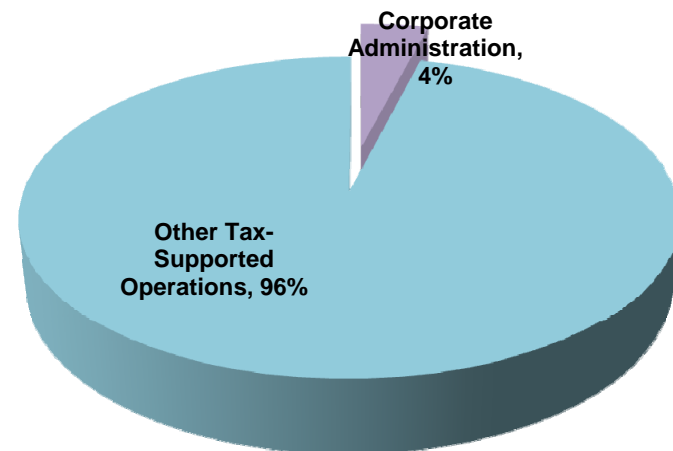


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CORPORATE ADMINISTRATION Share of Tax-Supported Net Operating Budget



CORPORATE ADMINISTRATION: Departmental Overview

Corporate Administration (CA) supports Council, the City Manager, the City Solicitor, the City Clerk and the Chief Financial Officer in fulfilling the legislated duties of the corporation so that Council and Administration can provide excellence in municipal management and quality public service. The work of Corporate Administration is governed by the Municipal Government Act of the Province of Alberta and various standards of professional practice. Through the provision of sound financial leadership, legal advice and counsel, and administrative management, Corporate Administration protects and enhances The City's interests for all Calgarians.

Business Units

- Chief Financial Officer's Department - CFO
- City Clerk's Office - CC
- City Manager's Office - CMO
- Law - LAW

Key Trends and Issues

Despite the diversity in the services we provide, Corporate Administration is subject to common trends and issues:

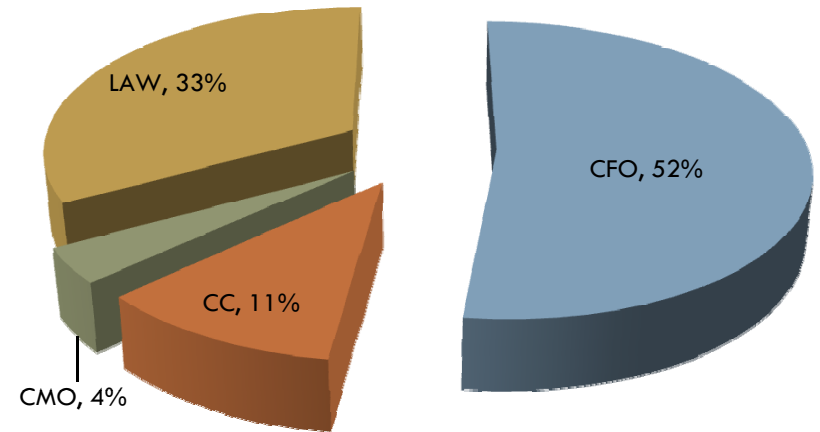
Increasing Demand for Services

With increasing client expectations and demand for service, both from City operations and citizens, Corporate Administration strives towards providing high quality and professional services in a timely manner. Significant attention is given to the legal, business and financial risks that The Corporation may be subject to, as the work of Corporate Administration is frequently complex, involving other levels of government and politically sensitive. Consequently, Corporate Administration requires knowledgeable and experienced staff that provides astute and practical services to internal and external clients.

