset Management (WFAM) safely operates and maintains a key set of The City's buildings for service delivery to citizens. The WFAM service is new in 2015-18, combining the Facility Management and Asset Management Services to integrate CPB's asset management and capital planning with frontline facility operations preventative and reactive building maintenance. This line of service is responsible for a majority of the maintenance capital budget.

Operating and capital expenditures are prioritized with the goal of slowing age-related deterioration in the condition of CPB's buildings portfolio, including heritage assets. To be cost efficient and environmentally responsive, WFAM will continue to improve energy and utility management. It will manage utility costs and respond to service issues in the CPB buildings portfolio, with an enhanced focus on staff

and visitor safety. CPB will add 1.0 FTE for maintenance of new buildings on two operational sites. WFAM's operating budget priorities address Council directions to be both efficient and effective and to effectively manage public assets. WFAM will focus on identifying and implementing cost savings or cost avoidance opportunities.

WFAM will implement best practices in facility and asset management by developing individual building level budgets. This will enable CPB to accurately identify key cost drivers for each building to support optimization of maintenance operations and prioritize limited resources to improve individual building performance and effectiveness. CPB will add 4.0 FTEs on a cost recovery basis to deliver facility management services to other business units.

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

Workspace Solutions	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	18,338	9,264	62.5	20,236	9,432	66.5	21,063	9,709	66.5	21,323	9,969	66.5	21,703	10,149	66.5

Workspace Solutions (WS) combines Corporate Accommodation, Facility Design and Construction, together with Tomorrow's Workplace, and CPB's Business & Customer Service divisions. The WS service manages projects, delivers LEED gold certified buildings, and works with client business units to determine how the interior of a building can be best used to support service delivery, productivity and staff and citizen engagement.

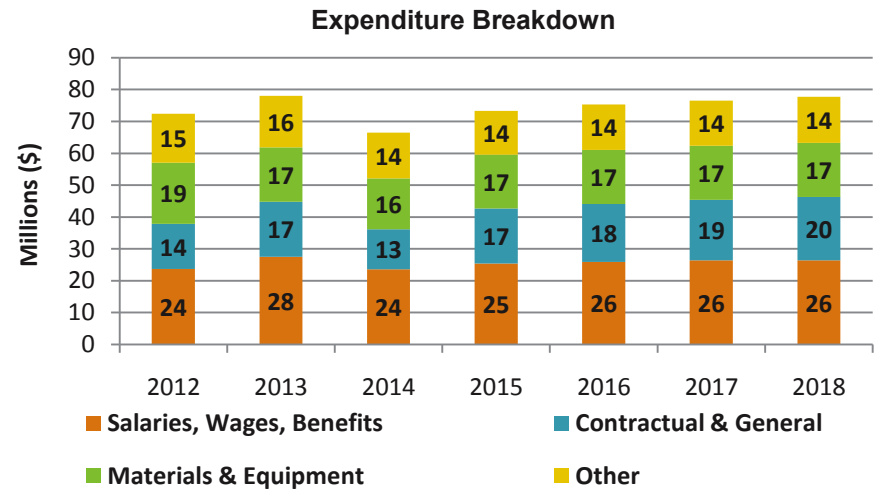
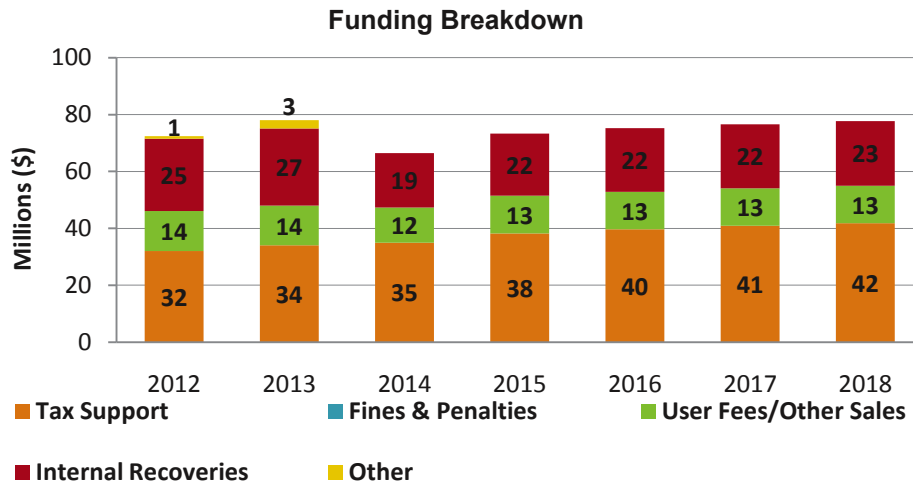
For Action Plan 2015-18, WS will add 4.0 FTEs to support a continued focus on business improvement, managing operating costs, and on identifying new opportunities to optimize the use of workspace in The City's buildings, sites and facilities. Integrating best practices identified by Tomorrow's Workplace Team, WS is adopting a smart growth philosophy of "grow without growing". Also WS will develop workplace

continuity plans to support a functioning municipal government in the event of an emergency or disaster. The service will continue to focus on supporting The City's frontline business units' service delivery to citizens, by identifying opportunities to use workspace to achieve optimal service delivery to Calgary's citizens. Finally, WS will implement CPB's Customer Service standards and develop information systems to manage and resolve customer issues with respect to building operations and service delivery.

Through these actions, WS supports the expectation from Council and citizens to be resilient from natural and man-made disasters, and to deliver efficient and effective services with the goal of avoiding future operating costs and reducing current assigned workspaces by end 2018.

## CS: Corporate Properties & Buildings - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - External lease recoveries will be affected as agreements expire and new market rates for leases are established.

Internal recovery rates are fixed at 2013 rates with new Service Level Agreements with Water Services and Waste and Recycling for facility management services. Recoveries also include Construction Shop activities and charges for space management and corporate staffing.

Tax support will remain constant, but for an increase in inflation to assist in material and operating cost increases projected to exceed the Municipal Price Index for inflation. The budget also includes an allocation for inflation increases to Salary and Wage expenditures due to the union settlements.

Finally, there will be no changes to CPB's 2015-2018 real estate acquisition fees or charges for space, at this time.

**Expenditures** - Materials & Equipment are expected to trend upward, and exceed projected inflation rates due to age-related deterioration of the condition of buildings and facilities, requiring increased reactive maintenance.

Contractual and general expenses will also trend upward as a result of continuing labour shortage in Alberta of skilled building trades, particularly building and environmental control technicians, and life-safety systems inspectors. Also, as a result of the flood, insurance costs have risen and are likely to continue increasing.

CPB's net-zero budget changes include revenue increases from third-parties and internal business units for space, facility management and carpentry services. These revenues will be used to support expenditures for service delivery.

Other expenditures include utility costs and transfers to reserve.

## CS: Corporate Properties & Buildings - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	35,005	38,258	39,648	40,903
Less: Previous Year One Time	(513)	(100)	(100)	0
Base	34,492	38,158	39,548	40,903
Efficiency Gains	(100)	(200)	(150)	(100)
Inflation	1,156	1,240	1,355	911
Service and Budget Increase	200	150	0	0
Operating Impact of Previously Approved Capital	225	0	0	0
Operating Impact of New Capital (Incremental)	175	200	150	100
Re-alignments	2,009	0	0	0
One Time	100	100	0	0
<b>Total Budget Change</b>	<b>3,765</b>	<b>1,490</b>	<b>1,355</b>	<b>911</b>
<b>Total Budget</b>	<b>38,258</b>	<b>39,648</b>	<b>40,903</b>	<b>41,814</b>

CPB's growth in its operating budget will cover salary and wage increases and will partially fund inflation for utilities, materials, and contracted services. Funding will further support developing building level budgets and enable the optimized allocation of building maintenance budgets to effectively manage and monitor costs. Budget increases will cover the rising costs of insurance and security. CPB is continuing the development of a business continuity program that improves The City's resiliency for its facilities and workplaces, and supports sustainable delivery of CPB's services. One time funding in 2015 and 2016 of \$100 thousand is being allocated for security and maintenance of the former YMCA building at Haddon Road SW until it is disposed. Realignment of \$2.009 million due to Fleet Services change in business model as a result of a Zero-Based Review.

Through efficiency gains CPB will absorb \$550 thousand in unfunded operating costs associated with completed capital projects. In addition, CPB will not charge internal customers unfunded inflation costs associated with operating their workspace in CPB buildings. Instead, these incremental cost increases will be managed by evaluating and adjusting levels of service as required, and from innovative solutions that reduce energy and operating costs. Finally, CPB will not increase rates for space to non-tax supported business units, resulting in a \$2.5 million impact to maintenance and lifecycle investments. The total future incremental operating impact of capital (2019 – 2024) for CPB is anticipated to be \$814 thousand added to the annual base by 2023, beginning with \$600 thousand in 2019.

<b>TCA Depreciation (\$000s) - Corporate Properties &amp; Buildings</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
14,915	15,633	16,286	17,059

TCA Depreciation content is presented for information only.

CS: Corporate Properties & Buildings - Operating Budget for Council Approval

For Council Approval

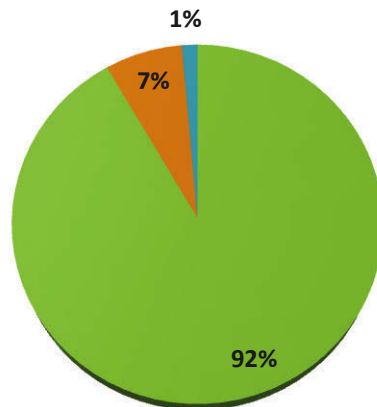
<b>Corporate Properties &amp; Buildings</b>															
<b>Total Operating Budget (\$000s) for Approval</b> (Totals may not match due to rounding)															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	72,447	78,076	66,495	73,253	100	73,353	75,174	100	75,274	76,559	0	76,559	77,700	0	77,700
Recoveries	(25,445)	(27,104)	(19,172)	(21,852)	0	(21,852)	(22,432)	0	(22,432)	(22,462)	0	(22,462)	(22,692)	0	(22,692)
Revenue	(14,954)	(16,917)	(12,318)	(13,244)	0	(13,244)	(13,194)	0	(13,194)	(13,194)	0	(13,194)	(13,194)	0	(13,194)
Net	32,048	34,055	35,005	38,158	100	38,258	39,548	100	39,648	40,903	0	40,903	41,814	0	41,814
FTEs	203.5	211.5	212.5	221.5	0.0	221.5	221.5	0.0	221.5	221.5	0.0	221.5	221.5	0.0	221.5

## CS: Corporate Properties & Buildings - Capital Budget Overview

Corporate Properties & Buildings						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	38,728	10,700	6,700	0	0	56,128
Total New Capital Budget Requests	26,300	30,250	28,520	33,230	12,020	130,320
Total Business Unit Capital Budget	65,028	40,950	35,220	33,230	12,020	186,448

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

**Corporate Properties & Buildings  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$130 Million**



■ Maintenance ■ Upgrades ■ Service Change

**Maintenance/Replacement** • \$56.8 million for facility related projects to manage risk, energy use, safety and necessary lifecycle investments to limit further asset deterioration and manage future costs.

- \$26.8 million investment in changes to the physical workplace for lifecycle, changing work styles and business needs to avoid future corporate workspace growth costs in alignment with existing Council direction.
- \$13.6 million to address safety, internal site traffic issues and community interfaces at all major Operations Workplace Centres (OWC).
- \$8.8 million for integrating operational processes and financial systems to support effective cost management, service delivery improvement from better performance metrics and benchmarks, and timely automated entry of customer data.
- \$1.4 million to continue master plans for efficient use of existing and future OWC required for business units to effectively deliver services to citizens.

**Upgrades** • \$5.0 million investment in common, collaborative areas to support alternative flexible workspaces.

- \$4.1 million to deliver the corporate-wide land management program and to support business enhancements and processes that will improve efficiency and sustainability at CPB.
- \$12 million investment in 2019 - 2024 to develop a reduced satellite OWC.

**Service Change** • \$1.8 million to support continuity of City business service delivery to citizens and maintain employee productivity when business disruptions occur, e.g.: building failures, climatic events.



## CS: Corporate Properties & Buildings - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	2,100	1,700	1,570	1,780	12,020	19,170
Pay-As-You-Go	6,360	5,170	6,545	4,995	0	23,070
Lifecycle Maintenance & Upgrade Reserve	13,890	19,130	17,455	23,505	0	73,980
Reserve for Future Capital (RFC)	3,950	4,250	2,950	2,950	0	14,100
<b>Total Funding</b>	<b>26,300</b>	<b>30,250</b>	<b>28,520</b>	<b>33,230</b>	<b>12,020</b>	<b>130,320</b>
<hr/>						
Total Operating Impacts of Capital (Cumulative)						
2015-2018 Operating Budget	175	375	525	625	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	8,039	

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

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

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
698-444	Real Estate Demolitions	M	C			5,600	1,400	1,400	1,400	1,400		5,600	
698-701	CPB Heritage Building Portfolio Lifecycle Projects	M	C			2,300	1,000	1,300				2,300	
698-719	Corporate Land Management Framework	U	C			1,000	700	300				1,000	
<b>Total Program 698 : Real Estate Improvement-Support</b>				-	-	8,900	3,100	3,000	1,400	1,400	-	8,900	
<hr/>													
770-702	Workspace Optimization Program	M	C			25,840	3,280	7,000	7,110	8,450		25,840	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 770 : Space Optimization- Management</b>				-	-	25,840	3,280	7,000	7,110	8,450	-	25,840	
<i>Operating impact of capital of Program 770</i>													
	2015-2018 Operating Budget		O1				-	-	-	-	N/A	-	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	3,600	3,600	
773-706	Furniture Program	U	C			5,000	1,000	1,250	1,250	1,500	-	5,000	
<b>Total Program 773 : Furniture And Office Equip</b>				-	-	5,000	1,000	1,250	1,250	1,500	-	5,000	
776-710	Bearspaw OWC Storm Water and Salt Management Plan	M	C			1,860	1,215	645	-	-	-	1,860	
776-711	OWC Planning	M	C			1,380	160	420	400	400		1,380	
776-712	Richmond Green Satellite Redevelopment	M	C			12,570			170	380	12,020	12,570	
776-713	Sarcee Site Grading for Parks Relocation	M	C			1,000		750	250			1,000	
<b>Total Program 776 : Operations Wkplace Development</b>				-	-	16,810	1,375	1,815	820	780	12,020	16,810	
<i>Operating impact of capital of Program 776</i>													
	2015-2018 Operating Budget		O1				-	100	100	100	N/A	300	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	1,289	1,289	
779-714	Integrated Operations and Asset Management System Development	M	C			6,960	1,740	1,740	1,740	1,740		6,960	
779-716	Integrated Customer Data Management	M	C			1,800		500	1,300			1,800	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
779-726	Sustainable Business Program	U	C			3,100	650	900	900	650		3,100	
779-729	Workplace Continuity Management Program	S	C			1,820	455	455	455	455		1,820	
<b>Total Program 779 : Asset and Business Management</b>				-	-	13,680	2,845	3,595	4,395	2,845	-	13,680	
<b>Operating impact of capital of Program 779</b>													
	2015-2018 Operating Budget		O1				175	175	325	425	N/A	1,100	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	2,550	2,550	
880-721	Workplace Accommodation Site Management Program	M	C			10,220	1,755	2,050	2,810	3,605		10,220	
880-722	Corporate Accommodation Building Portfolio Base Building and Site Lifecycle	M	C			27,670	6,795	6,540	6,685	7,650		27,670	
880-724	Corporate Accommodation Buildings Portfolio – Envelopes & Roofs Lifecycle Program	M	C			500				500		500	
880-727	Municipal Complex Optimization	M	C			7,500	3,050	1,450	500	2,500		7,500	
880-881	Corporate Accommodation Building Portfolio - Common and Interior Area Lifecycle	M	C			11,800	2,950	2,950	2,950	2,950		11,800	
880-882	Building Recommissioning Program for Energy Use Reduction	M	C			2,400	150	600	600	1,050		2,400	

Program- Project	Type Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 880 : Accommodation Lifecycle- Operations</b>		-	-	60,090	14,700	13,590	13,545	18,255	-	60,090	
<i>Operating impact of capital of Program 880</i>											
<i>2015-2018 Operating Budget</i>	O1				-	100	100	100	N/A	300	
<i>2019 and beyond Operating Plan</i>	O2				N/A	N/A	N/A	N/A	600	600	
		-	-	130,320	26,300	30,250	28,520	33,230	12,020	130,320	

Note:

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

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

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

#### Explanation of Budget Requests

#### **Program 698 : Real Estate Improvement-Support**

##### **Project 698-444: Real Estate Demolitions**

New budget request of \$5.600 million for abatement and demolition of unsafe buildings on sites being held for future City use with funding from Capital Reserve (Revolving Fund).

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

##### **Project 698-701: CPB Heritage Building Portfolio Lifecycle Projects**

New budget request of \$2.300 million to repair and rehabilitate base building aspects of historic buildings the Corporate Properties & Buildings' Heritage Portfolio with funding from Corporate Properties & Buildings' Reserved for Future Capital Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 698-719: Corporate Land Management Framework**

New budget request of \$1.000 million to lead a corporate wide project to develop roles, policies, standards and requirements for data and documentation to achieve coordinated management of land across The Corporation with funding from Capital Reserves (Revolving Fund).

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Program 770 : Space Optimization-Management**

**Project 770-702: Workspace Optimization Program**

New budget request of \$25.840 million investment in administrative workspace changes to optimize use of workspace, changing business needs and new workstyles to avoid future workspace growth costs in alignment with existing Council direction in Corporate Properties & Buildings' Building Portfolio with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This program requires \$600 thousand per year, effective 2019, in operating base budget, total of \$3.600 million in operating costs for 2019 to 2024.

**Program 773 : Furniture And Office Equip**

**Project 773-706: Furniture Program**

New budget request of \$5.000 million to meet The Corporation's ongoing Health & Safety requirements for staff whose needs cannot be met by standard furniture and to provide ongoing investment in common and collaborative areas to support alternative flexible workstyles with \$4.655 million funding from Pay-As-You-Go and \$345 thousand from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Program 776 : Operations Wkplace Development**

**Project 776-710: Bears paw OWC Storm Water and Salt Management Plan**

New budget request of \$1.860 million to complete a storm water management plan and improve environmental performance on the Bears paw Operations Workplace Centre with \$1.215 million funding from Pay-As-You-Go and \$645 thousand from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$100 thousand per year, effective 2016, in operating base budget, 2016 to 2018 operating costs total \$300 thousand which will be absorbed in the Action Plan 2015-2018 budget cycle, and 2019 to 2024 operating costs total \$600 thousand.

**Project 776-711: OWC Planning**

New budget request of \$1.380 million to continue master plans for more efficient use of investment funding for existing and future Operations Workplace Centre sites with funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 776-712: Richmond Green Satellite Redevelopment**

New budget request of \$12.570 million. \$550 thousand to design a reduced satellite Operations Workplace Centre for Parks and Roads. Development is scheduled to commence 2019 at an estimated design and costing of \$12.020 million with funding from Corporate Properties & Buildings' Reserved for Future Capital Reserve.

**Operating impact of capital:** This program requires \$689 thousand in operating costs for 2019 to 2024.

**Project 776-713: Sarcee Site Grading for Parks Relocation**

New budget request of \$1.000 million to prepare an interim outdoor Parks equipment storage at Sarcee Operations Workplace Centre site with \$250 thousand funding from Pay-As-You-Go and \$750 thousand funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Program 779 : Asset and Business Management**

**Project 779-714: Integrated Operations and Asset Management System Development**

New budget request of \$6.960 million to integrate Corporate Properties & Buildings' facility operations and maintenance with asset management and provide dependable streamlined information for decision-making to deliver service improvement, cost management and optimize facility investment and lifecycle of Corporate Properties & Buildings' Portfolio with funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires base operating budget in 2015 and 2016 of \$175 thousand per year increasing to a total of \$325 thousand per year in 2017 and 2018; total operating impact of capital in 2015 through 2018 of \$1.000 million. \$300 thousand in 2017 through 2018 will be offset by efficiency gains. The total operating impact of capital in 2019 through 2024 is \$1.950 million.

**Project 779-716: Integrated Customer Data Management**

New budget request of \$1.800 million to deliver integrated and readily available City business unit information, to use along with our knowledge on land and facilities, to better address risk, unmet needs, enable optimal service decisions and achieve economies of scale and scope for The Corporation with funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$100 thousand in operating costs in 2018 and \$600 thousand for 2019 to 2024. These operating impacts of capital will be absorbed through efficiency gains.

**Project 779-726: Sustainable Business Program**

New budget request of \$3.100 million to respond to CPB's changing roles in The Corporation, improve CPB's business processes, measurement and achieve efficiencies through a move to electronic data management with funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 779-729: Workplace Continuity Management Program**

A new budget request of \$1.820 million to lead a corporate wide initiative to develop and implement the actions required for workplace continuity of service delivery to citizens by maintaining employee productivity during any business interruption including climate events with funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Program 880 : Accommodation Lifecycle-Operations**

**Project 880-721: Workplace Accommodation Site Management Program**

New budget request of \$10.220 million investment to carry-out improvements to address safety concerns, internal site movement issues and community interfaces in all major Operations Workplace Centres sites with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 880-722: Corporate Accommodation Building Portfolio Base Building and Site Lifecycle**

New budget request of \$27.670 million investment in the highest priority maintenance and lifecycle required to maintain functional use and manage deterioration in Corporate Properties & Buildings' Building Portfolio with \$25.780 million funding from Lifecycle Maintenance Upgrade Reserve and \$1.890 million from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 880-724: Corporate Accommodation Buildings Portfolio – Envelopes & Roofs Lifecycle Program**

New budget request of \$500 thousand to continue funding for critical repairs to windows, building exteriors and roofs for Corporate Properties & Buildings' Building Portfolio with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 880-727: Municipal Complex Optimization**

New budget request of \$7.500 million to optimize use of public areas and to invest in improved space for civic, public and citizen events, with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$100 thousand per year, effective 2016, in operating base budget, 2016 to 2018 operating costs total \$300 thousand which will be absorbed in the Action Plan 2015-2018 budget cycle, and 2019 to 2024 operating costs total \$600 thousand.

**Project 880-881: Corporate Accommodation Building Portfolio - Common and Interior Area Lifecycle**

New budget request of \$11.800 million to invest in building interior and exterior fixture repairs in 56 buildings in the Corporate Accommodation Building Portfolio with funding from Corporate Properties & Buildings' Reserved for Future Capital Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 880-882: Building Recommissioning Program for Energy Use Reduction**

New budget request of \$2.400 million to manage electricity usage in the Corporate Accommodation Building Portfolio through energy-efficient equipment and innovative practices with funding from Lifecycle Maintenance Upgrade Reserve.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.



**CS: Corporate Properties & Buildings - Capital Budget for Council Approval**

For Council Approval

<b>Corporate Properties &amp; Buildings</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	161,579	38,728	10,700	6,700	0	0	56,128
<b>Projects Requiring Approval</b>							
<i>Program 698 : Real Estate Improvement-Support</i>		3,100	3,000	1,400	1,400	0	8,900
<i>Program 770 : Space Optimization-Management</i>		3,280	7,000	7,110	8,450	0	25,840
<i>Program 773 : Furniture And Office Equip</i>		1,000	1,250	1,250	1,500	0	5,000
<i>Program 776 : Operations Wkplace Development</i>		1,375	1,815	820	780	12,020	16,810
<i>Program 779 : Asset and Business Management</i>		2,845	3,595	4,395	2,845	0	13,680
<i>Program 880 : Accommodation Lifecycle-Operations</i>		14,700	13,590	13,545	18,255	0	60,090
<b>Total Projects Requiring Approval</b>		<b>26,300</b>	<b>30,250</b>	<b>28,520</b>	<b>33,230</b>	<b>12,020</b>	<b>130,320</b>
Total Capital Budget	161,579	65,028	40,950	35,220	33,230	12,020	186,448

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

# Customer Service & Communications

Tab8

Tab7

**Customer Service  
& Communications**

Tab5

Tab4

Tab3

Tab2

Tab1

Tab8

Tab7

Tab6  
Customer Service  
& Communications

Tab5

Tab4

Tab3

Tab2

Tab1

**CS: Customer Service & Communications - Overview**

The Customer Service & Communications (CSC) business unit provides citizens with access to City services, information and programs through traditional and new digital communication channels. CSC leads The City's primary points for citizen information and interaction through 311, calgary.ca, citizen engagement and corporate social media channels. This budget cycle, resources are being shifted to increase capacity in servicing Calgarians through 311 and citizen engagement. In addition to direct services and communication with citizens, CSC provides City departments with various services that include: building web and social media sites, developing communication campaigns, producing videos and graphic design, conducting focus groups and surveys, facilitating public engagement, coordinating media relations and leading employee and crisis communications.

**Creative Services (CS)**

This full-service team provides innovative communication solutions for The City including creative production, writing, editing, photography, video/motion graphics, illustration, print/multi-media production, brand and visual identity management and media buying.

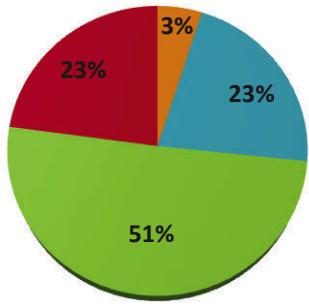
**Customer Service, 311 & Research (CSR)**

311 responds to over 1.2 million annual calls, coordinates citizen service requests plus facilitates and documents work flow for City operations' business processes. 311 has not increased staffing for the past three years and yet adds new City programs to the system. A project being led by the service line is the Corporate Customer Service Framework, responsible for advancing The City's customer service standards and practices. Additionally, CSC leads The City's statistical process of measuring and analyzing customers through corporate research, conducting The City's annual Citizen Satisfaction Survey, facilitating research for City business units and managing the research library and panel.

**Public & Employee Engagement & Communications (PEC)**

PEC is responsible for managing The City's websites (calgary.ca and myCity), social media, the Engage Resource Unit, corporate communication channels, employee communications, crisis communications, media relations and corporate marketing for The City.

**Customer Service & Communications  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



■ Director's Office    ■ CS    ■ CSR    ■ PEC

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

## CS: Customer Service & Communications - Overview

### Trends

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A number of demographic, political, technological, customer service and digital trends shape the way CSC provides programs and services to citizens. Demographic factors include Calgary's growing and aging population and the increase of Calgary's immigration rate. CSC also recognizes that a high percentage of Calgarians have a high level of education, are civically engaged and are technologically advanced. These trends have resulted in a vast divergence of communications needs across Calgary, with an increasing number of citizens looking for detailed, timely information and answers to complex City decisions. Some citizens require repeated information for basic City needs, especially new immigrants. Moreover, customer service standards are continually evolving as influenced by the private sector, retail industry and advancing technological landscape.

Understanding the customers, what their needs are and what CSC can do to respond to those needs in a timely, agile manner, is critical. There is a significant push to integrate customer service into The City's service delivery, while keeping the voice of the customer at the core of all operations. CSC will address changing customer service standards and service innovation through the Corporate Customer Service Framework (CSF) program, an initiative working with The City Manager to help transform The Corporation to a 'citizen-first' orientation.

Technological and digital trends are shaping and informing CSC's business. Citizens of various ages are using an array of technological devices pressuring the need for instant access to City information, products and services. Mobile access to City information is now both expected and required as a best practice. Channel analytics must be used to understand the constant changing needs of citizens. All of these trends, factors and drivers are key considerations that CSC has considered in this plan to achieve progress towards Council Priorities

and strategic actions.

### Long-Term Plans

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CSC will align to long-term plans and priorities extending beyond The City's 2015-18 Action Plan. These plans include imagineCALGARY, the Municipal Development Plan (MDP) and Calgary's Transportation Plan (CTP).

CSC directly supports specific imagineCALGARY goals, which include "providing individuals with access to public information when they need it, so they can participate in decisions affecting their well-being." In doing so, CSC will help ensure that factors such as language, age, race, culture, time, finances, ability or knowledge are not barriers to public decision-making.

CSC will lead The City's new engage policy and process which will support The City's MDP by ensuring that "preparation of Local Area Plans include community engagement early in the decision-making process." City engagement will now include a feature to report back on all engagement with what citizens are saying with respect to their concerns. The MDP is a platform that will enable CSC to foster community dialogue, while participating in community planning and promoting community education and engagement.

In terms of the CTP, CSC will support this cross-corporate priority by providing communications, citizen education, research and engagement throughout the lifecycles of its various projects. As identified in the CTP, "residents, businesses and other stakeholders should be engaged and encouraged to actively participate in the development of street design and landscaping standards in order to foster a community's sense of place." CSC plays an integral role in ensuring that stakeholders, internal and external, are well-educated and engaged.

## CS: Customer Service & Communications - Overview

### Citizen Engagement

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Results from the 2015-18 Action Plan engagement revealed that citizens place a heavy emphasis on “citizen engagement in City decision-making.” CSC supports the need for improved engagement and will be implementing the newly approved engage! Policy. The engage! Policy and accompanying framework outlines the roles, responsibilities, procedures, accountabilities and tools to support The City’s Administration in having a dialogue with citizens and stakeholders to provide input to City decisions.

The Action Plan engagement also identified the need for The City to be “more citizen-focused in its approach and delivery of service.” CSC will continue to champion advances in customer service in conjunction with City departments by leading the Customer Service Framework initiative.

The framework will build customer service standards for City programs and services to ensure that The City is delivering excellent customer service to its citizens. This framework includes the development of employee training, service reporting and mechanisms for process improvements.

Lastly, citizens raised concerns about the way in which “City business units, departments and citizens collaborate.” To respond to these concerns, CSC will open its 311, research and engagement data to allow citizens to have an improved understanding of the services provided by The City. Operations will be provided 311 data, web analytics and citizen research to support decisions that will improve programs and services.

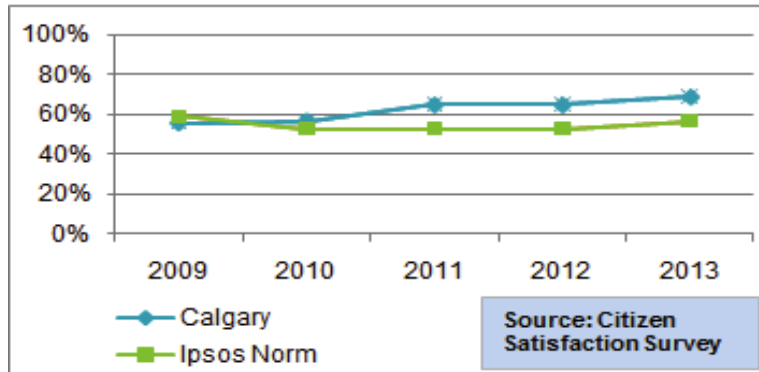
### Council Priorities

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CSC plays an important role in achieving Council Priorities. As an enabling service for The City, CSC touches every City program. Providing robust programs and services for citizens requires communication, research, engagement and marketing, all areas in which CSC has demonstrated municipal leadership. CSC is leading two of Council’s strategic actions while supporting another 10. The two areas CSC will lead are “regularly collaborating and engaging citizens...” (W5) and “continue to transform the organization to be more citizen-focused in its approach and delivery of service” (W7). The engage! Policy, toolkit and processes will ensure citizens have access to a wide range of tools and opportunities that will enable them to participate more fully in City decisions. This supports the principles of transparency, accountability and partnership to ensure better decisions. The program will also allow Council to have increased confidence when making decisions which have large reach and impact. Similarly, CSC’s leadership on the Customer Service Framework will help improve City-wide service standards and ensure citizens and City employees know what the service level commitments are. The program will also support initiatives to move the organization to a citizen-first orientation.

## CS: Customer Service & Communications - Benchmarking

### Communications Satisfaction



Customer Service & Communications (CSC) partners with City operations to achieve the target of 65 per cent of citizens indicating that they receive the right amount of information about City services and programs. Results show that from 2009-2013, overall citizen satisfaction increased by 13 per cent from 56 to 69 per cent. The largest satisfaction increase occurred in 2010-11 at eight per cent.

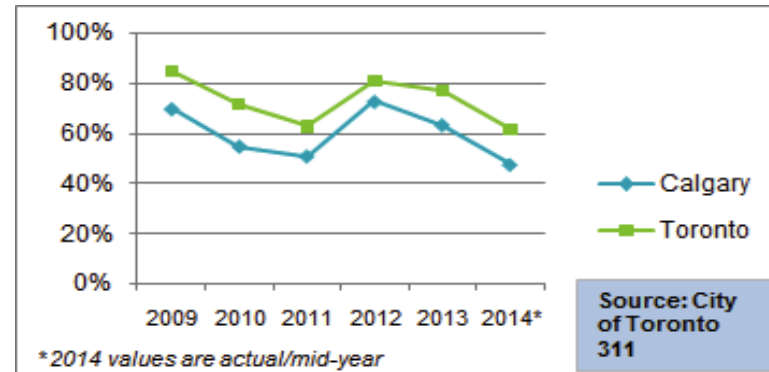
#### Learning and Best Practices

Ipsos surveys across Canada find Calgary's communication satisfaction to be on par and slightly higher than the public sector norm. Ensuring citizens are able to access the information they need through their current channel of choice requires constant evaluation and change.

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

To reach diverse audiences and meet changing citizen needs, tactics include developing video streaming, the visual/data library, continued plain language creation, a new bundled television partnership, web process improvements, app/mobile development, digital display modifications and translation services.

### Telephone Service Factor (TSF)



311 measures are compared across municipalities with Toronto being the closest comparator. City Council adopted the industry best practice Telephone Service Factor (TSF) target of 80 per cent of calls answered in 30 seconds. Calgary is below target by an average of 18 per cent per year. It experienced a low of 29 per cent below in 2011 and is trending at 32 per cent below target for 2014.

#### Learning and Best Practices

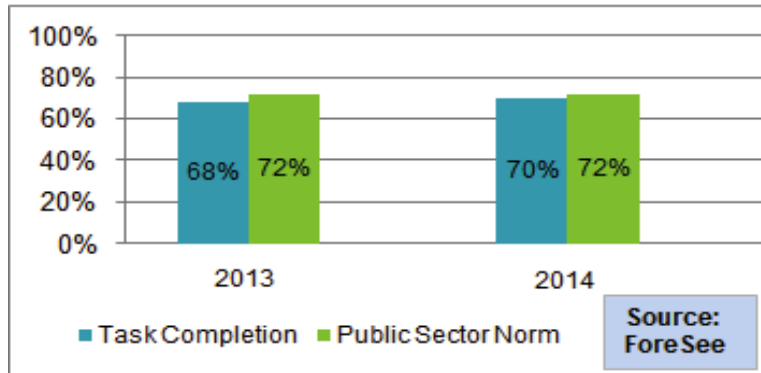
TSF is impacted by staff capacity, complexity of calls and workflow processes for service requests. Improvements can be achieved through enhancements to technology, better processes and less service complexity. Adding and enhancing alternative service channels can aid with volume management.

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

CSC will continue investing in capital infrastructure, software and staffing to support 311 operations. CSC continues to improve alternate channels and must update The City's web content management to offset 311 demand.

## CS: Customer Service & Communications - Benchmarking

### Online Task Completion - Calgary.ca



Currently, calgary.ca experiences more than 16.4 million site visits per year. In 2013 and 14, citizens' ability to complete their task on calgary.ca was, on average, three per cent below the public sector norm of 72 per cent. Current task completion is 10 per cent below the 2018 target.

#### Learning and Best Practices

The calgary.ca analytics tool provides insight into the gaps for all online services, functions and processes required to manage the web. Data show that a greater number of citizens rely on the web for information and increasingly need a mobile-friendly format. Analytics point to gaps in The City's current web decisions and processes which are fragmented and require resourcing changes.

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

The City needs to improve calgary.ca by reorganizing web content management plus business unit processes for digital decision-making. Task completion can be enhanced by changing web content formats and online tools to improve mobile access.



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**

Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Communicate how small businesses receive City programs and services.	CSR, PEC
P10 Enhance access to technology and information.	P10.1 Expand access to City information and services through web and 311 digital online channels, including the development of a photo and online research library that is easily searchable for use by City staff.	CSR, PEC
	P10.2 Broaden access to translation and interpretation services in partnership with Calgary Police Service and Community & Neighbourhood Services.	CSR
	P10.3 Develop information and communications methods to keep citizens informed of real-time traffic flow.	PEC



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**  
Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N2 Build resiliency to flooding.	N2.1 In support of the Flood Resiliency Program, build an annual flood preparation communications campaign to educate citizens.	CS, CSR, PEC
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Train staff in crisis communications to respond to pandemics, natural disasters and emergency situations should they occur.	PEC
	N3.2 Implement customer service resiliency strategy (i.e. Pop-up customer service kiosks) to address citizens' needs in the event of an emergency situation.	CSR



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	H1.1 Support the UEP communications strategy and build channels, campaigns and ongoing service requests for 311 and the web to inform citizens of the green cart program and multi-family recycling strategy.	CS, PEC
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	H1.2 Develop associated reports of 311 data, user data and web analytics for business unit analysis.	CSR
H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	H6.1 Integrate content into corporate communication channels related to conservation and protection of the environment and implement tactics to build public awareness.	CS, PEC



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Enhance service delivery processes in CSC to reduce duplication and improve timeliness.	CS, CSR, PEC
	W2.2 Rebuild and expand the intranet to allow field employees remote access to City information .	PEC
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Pilot alternative methods of service delivery to identify potential cost savings.	CS, CSR, PEC
W4 Balance demand for quality City services with affordable taxes.	W4.1 Implement efficiency improvements in the 311 system that respond to citizens' needs.	CSR



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W5.1 Expand access to City information and services by adopting emerging communication and engagement channels.

PEC

W5.2 Improve communication tools to reach and serve diverse, aging and hard-to-reach audiences.

PEC

W5.3 Manage and implement the engage! portal and the online citizen research panel to enhance citizens' input into decision making.

CSR, PEC

W5.4 Action the Council approved engage! Policy through hiring, training and transitioning to the new service delivery process.

PEC

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

W7.1 Integrate customer service commitments into CSC programs and services.

CSR, PEC

W7.2 Create learning, development and recognition programs to empower staff to deliver excellent customer service.

CSR, PEC



**CS: Customer Service & Communications - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W7.3 Establish service standards, metrics and targets based on customer expectations to provide responsive and quality service.

CSR, PEC

W7.4 Develop a citizen dashboard to display operational, informational and performance data to provide insight on issues that matter to citizens.

CSR, PEC

W7.5 Develop a customer service dashboard comprised of data from City information and service requests.

CSR

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

W8.1 Open 311, research and engagement data to improve citizens' understanding of the services provided by The City.

CSR

W8.2 Apply an integrated approach to communications.

PEC

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

W9.1 Hire and provide staff with professional development opportunities that align with CSC's core competencies.

CS, CSR, PEC



## CS: Customer Service & Communications - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	654	654	3.0	707	707	3.0	723	723	3.0	742	742	3.0	779	779	3.0
Creative Services	5,628	2,401	22.0	5,760	2,533	22.0	5,868	2,641	22.0	6,024	2,797	22.0	6,085	2,858	22.0
Customer Service, 311 & Research	11,508	11,142	107.7	12,107	11,741	110.7	12,944	12,578	113.7	13,822	13,456	116.7	14,362	13,996	119.7
Public & Employee Engagement & Communications	4,673	4,574	25.7	5,387	5,288	35.7	5,922	5,823	40.7	6,460	6,361	40.7	6,879	6,780	40.7
Total Business Unit	22,463	18,771	158.4	23,961	20,269	171.4	25,457	21,765	179.4	27,047	23,355	182.4	28,104	24,412	185.4

CSC's operating budget for 2015-18 is intended to deliver and meet Council approved service levels (e.g. telephone service factor) supporting business units and The City's growing population. Strong customer service and communications enables The City to effectively achieve Council Priorities, respond to citizen demands and support City business units in actively communicating The City's programs and services to citizens and stakeholders. The programs and services that CSC will provide to clients, customers and citizens for 2015-18 will focus on enhancing customer service, conducting sound engagement, providing quality research and enhancing the City's web and digital presence. Two areas that the 2015-18 operating budget will immediately impact are The City's engage! Program and 311 Operations Centre.

Based on the importance citizens place on engagement across The Corporation, Corporate Services has allocated its budget to fund the engage! Program. By funding the program through the operating budget, the administrative burden of recovering for engagement services will be reduced and engagement activities can be undertaken for both operating

and capital projects regardless of the type of funding in place. In order to implement this program effectively, the 2015-18 operating budget includes FTE growth for the Public Engagement & Communications (PEC) service line of 15 FTEs. Of these FTEs, seven limited term (LTE) positions will be made permanent and the remaining eight will be net new FTEs. With additional staff, CSC will aim to meet the continually rising expectations of citizens who want to be more involved in City decision-making. Such expectations include a demand for transparency, accountability and responsiveness. CSC will find \$250 thousand in new efficiency gains each year over the four-year business cycle.

With Action Plan 2015-18, CSC will also focus on improving The City's service delivery via its 311 operations. To address service gaps, the operating budget for the Customer Service, 311 and Research (CSR) service line is increased. This growth includes the addition of 12 net new staff from 2015-18. Additional resources will enable CSC to improve its telephone service factor (TSF), established in 2005, which has fallen below average by 18 per cent since 2009.

## CS: Customer Service & Communications - Lines of Service

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

Customer Service, 311 & Research	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	11,508	11,142	107.7	12,107	11,741	110.7	12,944	12,578	113.7	13,822	13,456	116.7	14,362	13,996	119.7

The 311 Operations Centre provides customer service to citizens by resolving citizen inquiries, coordinating and responding to citizen service requests (e.g. SRs), as well as continuously improving service delivery through business process review and design. Corporate Research provides research consultation and services to City business units in the areas of research strategy development and implementation. Key components of this service line for 2015-18 include the day-to-day management of 311, the development, implementation and report-back

of The City's annual Citizen Satisfaction Survey, and the continued advancement of the Corporate Customer Service Framework to support customer service standards and practices at The City. This service line will annually add three FTEs per year to support the delivery of 311 services. With additional resources and capacity, CSC expects to improve upon Council approved targets (e.g. telephone service factor) which experienced below- average scores of 29 per cent in 2011, seven per cent in 2012, 16 per cent in 2013 and 38 per cent in 2014 to date.

Public & Employee Engagement & Communications	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,673	4,574	25.7	5,387	5,288	35.7	5,922	5,823	40.7	6,460	6,361	40.7	6,879	6,780	40.7

Public Engagement and Communications (PEC) is responsible for The City's engagement and communications with citizens and internal and external partners. PEC also manages The City's internal and external websites, new social media development/digital solutions, employee communications, crisis communications plans and programs, media relations and corporate marketing.

In this business cycle, the service line will focus on the implementation of the engage! Framework, including policy stewardship and City staff training. It will seek to ensure that The City's website (calgary.ca) is technologically current to engage citizens and serve customers, allowing

citizens better access to City services and information. The service line will have seven LTE staff made permanent plus eight new FTEs created to support The City's adherence to engagement. The additional resources will enable The City's Administration to have a dialogue with citizens and stakeholders utilizing a thorough, professional and transparent process. As citizens' desire for involvement grows, The City needs to be responsive to these demands. By implementing the new engage! Policy and Framework, The City will be better positioned to ensure citizens have access to a wide range of tools and information that will enable them to participate more fully in City decisions.



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

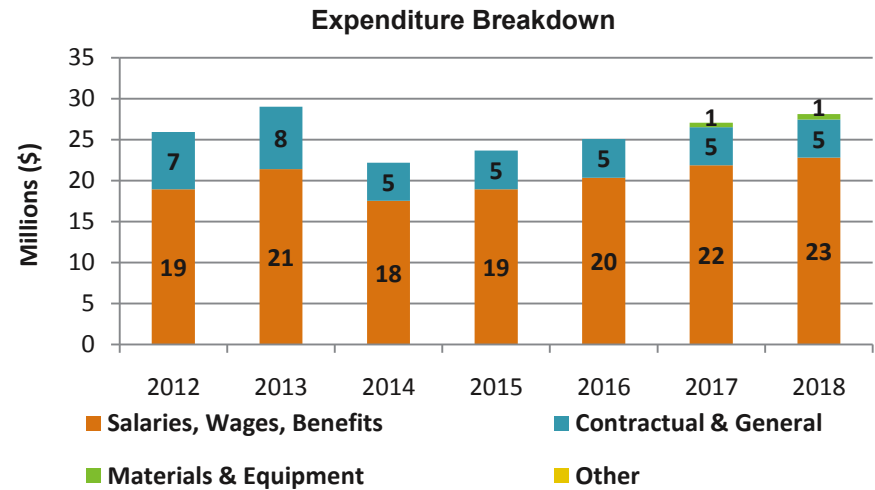
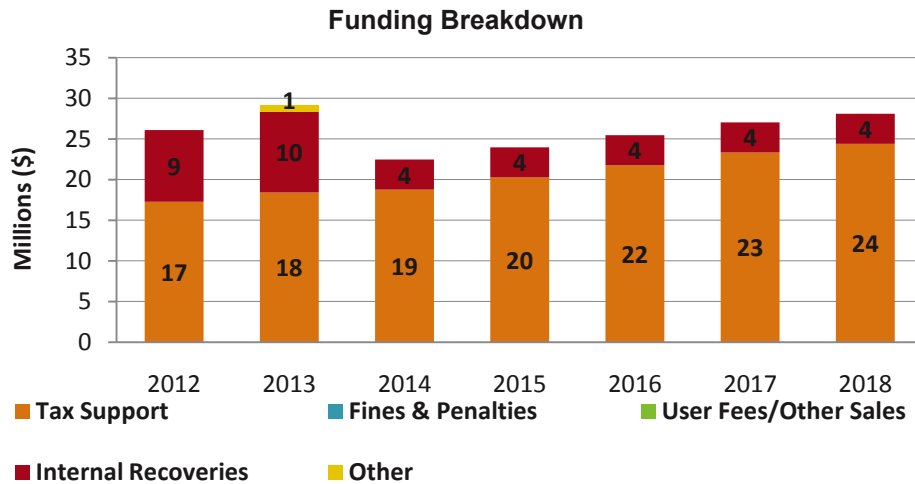
Creative Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,628	2,401	22.0	5,760	2,533	22.0	5,868	2,641	22.0	6,024	2,797	22.0	6,085	2,858	22.0

Creative Services is a full-service team that provides innovative solutions for City business units. This service line provides strategic direction and creative production for all communications mediums including: digital and print design, outdoor, point of sale and radio and television. As the main steward of The City's brand, this service line also offers services to City business units in the areas of: visual identity management, creative strategy and direction, writing and editing, photography and video/motion graphics, illustration, account coordination, print and multi-media

production, brokerage for outside creative services and media buying. For the 2015-18 business cycle, this service line will focus on administering the lifecycle replacement of digital and graphic design desktops, visual and data library/storage and delivering City information through video streaming. As well, the service line will also review traditional and new source communication tools and technologies to meet the current and future demands of operations and citizens. This service line will not experience staff growth for 2015-18.

## CS: Customer Service & Communications - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - CSC is primarily tax supported. The majority of recoveries occur within the Creative Services (CS) line of service. Recoveries have been budgeted conservatively, consistent with prior year budgets. Historically, CSC's internal clients have generated greater demand for services or projects than what was budgeted. Work levels have been difficult to forecast and the Corporate Services Department is currently looking at different systems, tools and mechanisms to manage business unit intake.

Tax supported services indicate an increase in 2015 in support of the newly approved City engage! Program and citizen demand for 311 services in concert with population growth.

**Expenditures** - The majority of CSC's spending is for salaries, wages and benefits for staff in all of its service lines. Salaries for 2012 and 2013 were higher than the 2014 and 2015-2018 budget due to increased client demand which was offset by recoveries. The increase in salaries is due to unionized worker wage increases, and a slight uplift in salaries in order to implement the engage! Program and to support demands on 311.

The majority of Contract & General Services are comprised of advertising, promotion and printing costs paid through Creative Services and recovered from operational business units. Contract & General Services for 2012 and 2013 were higher than the 2014 and 2015-2018 budget due to increases in client demand which are offset by recoveries.

## CS: Customer Service & Communications - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	18,771	20,269	21,765	23,355
Less: Previous Year One Time	0	0	0	0
Base	18,771	20,269	21,765	23,355
Efficiency Gains	(250)	(250)	(250)	(250)
Inflation	597	699	795	359
Service and Budget Increase	900	1,047	970	885
Operating Impact of Previously Approved Capital	125	0	0	0
Operating Impact of New Capital (Incremental)	125	0	75	63
Re-alignments	0	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>1,497</b>	<b>1,496</b>	<b>1,590</b>	<b>1,057</b>
<b>Total Budget</b>	<b>20,269</b>	<b>21,765</b>	<b>23,355</b>	<b>24,412</b>

Efficiency Gains: Through process mapping and re-engineering, CSC will find efficiency gains of \$250 thousand per year from two service lines: Public Engagement and Communications (PEC) and Creative Services (CS). These efficiency gains will be split evenly (50 per cent) between the PEC and CS — primarily contractors' fees.

Inflation: CSC operating budget changes are primarily related to salary and wage inflation costs for union settlements for 2015-2017, inflation on contracts and materials.

Service and budget increase: For Council's new engage! Policy and Framework, funds have been allocated from Corporate Service business units to accommodate previously contracted work that is being brought

in-house. Additional costs will be offset by efficiency gains outlined above. The 2015-18 operating budget changes support the Public Engagement & Communications (PEC) service line and 311 Operations. This investment will help meet the service demands of Calgary's growing population and to achieve Council approved targets (e.g., Telephone Service Factor) where The City has fallen by seven per cent in 2012 and 16 per cent in 2013.

Operating Cost of Capital: Costs will be for two projects – The City's Intranet to connect all City employees and Diversity and Crisis Communication Tools. There are no further incremental operating impacts of capital that need to be added to base for 2019-2024 for the capital projects identified in Action Plan.

<b>TCA Depreciation (\$000s) - Customer Service &amp; Communications</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
433	302	273	184

TCA Depreciation content is presented for information only.

**CS: Customer Service & Communications - Operating Budget for Council Approval**

For Council Approval

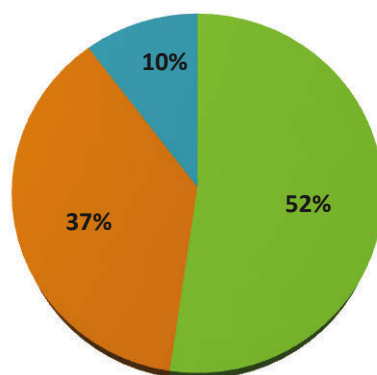
<b>Customer Service &amp; Communications</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	26,162	29,212	22,463	23,961	0	23,961	25,457	0	25,457	27,047	0	27,047	28,104	0	28,104
Recoveries	(8,816)	(9,963)	(3,692)	(3,692)	0	(3,692)	(3,692)	0	(3,692)	(3,692)	0	(3,692)	(3,692)	0	(3,692)
Revenue	(63)	(839)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	17,283	18,409	18,771	20,269	0	<b>20,269</b>	21,765	0	<b>21,765</b>	23,355	0	<b>23,355</b>	24,412	0	<b>24,412</b>
FTEs	154.4	158.4	158.4	171.4	0.0	<b>171.4</b>	179.4	0.0	<b>179.4</b>	182.4	0.0	<b>182.4</b>	185.4	0.0	<b>185.4</b>

## CS: Customer Service & Communications - Capital Budget Overview

Customer Service & Communications						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	2,600	1,450	750	750	0	5,550
Total New Capital Budget Requests	3,400	4,900	6,200	4,900	0	19,400
Total Business Unit Capital Budget	6,000	6,350	6,950	5,650	0	24,950

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

**Customer Service & Communications  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$19 Million**



■ Maintenance ■ Upgrades ■ Service Change

**Maintenance/Replacement** - \$5.9 million to continually maintain and update calgary.ca's content. Maintenance include calgary.ca's user experience, improving navigation, fixing breaks, improving The City's search results and developing new content to keep pace with changing technology platforms and meet changing citizen expectations.

- \$2.4 million to increase the number and types of City transactions available on calgary.ca as well as improving the website's mobile formatting to ensure customer transactions are more accessible and user-friendly.
- \$1.8 million for the lifecycle replacement of digital and graphic design desktops, visual and data library/storage and maintenance of City digital displays. This investment also includes providing citizens access to City information through video streaming, digital software licensing and social media channel development, as well as developing crisis communications training modules.

**Upgrades** - \$3.4 million to expand citizen engagement and research options, including tools and resources to enable citizen participation. The upgrades will advance customer service standards, enhance online engagement opportunities and analyze citizen service request data to improve service delivery (e.g., channel improvements).

- \$3.9 million to invest in capital infrastructure, hardware and software to ensure that 311 Operations can continue to provide information and services to citizens. This upgrade will also serve as a strategic management tool enabling 311 to meet current and future service standards for The City of Calgary.

**Service Change** - \$2.0 million to implement a new intranet platform that meets the information needs of all City employees and supports its changing workforce. This new platform will replace the old environment which only served half of the City's employees and will enable all City employees to better serve citizens through access to City information.

## CS: Customer Service & Communications - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Pay-As-You-Go	3,400	3,287	6,200	4,900	0	17,787
Lifecycle Maintenance & Upgrade Reserve	0	1,613	0	0	0	1,613
<b>Total Funding</b>	<b>3,400</b>	<b>4,900</b>	<b>6,200</b>	<b>4,900</b>	<b>0</b>	<b>19,400</b>
<hr/>						
Total Operating Impacts of Capital (Cumulative)						
2015-2018 Operating Budget	125	125	200	263	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	1,525	

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

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

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
788-001	Customer Service Framework, Research & Analytics	U	C			3,350	539	897	1,037	877		3,350	
<b>Total Program 788 : Customer Service Framework &amp; Analytics</b>				-	-	3,350	539	897	1,037	877	-	3,350	
<hr/>													
789-001	Online Customer Service Transactions	M	C			2,351	219	776	833	523		2,351	
<b>Total Program 789 : Web Customer Service</b>				-	-	2,351	219	776	833	523	-	2,351	
<hr/>													
791-002	311 Software & Upgrades	U	C			3,901	627	908	1,315	1,051	-	3,901	
<b>Total Program 791 : Corporate Contact Centre</b>				-	-	3,901	627	908	1,315	1,051	-	3,901	
<hr/>													

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
793-001	Intranet for All City Employees (including field)	S	C			2,000	750	290	684	276	-	2,000	
793-002	Diversity and Crisis Communication Tools	M	C			1,800	328	416	475	581		1,800	
<b>Total Program 793 : Citizen/Employee Information Access</b>				-	-	3,800	1,078	706	1,159	857	-	3,800	
<b>Operating impact of capital of Program 793</b>													
	2015-2018 Operating Budget		O1				125	125	200	263	N/A	713	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	1,525	1,525	
794-003	Online (calgary.ca) Upgrades & Maintenance	M	C			5,998	937	1,613	1,856	1,592	-	5,998	
<b>Total Program 794 : Web Communication &amp; Content Upgrades</b>				-	-	5,998	937	1,613	1,856	1,592	-	5,998	
				-	-	19,400	3,400	4,900	6,200	4,900	-	19,400	

Note:

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

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

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

### Explanation of Budget Requests

#### **Program 788 : Customer Service Framework & Analytics**

##### **Project 788-001 Customer Service Framework, Research & Analytics**

New budget request of \$3.350 million with funding from Pay-As-You-Go. The investment will address gaps in engagement, research and customer service for The City, advance operational customer service data, integrate tools with The City's data warehouse, build citizen and customer service dashboards, develop engagement and communications training, expand online engagement and decision research tools and complete Ward analysis of the Citizen Satisfaction Survey.

Operating Impact of Capital: This project requires \$0 in operating cost of capital.

**Program 789 : Web Customer Service**

**Project 789-001 Online Customer Service Transactions**

New budget request of \$2.351 million with funding from Pay-As-You-Go. This investment involves increasing the number and types of City transactions on calgary.ca and improving mobile formatting to make customer transactions more accessible and usable.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

**Program 791 : Corporate Contact Centre**

**Project 791-002 311 Software & Upgrades**

New budget request of \$3.901 million with funding from Pay-As-You-Go. This investment supports the software, storage and equipment replacements at 311. Investments include: the required vendor upgrades to the software, increased disk storage for production environment, integration with field operations work order systems, replacement of monitors and work stations and completion of the project intake system.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

**Program 793 : Citizen/Employee Information Access**

**Project 793-001 Intranet for All City Employees (including field)**

New budget request of \$2.000 million with funding from Pay-As-You-Go. The myCity intranet, along with all business unit intranet sites, only provides half of The City's employees with information and access to employee resources and tools. The current intranet platform is not accessible to all City employees and the software is several versions past its supported lifespan. This investment will upgrade the intranet and connect to the eHR tools to allow all City field workers access.

**Operating impact of capital:** This project required \$313 thousand for 2015-2018 and \$625 thousand for 2019-2024.

**Project 793-002 Diversity and Crisis Communication Tools**

New budget request of \$1.800 million with funding from Pay-As-You-Go. The investment involves the lifecycle replacement of digital and graphic design desktops, visual and data library/storage and maintenance of City digital displays. This investment also provides citizens access to City information through video streaming, digital software licensing and social media channel development, as well as developing crisis communications training modules.

**Operating impact of capital:** This project requires \$400 thousand of operating costs in 2015-2018 and \$900 thousand for 2019-2024.