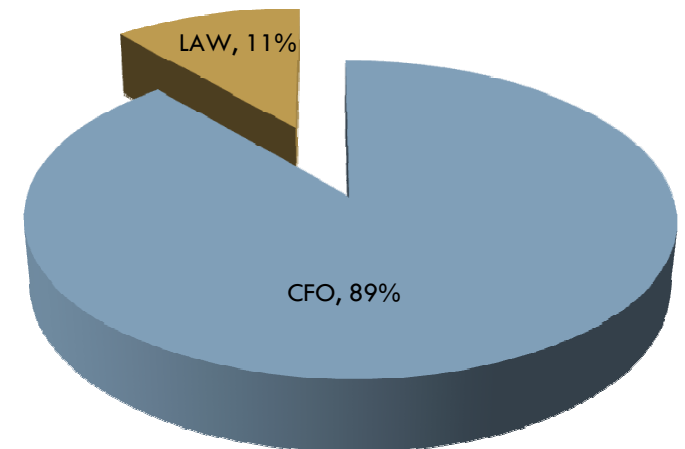
Attracting and Maintaining a Knowledgeable Workforce

Corporate Administration faces the same challenge of attracting and retaining the right people as the rest of The Corporation. The average age of a City of Calgary employee is 45 years, with 37% of the current workforce over the age of 50 and eligible to retire in the next few years. In order to continue to attract and retain competent employees, Corporate Administration must compete with the private sector to be an employer of choice. Therefore, Corporate Administration increasingly reflects Calgary's diverse population, and continually advances the corporate culture to ensure it is an attractive workplace for a multi-generational and multi-cultural workforce, guided by the Corporate Workforce Strategy.

Department Operating Expenditures



Department Capital Plan



CORPORATE ADMINISTRATION: Departmental Overview

Transparency and Accountability

Citizens expect that governments are accountable for the services they provide and the value given relative to how their tax dollars are being spent. As Calgarians become more technology-savvy, their expectations of how the government communicates with citizens continue to rise. Corporate Administration must be transparent and accountable for its actions, and conduct a dialogue with citizens that is accessible, interactive, timely and delivered through multiple channels online and electronically, as well as through print and face-to-face.

Sustainable Strategies and Policies to Efficiently Manage Municipal Resources

Corporate Administration recognizes the need to be flexible and nimble in the way its business is conducted, given that the environment Corporate Administration operates in changes constantly with population growth, new trends and technologies, along with increasing service demands. Corporate Administration strives to continually seek efficiencies in its business processes in order to effectively manage the municipal resources allocated to Corporate Administration on behalf of Calgarians.

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

Corporate Administration's outcomes are fully aligned with the 2020 Sustainability Direction goals of achieving Financial Capacity and a Sustainable Corporation, as well as other such relevant Council policies and long-term corporate plans as imagineCALGARY. Committed to addressing Council's Fiscal Plan for Calgary, Corporate Administration is responsible for implementing two priority areas:

- Becoming a more effective and disciplined organization
- Changing the rules of the game to ensure better financial capacity to achieve these priority areas, Corporate Administration will work closely with many Business Units while leading the Corporation in realizing Council's plans.

Corporate Administration will also lead strategies as established in Council's Fiscal Plan for Calgary directional statements:

- Foster innovation and creativity. (CFP-Z1)
- Raise the care and attention that Council and Administration pays to restraining expenditures and continually seeking efficiencies. (CFP-Z2)
- Increase the use of benchmarking, performance measures and best practices information to improve service effectiveness and efficiency. (CFP-Z3)
- Implement a program of ongoing in-depth service reviews using a zero-based review philosophy. (CFP-Z4)
- Examine alternative mechanisms of service delivery, including the judicious use of technology.(CFP-Z5)
- Continue to ensure that citizens are satisfied with the quality of the services they receive. (CFP-Z7)
- Increase transparency and accountability throughout the organization. (CFP-Z10)

With Council's direction as the foundation for the work of Corporate Administration, citizen input and feedback will shape the work of Corporate Administration through the next three years. Of paramount importance is Corporate Administration's effective corporate-wide support role, which enables The City to meet the service needs of Calgarians. Corporate Administration will continue to listen and seek feedback on what Calgarians value, and provide information in a timely, accessible manner through a variety of mediums to make sure Calgary is a great place to make a living; a great place to make a life.

CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

| Departmental Outcomes | | Performance Measures | 2010 Actual | 2011 Est. | 2012 | 2013 | 2014 |
|--|--|----------------------|-------------|-----------|------|------|------|
| Organization 1Z CA provides quality professional core services to their client: council, citizens and other City business units, by responsively and accountably managing the City's legal, financial and legislative obligations. | PM1.1 Percentage of CA and CFO 3-1-1 service requests completed within the target timelines. | 98% | 98% | 80% | 80% | 80% | |
| | PM1.2 Percentage of investigations of alleged breaches of City policy and/or criminal conduct initiated within one month of being reported. | 100% | 100% | 100% | 100% | 100% | |
| | PM 1.3 Percentage of citizen requests for council records completed within three business days from receiving the request. | 100% | 100% | 100% | 100% | 100% | |
| | PM1.4 Percentage of city dwelling units captured by the civic census. | 98% | NA | 95% | 95% | 95% | |
| | PM1.5 Chief Financial Officer's Department client satisfaction (Note: new survey methodology in 2011) | 91% | NA | TBD | TBD | TBD | |
| | PM1.6 Number of participants that have participated in the CMO's Integrated Risk Management seminars or consultations. | 100 | 120 | 150 | 175 | 200 | |
| Organization 2Z CA maintains and strengthens their operations, within a safe workplace, through effective employee attraction, retention and development. | PM2.1 CA and CFO employee satisfaction survey index score. | 150 | 150 | 150 | 150 | 150 | |
| | PM2.2 Percentage of employees satisfied with development opportunities and/or training. | 64% | 64% | 65% | 65% | 65% | |
| | PM2.3 Percentage of employees that feel sufficiently rewarded for the effort they put into their job, excluding pay; e.g. praise for work well done, Cheers Cards, recognition | 57% | 57% | 57% | 57% | 57% | |
| | PM2.4 Percentage of level five exempt employees completing career dialogues, including learning and career development plans. | NA | NA | 95% | 95% | 95% | |
| | PM2.5 Combined CA and CFO lost time claims frequency (days/employee). | 0.6 | 0.6 | 0.6 | 0.6 | 0.6 | |
| | PM2.6 Percentage of employees who feel working conditions are safe. | 88% | 88% | 88% | 89% | 90% | |
| | PM 2.7 Percentage of completed work site inspections with action items resolved by due date. | 100% | 100% | 100% | 100% | 100% | |
| | PM 2.8 CA and CFO employee resignation rate. | 2.8% | 1.5% | 3.0% | 3.0% | 3.0% | |

For Council Approval

For Council Information

Community

Places

Mobility

Business

Organization

Finance

CORPORATE ADMINISTRATION: Departmental Outcomes, Performance Measures and Targets for Council Approval

| Departmental Outcomes | Performance Measures | 2010 Actual | 2011 Est. | 2012 | 2013 | 2014 |
|--|---|-------------|-----------|---------|---------|---------|
| Organization 3Z CA enhances public trust and seeks to meet citizens' expectations through transparent municipal governance, while complying with legislation, policies and procedures. | PM 3.1 Percentage of Council policies posted online (Internet and Intranet) within three business days of approval. | 100% | 100% | 100% | 100% | 100% |
| | PM 3.2 Percentage of Council and committee agendas posted online (Internet and Intranet) within legislated timelines. | 100% | 100% | 100% | 100% | 100% |
| | PM 3.3 Percentage of Council decisions and minutes posted online (Internet and Intranet) within three business days after the meeting. | 89% | 100% | 100% | 100% | 100% |
| | PM 3.4 Percentage of Freedom of Information and Protection of Privacy requests completed within legislated timelines. (Note: all City BUs contribute to this PM target) | 97% | 99% | 95% | 95% | 95% |
| | PM3.5 External Audit: unmodified financial statement opinion and no unaddressed findings. | 100% | 100% | 100% | 100% | 100% |
| Organization 4Z CA leads and coordinates processes that ensure The City continually becomes a more effective, disciplined and sustainable organization. | PM 4.1 Processing cost per accounts payable transaction. | \$3.72 | \$3.72 | \$3.67 | \$3.62 | \$3.57 |
| | PM 4.2 Tax Installment Payment Plan and Business Tax Installment Payment Plan accounts per staff (FTE). | 21,091 | 23,000 | ≥23,000 | ≥24,000 | ≥25,000 |
| | PM 4.3 Annual property and business tax bills processed per staff (FTE). | 75,479 | 76,000 | ≥76,500 | ≥77,000 | ≥77,500 |
| | PM 4.4 Percentage of products sourced from sustainable environmental vendors. | 20% | 20% | 21% | 22% | 23% |
| | PM 4.5 Percentage progress toward 2020 Sustainability Direction targets as reported to Council on an annual basis. | NA | NA | 3% | 5% | 10% |
| | PM 4.6 Number of cross corporate initiatives coordinated or initiated by the Office of Sustainability that contribute toward achieving the 2020 Sustainability Direction targets. | NA | NA | 4 | 7 | 10 |
| Finance 5F CA provides leadership and direction in fostering new revenue streams that support and strengthen The City's prudent fiscal management and financial capacity. | PM 5.1 The City of Calgary's AA+ credit rating maintained | AA+ | AA+ | AA+ | AA+ | AA+ |
| | PM 5.2 Percentage of Business Tax Revenues Uncollectible | 0.20% | 0.08% | <1% | <1% | <1% |