**Program 794 : Web Communication & Content Upgrades**

**Project 794-003 Online (calgary.ca) Upgrades & Maintenance**

New budget request of \$5.998 million with funding from Pay-As-You-Go of \$4.385 million and funding from Lifecycle Maintenance & Upgrade Reserve of \$1.613 million. This investment involves continual content management including: daily maintenance of calgary.ca's user experience, improving navigation, fixing breaks, improving search results and developing and updating new content.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

**CS: Customer Service & Communications - Capital Budget for Council Approval**

For Council Approval

<b>Customer Service &amp; Communications</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	7,182	2,600	1,450	750	750	0	5,550
<b>Projects Requiring Approval</b>							
<i>Program 788 : Customer Service Framework &amp; Analytics</i>		539	897	1,037	877	0	3,350
<i>Program 789 : Web Customer Service</i>		219	776	833	523	0	2,351
<i>Program 791 : Corporate Contact Centre</i>		627	908	1,315	1,051	0	3,901
<i>Program 793 : Citizen/Employee Information Access</i>		1,078	706	1,159	857	0	3,800
<i>Program 794 : Web Communication &amp; Content Upgrades</i>		937	1,613	1,856	1,592	0	5,998
<b>Total Projects Requiring Approval</b>		<b>3,400</b>	<b>4,900</b>	<b>6,200</b>	<b>4,900</b>	<b>0</b>	<b>19,400</b>
Total Capital Budget	7,182	6,000	6,350	6,950	5,650	0	24,950

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

# Fleet Services

Tab8

**Fleet Services**

Tab7

Tab6

Tab5

Tab4

Tab3

Tab2

Tab1

Tab8

Tab7  
**Fleet Services**

Tab6

Tab5

Tab4

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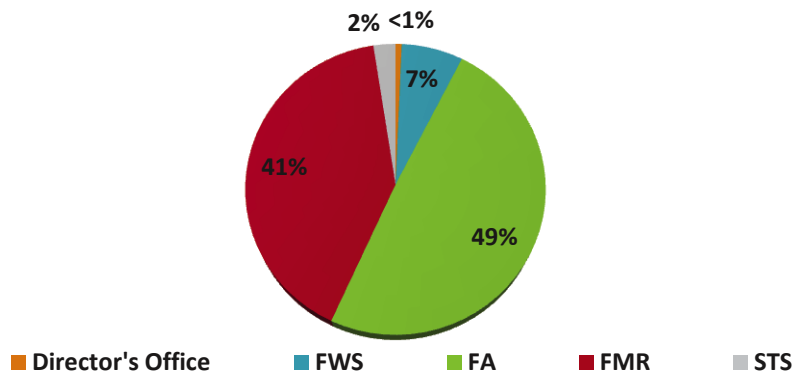
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Tab1

## CS: Fleet Services - Overview

The Fleet Services (Fleet) business unit is responsible for acquiring, managing and maintaining a large portion of The City's vehicles and equipment. Fleet works behind the scenes to care for equipment that is seen as the face of The City. Reliable, efficient and well-maintained vehicles are an essential part of meeting the diverse needs of citizens and the business units that serve them. Fleet enables this by providing leasing services, performing preventative maintenance and conducting repair work. Fleet also governs the policies and training that ensures City operators are working safely and responsibly. As a result of the Zero-Based Review, Fleet is moving to a self-supporting, self-sufficient business model. This means Fleet will provide services on a fee basis, maintain self-supporting debt and establish a reserve. Customers can determine the level of service they receive through service-level agreements. Fleet currently serves all City business units except Transit, Police, and Fire.

**Fleet Services**  
**Gross Operating Expenditure by Line of Service**  
**(2015-2018)**



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

### **Fabrication & Welding Services (FWS)**

Fabrication and Welding Services provides a range of design, machining, welding, fabrication, manufacturing, restoration and refurbishing services to meet specialized customer requirements. These services include the fabrication of specialized vehicle components, facility maintenance and manufacturing projects for City business units.

### **Fleet Acquisition (FA)**

Fleet Acquisition oversees the leasing and lifecycle management of vehicles and equipment for internal City customers. This includes evaluating new equipment and technologies to replace units or to accommodate growth. FA commissions new units into service, decommissions and disposes of replaced units and develops quality and maintenance technical standards. It also negotiates, facilitates and procures short-term leases and manages the hiring of vehicle services from third parties, when required.

### **Fleet Maintenance & Repairs (FMR)**

Fleet Maintenance and Repair performs maintenance, repairs and inspections for The City's fleet. It does so in accordance with manufacturers' recommendations, warranty requirements, industry best practices and in alignment with legislative requirements. FMR also provides autobody painting, refurbishing and collision damage repair.

### **Safety & Training Services (STS)**

Safety and Training Services governs driver/operator policies, provides operator training for City vehicles and investigates collisions involving The City's 5,900 certified operators. STS manages legislative requirements related to commercial fleets, which includes the National Safety Code, the Alberta Traffic Safety Act and the Occupational Health and Safety Act, Regulation and Code.

## CS: Fleet Services - Overview

### Trends

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With expectations of a three per cent economic growth rate and a significant population growth rate for Calgary, Fleet Services anticipates an increased requirement for fleet vehicles and equipment in order to meet the needs of a growing city. To remain sustainable, Fleet will need to continually improve business processes and find efficiencies with its internal business partners to mitigate the effects of cost increases due to inflation.

Workforce trends will be significant. Strong local competition for staff challenges Fleet's ability to attract and retain hard-to-fill positions, such as heavy duty mechanics. To address this, Fleet Services is working with Human Resources, to develop targeted recruitment, retention and succession plans. Fleet is also focusing on employee engagement and mentoring.

Environmental changes present opportunities for Fleet Services to support the City in reducing its overall environmental footprint. Fleet Services has and will continue to seek out sustainable options for vehicles and equipment. Fleet will reduce greenhouse gas emissions in the City's existing fleet through timely maintenance, technological innovation and green driver training.

In addition, evolving customer service standards are driving business units to use more collaborative approaches for delivering service. Fleet Services will integrate a customer service approach into its service delivery model to assist business partners as they address citizen engagement findings. This can include increasing use of customer engagement programs, providing personalized service, encouraging staff empowerment and the use of technologies and analytics to better understand areas for improvement.

Technological progress is also changing the way The City's fleet is managed. As vehicles and equipment become more advanced, Fleet Services is being driven to utilize increasingly sophisticated electronics for diagnostics and repair. Simultaneously, new tools that increase

efficiency and effectiveness are constantly being developed and allow Fleet to better serve its customers. Use of water jet technology in fabrication and welding, as well as real-time on-vehicle computerized data collection capability, are a few examples of how Fleet Services is helping the City leverage emerging technology.

### Long-Term Plans

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Fleet Services' plans align with the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP).

Fleet Services will support the MDP by enabling infrastructure that maintains Great Communities. Fleet achieves this by keeping waste & recycling collection vehicles, ice resurfacers, mowers and other equipment roadworthy. The business unit also supports the MDP's goal of greening the City by sourcing assets that will have the least impact on the environment. This will include projects to review the use of compressed natural gas and biodiesel as alternative fuels. Fleet Services supports the CTP's goal of ensuring transportation infrastructure is well managed by working to ensure vehicles and equipment required for road maintenance and utility work (sweepers, plowers and pavers) are ready for service. Fleet works with its customers to determine optimal long-term vehicle growth and replacement strategies.

Key to Fleet Services' long-term plans is developing strategic alliances with partner business units. Fleet's Customer Focus Initiative (CFI) project is working to gain better understanding of its partner business units and learning how they can support each other's work in the long-term. For example, Fleet is currently building a new facility at The City's Shepard site to replace an aging building, allowing for better service delivery and a better working environment.

As an enabling business unit, Fleet Services' long-term strategies remain focused on finding more effective ways of doing business to realize the best value for the Corporation.

## CS: Fleet Services - Overview

### Citizen Engagement

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In 2015-2018 Action Plan engagement, citizens said they wanted The City to focus on continued engagement, customer service and greater collaboration between business units, departments and citizens. Fleet has a dual responsibility in responding to this feedback because it provides equipment that directly serves citizens while it also enables other business units to provide their service to those same citizens through training and policy management.

In response to citizen feedback, Fleet is working to increase collaboration with its customer business units. One way Fleet is doing this is with the Fleet Customer Forum (FCF). The FCF allows customers to interact in a way that enables the sharing of business unit information and creates opportunities to find cross-business unit solutions. This can lead to more effective and efficient service and potentially lower costs. This also assists in balancing quality service with affordable taxes, efficiency and effectiveness.

Fleet's Customer Focus Initiative (CFI) will bring its team closer to each of its customer business units to address the specific and unique needs of their lines of business. The CFI Project provides a way for Fleet and its internal customers to collaborate and respond in tandem to vehicle and equipment issues that directly affect citizens.

Fleet also commits to actions around the prioritization of several cross-corporate initiatives. This includes the continued advancement of safety issues in alignment with the Corporate Safety Strategy.

### Council Priorities

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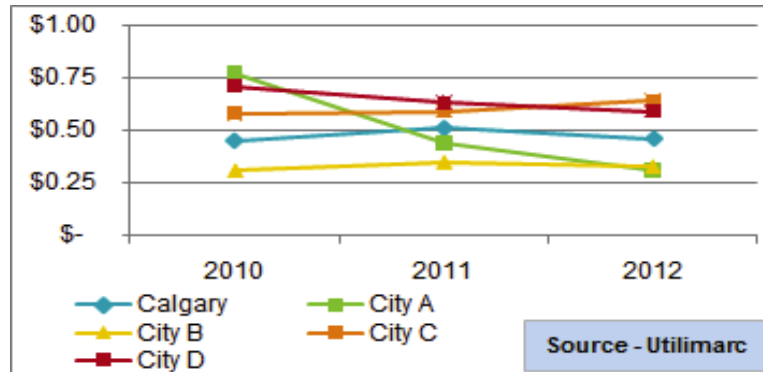
Fleet Services will play an enabling role as it seeks to achieve Council Priorities. The business unit has 15 actions spread throughout two Council Priorities: a healthy and green city and a well run city. Vehicle emissions are a significant component of The City's overall environmental footprint and Fleet plays a vital role in The City's mandate of stewarding air, land and water. In the upcoming business cycle, Fleet will evaluate the use of alternative fuels to reduce emissions from its vehicles and will use technology and the analysis of data to make better decisions for the environment. For example, enhanced data collection helps business units determine the right vehicle needed for the job. Also, Fleet's driver simulator can teach green driving techniques to reduce fuel use and vehicle emissions.

To support a well run city, Fleet has a responsibility to The Corporation, its customer business units and citizens to provide service that reflects an appropriate balance of efficiency, effectiveness and cost. Fleet will undertake several initiatives to this end, including a review of its operating model, conducting comparisons to leading practices in the industry and increasing accuracy in the collection and analysis of data to improve the utilization of vehicles.

It will also be important to continue strengthening relationships with internal customers through initiatives such as the optimization of service delivery locations, enhancing transparency through improved communication and building on a strong reputation of employee training and asset management.

## CS: Fleet Services - Benchmarking

### Average vehicle maintenance cost per kilometre



The maintenance cost per kilometre is a ratio of the total cost of maintaining The City's vehicles (entire City owned Fleet) divided by the total number of kilometres driven by those vehicles. In 2011, Fleet Services' average maintenance cost per kilometre increased by 13 per cent over 2010 while there was a 10 per cent decrease in 2012, due to changing usage patterns and maintenance costs.

### Learning and Best Practices

In comparison to other snow-belt cities, Calgary's ratio falls in the middle. Fleet performs lifecycle costing to avoid high maintenance years and reduces costly breakdowns by conducting preventative maintenance.

### Improvement Initiatives & Action Plan 2015-2018

Fleet will work with customers to improve maintenance cost performance through preventative maintenance and will address cost challenges through the Customer Focus Initiative. In addition to service level agreements on maintenance, Fleet will also employ vehicle lifecycle management and work with customers to educate them on vehicle use best practices.



**CS: Fleet Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Explore how Compressed Natural Gas can be used in fleet and determine how that can reduce operating costs and energy emissions.	FA, FMR
	H2.2 Look at different ways Fleet can use technology and data to reduce emissions.	FA, FMR



**CS: Fleet Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Benchmark Fleet Services in order to identify best and leading practices and increase service productivity and effectiveness.	FA, FMR, FWS, STS
	W2.2 Implement ZBR recommendation of financial model adjustment to achieve cost savings.	FA, FMR, FWS, STS
	W2.3 Improve data quality and decision making through use of technology, measurements and analysis.	FA, FMR, FWS, STS
	W2.4 Implement unit standardization by class project in order to improve processes and documentation.	FA
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	W6.1 Work with CPB and customers to optimize Fleet service delivery locations.	FA, FMR, FWS, STS
	W6.2 Improve vehicle uptime to meet customer requirements.	FMR



**CS: Fleet Services - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W8.1 Improve transparency and cooperation with customers by creating and delivering a marketing program outlining services Fleet offers.

FA, FMR, FWS, STS

W8.2 Improve asset utilization by including the customer focus initiative process into current asset management practices and improving customer reporting .

FA, FWS

W8.3 Work together with customers to improve training and asset management.

FA, FMR, FWS, STS

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

W9.1 Continue development of strategies, safety programs and internal processes to ensure safe and reliable Fleet Assets are available for City Operations.

FA, FMR, FWS, STS

W9.2 Prioritize occupational health, safety and wellness in order to foster a complete culture of engaged employee safety.

FA, FMR, FWS, STS



## CS: Fleet Services - Actions for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W9.3 Provide employee training and development opportunities and address employee survey results to support The City as an employer of choice.

FA, FMR, FWS, STS

W9.4 Develop strategic workforce plans to increase attraction and retention as part of the workforce strategy to address changing demographics and retirements.

FA, FMR, FWS, STS

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

A prosperous city

A city of inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

## CS: Fleet Services - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	558	558	1.0	560	560	1.0	560	560	1.0	560	560	1.0	560	560	1.0
Revenues & Recoveries	0	(84,584)		0	(81,140)		0	(81,575)		0	(82,067)		0	(82,067)	
Fabrication & Welding Services	5,788	5,788	29.5	5,428	5,428	29.5	5,546	5,546	29.5	5,683	5,683	29.5	5,683	5,683	29.5
Fleet Acquisition	40,052	40,052	20.5	40,237	40,237	20.5	40,267	40,267	20.5	40,306	40,306	20.5	40,306	40,306	20.5
Fleet Maintenance & Repairs	33,717	33,717	155.5	32,971	32,971	155.5	33,215	33,215	155.5	33,484	33,484	155.5	33,484	33,484	155.5
Safety & Training Services	1,998	1,998	17.0	1,943	1,943	17.0	1,986	1,986	17.0	2,034	2,034	17.0	2,034	2,034	17.0
<b>Total Business Unit</b>	<b>82,113</b>	<b>(2,471)</b>	<b>223.5</b>	<b>81,140</b>	<b>0</b>	<b>223.5</b>	<b>81,575</b>	<b>0</b>	<b>223.5</b>	<b>82,067</b>	<b>0</b>	<b>223.5</b>	<b>82,067</b>	<b>0</b>	<b>223.5</b>

Fleet Services strives to provide value to its customers and continues to increase its customer service focus and achieve efficiency gains through productivity targets. Fleet maintains over 3000 Fleet-owned vehicles and equipment, in addition to many owned by other business units and external customers, such as Alberta Health Services units.

Fleet utilizes a fee-for-service model designed to recover its costs from the business units that make use of its services. The rate structure consists of lease and hourly service rates that are continuously benchmarked to the local market as a tool to measure effectiveness. As an example, on average, the current Fleet hourly labour rate is greater than 20 per cent below local vendors and is indicative of Fleet Services commitment to provide high value at the lowest possible cost. Fleet

Services will continue to work towards improving the cost per kilometre benchmark and focus on timely replacement, availability and utilization of units. Fleet has included two performance measures in the Action Plan that will measure unit availability for major segments of the fleet.

Overall, Fleet's business model is changing and aligning with Zero-Based Review recommendations. Fleet will no longer be required to recover a return on equity from its customers and some of its administrative charges. This results in reduced Fleet recoveries and associated reductions in the expenditures budget of Fleet customers. After the change, Fleet has a net budget of zero dollars. Fleet will maintain its services through efficiency gains and partially through its door (labour) rate which was increased in 2014 to match salary inflation.

**CS: Fleet Services - Lines of Service**

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

Fleet Maintenance & Repairs	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	33,717	33,717	155.5	32,971	32,971	155.5	33,215	33,215	155.5	33,484	33,484	155.5	33,484	33,484	155.5

Fleet Maintenance and Repairs performs preventative maintenance and repairs for The City's fleet in accordance with manufacturers' recommendations and warranty requirements. Fleet's administered maintenance and inspection programs are aligned with the National Safety Code and other federal and provincial legislative requirements. Services such as autobody painting, refurbishing and collision damage repair are also provided. Fleet Maintenance and Repairs will experience

an expenditure increase from union settlements on salary and wages, along with a decrease due to business model changes. Overall service level is expected to be maintained. This line of service is responsible for meeting targets for availability of fleet (such as garbage collection and snow clearing units) and increasing productivity through its performance measures.

Fleet Acquisition	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	40,052	40,052	20.5	40,237	40,237	20.5	40,267	40,267	20.5	40,306	40,306	20.5	40,306	40,306	20.5

Fleet Acquisitions oversees the lifecycle management and leasing of vehicles and equipment to City client business units, with the exception of Calgary Police Services, Calgary Transit and Fire. This includes evaluating new units and technologies for replacement of units coming to the end of their useful life, as well as growth units. Fleet Acquisitions takes care of commissioning new units into service, decommissioning and disposal of replaced units, development of quality and maintenance

technical standards, third parties' provision of short-term leasing and hiring of vehicle & equipment with operators to other City business units. Fleet Acquisitions will experience an expenditures increase from union settlements on salary and wages, along with a decrease due to business model changes. Overall service level is expected to be maintained. This line of service is responsible for meeting green fleet targets.

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

Fabrication & Welding Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,788	5,788	29.5	5,428	5,428	29.5	5,546	5,546	29.5	5,683	5,683	29.5	5,683	5,683	29.5

Fabrication and Welding Services provides a wide range of design, machining, welding, fabrication, manufacturing, restoration and refurbishing services to meet specialized customer requirements. This includes the fabrication of fleet components (e.g. sewer cleaners, sanders, service bodies) as well as maintenance of facilities and turnkey

manufacturing projects for City business units. Fabrication and Welding Services will experience an expenditures increase from union settlements on salary and wages, along with a decrease due to business model changes. Overall service level is expected to be maintained.

Safety & Training Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	1,998	1,998	17.0	1,943	1,943	17.0	1,986	1,986	17.0	2,034	2,034	17.0	2,034	2,034	17.0

Safety and Training Services include driver/operator policies, training for operation of City units, and collision investigation for approximately 5,900 certified operators, excluding Calgary Police Services, Fire and Calgary Transit. On behalf of The Corporation, Fleet Services manages the legislative requirements related to the operation of City units and collision investigation for the commercial fleet, including the National

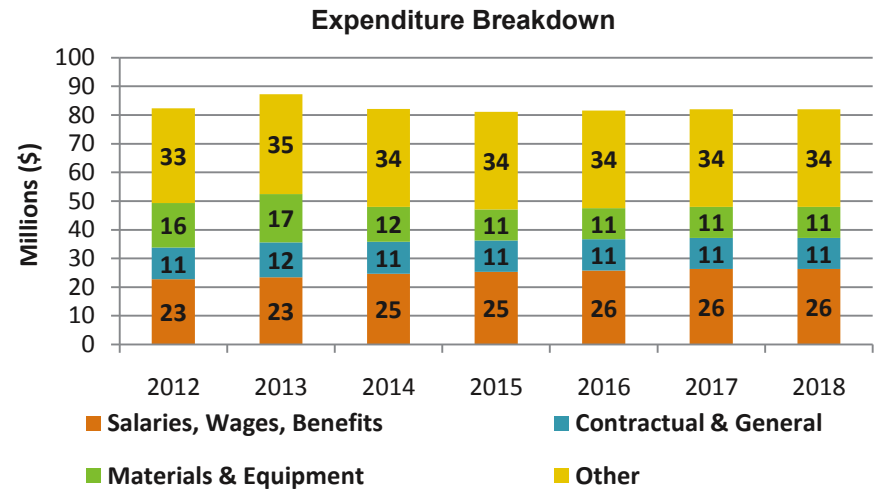
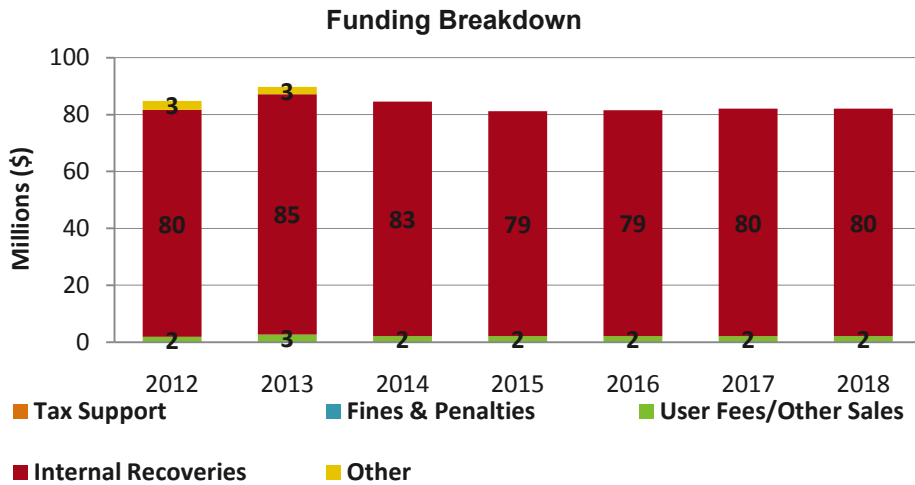
Safety Code, the Alberta Traffic Safety Act and the Occupational Health and Safety Act. Safety and Training Services will experience an expenditures increase from union settlements on salary and wages, along with a decrease due to business model changes. Overall service level is expected to be maintained. This line of service is responsible for meeting targets for lost time, by working with the other lines of service.

Revenues & Recoveries	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	0	(84,584)		0	(81,140)		0	(81,575)		0	(82,067)		0	(82,067)	

Fleet recovers for services provided based on a fee-for-service model. Fleet's overhead rates and lease rates will decrease due to business model changes.

## CS: Fleet Services - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Fleet's business model primarily offsets expenditures through recoveries received from city business units.

**Expenditures** - All growth planned by Fleet Services will be absorbed through productivity increases and the increased recovery will allow Fleet Services to cover inflationary increases. Fleet has a net budget of zero dollars.



**CS: Fleet Services - Breakdown of the Net Operating Budget**

*Totals may not add due to rounding*

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	(2,471)	0	0	0
Less: Previous Year One Time	0	0	0	0
Base	(2,471)	0	0	0
Efficiency Gains	0	0	0	0
Inflation	0	0	0	0
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	2,471	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>2,471</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fleet is moving to a self-supporting, self-sufficient business model as a result of the Zero-Based Review. Fleet will no longer provide a Return on Equity to the City and pay for some of its administrative charges. This is reflected in a realignment of \$2.471 million. There is no net impact to the Corporation as Fleet's rates will be adjusted accordingly. Fleet's revenues and recoveries are off-set by expenditures for a net zero budget.

<b>TCA Depreciation (\$000s) - Fleet Services</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
29,085	29,085	29,085	29,085

*TCA Depreciation content is presented for information only. Fleet's TCA Depreciation is funded through its operating budget.*

**CS: Fleet Services - Operating Budget for Council Approval**

For Council Approval
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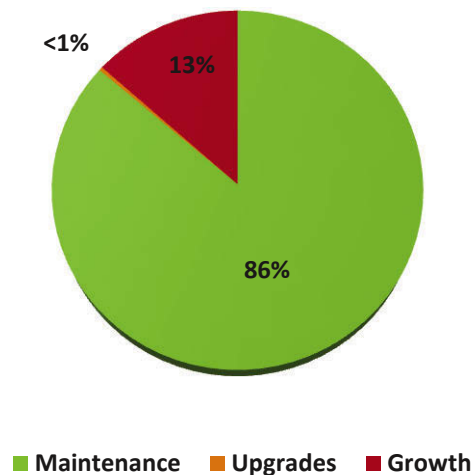
<b>Fleet Services</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	82,353	87,261	82,113	81,140	0	81,140	81,575	0	81,575	82,067	0	82,067	82,067	0	82,067
Recoveries	(79,826)	(84,508)	(82,500)	(79,056)	0	(79,056)	(79,491)	0	(79,491)	(79,983)	0	(79,983)	(79,983)	0	(79,983)
Revenue	(4,998)	(5,224)	(2,084)	(2,084)	0	(2,084)	(2,084)	0	(2,084)	(2,084)	0	(2,084)	(2,084)	0	(2,084)
Net	(2,471)	(2,471)	(2,471)	0	0	0	0	0	0	0	0	0	0	0	0
FTEs	224.5	223.5	223.5	223.5	0.0	223.5	223.5	0.0	223.5	223.5	0.0	223.5	223.5	0.0	223.5

## CS: Fleet Services - Capital Budget Overview

Fleet Services						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	55,520	47,055	35,600	43,153	0	181,328
Total Business Unit Capital Budget	55,520	47,055	35,600	43,153	0	181,328

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

**Fleet Services**  
**New Capital Budget Requests by Project Type**  
**(2015-\*2019+)**  
**Total \$181 Million**



**Maintenance/Replacement** - \$155 million - Proper lifecycle management involves replacement of aging vehicles and equipment. The replacement of aging vehicles reduces the operating impact of maintenance. This process will continue, with emphasis on having customers replace vehicles and equipment in accordance with lifecycle investment plans.

**Upgrades** - \$0.6 million - Tooling and equipment required to maintain the fleet is aging and technology is changing. To continue to provide an effective service, continual upgrades and replacement is required.

**Growth** - \$24.3 million - There is some planned investment in growing the current fleet of vehicles and equipment to accommodate new customers needs and to respond to the pressures of a growing city. The operating impact of this capital is managed by the customer who has operating budget to pay for vehicle and equipment costs.

## CS: Fleet Services - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Self-supported Debt</i>	55,520	47,055	35,600	43,153	0	181,328
<b>Total Funding</b>	<b>55,520</b>	<b>47,055</b>	<b>35,600</b>	<b>43,153</b>	<b>0</b>	<b>181,328</b>

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

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

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
871-000	Replacements	M	C			155,019	41,364	41,336	32,666	39,653		155,019	
871-001	Growth	G	C			24,309	13,656	5,219	2,434	3,000		24,309	
<b>Total Program 871 : Fleet Acquisitions</b>				-	-	179,328	55,020	46,555	35,100	42,653	-	179,328	
-----													
872-001	Maintenance Mgmt. Systems	U	C			600	150	150	150	150		600	
872-003	Machinery - Maintenance	M	C			1,200	300	300	300	300	-	1,200	
872-005	Furniture & Fixtures	M	C			200	50	50	50	50	-	200	
<b>Total Program 872 : Support Facilities</b>				-	-	2,000	500	500	500	500	-	2,000	
-----													
				-	-	181,328	55,520	47,055	35,600	43,153	-	181,328	

Note:

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

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

## Explanation of Budget Requests

### **Program 871 : Fleet Acquisitions**

#### **Project 871-000: Replacements**

**New budget Request** of \$155.019 million from 2015-2018 with funding from self-supported debt. This investment will be used to replace vehicles and equipment being operated by client business units that are at the end of their service life. Doing so will avoid unnecessary interruptions in service to customers due to increasing maintenance and breakdown repairs associated with an aging fleet. This investment has also been balanced against the cost of more frequent maintenance and upgrades compared with replacement.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

#### **Project 871-001: Growth**

**New budget Request** of \$24.309 million from 2015-2018 with funding from self-supported debt. This investment will be used to purchase additional vehicles and equipment for use in client business units. Doing so will allow internal clients to provide services in response to new customer demands as well as to meet the needs of a rapidly growing city.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

### **Program 872 : Support Facilities**

#### **Project 872-001: Maintenance Mgmt. Systems**

**New budget Request** of \$600 thousand from 2015-2018 with funding from self-supported debt. This investment will provide for upgrades to existing systems and the development of new systems that help fleet manage vehicle and equipment maintenance. This will allow for better tracking of maintenance and repairs which will make maintaining a large and diverse fleet much more effective. This will keep vehicles and equipment in better current and long-term condition to minimize costs and maximize the amount of time vehicles and equipment can be on the road serving customers.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**872-003: Machinery - Maintenance**

**New budget Request** of \$1.200 million from 2015-2018 with funding from self-supported debt. This investment will provide for the required upkeep of fleet shops and machinery that are used to maintain vehicles and equipment. This equipment is a key component of maintenance turnaround times and making sure that vehicles and equipment are ready and available when they are planned to be.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**872-005: Furniture & Fixtures**

**New budget Request** of \$200 thousand from 2015-2018 with funding from self-supported debt. This investment will allow for the purchase and replacement of the shop floor tools and equipment that are used to maintain fleet vehicles and equipment. This equipment is a key component of maintenance turnaround times and making sure that vehicles and equipment are ready and available when they are planned to be.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**CS: Fleet Services** - Capital Budget for Council Approval

For Council Approval
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<b>Fleet Services</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	116,905	0	0	0	0	0	0
<b>Projects Requiring Approval</b>							
<i>Program 871 : Fleet Acquisitions</i>		55,020	46,555	35,100	42,653	0	179,328
<i>Program 872 : Support Facilities</i>		500	500	500	500	0	2,000
<b>Total Projects Requiring Approval</b>		<b>55,520</b>	<b>47,055</b>	<b>35,600</b>	<b>43,153</b>	<b>0</b>	<b>181,328</b>
Total Capital Budget	116,905	55,520	47,055	35,600	43,153	0	181,328

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

# Human Resources



Tab8  
Human Resources

Tab7

Tab6

Tab5

Tab4

Tab3

Tab2

Tab1

## CS: Human Resources - Overview

The Human Resources (HR) business unit supports The City by designing and implementing human resource strategies and programs to help it meet business objectives. HR is focused on providing excellent customer service while having regard for its governance responsibilities. As part of this, it delivers efficient and effective programs in recruiting, labour relations, organizational effectiveness, compensation as well as one-on-one support to management and employees who are helping The City deliver services to Calgarians.