For Council Approval
For Council Information

| | | | | | |
|-----------|--------|----------|----------|--------------|---------|
| Community | Places | Mobility | Business | Organization | Finance |
|-----------|--------|----------|----------|--------------|---------|

CORPORATE ADMINISTRATION: Strategies for Council Approval

| Departmental Outcomes | Strategies | Accountable Business Units |
|---|---|----------------------------|
| <p>Organization 1Z CA provides quality professional core services to their clients: council, citizens and other City business units, by responsively and accountably managing the City's legal, financial and legislative obligations.</p> | 1Z1 Provide timely, transparent and effective services to CA's clients. | CFO,CC,LAW |
| | 1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*) | CFO,CC |
| | 1Z3 Enable access to and compliance with the Corporate Records programs. | CC |
| | 1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*) | Department Wide |
| <p>Organization 2Z CA maintains and strengthens their operations, within a safe workplace, through effective employee attraction, retention and development.</p> | 2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6) | Department Wide |
| | 2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6) | Department Wide |
| | 2Z3 Sufficiently recognize and reward employees for their contributions. (CFP-Z6) | Department Wide |
| | 2Z4 Promote career development strategies for a more sustainable workforce. (CFP-Z6) | Department Wide |
| <p>Organization 3Z CA enhances public trust and seeks to meet citizens' expectations through transparent municipal governance, while complying with legislation, policies and procedures.</p> | 3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*,Z12) | CFO,CC,CMO |
| | 3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access. (CFP-Z10*) | CFO,CC |
| | 3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*) | CFO,LAW |
| | 3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12) | Department Wide |
| | 3Z5 Increase transparency and accountability throughout the organization. (CFP-Z10*) | CFO,CC,CMO |

CORPORATE ADMINISTRATION: Strategies for Council Approval

Departmental Outcomes

Strategies

Accountable Business Units

Organization
 4Z CA leads and coordinates processes that ensure The City continually becomes a more effective, disciplined and sustainable organization.

| | |
|---|-------------|
| 4Z1 Implement organization-wide strategies to continually increase the efficiency and effectiveness of City services. (CFP-Z2*,Z3*,Z4*) | CFO |
| 4Z2 Manage organizational risk. | CFO,CMO,LAW |
| 4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*) | CMO |

| |
|-------------|
| CFO |
| CFO,CMO,LAW |
| CMO |

Finance
 5F CA provides leadership and direction in fostering new revenue streams that support and strengthen The City's prudent fiscal management and financial capacity.

| | |
|--|-----|
| 5F1 Explore alternative funding sources. (CFP-F2) | CFO |
| 5F2 Advance a broader discussion with the Government of Alberta on a new fiscal framework to diversify The City's revenue base. (CFP-F1) | CMO |

| |
|-----|
| CFO |
| CMO |

For Council Approval

For Council Information



CFO Chief Financial Officer's Department

CC City Clerk's Office

CMO City Manager's Office

LAW Law

CORPORATE ADMINISTRATION: Operating Budgets for Council Approval

(\$ 000s)

| | 2010 Actual | 2011 Total Budget | 2012 Base Budget | 2012 One-Time Budget | 2012 Total Budget | 2013 Base Budget | 2013 One-Time Budget | 2013 Total Budget | 2014 Base Budget | 2014 One-Time Budget | 2014 Total Budget |
|--|----------------|-------------------------|------------------------|----------------------------|-------------------------|------------------------|----------------------------|-------------------------|------------------------|----------------------------|-------------------------|
|--|----------------|-------------------------|------------------------|----------------------------|-------------------------|------------------------|----------------------------|-------------------------|------------------------|----------------------------|-------------------------|