As part of a commitment to customer service, HR works with clients to ensure they have the right human capital to deliver services to citizens. Supporting programs include recruitment, compensation and benefits, pensions, learning and development and workforce as well as career planning programs that help attract, develop and retain The City of Calgary's workforce. HR also provides labour relations consultation, collective agreement negotiations and arbitration, as well as health and wellness benefits and programs that foster a healthy workforce and work environment.

HR also ensures that employees are fairly compensated for their service, all legislated deductions are submitted to the proper authorities, and employee records are maintained throughout the lifecycle of the employee, from pre-employment application stages through career changes to post-retirement benefits administration.

HR works hard to be as efficient and effective as possible. There were no increases to the HR budget in the past three years and an actual reduction in FTEs. Positions were realigned in HR to better match skill levels to the work resulting in efficiencies and increased capacity for senior-level staff to tackle more complex consulting projects.

### Corporate HR Services (CHRS)

Corporate HR Services supports the organization by delivering corporate programs and processes including workforce planning and recruitment, labour relations, leadership and career development, compensation and health and wellness.

### HR Consulting to Business (HRCB)

HR Consulting to Business supports management and employees directly within their business units in HR matters to enable them to deliver their services to the citizens.

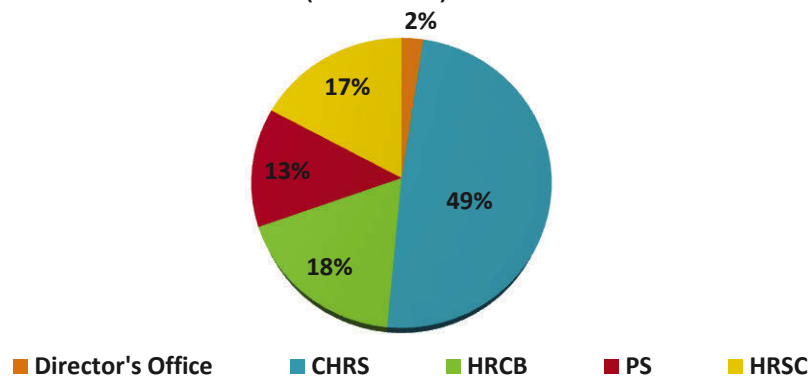
### HR Service Centre (HRSC)

HR Service Centre provides accurate, responsive and cost-effective administration and transaction of HR related information.

### Pay Services (PS)

Pay Services provides quality and timely payroll services to all City of Calgary employees and third party affiliates.

**Human Resources  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



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

## CS: Human Resources - Overview

### Trends

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The long-term economic and workforce trends forecast that Calgary will continue to see strong economic growth and low unemployment rates resulting in a continued tight labour market for talent. The workforce composition is also changing with increased immigration to Canada and Calgary resulting in a more diverse workforce. As well, there is a shift in the workforce age distribution due to a growing number of people in the 55-64 age range. To help The City remain competitive in attracting and retaining workers, HR is taking actions to source talent, improve recruitment processes to target the skills needed, and market The City to underrepresented segments of the available workforce. HR is also working to support business units in creating an inclusive work environment to retain employees and support The City to strive to be an employer of choice. Health and wellness initiatives, as well as competitive wages and benefits, will continue to be important factors in keeping the existing workforce at The City.

### Long-Term Plans

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Supporting the 2020 Sustainability Direction, HR helps all business units within The City of Calgary attract, hire, train and retain engaged and productive employees from all segments of the community that deliver services and programs to Calgarians. HR works with each business unit and department to gather information on their workforce needs and challenges. Analysis of this information provides guidance for the development of long-term HR plans. The Corporate Workforce Strategy includes strategies such as the Talent Management Framework, actions that work together to help The City attract, develop and retain engaged, productive employees and support a cultural shift. HR also provides support directly to the business units in matters such as employee engagement, diversity and inclusion, productivity, health and wellness, recruitment, workforce planning, organizational development and training. By providing these services, HR helps client business units progress

toward achieving their long-range plans such as the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP).

### Citizen Engagement

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Results from the citizen engagement showed that Calgarians were interested in the efficient and effective delivery of HR services with a focus on providing value-for-money. Based on that response, HR strives to find efficiencies in the delivery of its services including the rollout of more self-serve functionality of simple HR processes for our employees through the eHR initiative. Efficiency will be gained through the implementation of recommendations from a review of the HR Service Centre and resource alignment within HR allowing more senior employees to focus on complex human capital issues and making better use of existing resources. HR continues to focus on improving its processes through a continuous improvement cycle, business process reviews, simplifying complicated processes as well as improving both response times and effectiveness.

## **CS: Human Resources - Overview**

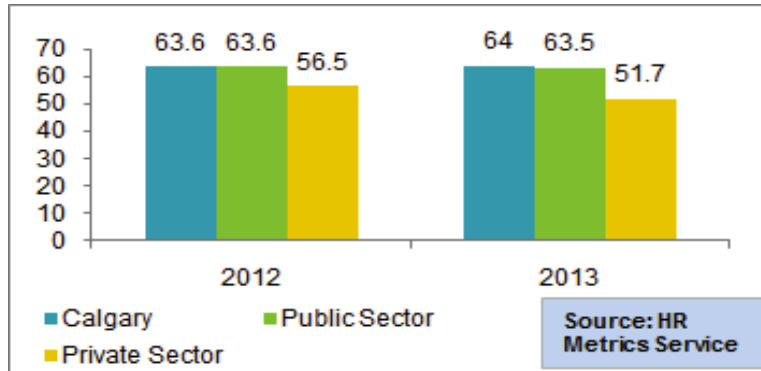
### **Council Priorities**

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HR is supporting The City in its corporate culture change initiative to provide better service to citizens and support the Council Priority of a well-run city. By providing change management and performance management support to all areas of The City, HR will work with both City leadership and employees to create a work environment that supports the direction set out by Council and City leaders. HR is the lead business unit supporting the Council strategic action to strive to be an employer of choice with a focus on addressing The City's aging workforce under the Council Priority of a well-run city. As such, HR supports the Corporation with immediate and long-term strategies to attract, develop and retain employees and nurture a culture that supports delivery of services to citizens. HR will support, measure and nurture culture, deliver recruitment processes that use social and other marketing to attract and hire skilled employees, and deliver diversity and inclusion programs so that employees and the organization benefit from an inclusive work environment. HR also supports workforce planning to prepare for future business needs to deliver services, and delivers learning and development programs for leaders and employees to develop the skills necessary for effective service delivery. Additionally, HR provides health and wellness initiatives to give employees the tools to get and stay healthy as well as programs to foster healthy lifestyle choices. As a whole, HR supports The City's goal to be an employer of choice.

## CS: Human Resources - Benchmarking

### Median number of FTEs served by 1 HR FTE



The HR FTE ratio shows how many full-time employees are being helped by a single HR employee. The City of Calgary scores well on this benchmark with 64.0 employees being served by a single HR employee with the median 2013 public sector benchmark (Crown corporations, municipal governments) being 63.5 and the median private sector benchmark (private organizations, non-for profits) at 51.7.

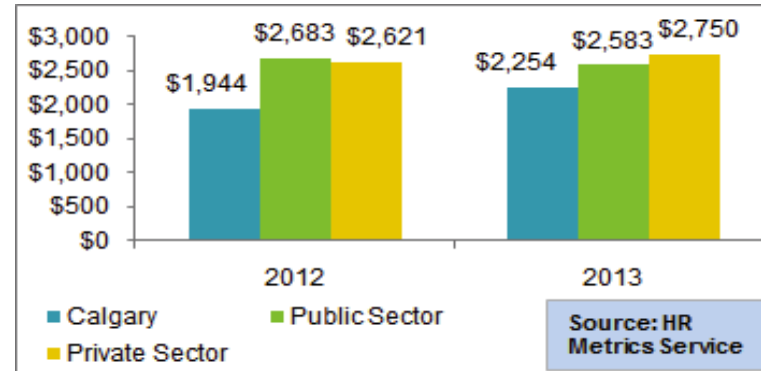
#### Learning and Best Practices

HR has focused on matching the work with the skill levels of the consultants, utilizing less experienced consultants for less difficult assignments, while freeing up the more experienced consultants to handle the larger and more complex assignments, resulting in more efficient and effective use of available resources.

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

HR will continue to be as efficient as possible while supporting an increasing number of City employees while maintaining the levels of service and effectiveness that clients expect by matching the work with the skill levels of the consultants, and integrating HR service delivery to provide clients with a seamless experience.

### HR Costs per FTE



The HR costs per FTE ratio shows the cost of providing HR support for each City FTE, with The City's HR function costing \$2,254 per FTE compared to the median 2013 public sector benchmark of \$2,583 per FTE and the median private sector benchmark of \$2,750 per FTE.

#### Learning and Best Practices

Over the past few years, HR has worked to reduce administrative costs by sharing administrative staff between divisions as well as relying more on electronic versions of documents made available through the HR web sites instead of print. As well, the HR Service Centre was reviewed to streamline processes and the anticipated introduction of eHR is designed to better connect with employees and allow for increased self-service.

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

HR will continue to focus on providing the best service possible to clients while continuing to operate as efficiently as possible, keeping costs low while maintaining or improving effectiveness. For example, HR will continue to develop the eHR website allowing for increased efficiency in employees accessing and changing their personal HR information.

**CS: Human Resources - Actions for Council Approval**

For Council Approval

**Corporate Service Commitment:**  
 Corporate Services will support Calgary’s continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Continuously review and improve HR processes and procedures to make it easier for citizens and employees to interact with HR at The City.	CHRS, HRCB, HRSC, PS
	P4.2 Enhance recruitment processes by increasing the use of social media and other marketing tools to better reach job seekers and make it easier for citizens to apply.	CHRS



**CS: Human Resources - Actions for Council Approval**

For Council Approval

**Corporate Service Commitment:**  
 Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Create an employee skills inventory in order to prepare for and respond to emergency situations.	CHRS
	N3.2 Develop and implement Corporate Services business continuity plans to mitigate disruptions of service.	CHRS, HRCB, HRSC, PS



**CS: Human Resources - Actions for Council Approval**

For Council Approval

**Corporate Service Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Refine the way HR collects and uses job information to support effective and efficient delivery of HR services and programs.	CHRS
	W2.2 Integrate HR service delivery to provide clients with a seamless experience to increase efficiency and effectiveness.	CHRS, HRCB, HRSC, PS
	W2.3 Review the exempt compensation system and the reward and recognition system to create alignment to business objectives and achieve value-for-money.	CHRS
W4 Balance demand for quality City services with affordable taxes.	W4.1 Continue to develop the eHR website to allow for more employee self-service resulting in increased efficiency of HR service delivery.	CHRS
	W4.2 Investigate and implement a Learning Management System that supports the talent management framework to increase effectiveness of HR service delivery and optimize human capital.	CHRS





**CS: Human Resources - Actions for Council Approval**

For Council Approval

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

**Corporate Service Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W8.1 Partner with corporate-wide initiatives, such as Tomorrow's Workplace, that can help shift the cultural mindset, engage employees, and contribute to The City as an employer of choice.

CHRS, HRCB

W8.2 Facilitate organizational culture shift on behalf of the City Manager's Office incorporating individual performance and behaviours.

CHRS, HRCB

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

W9.1 Align recruitment, training, development and retention practices to support The City becoming an employer of choice.

CHRS

W9.2 Continue to lead Diversity & Inclusion initiatives to attract and engage a diverse workforce to position The City as an employer of choice.

CHRS, HRCB

W9.3 Apply neuroscience-based performance coaching techniques to improve supervisory-employee interactions and performance management.

CHRS, HRCB



**CS: Human Resources - Actions for Council Approval**

For Council Approval

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

**Corporate Service Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W9.4 Gather workforce information to improve diversity and inclusion programs and other initiatives that support The City in becoming an employer of choice.

CHRS

W9.5 Use workforce information to provide customized support to employees to improve health and wellness programs and services for staff.

CHRS

W9.6 Monitor and measure the impacts of pension reform on The City's aging workforce to maintain service to citizens and support The City in becoming an employer of choice.

CHRS

W9.7 Review the Rewards and Recognition system to support a cultural change within The City to strive to be an employer of choice.

CHRS

W9.8 Support The City in knowledge management and succession planning to maintain delivery of City services while addressing The City's aging workforce.

CHRS, HRCB



## CS: Human Resources - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	1,045	1,045	4.3	845	845	4.3	845	845	4.3	1,065	1,065	4.3	1,072	1,072	4.3
Corporate HR Services	18,936	11,203	93.1	19,095	11,362	93.1	19,360	11,627	93.1	19,645	11,912	93.1	19,836	12,103	93.1
HR Consulting to Business	6,848	6,296	42.8	6,923	6,371	42.8	7,092	6,540	42.8	7,269	6,717	42.8	7,460	6,908	42.8
Pay Services	4,917	4,481	44.0	5,112	4,675	44.0	5,237	4,800	44.0	5,380	4,943	44.0	5,367	4,931	44.0
HR Service Centre	6,600	5,888	45.5	6,780	6,068	45.5	6,889	6,177	45.5	6,793	6,081	45.5	6,773	6,062	45.5
Total Business Unit	38,346	28,913	229.6	38,754	29,321	229.6	39,422	29,989	229.6	40,151	30,717	229.6	40,509	31,075	229.6

HR continues to be efficient in supporting The Corporation with the budget dollars that it is allocated according to the benchmarks provided by the HR Metrics Service in both the HR FTE ratio and in controlling the costs associated with providing HR service to The City. HR's operating budget has not increased since 2012 with the exception of salary and wage inflation required to meet contract and payroll obligations. As a result of budgetary pressures, HR experienced a decline from 240 FTEs in 2011 to the current level of 230 FTEs as of July 2013. HR is proposing to remain at its current staffing level and will not, at this time, request additional FTEs.

Due to forecasted growth at The City of Calgary, HR will continue to see increased pressures to provide services to clients while staying within the current FTE and budget allocations. To do this, HR will continue to focus on finding efficiencies in the way it provides services as well as shifting resources where necessary to provide effective, high quality

outcomes. HR will use the inflationary increases allocated in 2016 -2018 to hire limited-term staff to support projects focusing on high priority issues such as disability management, return to work support, and changing organizational culture to support increases in productivity and customer service, along with supporting existing staff in delivering services to clients.

HR will continue to support the organization by leading the Council strategic action to strive to be an employer of choice with a focus on addressing The City's aging workforce. This will be done by providing services and programs to individual business units that will impact the attraction, development and retention of employees while increasing the number of staff each HR FTE supports and keeping the cost per HR FTE below public sector benchmarks. This must be done while having regard for the impact on HR staff stress, sickness and accident use, turnover, diversity, inclusion and employee survey results.

## CS: Human Resources - Lines of Service

Corporate HR Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	18,936	11,203	93.1	19,095	11,362	93.1	19,360	11,627	93.1	19,645	11,912	93.1	19,836	12,103	93.1

Corporate HR Services provides support to the organization through areas of specialization and expertise including workforce planning, recruitment, labour relations, compensation, organizational effectiveness, leadership and career development, diversity and inclusion, health and wellness, and HR information systems.

Corporate-wide, the services include supervisory and management development programs, performance management programs, standardized frameworks for performance management, career development and mentorship, corporate systems for developing and rating job descriptions, health and wellness initiatives, strategic labour relations advice (including negotiating collective agreements with 10 unions), resolving grievances, and providing a corporate orientation program.

The main focus of Corporate HR Services is to support The City with corporate-wide programs and initiatives to ensure that The City is an employer of choice, with a total rewards package and supportive work environment, that enables The City to attract, develop, and retain productive employees to deliver services to the citizens of Calgary.

Corporate HR Services also contains the Seasonal Recruitment Office (SEO) and the Temporary Agency Services (TESA). SEO co-ordinates the hiring (recalls, rehires and new hires) and layoffs of seasonal workers. TESA provides temporary staffing solutions in response to illness, vacation, special projects, work overloads, and short-term vacancies.

HR Consulting to Business	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,848	6,296	42.8	6,923	6,371	42.8	7,092	6,540	42.8	7,269	6,717	42.8	7,460	6,908	42.8

HR provides consulting services to leaders and employees across individual business units. HR works with department and business unit management to develop specific HR strategies and actions to support annual and four-year business goals. HR staff consult with business units on a wide range of human resource management practices including: workplace culture, workforce planning, recruitment, staffing and organization structure, compensation, leadership effectiveness and succession planning, performance management, employee and labour relations, employee engagement, diversity and inclusion, workplace and

employee wellness, and change management with the goal of supporting each business unit to strive to be an employer of choice within The City.

HR also consults with leaders on the interpretation and application of corporate policy, collective agreements, governance and applicable legislation. HR consults with individual employees and leaders to improve working relationships, work environment and productivity. The effectiveness of this service is predicated on knowledge of both human resources management and the business.

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

HR Service Centre	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,600	5,888	45.5	6,780	6,068	45.5	6,889	6,177	45.5	6,793	6,081	45.5	6,773	6,062	45.5

The HR Service Centre (HRSC) is often the first point of contact for the public, employees, supervisors and managers at The City of Calgary for HR processes related to policies, programs and services. HRSC provides accurate, responsive, quality and cost-effective administration and transaction processing related to employees, jobs, positions and salaries, pension and benefits, corporate rewards and recognition, HR records and document management, and incoming telephone inquiries

(from the public and City employees) regarding HR related information.

The HR Service Centre will continue to strive to become more efficient in delivering services by reviewing the way it provides services to employees, supervisors and managers, as well as continuing to optimize processes.

Pay Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,917	4,481	44.0	5,112	4,675	44.0	5,237	4,800	44.0	5,380	4,943	44.0	5,367	4,931	44.0

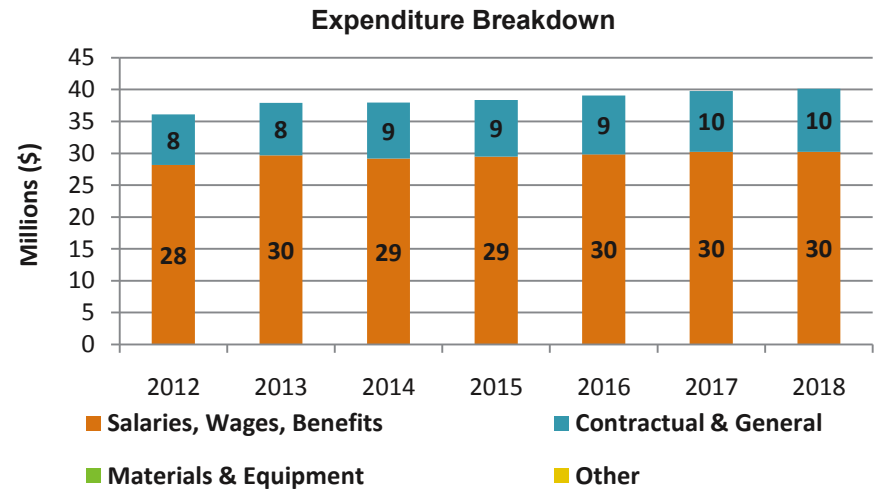
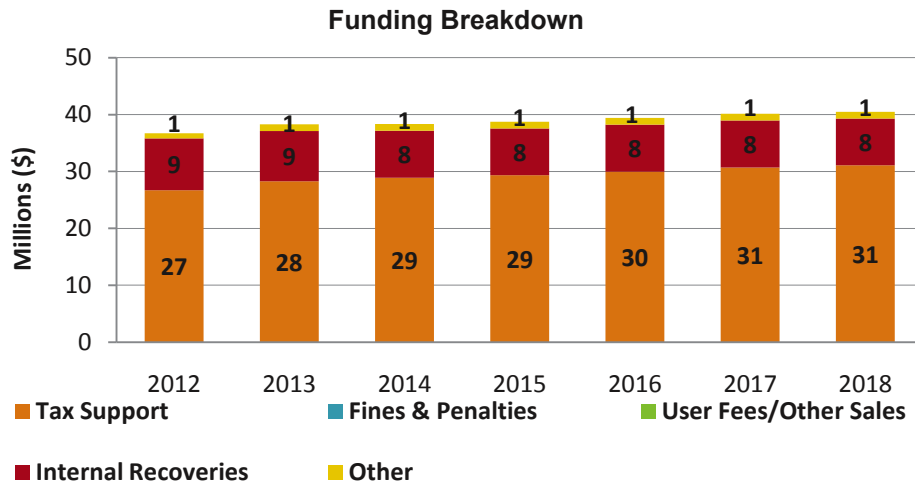
Pay Services provides quality and timely payroll services to all City of Calgary employees and third party affiliates, having regard to the judicious and economical expenditure of taxpayer funds in meeting all payroll obligations. The key services provided by Pay Services include: accurate and timely production and control of all regular and off-cycle payments, Records of Employment and annual tax slips, accurate allocation of all pay-related costs, statistical reporting of payroll data, client user support to time and attendance systems (training, communications, audit control, reporting), and ensuring compliance with all legislative, contractual and policy provisions governing the administration of pay, leave plan administration and benefit payments. Corporate payroll costs are in excess of \$1 billion annually. Given these

large costs, Pay Services devotes considerable effort to ensure appropriate payroll controls and regular auditing of pay processing functions to ensure accuracy and consistency. Internal and external payroll audits are carried out regularly on The City of Calgary's pay processing function and the successful audit outcomes have illustrated the value-added in the front end payroll controls and audit efforts performed by the HR Pay Services group.

Efficient service delivery will continue to be a priority within Pay Services, with a focus on continuously monitoring and reviewing processes to ensure efficient and effective outcomes.

## CS: Human Resources - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - Funding for HR consists of mainly tax-supported sources with approximately \$9 million from internal recoveries for services provided to the organization such as workforce planning, contracted learning and development programs.

**Expenditures** - Expenditures are primarily comprised of salaries, wages, and benefits for HR employees. There have been minimal increases year-over-year based on inflation for union contract settlements and pay-for-performance increases. Additional funding beginning in 2016 will support temporary resources to complete high priority projects and support the delivery of services to clients.

Contractual & General services have also remained steady and will continue this trend for the 2015-2018 periods. These services are primarily comprised of training and staff development and employee service awards, communications services and external service providers.

## CS: Human Resources - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	28,913	29,321	29,989	30,717
Less: Previous Year One Time	(200)	0	0	0
Base	28,713	29,321	29,989	30,717
Efficiency Gains	(50)	(50)	(270)	(57)
Inflation	658	718	779	408
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	220	7
Re-alignments	0	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>608</b>	<b>668</b>	<b>729</b>	<b>358</b>
<b>Total Budget</b>	<b>29,321</b>	<b>29,989</b>	<b>30,717</b>	<b>31,075</b>

HR operating budget changes are primarily related to salary and wage inflation costs for union settlements for 2015-2017, inflation on contracts and materials, and temporary resources to complete high priority projects that support the delivery of services to clients for 2016-2018.

Efficiency gains may be realized via process improvements and the implementation of the recommendations from the HR Service Centre review. Other potential efficiency gains include the roll-out of the eHR

project which will provide greater self-service functionality to City employees, allowing for HR staff to focus on higher-value transactions and services reducing the need for additional temporary hires.

The operating impact of capital relates to the Talent Management/LMS project. The total future incremental operating impact of capital (2019-2024) for HR is anticipated to be \$47 thousand added to the annual base by 2024, beginning with seven thousand in 2019.

<b>TCA Depreciation (\$000s) - Human Resources</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
89	79	86	50

TCA Depreciation content is presented for information only.

**CS: Human Resources - Operating Budget for Council Approval**

For Council Approval
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<b>Human Resources</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	36,759	38,351	38,346	38,754	0	38,754	39,422	0	39,422	40,151	0	40,151	40,509	0	40,509
Recoveries	(9,112)	(8,821)	(8,233)	(8,233)	0	(8,233)	(8,233)	0	(8,233)	(8,233)	0	(8,233)	(8,233)	0	(8,233)
Revenue	(922)	(1,248)	(1,200)	(1,200)	0	(1,200)	(1,200)	0	(1,200)	(1,200)	0	(1,200)	(1,200)	0	(1,200)
Net	26,724	28,282	28,913	29,321	0	29,321	29,989	0	29,989	30,717	0	30,717	31,075	0	31,075
FTEs	234.1	232.1	229.6	229.6	0.0	229.6	229.6	0.0	229.6	229.6	0.0	229.6	229.6	0.0	229.6

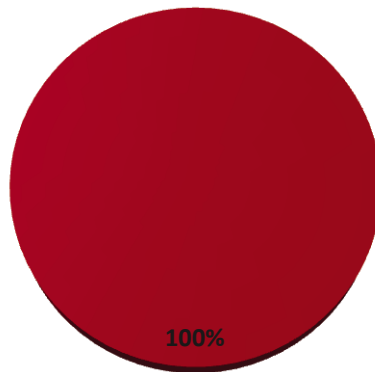


**CS: Human Resources - Capital Budget Overview**

Human Resources						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	0	0	0	0	0	0
Total New Capital Budget Requests	0	1,200	500	0	0	1,700
Total Business Unit Capital Budget	0	1,200	500	0	0	1,700

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

**Human Resources  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$2 Million**



■ Growth

**Growth** - HR 001 - Talent Management/LMS – Aligning with Council strategic actions to be as efficient as possible, reducing costs and focusing on value for money, as well as to strive to be an employer of choice with a focus on addressing The City’s aging workforce under the priority area of a well-run city, Human Resources is researching solutions that support The City’s talent management framework. As part of the HR functions at The City, talent management and development is crucial to maintaining an effective and efficient workforce. HR, in supporting business units at The City, has received many requests to help clients with their talent management and development needs throughout the years. Developing and maintaining multiple methods to gather and store employee talent-related information is inefficient and costly, with multiple opportunities for errors. Investing in the development of a talent management system would allow for better capture and integration of talent information, resulting in more effective service delivery to clients in areas such as succession planning, learning and development, and career development. As well, this system would provide a common repository of required certification and licensing information and skills information that can be used in deploying the workforce in the case of an emergency event.

## CS: Human Resources - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Pay-As-You-Go	0	1,200	500	0	0	1,700
<b>Total Funding</b>	<b>0</b>	<b>1,200</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>1,700</b>
<b>Total Operating Impacts of Capital (Cumulative)</b>						
2015-2018 Operating Budget	0	0	220	227	N/A	
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	1,524	

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

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

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
795-001	Asset Optimization - Talent Management/LMS	G	C			1,700	-	1,200	500	-	-	1,700	
<b>Total Program 795 : Human Resources Capital</b>				-	-	1,700	-	1,200	500	-	-	1,700	
<b>Operating impact of capital of Program 795</b>													
	2015-2018 Operating Budget		O1				-	-	220	227	N/A	447	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	1,524	1,524	
				-	-	1,700	-	1,200	500	-	-	1,700	

Note:

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

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

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

## Explanation of Budget Requests

### Program 795 : Human Resources Capital

#### **Project 795-001 Asset Optimization - Talent Management/LMS**

New budget request of \$1.700 million with funding from Pay-As-You-Go. The full scope of this investment is in development, with the intent to research and purchase IT solutions which include software to support The City's Talent Development and Management framework.

**Operating Impact of Capital:** This project requires \$447 thousand in operating costs during 2015-2018 and \$1.524 million in operating costs during 2019-2024.

**CS: Human Resources** - Capital Budget for Council Approval

For Council Approval
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<b>Human Resources</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	269	0	0	0	0	0	0
<b>Projects Requiring Approval</b>							
<i>Program 795 : Human Resources Capital</i>		0	1,200	500	0	0	1,700
<b>Total Projects Requiring Approval</b>		<b>0</b>	<b>1,200</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>1,700</b>
Total Capital Budget	269	0	1,200	500	0	0	1,700

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

# Information Technology

Tab8

Tab7

Tab6

Information  
Technology

Tab5

Tab4

Tab3

Tab2

Tab1

Tab8

Tab7

Tab6

Tab5  
Information  
Technology

Tab4

Tab3

Tab2

Tab1

## CS: Information Technology - Overview

The Information Technology (IT) business unit enables The City to effectively use technology in achieving Council Priorities. IT responds to citizen demand for transparency and access to information and services, as well as supports City business in delivering and improving service. From recreation bookings to 9-1-1 calls, to traffic monitoring systems, IT provides the people, resources and technology needed to deliver City services to all Calgarians.

IT provides over 400 enterprise and line-of-business systems in support of 30 City business units. Almost every corporate asset and dollar The City spends or collects is supported by technology. IT connects over 15,000 employees at over 325 sites to serve 1.2 million citizens. As well, IT manages over \$350 million in corporate technology assets including two data centres, the municipal area network and provides corporate telecommunications including call centre technologies. Service and support is delivered in-house and through managed external

providers. In 2013 alone, IT delivered over \$21 million of business technology-related projects.

As a corporate service, IT helps City departments improve their business performance by aligning technology with corporate and departmental strategies and operational needs. Corporate technology is managed through structured governance, best practices and processes and integrated risk management. IT stays cost competitive with industry through the use of external benchmarking and by staying current with industry trends.

### **Business Technology Solutions (BTS)**

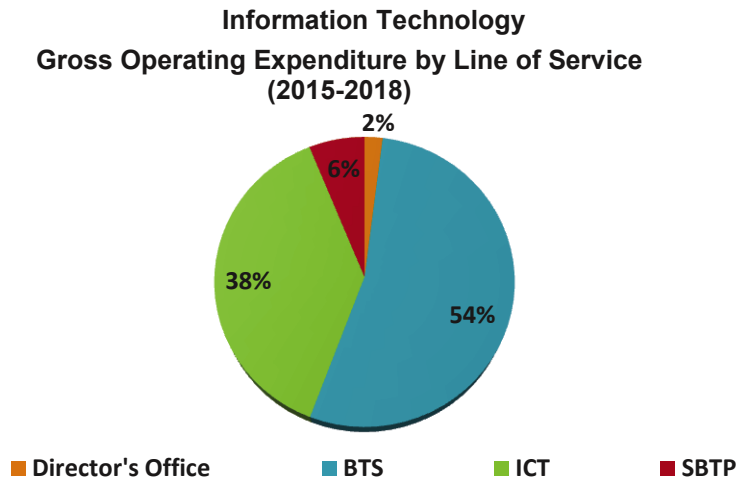
BTS delivers, supports and maintains corporate-wide applications and hundreds of line-of-business systems that enable City business units to deliver internal and citizen-facing services.

### **Information and Communications Technologies (ICT)**

ICT provides a robust, secure and cost-effective technology and information infrastructure (i.e. network, devices, data) and services (i.e. email, help desk, printing) that underpin the delivery of all business technology solutions for The City.

### **Strategic Business Technology Planning (SBTP)**

SBTP partners with business units to improve and automate business processes, support client investment in technology, develop new services and capabilities, and align technology investment with corporate strategies and standards.



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

## CS: Information Technology - Overview

### Trends

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#### Information Explosion

The volume of information The City is accumulating continues to grow exponentially. Since 2005, storage for electronic data at The City has grown almost 900 per cent. The volume of data and the wide variety of content leads to challenges with discovery, storage and retention, and complicates the ability to transform this content into usable information for business. The implications for The City include security and privacy concerns, transparency and accessibility and the opportunity for better business data analysis.

#### The Internet of Things

The Internet of Things refers to the ability to identify physical objects such as vehicles and other devices through a unique internet address that is integrated into an information network. The City has already started to connect physical things such as traffic light controllers, surveillance cameras and high water sensors. Embedding sensors into physical objects allow for data collection in real-time, remote monitoring of conditions and remote management of devices and services.

#### Mobility - Business Anytime, Anywhere

Citizens and employees are doing business in new ways by connecting, interacting and collaborating through the use of web and mobile applications as well as social media. This shift, coupled with consumer expectations, requires The City to respond and keep pace. This means The City must enable a mobile workforce, design services for mobile access and ease-of-use while maintaining security and the protection of privacy.

### Long-Term Plans

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IT provides the technology platform to support The City's growth, and the objectives set out in the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP). IT invests in long-term management

and sustainment plans to support a vibrant and growing organization.

The City's technology investments broadly support the MDP goals. The multi-data centre strategy supports the MDP Prosperous Economy goal by improving resiliency of the complex technology environment that is essential in providing and supporting City services.

The MDP goal of Great Communities is supported by ensuring connectivity across the city through a multi-year initiative to build a high-speed fibre network called Calgary City Net. This network enables The City to provide anytime anywhere access and network availability required for critical City services. Calgary City Net also supports the forecasted high growth in connectivity and bandwidth requirements and provides a sustainable technology infrastructure to support future needs.

IT supports the MDP Growth and Change goal by ensuring that services are delivered while operating within The City's financial constraints. Investments in Calgary City Net manage future costs by reducing The City's reliance on third party providers. IT is pursuing opportunities to support Civic Partners to ensure that the network and infrastructure are fully utilized, as well as explore cost-sharing opportunities with government partners and other municipalities.

The Digital Strategy supports the MDP goal of Reporting and Monitoring and will provide better information to citizens and employees to help The City become a more open and transparent organization through the use of technology.

Continued investments in technology infrastructure and services have enabled The City to steadily improve its services to citizens. The benefits of The City's technology investment ensure that the organization is well positioned for tomorrow's challenges and demands.



## CS: Information Technology - Overview

### Citizen Engagement

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Many of the services The City provides can be improved by the use of technology. The 2015-2018 Action Plan Engagement did not specifically ask how technology can improve government, but many individual responses addressed solving issues through technology. This information, along with additional internal and external research including feedback from the eGovernment Citizens Advisory Committee and City business units, indicates that The City must embrace the idea that technology is influencing change in society. The role of the citizen is transforming from passive to active and The City must strive to ensure that citizens feel government is open, honest and responsive. In response, IT will need to play an increasingly integral role in shaping City processes, services, organizational behaviour and corporate culture in the future.

Together with City business units, IT will implement The Digital Strategy to provide more and better information to citizens and employees, and make it easier for citizens to participate in the decision-making process.

To meet a growing client and citizen demand, IT will continue to leverage new and existing technologies and services including mobility, online services and growth in connectivity requirements.

The multi-data centre strategy and Calgary City Net will help improve business resilience and help minimize the impact of outages and disruptions to City services.

To absorb growth and improve business operations, IT continues to leverage existing capital investments and seek alternative delivery options to assist in the rapid delivery of cost-effective technology services.

### Council Priorities

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IT is the lead business unit supporting the strategic action to enhance access to technology and information (P10). IT works collaboratively with City business units, industry partners and citizens and will implement several initiatives to support this strategic action as well as other Council Priorities. The Digital Strategy and the technology infrastructure that underpins the delivery of all eServices at The City directly support P10.

IT will leverage new and existing technologies (e.g. Calgary City Net, Fibre Optics) in response to growth as well as improve the resiliency of all City services dependent on technology.

IT will continue to explore partnerships with other municipalities and Civic Partners, utilize advancements in technology and industry to develop alternative use and revenue opportunities and implement alternative service delivery options.

## CS: Information Technology - Benchmarking

### IT Cost Per User



The benchmark study draws data from private and public organizations of similar size and complexity and is maintained by a third party vendor. IT cost per user is an industry standard measure comprised of technology cost categories including: hardware, software, staffing, transmission, facilities, outsourcing and disaster recovery.

### Learning and Best Practices

Over three years, The City's average IT cost per user is eight per cent lower than its peer. The study shows City costs gradually increasing against a declining trend among peers. Organizational growth, increasing complexity of services and demand for technology contribute to The City's trend. Analysis has identified that software costs represent the biggest opportunity for cost reductions.

### Improvement Initiatives & Action Plan 2015-2018

IT will continue to manage software costs by aggressively negotiating with major software vendors, further leveraging existing technology (i.e. cloud computing) and maturing software asset management practices. Savings have already been identified through these initiatives and efforts will continue to keep costs in-line with peer comparators.

**CS: Information Technology - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Deliver information and services to citizens and employees that are accessible and easy to use.	BTS, SBTP
P10 Enhance access to technology and information.	P10.1 Implement the Digital Strategy, a plan to provide better information to citizens and create a more open and transparent government through technology.	BTS, SBTP
	P10.2 Provide the technology platforms to expand on-line access to City services, web and mobile information and public participation.	BTS, SBTP



**CS: Information Technology - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**

Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Implement the multi-data centre strategy to minimize the impact of outages, disasters and emergencies.	ICT
	N3.2 Build resiliency in the core technology environment to minimize service interruptions to business critical systems (e.g. 311, 911, Water, Transit).	ICT
	N3.3 Use City-owned communications infrastructure (e.g. Calgary City Net, fibre optics, radio network) to enhance resiliency and agility to emergency responders.	ICT



**CS: Information Technology - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will provide the tools and information to enhance planning and execution of a variety of convenient, affordable, accessible and efficient transportation choices.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	M2.1 Support Intelligent Traffic System initiatives by implementing Calgary City Net and remote sensing to improve traffic flow and information to citizens.	ICT



**CS: Information Technology - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Reduce power consumption and operating costs in The City's data centres and employee computing environment (i.e. desktops, laptops, printers).	BTS, ICT



**CS: Information Technology - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Participate in a Zero-Based Review to identify opportunities in service efficiency and effectiveness.	BTS, ICT, SBTP
	W2.2 Provide City business units with data analysis tools, training and expertise to support evidence-based decision-making and improve business insight.	BTS
	W2.3 As a sponsoring business unit, implement the technology needed to support Tomorrow's Workplace and support flexible work styles to help attract and retain engaged employees.	BTS, ICT, SBTP
W3 Examine opportunities for alternative service delivery for competitiveness.	W3.1 Use measures, benchmark comparisons, market knowledge and continuous improvement to deliver lower cost alternatives for providing technology.	BTS, ICT, SBTP



**CS: Information Technology - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

W3 Examine opportunities for alternative service delivery for competitiveness.

W3.2 Continue the Software Alternatives Program to seek out alternatives to software use and practices including cloud-based solutions and open source software.

BTS, ICT

W4 Balance demand for quality City services with affordable taxes.

W4.1 Define governance and best practices for The City to leverage corporate-wide investments and capture and report the benefits of business technology investments.

SBTP

W4.2 Enhance The City's technology environment by taking advantage of opportunities from emerging technologies, new innovations and collaborations.

BTS, ICT, SBTP

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

W6.1 Enable The City to effectively and efficiently manage information, resulting in the availability of quality and timely information to citizens.

BTS, SBTP





**CS: Information Technology - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W8.1 Move to a federated governance and portfolio investment model that drives technology investment decisions that align with business goals, reduce duplication and reduce costs.

BTS, SBTP

W8.2 Introduce more flexibility in IT's relationships with clients to help improve business understanding and maximize business technology investments.

BTS, ICT, SBTP

W8.3 Provide City technology infrastructure and services to Civic Partners to maximize technology investment, reduce costs and reliance on third party providers.

ICT

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

W9.1 Explore organizational models and alternative service delivery options to respond to labour shortages and enable greater agility in meeting business unit needs.

BTS, ICT, SBTP



## CS: Information Technology - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	2,300	2,247	11.9	2,302	2,249	11.9	2,305	2,252	11.9	2,309	2,256	11.9	2,309	2,256	11.9
Business Technology Solutions	56,169	44,053	252.0	60,014	45,798	254.0	61,430	47,214	254.0	62,603	48,387	254.0	63,394	49,178	254.0
Information and Communications Technologies	35,670	4,154	123.0	41,884	4,938	122.0	42,914	5,969	122.0	44,744	7,674	122.0	46,008	8,813	122.0
Strategic Business Technology Planning	7,227	6,774	40.0	7,091	6,638	39.0	7,106	6,653	39.0	7,123	6,670	39.0	7,123	6,670	39.0
<b>Total Business Unit</b>	<b>101,366</b>	<b>57,228</b>	<b>426.9</b>	<b>111,292</b>	<b>59,624</b>	<b>426.9</b>	<b>113,755</b>	<b>62,087</b>	<b>426.9</b>	<b>116,779</b>	<b>64,986</b>	<b>426.9</b>	<b>118,834</b>	<b>66,916</b>	<b>426.9</b>

The relationships and business models between IT, City business units, external service providers and citizens are evolving. The business unit continues to respond to these changes. IT is the shared services provider of enterprise services and core technology infrastructure to all City business units, however, its role is also shifting to one of greater partnership and collaboration with a larger audience of stakeholders.

IT is moving toward a new relationship model and approach to technology governance. This approach provides technology decision-making and accountability to the business unit making the investment. IT will continue to oversee governance responsibilities in the areas of compliance, managing and protecting assets, seeking economies of scale and maximizing corporate investment. This approach will result in clients having greater input on how corporate technology funds are spent and increased collaboration on technology decisions within the organization.

Despite increased use of technology, IT remains at its current staffing levels with no request for additional full-time equivalents. As client demand increases, so does the size and complexity of the technology environment. To manage growth, complexity and ensure financial sustainability, IT looks to find the right balance between cost, level of service and risk.

IT manages service growth and absorbs costs by taking advantage of its existing infrastructure assets and capital investments, looking at alternate ways to deliver services by using third party providers, adopting more subscription-based services or looking to open source solutions. IT is also pursuing revenue opportunities with other municipalities and Civic Partners, and aggressively manages cost and contracts with third party providers.

Success in these initiatives allows IT to keep its internal recovery rates at 2009-2011 levels while providing business units with additional services, options and flexibility.

## CS: Information Technology - Lines of Service

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

Business Technology Solutions	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	56,169	44,053	252.0	60,014	45,798	254.0	61,430	47,214	254.0	62,603	48,387	254.0	63,394	49,178	254.0

Business Technology Solutions (BTS) delivers, supports and maintains all corporate-wide applications, services and the hundreds of line-of-business systems that enable City businesses to achieve Council Priorities and deliver internal and public-facing services. Whether it's adding new functionality to existing applications, adding new services and channels for citizens or looking for an innovative technology solution for a business problem, BTS provides City staff with the tools and information to help with decision-making.

City business units have a greater appreciation for the impact technology has on their business. As demand for this service line

continues to grow and business units implement their own technology solutions, BTS is evolving to reflect the changing business needs and partnership with clients. In doing so, this service line evaluates the overall technology needs of The City and assists clients in selecting the best technology options, while ensuring The City's network, data and infrastructure remain secure.

To keep pace with demand and remain agile, BTS looks at alternative delivery options such as cloud-based solutions and takes advantage of technology investments to assist in the rapid delivery of technology services and solutions.

Information and Communications Technologies	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	35,670	4,154	123.0	41,884	4,938	122.0	42,914	5,969	122.0	44,744	7,674	122.0	46,008	8,813	122.0

Information & Communications Technology (ICT) provides the robust, secure and modern technology infrastructure that underpins the delivery of all business technology solutions for The City. A key component of this service line is planning for the future needs and resiliency of the critical infrastructure that enable City employees to conduct their day-to-day business activities to achieve Council Priorities. ICT supports core network services such as data, voice, video and email to over 15,000 staff in over 325 locations. This service also manages outsourced technology services on behalf of The Corporation (e.g. IT Service Desk, off-site printing, network printing, cellular services).

With technology integral to all City departments, IT must keep up with demand. In the 2012-2014 business cycle, ICT enhanced the service to provide more technology options for field operations, introduced new services for voice and video conferencing and enabled mobile computing and online meetings. ICT will continue to evolve to reflect Tomorrow's Workplace and changing demands. Growth in this service line continues to strain resources within IT. Costs are absorbed by streamlining processes, maintaining capital investments, exploring opportunities for alternate service delivery and managing costs and contracts with external service providers.

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

Strategic Business Technology Planning	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	7,227	6,774	40.0	7,091	6,638	39.0	7,106	6,653	39.0	7,123	6,670	39.0	7,123	6,670	39.0

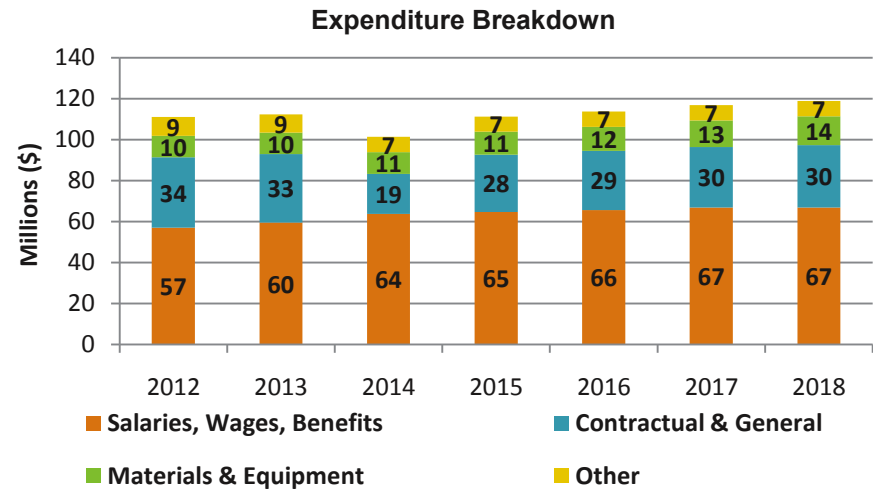
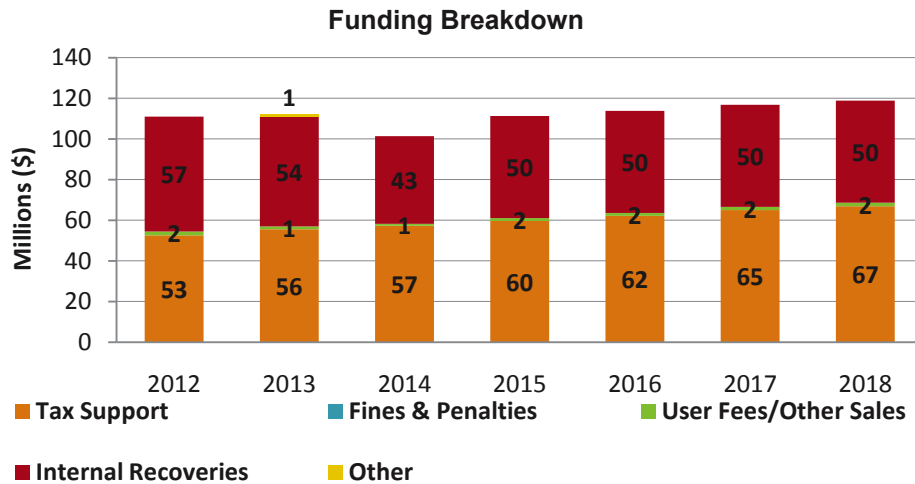
Strategic Business Technology Planning (SBTP) enables City business units to leverage technology by streamlining and automating existing business processes and aligning with corporate and departmental strategy. This service line supports the Council Priority of a well-run city by helping clients maximize their technology investments. SBTP also provides the framework and project management discipline to ensure that projects meet corporate project management standards and best practices.

There is an increase in business-driven technology investments with

clients taking on more responsibility for related projects. SBTP will work with City business units to develop business technology plans and strategies and assist business to increase their ability to measure and report on program efficiencies and technology investments. Changes in the corporate technology governance model will mean finding the right balance between business agility and corporate controls. This service line develops key corporate-wide strategies such as The Digital Strategy and Information Management Strategy, both aimed at providing accessible and better services for Calgarians.

## CS: Information Technology - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - IT is funded primarily through tax support and internal recoveries. The tax funded portion of the budget has remained relatively flat despite a 73 per cent growth in the value of corporate technology assets from 2009-2013.

Actual internal recoveries in 2012 and 2013 and forecasted actuals in 2014 exceed budgeted internal recoveries, reflecting the growth in client demand for more technology. Due to this increased demand, the 2015-2018 budget for internal recoveries has been realigned to be closer to the 2012-2013 actual recoveries level. This will reflect both forecasted demand by clients offset by anticipated reductions in recoveries due to introduction of more flexible IT account types, increased client self-service for technology services, reduction in the IT development pool and a shift in the type of technology solutions being implemented for clients.

**Expenditures** - As a result of anticipated demand, expenditures are expected to increase but will be offset by internal recoveries.

Actual Contractual & General expenditures in 2012 and 2013 and forecasted actuals in 2014 exceed budgeted amounts. The budget for 2015-2018 has been realigned to reflect higher Contractual & General expenditures which are offset by increased recoveries. These numbers reflect client demand for business technology-related initiatives. IT uses external service providers to deliver cost-effective alternatives where appropriate, and supplements IT staff resources where the acquisition of specialized skills is required.

Salaries, wages and benefits reflect inflationary increases required to meet union settlement obligations.

## CS: Information Technology - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	57,228	59,624	62,087	64,986
Less: Previous Year One Time	0	0	0	0
Base	57,228	59,624	62,087	64,986
Efficiency Gains	(433)	(872)	(511)	(974)
Inflation	2,227	2,415	2,602	1,499
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	603	921	807	1,405
Re-alignments	(1)	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>2,396</b>	<b>2,464</b>	<b>2,898</b>	<b>1,930</b>
<b>Total Budget</b>	<b>59,624</b>	<b>62,087</b>	<b>64,986</b>	<b>66,916</b>

Inflation includes the salary and wage adjustments for union contracts that have been settled. There are also inflationary increases for materials, equipment, supplies and contractual and general services.

Efficiencies - IT will absorb \$2.790 million in efficiency gains in 2015-2018 primarily by absorbing operating costs of capital into current operational expenses. This is achieved by taking advantage of existing capital investments, utilizing advancements in technology and looking for alternate service delivery. Additional efficiencies include savings with vendors through aggressive contract negotiations and a shift towards subscription-based software licensing agreements. IT will also provide services such as data centre hosting to Civic Partners. This

collaboration provides cost-sharing opportunities and maximizes technology investments.

Operating impact of new capital relate to two major areas: the growth and maintenance of City staff using corporate-wide software, and the expected increased use of contractors for specialized IT skills. There are no further incremental operating impacts of capital that need to be added to base for 2019-2024 for the capital projects identified in Action Plan.

IT will monitor its project portfolio to manage the operating impact of capital investments. The operating impact increases over time due to the phasing and estimated completion date of the projects.

<b>TCA Depreciation (\$000s) - Information Technology</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
23,290	19,641	15,419	11,121

TCA Depreciation content is presented for information only.

**CS: Information Technology - Operating Budget for Council Approval**

For Council Approval

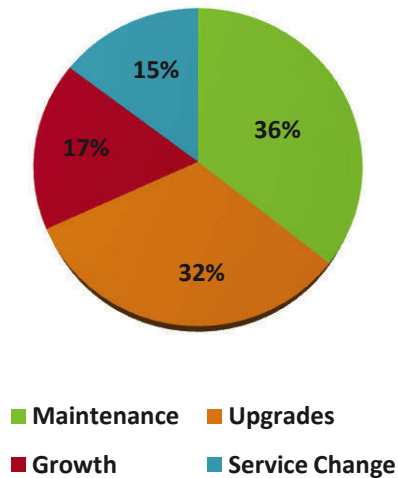
<b>Information Technology</b>															
<b>Total Operating Budget (\$000s) for Approval</b> (Totals may not match due to rounding)															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	111,053	112,298	101,366	111,292	0	111,292	113,755	0	113,755	116,779	0	116,779	118,834	0	118,834
Recoveries	(56,556)	(54,120)	(43,168)	(50,168)	0	(50,168)	(50,168)	0	(50,168)	(50,168)	0	(50,168)	(50,168)	0	(50,168)
Revenue	(1,881)	(2,652)	(970)	(1,500)	0	(1,500)	(1,500)	0	(1,500)	(1,625)	0	(1,625)	(1,750)	0	(1,750)
Net	52,616	55,526	57,228	59,624	0	59,624	62,087	0	62,087	64,986	0	64,986	66,916	0	66,916
FTEs	422.9	426.9	426.9	426.9	0.0	426.9	426.9	0.0	426.9	426.9	0.0	426.9	426.9	0.0	426.9

## CS: Information Technology - Capital Budget Overview

Information Technology Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	9,765	3,050	1,160	45	0	14,020
Total New Capital Budget Requests	18,500	21,665	30,910	31,820	6,000	108,895
Total Business Unit Capital Budget	28,265	24,715	32,070	31,865	6,000	122,915

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

**Information Technology  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$109 Million**



**Maintenance/Replacement** - \$38.9 million for investment supports IT in managing over \$350 million of technology assets on behalf of The Corporation. Investments in this category support the ongoing maintenance and lifecycle of The City's technology backbone including network and data centre equipment, servers, storage, and software. Lifecycles are typically short and replacements are required more frequently than other public assets, however, as technology improves, replacements often help to meet the demands of growth.

**Upgrades** - \$35.3 million for investment supports the required upgrades to major corporate-wide applications that enable The City's financial, supply and human resources functions. This contributes to a well-run city and gives employees tools, knowledge and access to information to support decision-making. Upgrades are required to ensure resiliency of the communications infrastructure including voice and video services, contact centre technology and mobile device management. IT will continue to upgrade and enhance Calgary City Net to provide reliable and resilient connectivity for essential City services.

**Growth** - \$18.7 million for investment supports the growth of enterprise software licenses. This investment also includes the planning phases of The City's multi-data centre strategy that will begin during this cycle with the replacement and enhancement of the Manchester data centre. The goal is to minimize the service interruptions to business critical systems. The City's fibre optic plant is a strategic asset and expansion of this infrastructure will continue in collaboration with other City business units.

**Service Change** - \$16.0 million for investment supports The Digital Strategy that will expand citizen access and choice to City services and information. As the ways of doing business continues to evolve and change, technologies such as cloud computing, mobile applications and business analytics become key strategic investments.



## CS: Information Technology - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Capital Reserves</i>	5,350	5,665	5,910	5,970	6,000	28,895
<i>Pay-As-You-Go</i>	9,921	8,516	17,488	20,799	0	56,724
<i>Lifecycle Maintenance &amp; Upgrade Reserve</i>	3,229	7,484	7,512	5,051	0	23,276
<b>Total Funding</b>	<b>18,500</b>	<b>21,665</b>	<b>30,910</b>	<b>31,820</b>	<b>6,000</b>	<b>108,895</b>

Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+
2015-2018 Operating Budget	603	1,524	2,331	3,736	N/A
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	16,893

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

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

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
735-001	PeopleSoft FSCM	U	C			5,400	250	150	3,750	1,250	-	5,400	
735-004	PeopleSoft HCM	U	C			5,850	900	2,650	1,400	900	-	5,850	
<b>Total Program 735 : Enterprise Financial Suites</b>				-	-	11,250	1,150	2,800	5,150	2,150	-	11,250	
<b>Operating impact of capital of Program 735</b>													
	2015-2018 Operating Budget		O1				60	62	64	66	N/A	252	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	438	438	
741-020	Network Infrastructure (Hardware and Cabling)	M	C			2,400	600	600	600	600	-	2,400	
741-040	IT Communications Infrastructure	U	C			4,000	900	925	1,000	1,175	-	4,000	
741-050	IT -Lifecycle Replace-Desktop	M	C			7,360	1,840	1,840	1,840	1,840	-	7,360	
741-100	IT-Enterprise Storage Units	M	C			6,850	1,000	1,500	2,500	1,850	-	6,850	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
741-101	Client Computing	S	C			2,850	1,000	800	550	500	-	2,850	
741-102	Multi-Data Centre Strategy	U	C			13,000			3,300	3,700	6,000	13,000	
741-103	IT Service Resiliency and Disaster Recovery	U	C			2,450	1,500	300	350	300		2,450	
741-140	IT-Enterprise Servers	M	C			4,200	600	1,000	1,100	1,500	-	4,200	
741-160	Data Centre Environmentals (Lifecycle Replacement)	M	C			1,480	550	240	400	290	-	1,480	
741-170	Enterprise Software Licensing	G	C			13,500	2,400	3,300	4,000	3,800	-	13,500	
741-180	IT-Calgary City Net	U	C			4,600	-	1,000	1,000	2,600	-	4,600	
741-190	Software Lifecycle Replacement	M	C			16,626	3,229	3,334	5,012	5,051	-	16,626	
<b>Total Program 741 : Information Technology Infrastructure</b>				-	-	79,316	13,619	14,839	21,652	23,206	6,000	79,316	
<b>Operating impact of capital of Program 741</b>													
2015-2018 Operating Budget			O1				543	1,330	2,135	3,037	N/A	7,045	
2019 and beyond Operating Plan			O2				N/A	N/A	N/A	N/A	15,222	15,222	
744-007	Digital Strategy	S	C			2,000	500	500	500	500		2,000	
744-063	Mobile Application Framework	G	C			2,400			31	2,369	-	2,400	
744-988	Application and Information Platforms	S	C			3,119	561	856	907	795	-	3,119	
<b>Total Program 744 : Web &amp; Mobile Based Initiatives</b>				-	-	7,519	1,061	1,356	1,438	3,664	-	7,519	
<b>Operating impact of capital of Program 744</b>													
2015-2018 Operating Budget			O1				-	132	132	633	N/A	897	
2019 and beyond Operating Plan			O2				N/A	N/A	N/A	N/A	1,233	1,233	
751-001	Fibre Optics	G	C			2,810	670	670	670	800	-	2,810	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 751 : Fibre Optic Network</b>				-	-	2,810	670	670	670	800	-	2,810	
803-001 IT-Development Pool				S	C	8,000	2,000	2,000	2,000	2,000	-	8,000	
<b>Total Program 803 : IT Development Projects</b>				-	-	8,000	2,000	2,000	2,000	2,000	-	8,000	
				-	-	108,895	18,500	21,665	30,910	31,820	6,000	108,895	

Note:

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

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

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

### Explanation of Budget Requests

#### **Program 735 : Enterprise Financial Suites**

##### **Project 735-001 - PeopleSoft FSCM**

New budget request of \$5.400 million with funding from Pay-As-You-Go is to invest in upgrades and growth for Enterprise Resource Planning (ERP) Business Intelligence and PeopleSoft Finance and Supply Chain Management (FSCM) suite. This work includes the expansion and growth of business intelligence/data warehousing capabilities related to financial data stored in the PeopleSoft databases, and provides business units with better decision-making capabilities. Upgrade of the FSCM suite allows The City to maximize the benefits of the system, improve efficiencies, provide enhanced functionality to City staff and strengthen The Corporation's ability to report accurate, timely information to assist in corporate decision-making.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

### **Project 735-004 - PeopleSoft HCM**

New budget request of \$5.850 million with funding from Pay-As-You-Go of \$3.200 million and funding from Lifecycle Maintenance & Upgrade Reserve of \$2.650 million is to invest in the eHR initiative and upgrades to PeopleSoft Human Capital Management (HCM) suite. The eHR initiative provides all City employees with access to their human resources information - anytime, anyplace, through any device, and supports the Tomorrow's Workplace initiative. Upgrade of the HCM suite allows The City to maximize the benefits of the system, improve efficiencies, streamline and enhance system functionality and ensure version compliance for continued vendor support.