Chief Financial Officer's Department (Program 781)

| | | | | | | | | | | | |
|--------------|---------------|---------------|---------------|------------|---------------|---------------|------------|---------------|---------------|----------|---------------|
| Revenues | (11,944) | (9,801) | (9,766) | 0 | (9,766) | (9,766) | 0 | (9,766) | (9,766) | 0 | (9,766) |
| Expenditures | 59,922 | 66,319 | 63,626 | 300 | 63,926 | 63,893 | 300 | 64,193 | 64,161 | 0 | 64,161 |
| Recoveries | (21,050) | (24,917) | (24,615) | 0 | (24,615) | (24,615) | 0 | (24,615) | (24,615) | 0 | (24,615) |
| Net | 26,928 | 31,602 | 29,246 | 300 | 29,546 | 29,513 | 300 | 29,813 | 29,781 | 0 | 29,781 |
| FTEs | 486.7 | 502.5 | 500.5 | 0.0 | 500.5 | 502.5 | 0.0 | 502.5 | 506.5 | 0.0 | 506.5 |

City Clerk's Office (Program 778)

| | | | | | | | | | | | |
|--------------|---------------|---------------|---------------|----------|---------------|---------------|--------------|---------------|---------------|------------|---------------|
| Revenues | (2,261) | (1,078) | (1,019) | 0 | (1,019) | (1,019) | (1,627) | (2,646) | (1,019) | 0 | (1,019) |
| Expenditures | 12,985 | 12,685 | 12,144 | 0 | 12,144 | 12,246 | 4,119 | 16,365 | 12,346 | 319 | 12,665 |
| Recoveries | (95) | (65) | (70) | 0 | (70) | (70) | (10) | (80) | (70) | (53) | (123) |
| Net | 10,630 | 11,542 | 11,054 | 0 | 11,054 | 11,156 | 2,482 | 13,638 | 11,256 | 266 | 11,522 |
| FTEs | 58.7 | 58.7 | 58.7 | 0.0 | 58.7 | 58.7 | 0.0 | 58.7 | 58.7 | 0.0 | 58.7 |

 For Council Approval

CORPORATE ADMINISTRATION: Operating Budgets for Council Approval

(\$ 000s)

| | 2010 Actual | 2011 Total Budget | 2012 Base Budget | 2012 One-Time Budget | 2012 Total Budget | 2013 Base Budget | 2013 One-Time Budget | 2013 Total Budget | 2014 Base Budget | 2014 One-Time Budget | 2014 Total Budget |
|--|----------------|-------------------------|------------------------|----------------------------|-------------------------|------------------------|----------------------------|-------------------------|------------------------|----------------------------|-------------------------|
| City Manager's Office (Program 775) | | | | | | | | | | | |
| Revenues | (5) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures | 4,763 | 4,784 | 4,702 | 0 | 4,702 | 4,745 | 0 | 4,745 | 4,788 | 0 | 4,788 |
| Recoveries | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net | 4,759 | 4,784 | 4,702 | 0 | 4,702 | 4,745 | 0 | 4,745 | 4,788 | 0 | 4,788 |
| FTEs | 23.0 | 23.0 | 22.0 | 0.0 | 22.0 | 22.0 | 0.0 | 22.0 | 21.0 | 0.0 | 21.0 |

Law (Program 810)

| | | | | | | | | | | | |
|--------------|--------------|---------------|---------------|----------|---------------|---------------|----------|---------------|---------------|----------|---------------|
| Revenues | (3,651) | (1,647) | (3,267) | 0 | (3,267) | (3,273) | 0 | (3,273) | (3,285) | 0 | (3,285) |
| Expenditures | 38,935 | 37,792 | 40,400 | 0 | 40,400 | 40,693 | 0 | 40,693 | 41,007 | 0 | 41,007 |
| Recoveries | (26,208) | (25,310) | (26,485) | 0 | (26,485) | (26,675) | 0 | (26,675) | (26,879) | 0 | (26,879) |
| Net | 9,075 | 10,835 | 10,648 | 0 | 10,648 | 10,745 | 0 | 10,745 | 10,843 | 0 | 10,843 |
| FTEs | 113.5 | 113.5 | 113.5 | 0.0 | 113.5 | 114.5 | 0.0 | 114.5 | 114.5 | 0.0 | 114.5 |