**Operating impact of capital:** This project requires \$252 thousand of operating costs in 2015-2018 and \$438 thousand of operating costs in 2019-2024.

### **Program 741 : Information Technology Infrastructure**

#### **Project 741-020 - Network Infrastructure (Hardware and Cabling)**

New budget request of \$2.400 million with funding from Pay-As-You-Go. The purpose of this investment is the growth and lifecycle replacement of data network infrastructure, and maintenance and growth of physical cabling required for communications within facilities in use by The City. This includes all switches, routers, firewalls, etc. and their related cabling required to support City of Calgary business units.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

#### **Project 741-040 - Communications Infrastructure**

New budget request of \$4.000 million with funding from Pay-As-You-Go. This investment includes continued deployment of Voice over Internet Protocol (VoIP) phones, resulting in a cost savings to The City, both on infrastructure and monthly service provider costs. The investment also includes lifecycle replacement of The City's traditional phone switch which provides telephony services to a number of City facilities, including Transit help phones, elevator circuits, call centre agents, faxes, modems, alarm circuits, etc. In addition to maintenance and upgrades, this investment includes growth and new service including Mobile Device Management, wireless service RFP, video conferencing enhancements, and other new Unified Communications (UC) technology. Lastly, it incorporates upgrades to telephony applications/technology for The City's 20+ contact centres including 311, Access Calgary, and HR Service Centre.

**Operating impact of capital:** This project requires \$175 thousand of operating costs in 2015-2018 and \$450 thousand of operating costs in 2019-2024.

#### **Project 741-050 - Lifecycle Replace-Desktop**

New budget request of \$7.360 million with funding from Capital reserve. This investment provides for the Desktop Lifecycle Replacement program. It will replace desktop computers and hardware that are obsolete or out of warranty for all City business units. Application software is not included in this investment.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

### **Project 741-100 - IT-Enterprise Storage Units**

New budget request of \$6.850 million with funding from Pay-As-You-Go of \$2.850 million and funding from Lifecycle Maintenance & Upgrade Reserve of \$4.000 million. The quantity of The City's data grows by about 40 per cent per year. This investment ensures capacity to store The City's current and future information. The City manages and stores data in-house via a Managed Storage Service and this project will invest in new hardware on which to store data, as well as upgrade obsolete or vendor unsupported hardware. This will also upgrade and enhance the data backup and data recovery systems required to protect The City's data and meet the retention requirements for The City's data.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

### **Project 741-101 - Client Computing**

New budget request of \$2.850 million with funding from Pay-As-You-Go. The City is experiencing a shift in the way desktops, office productivity tools and applications are delivered to City staff. The Client Computing strategy provides the framework and systematic plan to enable a flexible choice of client computing services. This investment will enable the implementation of myDesktop (i.e. virtual desktop) as a corporate service. Leveraging these technologies will help improve staff productivity and, as a result, customer and citizen service.

**Operating impact of capital:** This project requires \$650 thousand of operating costs in 2015-2018 and \$1.2 million of operating costs in 2019-2024.

### **Project 741-102 - Multi-Data Centre Strategy**

New budget request of \$13.000 million with funding from Pay-As-You-Go of \$7.000 million and from Innovative Technology Reserve of \$6.000 million. The Multi-Data Centre Strategy seeks to replace the backup data centre that currently resides in Manchester. A secondary site is critical in the event of a major failure at the primary site.

In conjunction with Corporate Properties and Buildings, IT will identify an appropriate site for the replacement centre, develop initial requirements and design of the new facility, and commence building the new facility.

The \$6.000 million for 2019+ is comprised of \$3.000 million in 2019 and \$3.000 million in 2020.

Operating Impact of Capital: **This project requires \$0 in operating cost of capital.**

### **Project 741-103 - Service Resiliency and Disaster Recovery**

New budget request of \$2.450 million with funding from Pay-As-You-Go. The IT Service Resiliency and Disaster Recovery program provides for the continuous delivery of critical IT services, and improved service resilience during planned and unplanned outages. Included in this investment are: increased IT infrastructure redundancy, monitoring and management tools, data replication and availability, and service/application relocation pilot and implementation.

**Operating impact of capital:** This project requires \$200 thousand of operating costs in 2015-2018 and \$600 thousand of operating costs in 2019-2024.

### **Project 741-140 - IT-Enterprise Servers**

New budget request of \$4.200 million with funding from Pay-As-You-Go. The Enterprise Server lifecycle replacement program focuses on the lifecycle replacement of obsolete or soon-to-be obsolete Windows and Linux server infrastructure. Windows and Linux Servers run the software for over 500 business applications for The City of Calgary. This investment will provide for the capital replacement costs for these servers. This program contributes to the capacity, performance, security and efficient operation of the corporate information technology environment.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

### **Project 741-160 - Data Centre Environmentals (Lifecycle Replacement)**

New budget request of \$1.480 million with funding from Pay-As-You-Go. This investment will properly maintain/lifecycle the equipment that provides the controlled environment required in City IT computing facilities such as data centres, network/phone and other communication rooms throughout The City of Calgary. This equipment includes items such as computer room air systems, computer room air conditioners (CRAC) or computer air handling units (CRAHU) and their supporting infrastructure, raised floor and its supporting infrastructure, uninterruptable power supply (UPS) systems (including their individual battery systems), fire suppression systems (clean agent and water), power distribution infrastructure and server/network cabinets, etc to support the Corporation's IT needs.

**Operating impact of capital:** This project requires \$20 thousand of operating costs in 2015-2018 and \$60 thousand of operating costs in 2019-2024.

### **Project 741-170 - Enterprise Software Licensing**

New budget request of \$4.725 million with funding from Capital reserve and \$8.775 million with funding from Pay-As-You-Go. Acquire, upgrade and replace City wide software licenses as needed.

**Operating impact of capital:** This project requires \$3.010 million of operating costs in 2015-2018 and \$7.212 million of operating costs in 2019-2024.

### **Project 741-180 - Calgary City Net**

New budget request of \$4.600 million with funding from Pay-As-You-Go. Through this investment, Calgary City Net (CCNet) will continue to mature and expand across the municipal footprint with a focus on implementing reliable and scalable wireless solutions to accommodate remote sensor requirements and integration of business technologies. Implementation of Internet Protocol version 6 (IPv6) addressing will ensure there are sufficient IP addresses available to connect physical things to the network. Comprehensive tools will be implemented to enhance the reporting of applicable metrics while deployment of security solutions such as next generation firewall technology will provide enhanced security controls in a continuously evolving threat landscape. Evolving requirements and technology advancements will require a hardware refresh of the Calgary City Net (CCNet) backbone and enterprise solutions in 2018.

**Operating impact of capital:** This project requires \$950 thousands of operating costs in 2015-2018 and \$3.3 million of operating costs in 2019-2024.

### **Project 741-190 - Software Lifecycle Replacement**

New budget request of \$16.626 million with funding from Lifecycle Maintenance & Upgrade Reserve. This investment provides maintenance, upgrades and improvements to many software applications and system software required to serve City business. This software lifecycle replacement program is critical to keep and enhance the value these systems add to business units. Included are large packaged systems, in-house developed systems, customized applications, and small package applications. Specific systems and applications are identified with client input, and are evaluated and prioritized through a portfolio management process.

**Operating impact of capital:** This project requires \$2.040 million of operating costs in 2015-2018 and \$2.400 million of operating costs in 2019-2024.

## **Program 744 : Web & Mobile Based Initiatives**

### **Project 744-007 - Digital Strategy**

New budget request of \$2.000 million with funding from Pay-As-You-Go is to invest in The Digital Strategy. This strategy provides direction to The City of Calgary around the use of information and communication technologies to provide information, service and engagement. This investment evolves The City's digital environment that makes services and information available to staff and citizens through various digital channels (e.g. web, mobile, 311, social media).

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

### **Project 744-063 Mobile Application Framework**

New budget request of \$2.400 million with funding from Pay-As-You-Go. This initiative will be focused on identifying and implementing best practices, standards, methodologies, resources, architectures, roadmaps, service levels and infrastructure in support of mobile application development and sustainment. This investment will provide high-level consultation to key mobile related initiatives ensuring alignment with IT and business mobile strategies and guiding these projects to successful conclusions.

**Operating impact of capital:** This project requires \$500 thousand of operating costs in 2015-2018 and \$426 thousand of operating costs in 2019-2024.

### **Project 744-988 - Application and Information Platforms**

New budget request of \$3.119 million with funding from Pay-As-You-Go. The tremendous growth in mobile, cloud, social interaction and information trends is enabling new and innovative methods of engagement and service delivery for businesses. These new capabilities increase the complexity in managing and delivering in the information and application areas. Enhancing and extending our application and information frameworks and technologies is essential for being able to successfully operate and deliver effectively in this shifting landscape.

**Operating impact of capital:** This project requires \$397 thousand of operating costs in 2015-2018 and \$807 thousand of operating costs in 2019-2024.

## **Program 751 : Fibre Optic Network**

### **Project 751-001 - Fibre Optics**

New budget request of \$2.810 million with funding from Capital reserve. This investment is for the high-speed fibre optic network that provides a reliable communication path between corporate facilities and enables the technology that interacts with citizens and the business units that serve them. All City essential services, such as Calgary Police Service and Calgary Transit, rely on fibre optics to serve the public. IT leverages opportunities to expand the fibre optic facility and save costs by placing fibre optics in the ground during existing construction projects, such as road upgrades and LRT expansions. The demand and growth of the fibre optic infrastructure has increased, driven by the increased use in high bandwidth applications, including multimedia and mapping applications, and the demand for greater access to this technology.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.



**Program 803 : IT Development Projects**

**Project 803-001 - Development Pool**

New budget request of \$8.000 million with funding from Capital reserve. This investment provides funding for the delivery of line-of-business applications to tax supported business units. Investments in line-of-business applications assist City business units add new functionality to existing applications, enhance the delivery of new or existing services or look for innovative technology solutions for a business problem.

**Operating Impact of Capital:** This project requires \$0 in operating cost of capital.

**CS: Information Technology - Capital Budget for Council Approval**

For Council Approval
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<b>Information Technology</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	47,104	9,765	3,050	1,160	45	0	14,020
<b>Projects Requiring Approval</b>							
<i>Program 735 : Enterprise Financial Suites</i>		1,150	2,800	5,150	2,150	0	11,250
<i>Program 741 : Information Technology Infrastructure</i>		13,619	14,839	21,652	23,206	6,000	79,316
<i>Program 744 : Web &amp; Mobile Based Initiatives</i>		1,061	1,356	1,438	3,664	0	7,519
<i>Program 751 : Fibre Optic Network</i>		670	670	670	800	0	2,810
<i>Program 803 : IT Development Projects</i>		2,000	2,000	2,000	2,000	0	8,000
<b>Total Projects Requiring Approval</b>		<b>18,500</b>	<b>21,665</b>	<b>30,910</b>	<b>31,820</b>	<b>6,000</b>	<b>108,895</b>
Total Capital Budget	47,104	28,265	24,715	32,070	31,865	6,000	122,915

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

# Infrastructure & Information Services

Tab8

Tab7

Infrastructure &  
Information Services  
Tab6

Tab5

Tab4

Tab3

Tab2

Tab1

Tab8

Tab7

Tab6  
Infrastructure &  
Information Services

Tab5

Tab4

Tab3

Tab2

Tab1

## CS: Infrastructure & Information Services - Overview

The Infrastructure & Information Services (IIS) business unit creates, analyzes and provides data and information that enables City departments to make informed business decisions. City departments rely on the data, information and services provided by IIS to support energy, project and asset management functions. IIS provides customers with geographic mapping and surveying services. IIS is also responsible for delivering web-based access to information via the Open Data Catalogue, products via CITYonline and providing access to, and protection of, municipal rights-of-way.

### Asset & Base Mapping (ABM)

Asset & Base Mapping maintains The City's base map (i.e. the foundation for the network of parcels of land and transportation systems) and provides geographic asset management services for The Corporation.

### Data & Rights of Way Access (DRWA)

Data & Rights of Way Access manages and distributes open and commercial data sets and intellectual property on behalf of business units. Municipal rights-of-way are managed to ensure coordination and protection of the asset, and fair and equal access to internal and commercial utilities in a regulated environment.

### Engineering & Energy Management (EEM)

Engineering & Energy Management supports the development of City buildings, manages the Engineer-in-Training program, manages electricity and natural gas contracts, forecasts energy consumption and advances energy initiatives to improve energy use, reduce costs and increase benefits.

### Field Surveying Services (FSS)

Field Surveying Services provides surveying and positioning services, including engineering and legal surveys, mobile mapping, survey control networks and inspections to enable development, maintenance and management of City infrastructure and land.

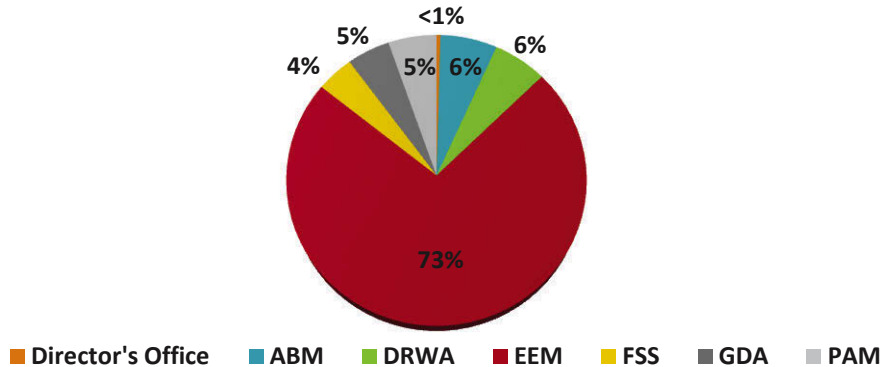
### Geographic Data & Analysis (GDA)

Geographic Data & Analysis provides a corporate wide framework for all geographic data, providing imagery, mapping, spatial analysis and other related technologies and methodologies.

### Project & Asset Management (PAM)

Project and Asset Management enables project and asset management excellence throughout The City by co-ordinating project and infrastructure decisions that balance cost, time, quality and expected service delivery and the associated risk, including the optimization of assets and prioritization of project and asset investments.

**Infrastructure & Information Services  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



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

## CS: Infrastructure & Information Services - Overview

### Trends

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With Calgary's continued growth comes an increased demand for City services. As part of this, increasing provincial interest in regionalization may result in reliance on The City to service outlying communities. IIS will continue to work with customers, the public sector and industry partners to increase capacity and explore opportunities to collaborate on service delivery.

Over 2015-2018, Calgary is expected to experience significant population growth, expanding the demand for infrastructure. In response, IIS will support the management of City infrastructure by further integrating project and asset management practices and enhancing lifecycle cost analysis. As infrastructure needs exceed revenue sources, IIS will identify funding gaps and explore funding strategies.

World gross domestic product growth and population growth in Calgary will result in increased demand and use of energy, higher emissions and increased utility delivery and distribution costs for The City. IIS will enhance energy monitoring and reporting and deliver sustainable infrastructure and energy management programs to reduce costs and environmental impacts.

Citizens expect government to be open, honest and responsive. IIS will support City operations in meeting citizen expectations by providing data and information in accessible formats and improving access through the Open Data Catalogue and other City web services.

### Long-Term Plans

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IIS supports imagineCALGARY targets for open and accessible government by increasing citizens' access to data, information and services through CITYonline and the Open Data Catalogue. This supports Target 48: "By 2016, 80 per cent of Calgarians report that they feel government activity is open, honest, inclusive and responsive."

The Municipal Development Plan (MDP) Section 2.1.4 on provision and maintenance of municipal infrastructure is supported through IIS' corporate asset management program. IIS manages the Corporate Level Infrastructure Investment Plan and produces the Infrastructure Status Report to inform The Corporation on the state of assets and how best to invest in and manage them. Over 2015-2018, IIS will also develop an asset management framework, guidelines and training program to assist business units in enhancing the management of assets and mitigate infrastructure risks.

Mobility goals in the Calgary Transportation Plan are supported by IIS through survey, mapping and imagery services that support the design, construction optimization and asset lifecycle phases of projects.

The 2020 Sustainability Direction is supported by IIS' leadership in corporate asset and energy management. IIS will further define 2020 targets and indicators that will enable business units to work towards improving energy management, asset management maturity and risk assessment.

Over 2015-2018, IIS will play a vital role in delivering The City's Digital Strategy. In collaboration with business units, IIS will make location-based data, information, and services available through more accessible options and channels, including mobile.

## CS: Infrastructure & Information Services - Overview

### Citizen Engagement

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Calgarians expressed desire for an "efficient and reliable public transit network." IIS supports predictive modelling on the transportation network by delivering surveying, mapping, imagery and Geographic Information Systems (GIS) products and solutions.

Citizens identified the need to "ramp up technology in order to improve efficiencies..." and present more opportunities for cost savings." IIS will work with City departments to continue to build partnerships with industry, academia and the public sector. Innovations in technology, increased use of data for decision making and collaboration will produce efficiencies in service delivery, reduce costs and focus on value for money.

Citizens also expressed that they "need less red tape in all City services." Over 2015-2018, IIS will implement and improve online tools to make it more convenient to do business with The City. IIS will also offer citizens and local businesses more options for accessing City data, information, and products- as close to real-time as possible - through CITYonline, web portals and the Open Data Catalogue.

Concerns were also raised about City infrastructure and the need "to enhance investment in long-term infrastructure particularly around mobility throughout the city." Through implementation of technology and improved business tools, IIS will enable informed decision-making on infrastructure investments through project and asset management practices.

### Council Priorities

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In order to achieve Council Priorities, IIS' six lines of service will work together to be as efficient and effective as possible and increase integrated service delivery. IIS will also collaborate with business units, and public sector and industry partners to use data and technology to lead Council's strategic action to enhance access to technology and information as well as identify options for innovative service delivery.

Supporting the Council Priority of a well-run city, IIS will conduct a service review to identify efficiencies and explore sustainable options for managing corporate assets, investments, programs and services. This also prepares IIS for the corporate Zero-Based Review.

IIS will support Council in effectively managing The City's inventory of assets by advancing corporate asset, project and energy management. Through improved business tools, training and risk management, IIS will support enhanced decision-making on infrastructure investments, capital projects and asset and energy management initiatives.

Over 2015-2018, Council's strategic action for the use of innovative and clean energy technologies will be supported through IIS' management of the Sustainable Infrastructure Capital Program, the Corporate Energy Strategy and the delivery of leading-edge technologies.

IIS will support The City in being more citizen-focused in service delivery by advancing open government initiatives and policies, enhancing services through technology and by working with business units to provide access to The City's open data, information and products.

**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**

Corporate Services will support Calgary’s continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.	P4.1 Create a corporate database and business process for construction drawings and implement on-line submission tools to enable more convenience for customers.	ABM, DRWA
P10 Enhance access to technology and information.	P10.1 Improve CITYonline, Calgary.ca and the Open Data portal to enable access to quality data, products and services that benefit citizens and the community.	DRWA, GDA
	P10.2 Continue to refine the Corporate Imagery Program, in line with industry best practices, to ensure value and ease-of-access to information for customers.	GDA
	P10.3 Upgrade the Corporation’s geospatial technology infrastructure, provide guidance and share Geographic Information Systems and geospatial best practices.	GDA





## CS: Infrastructure & Information Services - Actions for Council Approval

For Council Approval

### Corporate Services Commitment:

Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

P10 Enhance access to technology and information.

P10.4 Continuously improve the web mapping framework to enable efficient and timely access to quality data, information and services for citizens.

GDA

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

A prosperous  
city

A city of inspiring  
neighbourhoods

A city that  
moves

A healthy and  
green city

A well-run  
city

**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	N3.1 Deliver geospatial analysis, aerial imagery and mapping to enhance capacity to prepare for and respond to pandemics, natural disasters and emergency situations.	GDA
	N3.2 Continue to provide data analysis and work in partnership with the Calgary Emergency Management Agency on flood resiliency efforts, initiatives and technology.	GDA



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**

Corporate Services will provide the tools and information to enhance planning and execution of a variety of convenient, affordable, accessible and efficient transportation choices.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	M2.1 Provide survey, mapping, imagery and Geographic Information Systems products and solutions to support transportation optimization.	ABM, FSS, GDA
	M2.2 Provide transportation surveys to support the design, construction and asset lifecycle phases of transportation projects.	FSS



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support efforts to create a healthy and green city by identifying ways to reduce energy consumption, examining alternative energy sources, and communicating programs, information and successes to citizens and staff.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
H2 Encourage a broader range of innovative and clean energy technologies.	H2.1 Implement and steward the Sustainable Infrastructure Capital Program to improve the energy efficiency of corporate infrastructure.	EEM
	H2.2 Provide building commissioning, green building consultations, energy audits, information and education, through consistent service delivery.	EEM



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Expand the use of metrics, benchmarks, and business analytics to support decisions, improve operations and enhance service delivery and reporting.	DRWA, EEM
	W2.2 Implement an Information Management Solution to enable more efficient, consistent, timely and accessible information and records management.	DRWA
W4 Balance demand for quality City services with affordable taxes.	W4.1 Embed shared services principles, performance measures and customer service management throughout Corporate Services.	DRWA
	W4.2 Identify cost savings opportunities through service delivery model reviews, use of common tools and process standardization.	DRWA
	W4.3 Evaluate a centralized and streamlined customer service approach for Corporate Services.	DRWA



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

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**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W6.1 Deliver services that enable customers and partners to align project, asset and engineering management practices to meet defined level-of-service standards.

EEM, PAM

W6.2 Develop and implement integrated and automated business tools to enable timely, transparent and accountable infrastructure decisions.

PAM

W6.3 Implement quality management approaches for corporate asset and project management programs to enable oversight and continual improvement of business maturity.

PAM

W6.4 Implement business tools to enable improved analysis and enhance the management of The Corporation's capital assets.

PAM

W6.5 Develop an infrastructure and service delivery funding strategy that mitigates the risks associated with the infrastructure gap.

PAM



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

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**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W6.6 Manage municipal rights-of-way using a new Utility Line Assignment System to ensure public safety, cost avoidance and regulation and agreement compliance.

DRWA

W6.7 Determine the impact to The City of Calgary data sets affected by provincial spatial reference system changes and advise on data transformation processes.

ABM, DRWA, FSS, GDA

W6.8 Create, maintain, and optimize processes for capital asset data and information to enable innovative business solutions and cost savings for customers.

ABM

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

W7.1 Collaborate to promote Open Government and deliver products and services through CITYonline and web service portals, while securing Intellectual Property.

DRWA, GDA

W7.2 Implement mobile mapping services to improve data collection and provide cost savings for customers.

ABM, FSS



**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W7.3 Enhance service capacity and innovation; identify opportunities to expand services and products to customers and partners for cost recovery or mutual benefit.

ABM, DRWA, EEM, FSS, GDA, PAM

W7.4 Deliver customer and citizen-focused communications and marketing, and implement a Customer Relationship Management solution to respond to expectations.

DRWA

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

W8.1 Work with business units to collect and improve access to City data and information, championing Open Data and Intellectual Property Policies.

DRWA, GDA

W8.2 Implement the Corporate Energy Strategy and provide guidelines and actions for business units to support corporate energy-related sustainability outcomes.

EEM

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

W9.1 Maintain high standard of engineering and geological practices, including enhancing the attraction of and retention to the Engineers in Training Program.

EEM





**CS: Infrastructure & Information Services - Actions for Council Approval**

For Council Approval

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

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W9.2 Provide employee training and development opportunities as part of the Workforce Strategy to support IIS and The City in being an employer of choice.

ABM, DRWA, EEM, FSS, GDA, PAM

W9.3 Conduct quarterly IIS site safety inspections and respond in a timely manner to reported site and facility health and safety issues.

ABM, DRWA, EEM, FSS, GDA, PAM

W9.4 Improve and embed a risk-based approach to safety management (OH&S Management System) in order to ensure programs and services align to performance results.

ABM, DRWA, EEM, FSS, GDA, PAM

W9.5 Adopt flexible work options that result in reducing assigned workstations in order to optimize administrative spaces.

ABM, DRWA, EEM, FSS, GDA, PAM



## CS: Infrastructure & Information Services - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	547	547	2.0	547	547	2.0	547	547	2.0	547	547	2.0	547	547	2.0
Asset & Base Mapping	7,291	1,503	70.0	7,498	1,710	70.0	7,735	1,948	70.0	8,005	2,217	70.0	8,005	2,217	70.0
Data & Rights of Way Access	6,116	4,764	40.0	6,876	5,389	41.0	7,092	5,605	41.0	7,610	6,124	41.0	8,037	6,551	41.0
Engineering & Energy Management	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0
Field Surveying Services	4,805	1,318	41.0	4,950	1,464	41.0	5,097	1,610	41.0	5,264	1,777	41.0	5,264	1,777	41.0
Geographic Data & Analysis	5,643	4,480	40.0	5,760	4,597	40.0	5,881	4,718	40.0	6,017	4,854	40.0	6,017	4,854	40.0
Project & Asset Management	6,704	1,902	30.5	6,454	1,652	30.5	6,704	1,902	30.5	6,704	1,902	30.5	6,704	1,902	30.5
<b>Total Business Unit</b>	<b>121,324</b>	<b>16,266</b>	<b>267.5</b>	<b>122,303</b>	<b>17,111</b>	<b>268.5</b>	<b>123,275</b>	<b>18,083</b>	<b>268.5</b>	<b>124,365</b>	<b>19,173</b>	<b>268.5</b>	<b>124,792</b>	<b>19,600</b>	<b>268.5</b>

The 2015-2018 operating budget will enable IIS to maintain service levels and continue to deliver operational, technical and strategic services to customers and citizens by increasing efficiencies and service capacity through use of technology and data, and streamlined business processes. Operating budget will also support continued innovation to enhance access to information and digital services via CITYonline, the Open Data Catalogue and other web services.

IIS will improve asset management, and identify efficiencies and cost savings through service delivery reviews, use of common tools, and process standardization, supporting the Council Priority of a well-run city.

One net-zero full-time equivalent position for Utility Line Assignment (ULA) inspections is being requested and will be self-funded through ULA revenue.

IIS will continue to deliver services that support the consistent development of City buildings, and provide consultations, energy audits, and leading energy technologies to reduce energy consumption and produce operational savings.

IIS supports The Corporation in efficiently and effectively delivering services which results in budgetary savings, reduced costs, and a focus on value for money.

## CS: Infrastructure & Information Services - Lines of Service

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

Asset & Base Mapping	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	7,291	1,503	70.0	7,498	1,710	70.0	7,735	1,948	70.0	8,005	2,217	70.0	8,005	2,217	70.0

Asset and Base Mapping (ABM) creates, maintains and optimizes processes for The Corporation's base mapping of the underlying network of lots, parcels of land, and transportation systems. ABM works with Field Surveying Services (FSS) and Geographic Data and Analysis (GDA) to deliver geographic-based products and services to customers.

During 2015-2018, ABM will continue to provide customers with mapping and drafting services, and infrastructure design and drawing records and maintenance. ABM will also improve processes to enhance customer survey plan submissions through the Calgary Automated Survey Plan Evaluation and Reporting (CASPER) online tool. CASPER automatically

checks survey plans and reports drafting errors within minutes, saving The City and applicants' time and providing a more convenient online process. This tool supports the Council strategic actions to cut red tape and be as efficient and effective as possible, reducing costs, and focusing on value for money.

Working with Field Surveying Services, ABM will also support the implementation of mobile mapping services, by providing data processing that enables efficient service delivery and cost savings for customers.

Data & Rights of Way Access	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,116	4,764	40.0	6,876	5,389	41.0	7,092	5,605	41.0	7,610	6,124	41.0	8,037	6,551	41.0

Data & Rights of Way Access (DRWA) facilitates access to and exchange of City assets, while protecting The City's interests and mitigating liability. Assets include data and intellectual property created by The Corporation and municipal rights-of-way.

During 2015-2018, DRWA will enhance open government initiatives and support Council in being more citizen-focused in delivery of services by providing access to data, information and services via the Open Data Catalogue and CITYonline. DRWA will also champion Open Data, Access Management and Intellectual Property Policies, supporting the Open Data and Digital Strategies. DRWA will negotiate and administer access agreements to protect infrastructure and facilitate agreements for

utilities that benefit both public and private sector customers.

Over 2015-2018, efficiencies will be identified through enhanced online service delivery, service delivery reviews, use of common tools and process standardization, supporting the Council Priority of a well-run city.

One net zero full-time equivalent position will be used to conduct Utility Line Assignment (ULA) inspections. Resources will also be used to develop new processes to improve the management of municipal rights-of-way, support public safety and enable cost avoidance. This supports Council in effectively managing The City's inventory of assets.

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

Engineering & Energy Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0	90,218	1,752	44.0

Engineering and Energy Management (EEM) partners with City business units to deliver innovative engineering and energy-saving technologies and explores new ways to further reduce The City's energy use, costs, and emissions, while increasing triple bottom line benefits.

Over 2015-2018, EEM will implement the Corporate Energy Strategy and will work with departments and business units to create energy plans. EEM also supports Council in effectively managing The City's inventory of public assets by providing sustainable buildings services to City and civic partners. EEM also supports The City in applying Leadership in Energy and Environment Design standards and improving life

expectancy of facilities and equipment.

During 2015-2018, EEM will increase the delivery of energy-related information and education to business units, focusing on energy use, costs, and efficiency. EEM will continue to provide guidelines, engineering reviews and other consulting services.

EEM will maintain a high standard of engineering and geological professional practices, manage the Engineers in Training Program, and enhance The City's attraction and retention of employees, supporting the Corporate Workforce Strategy.

Field Surveying Services	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	4,805	1,318	41.0	4,950	1,464	41.0	5,097	1,610	41.0	5,264	1,777	41.0	5,264	1,777	41.0

Field Surveying Services (FSS) performs high precision land measurement surveys for engineering and legal surveying projects. FSS also develops and maintains The City's High Precision Network, the primary survey control network for development, surveying and mapping in Calgary.

FSS provides positioning and navigation expertise to The Corporation and operates and maintains the "Delivering Accuracy in Real Time" (DART) Global Positioning System correction service. DART enables support for surveying, mapping, asset management, vehicle guidance and machine control. Continued use of DART technology will assist

FSS in responding to increased demand for surveying services, while increasing service capacity, productivity and cost savings.

During 2015-2018, FSS will also partner with Asset and Base Mapping (ABM) to provide mobile mapping services, offering another way to deliver surveying services and cost savings for customers.

Resources will also be dedicated to working with ABM and Geographic Data and Analysis to determine the impact that upcoming changes to the provincial spatial reference system will have on City of Calgary data sets.

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

Geographic Data & Analysis	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	5,643	4,480	40.0	5,760	4,597	40.0	5,881	4,718	40.0	6,017	4,854	40.0	6,017	4,854	40.0

Geographic Data and Analysis (GDA) delivers Geographic Information System (GIS) solutions and products to customers. GDA also provides GIS consulting, data analysis, mapping, and technical expertise to business units, government, and community partners.

GDA will work with building owners to improve The City's capability to consolidate, analyze and report on buildings. This enables informed infrastructure investment decisions and supports Council in effectively managing The City's inventory of public assets.

During 2015-2018, GDA will focus on improving and expanding the Corporate Imagery Program. This involves ongoing lifecycle management of all imagery products and reviewing funding to provide the greatest value for customers.

Over 2015-2018, GDA will continue to support the Calgary Emergency Management Agency by providing data analysis, consulting and mapping services to enable business continuity. This supports Council in enhancing The City's capacity and resiliency to prepare for and respond to emergency situations.

Project & Asset Management	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	6,704	1,902	30.5	6,454	1,652	30.5	6,704	1,902	30.5	6,704	1,902	30.5	6,704	1,902	30.5

Project and Asset Management (PAM) is responsible for leading project and asset management policy, standards, and best practices and providing professional learning and consulting services to City business units.

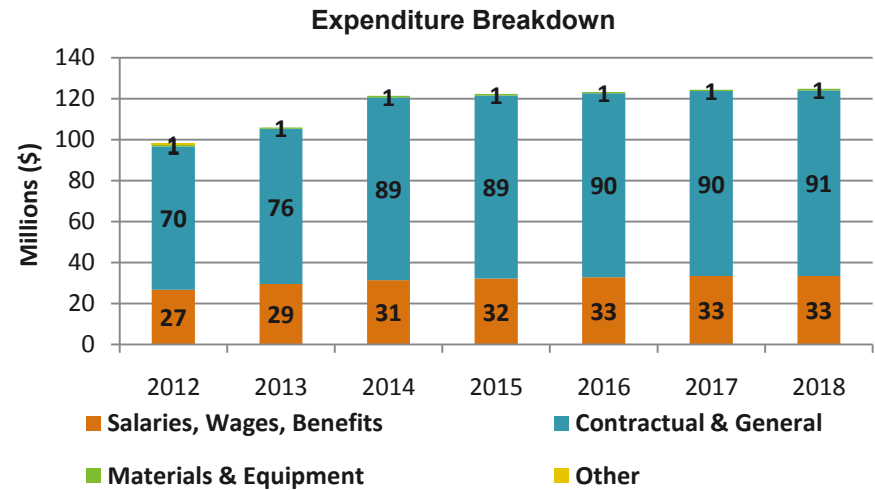
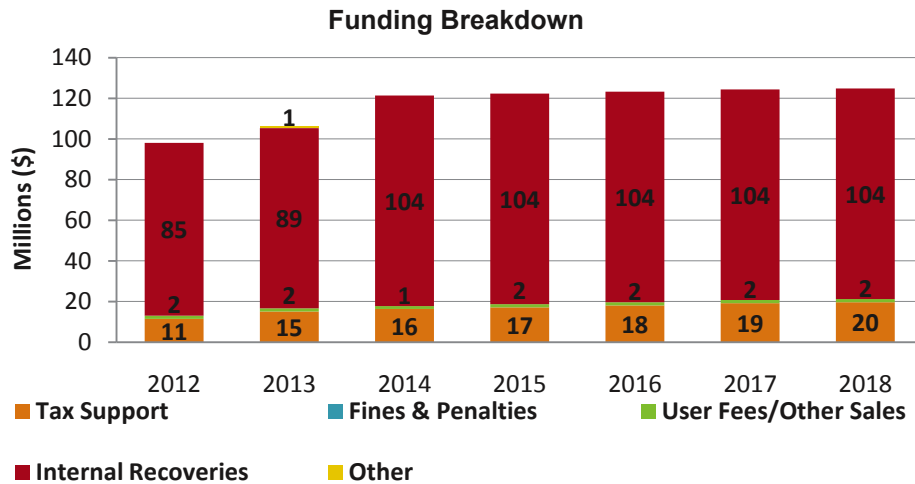
During 2015-2018, PAM will focus on further integrating project and asset management to improve asset management and infrastructure investment plans and enable the prioritization of capital investments. Resources will also be used to develop a corporate asset management training program to support the growth of competencies and maturity.

Over 2015-2018, efficiencies will be identified through service delivery reviews, use of improved business tools and process standardization, supporting the Council Priority of a well-run city. PAM will also develop an infrastructure and service delivery funding strategy to mitigate the risks associated with the infrastructure gap.

PAM will also implement tools to enable improved analysis and enhanced management of capital assets, supporting timely, transparent and accountable infrastructure decisions. This supports Council in effectively managing The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

## CS: Infrastructure & Information Services - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - IIS is primarily funded through tax support and internal recoveries, with a small percentage from other sales.

Energy flow-through comprises 70 per cent of IIS' operating budget and is embedded in internal recoveries funding and in contractual and general expenditures. The City's electricity and natural gas expenditures are managed by IIS and distributed to business units, resulting in a net zero budget impact to IIS. Energy budgets are represented centrally; actual costs reside in business units.

Recovery rates will remain at 2012-2014 rates, as inflationary allocations and innovations in technology and service delivery enables IIS to maintain levels of service, without rate increases.

Funding from fees and other sales comes from sales of data and maps. Revenues are from hosting and sharing utilities data, portions of acreage assessments for mapping and survey control, and Utility Line Assignment Services.

**Expenditures** - The majority of IIS' expenditures are related to salaries, wages and other benefits. Contractual and general expenditures are for services provided by external service providers and contractors. Materials, equipment and other expenditures enable IIS to maintain service delivery for customers.

**User Fees / Charges / Utility Rates** - IIS distributes data according to External Data, Access Management, and Intellectual Property Management Policies.

In 2014, Council approved a long-term recovery rate and four-year business unit user fees recovery rate, enabling IIS to continue to distribute data to customers, and manage increasing capital and operating costs. Recovery of data distribution fees, largely from commercial users, will be maintained to support low or no cost access and increased benefits.

Fees for 2015-2018 are detailed in Attachment 2 and are in accordance with The User Fees and Subsidies Policy CFO010.

## CS: Infrastructure & Information Services - Breakdown of the Net Operating Budget

Totals may not add due to rounding

<b>Breakdown of Net Operating Budget Changes (\$000s)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Previous Year's Budget	16,266	17,111	18,083	19,173
Less: Previous Year One Time	(250)	0	0	0
Base	16,016	17,111	18,083	19,173
Efficiency Gains	(400)	0	(150)	0
Inflation	881	971	1,071	427
Service and Budget Increase	0	0	0	0
Operating Impact of Previously Approved Capital	125	0	0	0
Operating Impact of New Capital (Incremental)	505	0	170	0
Re-alignments	(15)	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>1,095</b>	<b>971</b>	<b>1,091</b>	<b>427</b>
<b>Total Budget</b>	<b>17,111</b>	<b>18,083</b>	<b>19,173</b>	<b>19,600</b>

The operating budget includes inflation for salary and wage expenditures related to the union settlement for 2015-2017, and inflation on materials, equipment and supply costs.

Budget for operating impact of previously approved capital and operating impact of new capital is to ensure resources are available to sustain capital investments.

There are no further incremental operating impacts of capital that need to be added to base for 2019-2024 for the capital projects identified in Action Plan.

Efficiencies will be gained by utilizing existing and new capital

investments, and advancements in technology that will enhance service capacity. This includes automation of business processes, improved business tools and online service delivery which will provide greater self-service functionality, improved infrastructure data and records management, and reduced energy consumption through implementation of energy monitoring and conservation systems.

Re-alignment of budget is for the software maintenance budget of \$108 thousand to salary and wage in the Strategic Office and \$15 thousand due to Fleet Services change in business model as a result of a Zero-Based Review.

<b>TCA Depreciation (\$000s) - Infrastructure &amp; Information Services</b>			
<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
1,573	1,635	1,692	1,672

TCA Depreciation content is presented for information only.

**CS: Infrastructure & Information Services - Operating Budget for Council Approval**

For Council Approval

<b>Infrastructure &amp; Information Services</b>															
<b>Total Operating Budget (\$000s) for Approval (Totals may not match due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	98,231	106,044	121,324	122,303	0	122,303	123,275	0	123,275	124,365	0	124,365	124,792	0	124,792
Recoveries	(85,085)	(88,629)	(103,656)	(103,656)	0	(103,656)	(103,656)	0	(103,656)	(103,656)	0	(103,656)	(103,656)	0	(103,656)
Revenue	(1,691)	(2,421)	(1,402)	(1,536)	0	(1,536)	(1,536)	0	(1,536)	(1,536)	0	(1,536)	(1,536)	0	(1,536)
Net	11,454	14,994	16,266	17,111	0	17,111	18,083	0	18,083	19,173	0	19,173	19,600	0	19,600
FTEs	251.3	269.5	267.5	268.5	0.0	268.5	268.5	0.0	268.5	268.5	0.0	268.5	268.5	0.0	268.5

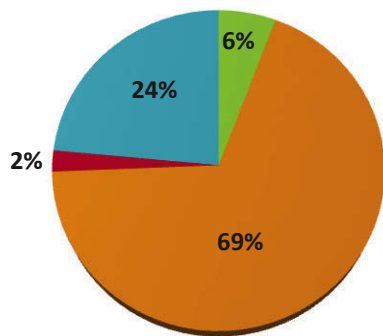


## CS: Infrastructure & Information Services - Capital Budget Overview

Infrastructure & Information Services						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	11,026	660	0	0	0	11,686
Total New Capital Budget Requests	8,400	7,500	5,000	2,700	0	23,600
Total Business Unit Capital Budget	19,426	8,160	5,000	2,700	0	35,286

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

**Infrastructure & Information Services  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$24 Million**



■ Maintenance    ■ Upgrades  
■ Growth            ■ Service Change

**Maintenance/Replacement** - \$1.4 million investment will support maintenance and lifecycle of survey technology and equipment critical to City infrastructure, mapping and land development projects and management of the Alberta Survey Control Marker and High Precision Networks. This will enable sustained service delivery to customers, and supports Council's strategic action to be as efficient and effective as possible.

**Upgrades** - \$16.2 million investment will support required upgrades to manage City assets, data, infrastructure, records and information management, additional geographic information system information, and new technologies to streamline processes and deliver municipal information, products and services to meet citizen and customer expectations. This supports the Council Priority of a well-run city, and supports The City's Digital and Open Data strategies.

**Growth** - \$500 thousand investment will build a Corporate Energy Information System database to track and benchmark energy usage among buildings, systems and vehicles to establish efficiency measures. This supports Council's strategic action to encourage a broader range of innovative clean energy technologies, the Council Priority of a well-run city, and supports the Corporate Energy Strategy.

**Service Change** - \$5.5 million investment in Project Management Information Systems software will improve Corporate Capital project, program and portfolio management, supporting Council's strategic action to effectively manage The City's inventory of public assets. The Sustainable Infrastructure Capital Program builds on the Sustainable Buildings Partnership Program to identify ways to reduce energy consumption and find savings, supporting the Council Priorities of a well-run city and a healthy and green city.

## CS: Infrastructure & Information Services - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
<i>Pay-As-You-Go</i>	8,400	7,500	5,000	2,650	0	23,550
<i>Lifecycle Maintenance &amp; Upgrade Reserve</i>	0	0	0	50	0	50
<b>Total Funding</b>	<b>8,400</b>	<b>7,500</b>	<b>5,000</b>	<b>2,700</b>	<b>0</b>	<b>23,600</b>

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Total Operating Impacts of Capital (Cumulative)	2015	2016	2017	2018	*2019+
2015-2018 Operating Budget	505	505	675	675	N/A
2019 and beyond up to 2024 Operating Plan	N/A	N/A	N/A	N/A	3,580

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

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

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
813-001	Energy Information Systems	G	C			500	150	200	150			500	
813-012	Enterprise GIS Lifecycle Upgrades	U	C			900	225	225	225	225	-	900	
813-017	Utility Line Assignment System	U	C			1,625	660	585	330	50		1,625	
813-099	Construction Documents and Drawings Management Program	U	C			3,517	1,250	1,050	791	426		3,517	
813-222	Building Repository-Generation III	U	C			2,450	750	300	780	620		2,450	
813-333	Calgary.ca Web Mapping Framework Upgrade Program	U	C			1,040	70	820	46	104		1,040	
813-551	Cityonline Phase III	U	C			1,950	900	900	150			1,950	
813-555	Corporate Imagery Program	U	C			4,060	945	945	945	1,225		4,060	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 813 : Information Initiatives</b>				-	-	16,042	4,950	5,025	3,417	2,650	-	16,042	
<b>Operating impact of capital of Program 813</b>													
	2015-2018 Operating Budget		O1				395	395	515	555	N/A	1,860	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	2,860	2,860	
814-016	Survey Equipment	M	C			558	200	200	158	-	-	558	
814-017	Survey Control Marker	M	C			800	250	150	350	50	-	800	
<b>Total Program 814 : Equipment</b>				-	-	1,358	450	350	508	50	-	1,358	
<b>Operating impact of capital of Program 814</b>													
	2015-2018 Operating Budget		O1				35	35	35	35	N/A	140	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	210	210	
819-005	CLIIP Automation (Phase 2)	U	C			650	350	150	150	-	-	650	
819-100	Project Management Information Systems (ProMIS) Implementation	S	C			1,950	750	700	500			1,950	
819-234	Sustainable Infrastructure Capital Program (SICP)	S	C			3,600	1,900	1,275	425			3,600	
<b>Total Program 819 : Infrastructure Initiatives</b>				-	-	6,200	3,000	2,125	1,075	-	-	6,200	
<b>Operating impact of capital of Program 819</b>													
	2015-2018 Operating Budget		O1				75	75	125	85	N/A	360	
	2019 and beyond Operating Plan		O2				N/A	N/A	N/A	N/A	510	510	
				-	-	23,600	8,400	7,500	5,000	2,700	-	23,600	

Note:

Program- Project	Project Description	Type Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
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Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

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

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

### Explanation of Budget Requests

#### Program 813 : Information Initiatives

##### **Project 813-001: Energy Information Systems**

New budget request of \$500 thousand to build a comprehensive Corporate Energy Information System (EIS) database to track and manage use of all City energy resources. This investment will ensure The City is equipped to define baselines, benchmark usage among similar buildings, systems, and vehicles, and track the effectiveness of conservation and efficiency measures. Funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

##### **Project 813-012: Enterprise GIS Lifecycle Upgrades**

New budget request of \$900 thousand is to initiate and implement required vendor upgrades to The City's enterprise Geographic Information System (GIS) technology platform to ensure full functionality of the technology. The investment ensures that The City's GIS environment remains stable and is scalable to support all corporate systems that rely upon GIS functionality. Funding from Pay-As-Go.

**Operating impact of capital:** This program requires \$100 thousand in total operating costs for 2015 to 2018.

##### **Project 813-017: Utility Line Assignment System**

New budget request of \$1.625 million to replace the current Utility Line Assignment (ULA) system with a modern and industry-compliant ULA system that meets new federal and Canadian Radio Television Commission legislative regulations, as well as City, industry and citizen expectations for accountability, coordination of capital projects, and safety. This investment will result in reduced administrative activities and will provide a transparent, automated process for applicants. Funding from Pay-As-You-Go of \$1.575 million and from Lifecycle Maintenance Upgrade Reserve of \$50 thousand.

**Operating impact of capital:** This program requires \$250 thousand in total operating costs for 2015 to 2018.

### **Project 813-099: Construction Documents and Drawings Management Program**

New budget request of \$3.517 million will be used to streamline the processing of project documents and drawings received by The City of Calgary. This investment will provide value by centralizing and co-ordinating the internal and external processes dealing with construction drawings for major infrastructure projects. The program will result in more efficient data maintenance, will enhance data quality, ensure consistent representation of data, and will provide the ability to share electronic drawings. Funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$510 thousand in total operating costs for 2015 to 2018 and \$460 thousand in total for 2019 to 2024.

### **Project 813-222: Building Repository-Generation III**

New budget request of \$2.450 million for the third phase of the Building Repository Project will address the final recommendations from notice of motion 2011-27 and the resulting recommendations from the scoping study on building information management. This investment will ensure The City is providing consistent, comprehensive and reliable reporting and analysis on its building assets. Funding from Pay-As-You-Go.

Operating impact of capital: This program requires \$300 thousand in total operating costs for 2019 to 2024.

### **Project 813-333: Calgary.ca Web Mapping Framework Upgrade Program**

New budget request of \$1.040 million will ensure Calgary.ca's web mapping framework remains technologically relevant and interactive for citizen and employee use. This investment will deliver value to citizens by delivering mapping functionality based on the latest GIS, mobile and social media advancements. Funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$600 thousand in total operating costs for 2019 to 2024.

### **Project 813-551: Cityonline Phase III**

New budget request of \$1.950 million for CITYonline (COL) Phase III will provide software package upgrades to ensure that the COL system remains relevant, with respect to web browsers and operating systems. Investment will also enable ongoing customer satisfaction based on analysis of direct customer feedback. The investment will enable enhanced ease of use and product offerings, while maintaining a fresh look and feel. Ongoing investments of this type ensure that The City is providing a fully functional, integrated e-commerce and open government portal. This investment also supports The Corporation's ongoing interest in openness and accessibility through increased information and service functionality delivered online. Funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$1.000 million in total operating costs for 2015 to 2018 and \$1.500 million in total for 2019 to 2024.

### **Project 813-555: Corporate Imagery Program**

New budget request of \$4.060 million will modernize and maintain the existing imagery program. This investment ensures The City of Calgary has accurate and current imagery products and services for both capital construction projects and ongoing service to business units and citizens. Funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

### **Program 814 : Equipment**

#### **Project 814-016: Survey Equipment**

New budget request of \$558 thousand to invest in the necessary equipment to ensure that City survey crews can provide surveying and quality assurance services for City infrastructure and land development projects. Funding from Pay-As-You-Go.

Operating impact of capital: This program requires \$140 thousand in total operating costs for 2015 to 2018 and \$210 thousand in total for 2019 to 2024.

#### **Project 814-017: Survey Control Marker**

New budget request of \$800 thousand for annual investment in inspection, maintenance, expansion, and lifecycle activities for The City's portion of the Alberta Survey Control Marker Network, including the High Precision Network. Funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

### **Program 819 : Infrastructure Initiatives**

#### **Project 819-005: CLIP Automation (Phase 2)**

New budget request of \$650 thousand to invest in the enhancement of Corporate Level Infrastructure Investment Planning (CLIP) software, providing The Corporation with the ability to conduct scenario analyses, perform project prioritizations, and connect to the Capital Budgeting System for financial reporting. Funding from Pay-As-You-Go.

Operating impact of capital: This program requires \$60 thousand in total operating costs for 2015 to 2018 and \$60 thousand in total for 2019-2024.

**Project 819-100: Project Management Information Systems (ProMIS) Implementation**

New budget request of \$1.950 million for ProMIS Implementation will deliver a software application and information management solution to create a formal Corporate project registry, project management scheduling /managing tools, and project reporting/dashboard tools necessary to enable effective project management and control, in line with The City's Corporate Project Management Framework. This investment will deliver value by integrating enterprise software such as Peoplesoft, departmental capital planning systems and business unit-specific asset management systems. Funding from Pay-As-You-Go.

**Operating impact of capital:** This program requires \$300 thousand in total operating costs for 2015 to 2018 and \$450 thousand in total for 2019 to 2024.

**Project 819-234: Sustainable Infrastructure Capital Program (SICP)**

New budget request of \$3.600 million will identify and implement processes and technologies which yield energy consumption reductions and ongoing operational savings to The Corporation through efficiency. The investment will build on the knowledge and opportunities gained through the successful Sustainable Buildings Partnership Program and will continue to identify costs savings through energy audits and pilot emerging technologies that further advance corporate sustainability. Funding from Pay-As-You-Go.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**CS: Infrastructure & Information Services - Capital Budget for Council Approval**

For Council Approval
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Infrastructure & Information Services							
Capital Budget (\$000s) for Approval (Totals may not match due to rounding)							
	2014	2015	2016	2017	2018	*2019+	Total (2015-*2019+)
Previously-Approved Budget (as at 2014 June 30)	19,823	11,026	660	0	0	0	11,686
Projects Requiring Approval							
<i>Program 813 : Information Initiatives</i>		4,950	5,025	3,417	2,650	0	16,042
<i>Program 814 : Equipment</i>		450	350	508	50	0	1,358
<i>Program 819 : Infrastructure Initiatives</i>		3,000	2,125	1,075	0	0	6,200
<b>Total Projects Requiring Approval</b>		<b>8,400</b>	<b>7,500</b>	<b>5,000</b>	<b>2,700</b>	<b>0</b>	<b>23,600</b>
Total Capital Budget	19,823	19,426	8,160	5,000	2,700	0	35,286

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



# Office of Land Servicing & Housing

Tab8

Office of Land  
Servicing & Housing  
Tab7

Tab6

Tab5

Tab4

Tab3

Tab2

Tab1

Tab8



Office of Land  
Servicing & Housing

Tab6

Tab5

Tab4

Tab3

Tab2

Tab1

**CS: Office of Land Servicing & Housing - Overview**

The Office of Land Servicing & Housing (OLSH) business unit supports The City by developing and selling City-owned land to create vibrant communities, attract diverse and quality employers, support the development of affordable housing and fund the purchase of land needed for future infrastructure.

OLSH services land to create industrial and business parks in the city. These business parks support the Council Priority of a prosperous city. In 2013, Council approved OLSH's Corporate Industrial Land Strategy which is based on five principles: support local economic development, achieve corporate objectives, operate within our financial capacities, foster a fair and transparent business environment, and attract the right business. The City's involvement in industrial land development has resulted in more than 5,000 acres being serviced and sold to 2,700 businesses, which currently employ more than 50,000 people. In addition, OLSH has maintained a self-sustaining development program

that finances future industrial development along with funding other corporate infrastructure. OLSH's work has enabled the City of Calgary to achieve other policy objectives through its land ownership and development role.

OLSH strives to build the best livable, workable Calgary. Through collaboration, innovation and passion, OLSH delivers affordable housing solutions and the development and sale of real estate assets.

**Affordable Housing (AH)**

The City works with its citizen, governmental, non-profit, and private sector partners to create affordable housing solutions.

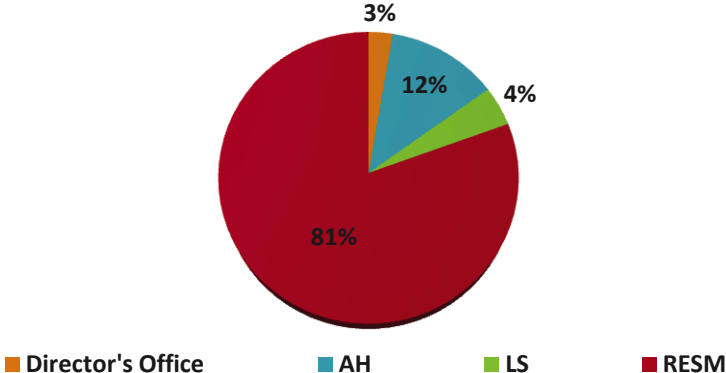
**Land Servicing (LS)**

LS develops City-owned land for use as industrial and business parks.

**Real Estate Sales & Marketing (RESM)**

OLSH holds one of the most active industrial/business park portfolios in western Canada, providing investors and businesses access to premier developable land throughout Calgary. RESM also sells surplus City land.

**Office of Land Servicing & Housing  
Gross Operating Expenditure by Line of Service  
(2015-2018)**



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

## CS: Office of Land Servicing & Housing - Overview

### Trends

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The region's industrial markets continue to be influenced by Calgary's geographic location. Historically, much of Calgary's industrial land users were related to the oil and gas service industry but there is increasing transition to transportation and logistics users as well as e-commerce. In particular, retailers recognize the city and region as Western Canada's central distribution hub. This is evident by the construction of new distribution centres in and around Calgary for retail, industrial products and project logistics (i.e. energy and infrastructure). Examples include Lafarge, Target, Walmart and, most recently, Home Depot, which will construct a distribution centre at the City's Dufferin North Industrial Park. The bulk of new construction has been in the northeast, due largely to transport advantages such as the completed northern section of Stoney Trail, proximity to Red Deer and Edmonton markets, and access to a relatively larger labour pool.

Calgary's overall industrial vacancy rate in the first quarter of 2014 was 5.3 per cent. This is relatively higher than the 3.4 per cent of a year ago. Overall, the Calgary market continues to strengthen among developers with almost 1.5 million square feet of constructed industrial inventory to be provided in 2014. For 2015, initial estimates for proposed and confirmed industrial construction exceeds 2 million square feet. Based on this trend, private developers have been aggressively purchasing available large land parcels for future build to suit lease options, which then limits opportunities for owner-users who have traditionally been OLSH's target market.

OLSH will continue to capitalize on Calgary's rapidly expanding position as a transportation hub. OLSH will be developing Dufferin North as a transportation and logistics centre for goods moved by rail. Dufferin is well suited to take advantage of the fact that air freight is approximately 25 times the cost of rail and around 40 per cent of inbound container

traffic headed for ports around Vancouver goes through Calgary. Canadian Pacific Railway (CPR) is shifting its focus to target domestic intermodal as one of the key drivers of the company's future growth and OLSH is taking advantage of this opportunity.

### Long-Term Plans

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OLSH's business plan highlights a number of initiatives that will help the City of Calgary achieve objectives outlined in the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP).

One of OLSH's actions is to intensify development on city-owned lands around LRT stations, which supports section 2.2.1 (vibrant, transit-supportive, mixed-use activity centres and corridors) of the MDP. OLSH has been developing an Outline Plan at Anderson Station that includes open spaces, public streets, plazas and shared space, along with mixed-use residential, office and retail buildings. If approved, the project will create a mini-downtown, intensifying land that is currently used as a parking lot at Anderson. The development will help ease the pressures on Calgary's downtown by offering residents the chance to live, work and play in one area in south Calgary.

Another OLSH action that will help meet MDP/CTP objectives is OLSH's focus on creating employment centres away from the downtown core. One example is Aurora Business Park, in the city's north east, which is envisioned to be an environmentally sustainable business campus. The project, which can help support section 2.2.4 (complete communities) of the MDP, will offer similar benefits to the redevelopment of Anderson Station in that Calgarians will be provided opportunities to work outside of the city's core. Suburban employment centres help support City Council's strategy of influencing traffic patterns by encouraging people to live near where they work and reduce traffic congestion.