 For Council Approval

CORPORATE ADMINISTRATION: Operating Budgets for Council Approval

(\$ 000s)

| | 2010 Actual | 2011 Total Budget | 2012 Base Budget | 2012 One-Time Budget | 2012 Total Budget | 2013 Base Budget | 2013 One-Time Budget | 2013 Total Budget | 2014 Base Budget | 2014 One-Time Budget | 2014 Total Budget |
|---------------------------------------|------------------------|----------------------------------|---------------------------------|-------------------------------------|----------------------------------|---------------------------------|-------------------------------------|----------------------------------|---------------------------------|-------------------------------------|----------------------------------|
| TOTAL CORPORATE ADMINISTRATION | | | | | | | | | | | |
| Revenues | (17,860) | (12,525) | (14,052) | 0 | (14,052) | (14,058) | (1,627) | (15,685) | (14,070) | 0 | (14,070) |
| Expenditures | 116,604 | 121,581 | 120,873 | 300 | 121,173 | 121,578 | 4,419 | 125,997 | 122,303 | 319 | 122,622 |
| Recoveries | (47,353) | (50,292) | (51,170) | 0 | (51,170) | (51,360) | (10) | (51,370) | (51,564) | (53) | (51,617) |
| Net | 51,391 | 58,764 | 55,651 | 300 | 55,951 | 56,160 | 2,782 | 58,942 | 56,669 | 266 | 56,935 |
| FTEs | 681.9 | 697.7 | 694.7 | 0.0 | 694.7 | 697.7 | 0.0 | 697.7 | 700.7 | 0.0 | 700.7 |

Totals may not add due to rounding

 **For Council Approval**

CORPORATE ADMINISTRATION: Capital Budget Highlights

Corporate Administration's 2012-2014 capital plan of \$4.460 million is driven by the needs to meet legislated requirements; maintain and upgrade existing infrastructure; support organization efficiency and productivity gains; and improve the safety and security of facilities, employees, and the public.

Chief Financial Officer (CFO) Department' s capital program of \$1.0 million for upgrades to the inventory of fueling systems are required to prevent environment risk impacts, improve safety and access to the fueling stations by our clients.

CFO Department' s capital program of \$1.630 million for business applications and technology projects are required to support ongoing efficiency and productivity initiatives in the organization including; replacing outdated investment recovery software, and implementing an on-line product ordering system and vendor contract management software. These projects will leverage technology to compliment business process change initiatives within Corporate Administration and benefit other departments by achieving budget savings, cost avoidance or creating resource capacity.(CFP-Z5)

CFO Department' s capital program of \$1.330 million for procurement and warehousing facilities includes significant improvements to the Manchester Logistics Centre, which are required to improve safety and working conditions, and create more efficient and effective space utilization in warehouses and storage areas. (CFP-Z2)

Improvements at the Manchester Logistics Centre include: upgrades to the heating system to eliminate extremely cold working conditions which will improve warehouse staff safety and productivity, and construction of a shed to provide cover for heavy duty materials handling equipment which will extend its useful life and improve equipment utilization.