## CS: Office of Land Servicing & Housing - Overview

### Citizen Engagement

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The Action Plan engagement results made it clear that affordable housing in Calgary is a prime concern for many citizens. As home prices and rents rise, everyone is impacted; however, one of the most vulnerable populations includes low-to-moderate income households. As prices rise, this population may not have the option to find housing alternatives. OLSH is positioned to address this growing concern and is confident that the Community Affordable Housing Strategy - one of its initiatives during Action Plan 2015-2018 - will help the business unit make great strides to help address Calgary's affordable housing (AH) needs. OLSH is re-evaluating the City's role in affordable housing via the Community AH Strategy. Understanding what citizens want, expect and need from City services such as affordable housing is extremely important for OLSH as it takes steps to improve how the system works.

Many of OLSH's projects impact the citizens of Calgary and the business unit is always looking at new ways to inform and engage the public. OLSH will continue to work hard to ensure the public is aware of its plans and, of course, notify citizens as to how they can help OLSH deliver the best projects to create the best livable, workable Calgary.

### Council Priorities

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OLSH leads in one area when it comes to Council Priorities. OLSH's Affordable Housing Division leads in affordable and accessible housing options (P6). Over the next four years, the business unit will focus on the creation and implementation of the Community Affordable Housing Strategy, with the goal of clarifying roles in affordable housing to ensure stakeholders and partners work together in the most effective way. The strategy will help guide OLSH's Affordable Housing Division in future years.

OLSH supports a number of Council Priorities. OLSH is working to support Council's Priority of a prosperous city through the work undertaken by the Land Servicing Division. OLSH will continue to offer a range of lots for sale, from small and medium-sized lots (i.e. less than 10 acres) to large lots, which adds to Calgary's business diversification. OLSH also has a performance measure of providing a 1.5 year serviced supply of industrial land to support economic development.

To achieve the Priority of a well-run city, OLSH is focused on a customer management system, where OLSH's staff will collect feedback after every transaction to improve customer service requests. OLSH is also contributing time and resources to the improvement of its websites - [Calgary.ca/OLSH](http://Calgary.ca/OLSH) and [Calgary.ca/real estate](http://Calgary.ca/real estate) - so citizens and customers have the most up-to-date and accurate information. Finally, OLSH is focused on being an employer of choice. OLSH has initiated and implemented the Optimal Lifestyle Starts Here program, which encourages health awareness and active lifestyles for its employees. OLSH will measure participation through a performance measure focused on the program.

For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will support Calgary's continued prosperity and growth by addressing affordable housing challenges, making it easier for citizens to interact with The City by improving access to technology and information and by providing industrial lands for business.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	P1.1 Provide a supply of serviced industrial land to support economic development with a focus on small and emerging businesses.	LS
P2 Advance purposeful economic diversification and growth.	P2.1 Offer a diversity of products, ranging from small and medium-sized lots (i.e. less than 10 acres) to large lots, which adds to Calgary's business diversification.	LS
P6 Increase affordable and accessible housing options.	P6.1 Increase affordable housing stock to help address housing shortage in Calgary.	AH
	P6.2 Facilitate the development of the Community Affordable Housing Strategy, with the goal of clarifying roles among all stakeholders/partners to ensure they work in the most effective way.	AH



For Council Approval

**Corporate Services Commitment:**

Corporate Services is committed to improving public safety and neighbourhoods by enhancing plans to deal with emergencies, supporting increased use of public spaces to build closer community bonds and by protecting The City's heritage properties for future generations.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.	N6.1 Intensify development of City-owned lands within 600m of LRT stations.	LS
	N6.2 Create employment centres outside of the downtown core.	LS



For Council Approval

**Corporate Services Commitment:**  
 Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

Strategy Related to Council Outcome	Business Unit Action Related to Strategy	Accountable Service
W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	W2.1 Adhere to the best practices in finance through the best utilization of financing and funding to run OLSH's business and ensure long-term sustainability.	AH, LS, RESM
	W2.2 Collect customer feedback after every transaction in order to improve service requests as part of a customer management system.	RESM
W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	W5.1 Deliver the most up-to-date information on real estate offerings and developments for citizens and customers on OLSH's websites.	RESM
	W5.2 Continually improve engagement practices to collect and use public and stakeholder input to enhance OLSH's outcomes.	AH, LS, RESM
W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.	W6.1 Finalize and implement a service level agreement with Calgary Housing Corporation (CHC) for the operation and maintenance of City-owned buildings.	AH





For Council Approval

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

**Corporate Services Commitment:**

Corporate Services will embed shared services principles in service delivery to increase customer and citizen focus, become an employer of choice and ensure assets are managed prudently.

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

W9.1 Implement the Optimal Lifestyle Starts Here program to encourage health awareness and active lifestyle for employees.

AH, LS, RESM

W9.2 Put an emphasis on employee leadership and development and ensure employees can see tangible results from their work.

AH, LS, RESM



## CS: Office of Land Servicing & Housing - Lines of Service

Breakdown of Operating Budget by Service (\$000) (Totals may not add due to rounding)															
	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
Director's Office	2,122	1,337	6.0	2,163	1,378	7.0	2,212	1,426	7.0	2,267	1,482	7.0	2,317	1,532	7.0
Affordable Housing	14,383	3,036	7.0	9,994	3,370	7.0	10,107	3,377	7.0	10,240	3,382	7.0	11,069	3,372	7.0
Land Servicing	3,588	139	22.5	3,669	149	23.0	3,681	161	23.0	3,695	174	23.0	3,695	174	23.0
Real Estate Sales & Marketing	52,120	491	17.0	76,432	537	20.0	50,014	590	20.0	74,382	650	20.0	68,305	650	20.0
Total Business Unit	72,213	5,003	52.5	92,259	5,434	57.0	66,014	5,554	57.0	90,583	5,688	57.0	85,385	5,728	57.0

OLSH is made up of three lines of service: Land Servicing, which takes raw land and services it to get it ready for sale; Real Estate Sales & Marketing, which then markets and sells that land (i.e. RESM sells industrial acres, along with general City surplus parcels); and Affordable Housing. AH works to develop policy and construct new units to help meet a Council Priority of increasing affordable and accessible housing in the city. OLSH's AH division works closely with Calgary Housing Company (CHC), a City of Calgary-owned corporation that operates and manages over 10,000 subsidized and affordable housing units.

Two of OLSH's lines of service - Real Estate and Land Servicing - are primarily self-supporting divisions, with the majority of salaries and wages being funded through internal commissions (Real Estate) and capital recoveries (Land Servicing).

Staff on these two lines of service work toward Council Priorities of a prosperous city, a city of inspiring neighbourhoods and a well-run city. In 2014, OLSH has 22.5 full-time equivalents in Land Servicing and 17.0 FTEs in RESM. An additional 4.5 FTE's are being requested. Three will support RESM, one to support finance activities in the Directors office and 0.5 in Land Servicing.

OLSH's third line of service - Affordable Housing - works to the Council Priority of increasing affordable and accessible housing. Affordable Housing is OLSH's only line of service that is fully tax supported.

## CS: Office of Land Servicing & Housing - Lines of Service

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

Affordable Housing	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	14,383	3,036	7.0	9,994	3,370	7.0	10,107	3,377	7.0	10,240	3,382	7.0	11,069	3,372	7.0

Operating budget for AH is used to oversee construction of affordable housing units, support ongoing maintenance activities of City-owned units that are managed by CHC and fund affordable housing for seniors through Silvera for Seniors. OLSH develops and implements policy and research initiatives to increase the affordable housing supply and support the advocacy work of Intergovernmental Affairs that is related to

affordable housing initiatives at the provincial and federal levels. Available funding has been committed to administer compliance of grant recipients with the affordability terms and conditions of the Secondary Suite Grant Program and the Financial Incentive Pilot Program. These programs were introduced to encourage private and non-profit sector involvement in the development of affordable housing units.

Real Estate Sales & Marketing	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	52,120	491	17.0	76,432	537	20.0	50,014	590	20.0	74,382	650	20.0	68,305	650	20.0

The Real Estate Sales & Marketing area provides public stakeholder value through the sale of City-owned land in two portfolios: 1) general land deemed surplus to municipal needs; and 2) OLSH-stewarded lands, including industrial and business park land to support economic development and diversification.

The division's objective is to serve Calgarians by optimizing the financial, social and environmental return of City-owned land. Land sales revenues fluctuate considerably on an annual basis depending on market conditions and supply.

OLSH is requesting 3.0 self-supported FTEs for the RESM area to support increasingly complex surplus land sales and industrial sales growth.

The operating costs for OLSH's real estate line of service are primarily self-supported, with the majority of salary and wages, marketing costs and other business expenses recovered through internal commissions charged to the proceeds of land sales. The tax-supported portion supports other municipal initiatives and corporate reporting. These activities are not supported by real estate commissions.

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

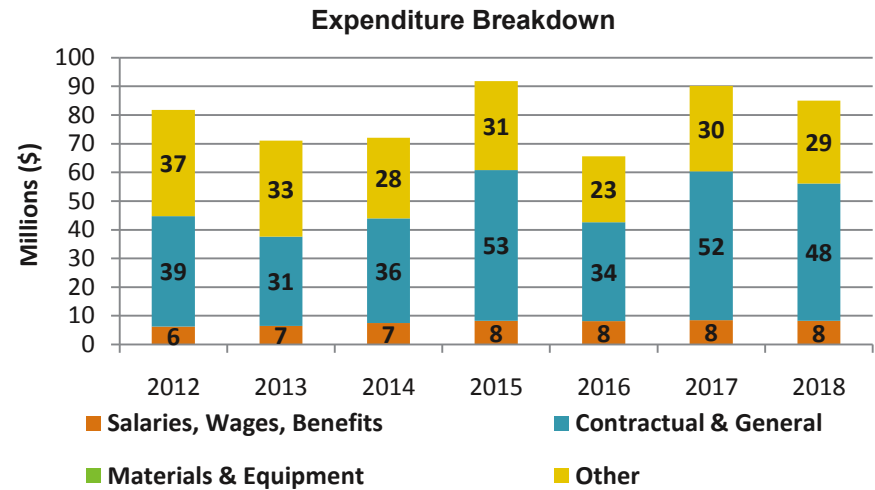
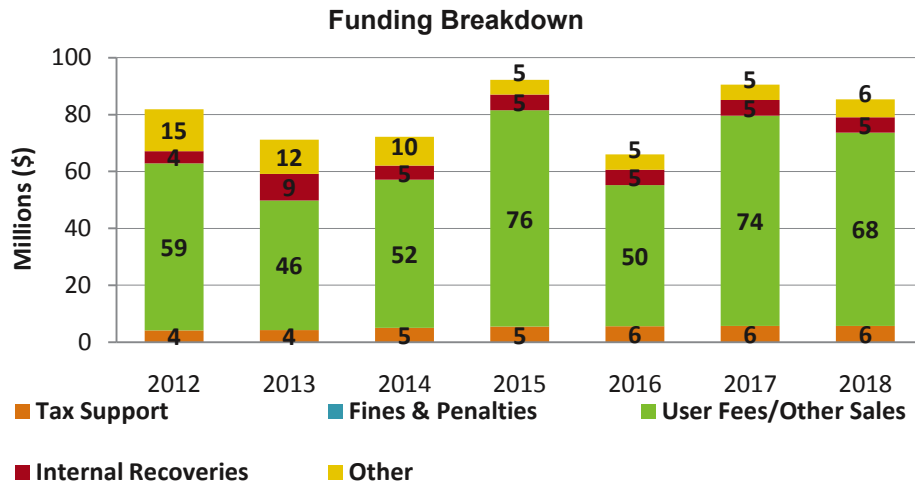
Land Servicing	2014			2015			2016			2017			2018		
	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs	\$ Exp	\$ Net	FTEs
	3,588	139	22.5	3,669	149	23.0	3,681	161	23.0	3,695	174	23.0	3,695	174	23.0

Land Servicing creates high-quality industrial and mixed-use land development projects that optimize City-owned land assets and support municipal planning priorities and economic development goals. LS has four program areas (industrial parks, business parks, transit oriented development and special projects) for which it oversees concept planning, approvals and the construction of all infrastructure.

The Land Servicing division is primarily self-supported, with its budget dependent on land sales revenues. Salaries and wages are funded through capital recoveries. A key performance measure for this group is the maintenance of a 1.5 year supply of planned industrial land. The tax-supported portion supports land development services for other municipal initiatives and corporate reporting. OLSH is requesting an additional 0.5 self-supported FTE in this division.

## CS: Office of Land Servicing & Housing - Breakdown of the Operating Budget

Totals may not match due to rounding



**Funding Breakdown** - OLSH's funding structure primarily relies on industrial and general land sales revenues, lease revenue as well as senior government grants. For instance, in 2014 more than 70 per cent of OLSH's funding is generated from user fees related to the sale of land and land leases. About 11 per cent of total funding is comprised of operating grant revenue from the federal and provincial governments to cover 90 per cent of City-owned housing portfolio deficit and related debt. Capital and cost-of-sale recoveries to fund operating costs relating to capital or real estate projects make up about seven per cent of total funding. OLSH's tax support represents approximately seven per cent of total funding and supports affordable housing initiatives, Silvera for Seniors, and administrative and internal supporting services related to corporate and affordable housing projects.

**Expenditures** - Expenditures at OLSH primarily consist of cost of industrial and general land sales and net proceed transfers to reserves. In 2014, approximately 50 per cent of total expenditures are comprised of contractual and general services related to cost of land sales with the balance in internal support expenses from Law, IT and Finance as well as business expenses and other contractual services fees. Another 40 per cent of total expenditures is other costs related to the transfer of net sales proceeds to reserves, affordable housing debenture payments, Silvera for Seniors and CHC transfers. Salaries and wages budget represents approximately 10 per cent of the total expenditure budget at OLSH.

## CS: Office of Land Servicing & Housing - Breakdown of the Net Operating Budget

Totals may not add due to rounding

Breakdown of Net Operating Budget Changes (\$000s)	2015	2016	2017	2018
Previous Year's Budget	5,003	5,434	5,554	5,688
Less: Previous Year One Time	0	0	0	0
Base	5,003	5,434	5,554	5,688
Efficiency Gains	(5)	(10)	(15)	(30)
Inflation	112	130	148	70
Service and Budget Increase	325	0	0	0
Operating Impact of Previously Approved Capital	0	0	0	0
Operating Impact of New Capital (Incremental)	0	0	0	0
Re-alignments	(1)	0	0	0
One Time	0	0	0	0
<b>Total Budget Change</b>	<b>431</b>	<b>120</b>	<b>133</b>	<b>40</b>
<b>Total Budget</b>	<b>5,434</b>	<b>5,554</b>	<b>5,688</b>	<b>5,728</b>

Inflationary increases reflect union settlement obligations and overall price pressures. The service and budget increase will be directed to asset management planning for City-owned affordable housing portfolios as well as initiatives aimed at lowering operating costs and energy efficiency. Efficiency gains will be made through realignment of debt.

Major operating budget changes (no net impact to tax support):

- Surplus land sales forecasted at \$12 million (2015), \$10 million (2016), \$8 million (2017) and \$8 million (2018) offset by cost of land sales and transfers to revolving fund.

- Industrial land sales projected at \$60.6 million (2015), \$36.9 million (2016), \$62.5 million (2017) and \$56.6 million (2018) offset by cost of land sales and transfers to Real Estate reserve.
- The projected commissions based on OLSH sales are \$2.178 million (2015), \$1.407 million (2016), \$2.115 million (2017) and \$1.938 million (2018).
- The city-owned portfolio deficit is projected at \$4.143 million (2015), increases to \$5.424 million (2018) and is offset by government grants and transfer from Corporate Housing Reserve.

TCA Depreciation (\$000s) - Office of Land Servicing & Housing			
2015	2016	2017	2018
9,358	10,078	10,844	11,241

TCA Depreciation content is presented for information only.

CS: Office of Land Servicing & Housing - Operating Budget for Council Approval

For Council Approval

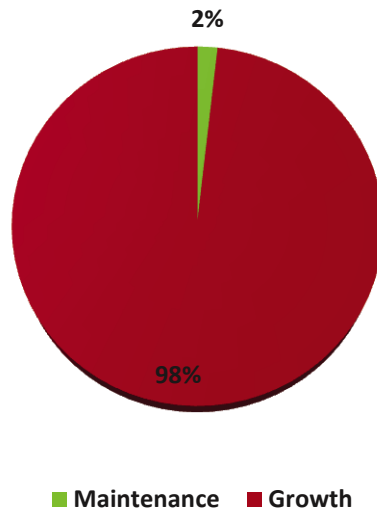
<b>Office of Land Servicing &amp; Housing</b>															
<b>Total Operating Budget (\$000s) for Approval</b> (Totals may not match due to rounding)															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	81,868	71,229	72,213	92,259	0	92,259	66,014	0	66,014	90,583	0	90,583	85,385	0	85,385
Recoveries	(4,258)	(9,400)	(4,993)	(5,423)	0	(5,423)	(5,423)	0	(5,423)	(5,423)	0	(5,423)	(5,423)	0	(5,423)
Revenue	(73,522)	(57,623)	(62,217)	(81,402)	0	(81,402)	(55,037)	0	(55,037)	(79,473)	0	(79,473)	(74,235)	0	(74,235)
Net	4,088	4,206	5,003	5,434	0	5,434	5,554	0	5,554	5,688	0	5,688	5,728	0	5,728
FTEs	49.5	52.5	52.5	57.0	0.0	57.0	57.0	0.0	57.0	57.0	0.0	57.0	57.0	0.0	57.0

**CS: Office of Land Servicing & Housing - Capital Budget Overview**

Office of Land Servicing & Housing						
Capital Budget (\$000s) Overview (Totals may not match due to rounding)						
	2015	2016	2017	2018	*2019+	Total
Previously-Approved Budget (as at 2014 June 30)	177,374	11,929	1,906	115	0	191,324
Total New Capital Budget Requests	22,391	23,759	48,154	17,500	0	111,804
Total Business Unit Capital Budget	199,765	35,688	50,060	17,615	0	303,128

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

**Office of Land Servicing & Housing  
New Capital Budget Requests by Project Type  
(2015-\*2019+)  
Total \$112 Million**



**Maintenance/Replacement** - Total 2015-2018 request: \$2 million

**General Land Sale Servicing**

This will prepare real estate held in the general land inventory (held by stewards other than OLSH) for sale. The investment includes appraisal, environmental investigations, planning applications, survey work and cleaning/maintaining/demolition of the site.

**Growth** - Total 2015-2018 request: \$110 million

**Forest Lawn Creek**

This development is anticipated to have a net developable area of 547 acres. There is a strong focus on sustainability at Forest Lawn Creek and OLSH is working to make this an eco-industrial park.

The previously approved budget up to 2014 was used for an outline plan and feasibility work, which included the Biophysical Impact Assessment and Transit Impact Assessment. Action Plan work is expected to include planning, engineering, and construction work (Phase 1 and 2).

**Point Trotter**

Point Trotter Phase one is nearing construction completion.

Point Trotter Phase two and off-site obligations have recently started. Construction is expected to be complete in 2016.

The new investment will be used to complete phase one construction and will be used for detailed engineering and construction of phase two.

**Affordable Housing land transfers**

This project is associated with the transfer of City-owned land parcels from other business units to OLSH, in order to facilitate future development of affordable housing units.



## CS: Office of Land Servicing & Housing - Capital Budget Overview

Funding for Capital Projects (Totals may not match due to rounding)	2015	2016	2017	2018	*2019+	Total 2015-*2019+
Capital Reserves	22,391	23,759	48,154	17,500	0	111,804
<b>Total Funding</b>	<b>22,391</b>	<b>23,759</b>	<b>48,154</b>	<b>17,500</b>	<b>0</b>	<b>111,804</b>

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

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

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
489-012	AH Land Transfers	G	C			7,350	4,200	1,000	1,050	1,100		7,350	
489-013	AH Pre-Development	G	C			2,700	950	750	500	500		2,700	
<b>Total Program 489 : Public Housing</b>				-	-	10,050	5,150	1,750	1,550	1,600	-	10,050	
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696-BVC	The Bridges - Bow Valley Centre Dev.	G	A	32,995		500	300	200	-	-	-	500	
<b>Total Program 696 : Commercial Land Development</b>				32,995	-	500	300	200	-	-	-	500	
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697-FLC	Forest Lawn Creek	G	A	1,641	1,134	73,066	-	16,316	42,750	14,000	-	73,066	
697-GP4	Great Plains IV	G	A	35,073	3,047	2,000	-	1,500	250	250	-	2,000	
697-PTT	Point Trotter	G	A	43,450	-	13,847	11,100	1,493	1,204	50	-	13,847	
697-WIP	Eastlake Industrial	G	A	74,618	-	3,100	2,400	400	300		-	3,100	
<b>Total Program 697 : Land Development</b>				154,782	4,181	92,013	13,500	19,709	44,504	14,300	-	92,013	
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703-TOD	Anderson TOD	G	A	2,256	-	691	691	-	-	-	-	691	

Program- Project	Project Description	Type	Cat	Prev. Approved Budget up to 2014	Prev. Approved Budget for future years	New Budget Request	2015	2016	2017	2018	*2019+	2015- *2019+	Growth Area
<b>Total Program 703 : Transit Oriented Development</b>				2,256	-	691	691	-	-	-	-	691	
705-GLS	Gen Land Sale Servicing	M	A	1,000	-	2,000	500	500	500	500	-	2,000	
705-PDV	OLSH Pre-Development	G	C			6,000	2,000	1,500	1,500	1,000		6,000	
705-TCH	Technology Advancement	G	C			550	250	100	100	100		550	
<b>Total Program 705 : Mixed Use Redevelopment</b>				1,000	-	8,550	2,750	2,100	2,100	1,600	-	8,550	
				191,033	4,181	111,804	22,391	23,759	48,154	17,500	-	111,804	

Note:

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

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

### Explanation of Budget Requests

#### Program 489 : Public Housing

##### Project 489-012: AH Land Transfers

**New Budget Request** of \$7.350 million with funding from the Corporate Housing Reserve. This investment will allow the transfer to OLSH of City-owned parcels from other business units to facilitate future development of affordable housing units.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

##### Project 489-013: AH Pre-Development

**New Budget Request** of \$2.700 million with funding from the Corporate Housing Reserve. This investment is associated with evaluating the feasibility of developing vacant City owned land parcels for affordable housing purposes.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

## **Program 696 : Commercial Land Development**

### **Project 696-BVC: The Bridges - Bow Valley Centre Dev.**

**Previously Approved Budget up to 2014** of \$29.695 million with funding from Real Estate Services Reserve (Bridges) was utilized for land development and servicing. OLSH expects to spend \$29.101 million by the end of 2014 which represents 98 per cent of the budget. In addition, the project work is 98 per cent complete.

**New Budget Request** of \$500 thousand funded from Real Estate Services Reserve (Bridges) to be used for functional planning.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

## **Program 697 : Land Development**

### **Project 697-FLC: Forest Lawn Creek**

**Previously Approved Budget up to 2014** of \$1.641 million with funding from Real Estate Services Reserve for outline plan and feasibility work for the future development lands, including Biophysical Impact Assessment (BIA) and Transit Impact Assessment (TIA). OLSH expects to spend \$1.165 million by the end of 2014 which represents 71 per cent of the budget. In addition, the project work is two per cent complete.

**Previously Approved Budget for Future Years** of \$1.134 million with funding from Real Estate Services Reserve for preliminary engineering design work.

**New budget request** of \$73.066 million with funding from Real Estate Services Reserve to be used for the planning, engineering and construction phases.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

### **Project 697-GP4: Great Plains IV**

**Previously Approved Budget up to 2014** of \$35.073 million with funding from Real Estate Services Reserve for land development and servicing, general maintenance works, boulevard landscaping, driveway crossings installation and service connections. OLSH expects to spend the full previously approved up to 2014 budget of \$35.073 million by the end of 2014 which represents 100 per cent of the budget. In addition, the project work is 90 per cent complete.

**Previously Approved Budget for Future Years** of \$3.047 million with funding from Real Estate Services Reserve for the Glenmore Trail and 68 Street Intersection construction.

**New Budget Request** of \$2.000 million funded from Real Estate Services Reserve to be used for service connections and street lighting.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 697-PTT: Point Trotter**

**Previously Approved Budget up to 2014** of \$43.450 million with funding from Real Estate Services Reserve for completion of engineering and construction of Phase one land servicing development. OLSH expects to spend \$34.325 million by the end of 2014 which represents 79 per cent of the budget. In addition, the project work is 60 per cent complete.

**New Budget Request** of \$13.847 million funded from Real Estate Services Reserve to be used for engineering and construction of Phase two land servicing development and off-site construction obligations (68th Street).

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Project 697-WIP: Eastlake Industrial**

**Previously Approved Budget up to 2014** of \$74.618 million with funding from Real Estate Services Reserve for land development servicing and construction, general maintenance works, planning applications, legal surveys works, driveway crossings installation. OLSH expects to spend almost the whole previously approved up to 2014 budget of \$74.500 million by the end of 2014 which represents almost 95 per cent of the budget. In addition, the project work is 95 per cent complete.

**New Budget Request** of \$3.100 million funded from Real Estate Services Reserve to be used for construction, project close-out and acreage assessment.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

**Program 703 : Transit Oriented Development**

**Project 703-TOD: Anderson TOD**

**Previously Approved Budget up to 2014** of \$2.256 million with funding from Real Estate Services Reserve requested for planning work and engagement for the Outline Plan support and Land Use Application including Anderson Site Transportation Impact Assessment (TIA), land use and site testing. OLSH expects to spend \$2.053 million by the end of 2014 which represents 91 per cent of the budget. In addition, the project work is five per cent complete.

**New Budget Request** of \$691 thousand funded from Real Estate Services Reserve to be used to prepare an outline plan that will explain the vision of Anderson Station as well as engineering work, such as sanitary and sewer studies.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

## **Program 705 : Mixed Use Redevelopment**

### **Project 705-GLS: Gen. Land Sale Servicing**

**Previously Approved Budget up to 2014** of \$1.000 million with funding from Corporate Properties & Building Revolving Fund for the preparation of surplus real estate for sale. This work is ongoing with no definitive completion date.

**New Budget Request** of \$2.000 million to be funded from Real Estate Services Reserve and to be recovered from proceeds of general land sales. This investment will add value by preparing real estate held in the general land inventory (held by stewards other than OLSH) for sale. This includes costs for such things as appraisal, environmental investigations, planning applications, survey work, cleaning/maintaining/demolition of the site and/or improvements, etc.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

### **Project 705-PDV: OLSH Pre-Development**

**New Budget Request** of \$6.000 million for 2015-2018 to be funded from Real Estate Services Reserve. The pre-development fund will enable OLSH to provide resources to investigate, evaluate and analyze potential projects prior to undertaking formal financial and legal commitments. These resources may offset items including internal resource dedication, the engagement of consultants and preparation of reports associated with the project. The upfront feasibility analysis will increase The City's understanding of a project's opportunity, manage risk, and further clarify project scope, time and budget requirements.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

### **Project 705-TCH: Technology Advancements**

**New Budget Request** of \$550 thousand for 2015-2018 to be funded from Real Estate Services Reserve for the purchase and deployment of a customer relationship management application, software modifications and/or upgrades for real estate and project management, and website updates.

**Operating impact of capital:** This project requires \$0 in operating cost of capital.

CS: Office of Land Servicing & Housing - Capital Budget for Council Approval

For Council Approval

<b>Office of Land Servicing &amp; Housing</b>							
<b>Capital Budget (\$000s) for Approval</b> (Totals may not match due to rounding)							
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>*2019+</b>	<b>Total (2015-*2019+)</b>
Previously-Approved Budget (as at 2014 June 30)	162,818	177,374	11,929	1,906	115	0	191,324
<b>Projects Requiring Approval</b>							
<i>Program 489 : Public Housing</i>		5,150	1,750	1,550	1,600	0	10,050
<i>Program 696 : Commercial Land Development</i>		300	200	0	0	0	500
<i>Program 697 : Land Development</i>		13,500	19,709	44,504	14,300	0	92,013
<i>Program 703 : Transit Oriented Development</i>		691	0	0	0	0	691
<i>Program 705 : Mixed Use Redevelopment</i>		2,750	2,100	2,100	1,600	0	8,550
<b>Total Projects Requiring Approval</b>		<b>22,391</b>	<b>23,759</b>	<b>48,154</b>	<b>17,500</b>	<b>0</b>	<b>111,804</b>
Total Capital Budget	162,818	199,765	35,688	50,060	17,615	0	303,128

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

**Corporate Services: General Manager - Operating Budget for Council Approval**

For Council Approval

<b>Corporate Services: General Manager</b>															
<b>Total GM Operating Budget (\$000s) (Totals may not add due to rounding)</b>															
	2012 Actual	2013 Actual	2014 Total Budget (as of June 30)	2015 Budget			2016 Budget			2017 Budget			2018 Budget		
				Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total	Base	One- Time	Total
Expenditures	622	656	668	668	0	668	668	0	668	668	0	668	668	0	668
Recoveries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	(5)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net	622	651	668	668	0	668	668	0	668	668	0	668	668	0	668
FTEs	3.0	3.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0