Law's capital program of \$500 thousand will address the Municipal Building's security centre enhancements to improve staff and facility safety and improve efficiency through directing resources to specific activities and incidents. (CFP-Z2, Z6)

CORPORATE ADMINISTRATION: Department 2012 - 2016 Capital Plan (1)

(\$000s)

| | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> | <u>TOTAL</u> |
|---|--------------|--------------|-------------|-------------|-------------|--------------|
| Chief Financial Officer's Department | | | | | | |
| Approved Projects in Progress | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Projects Requiring Approval: (2) | | | | | | |
| Program 736 : Finance & Supply Capital | 1,440 | 0 | 0 | 0 | 0 | 1,440 |
| Program 811 : Fuel Systems | 300 | 600 | 100 | 0 | 0 | 1,000 |
| Total Projects Requiring Approval | 1,740 | 600 | 100 | 0 | 0 | 2,440 |
| 2012 Capital Budget | 1,740 | 600 | 100 | 0 | 0 | 2,440 |
| Projects in Capital Plan for 2013-2016 (Not Requiring Approval) | 0 | 1,365 | 155 | 0 | 0 | 1,520 |
| Total Chief Financial Officer's Department | 1,740 | 1,965 | 255 | 0 | 0 | 3,960 |
| Law | | | | | | |
| Approved Projects in Progress | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Projects Requiring Approval: (2) | | | | | | |
| Program 710 : Law Security | 250 | 250 | 0 | 0 | 0 | 500 |
| Total Projects Requiring Approval | 250 | 250 | 0 | 0 | 0 | 500 |
| 2012 Capital Budget | 250 | 250 | 0 | 0 | 0 | 500 |
| Projects in Capital Plan for 2013-2016 (Not Requiring Approval) | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Law | 250 | 250 | 0 | 0 | 0 | 500 |
| Corporate Administration | | | | | | |
| Approved Projects in Progress | 0 | 0 | 0 | 0 | 0 | 0 |
| Projects Requiring Approval (2) | 1,990 | 850 | 100 | 0 | 0 | 2,940 |
| 2012 Capital Budget | 1,990 | 850 | 100 | 0 | 0 | 2,940 |
| Projects in Capital Plan for 2013-2016 (Not Requiring Approval) | 0 | 1,365 | 155 | 0 | 0 | 1,520 |
| Total Corporate Administration | 1,990 | 2,215 | 255 | 0 | 0 | 4,460 |

Notes:

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

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

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

CORPORATE ADMINISTRATION

(\$ millions)

| Chief Financial Officer's Department | 2012 | | | 2013 | | | 2014 | | |
|--------------------------------------|---------|--------|------|---------|--------|------|---------|--------|------|
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$63.9 | \$29.5 | 501 | \$64.2 | \$29.8 | 503 | \$64.2 | \$29.8 | 507 |

Overview

The Chief Financial Officer's (CFO) Department provides financial leadership so that The City is a well-managed organization that is financially sound, accountable, trusted and transparent in managing the public purse. The four key lines of service they provide to all City Departments are:

- Taking good care of money through sound policies, strategic financial advice, guidance and effective and efficient processes for our clients in the Business Units.
- Collecting taxes, managing an investment portfolio in excess of \$2 billion, cash management, payables and receivables, and treasury functions.
- Making sure we get where we need to go. The CFO Department coordinates and assists in the development of strategic business plans, budgets, forecasts, financial reporting and performance measures and financial controls for all City Departments.
- Coordinating procurement and warehouse management for The City. The CFO Department processes over \$1 billion in purchase orders, issue over \$60 million in inventory and operates 42 warehouses and fuel sites.

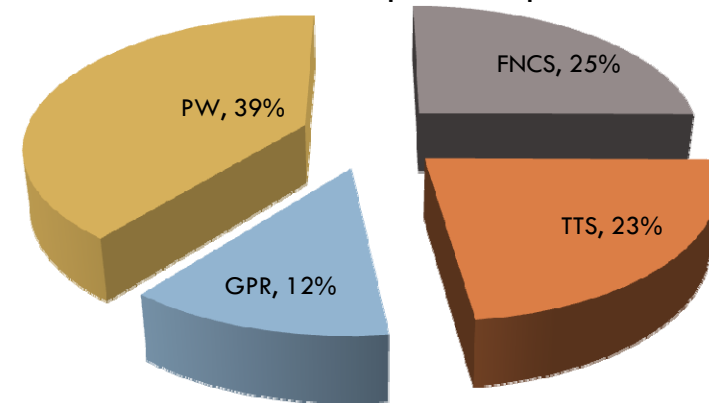
List of Services

- Financial Client Services - FNCS
- Tax & Treasury Services - TTS
- Governance, Planning and Reporting - GPR
- Procurement and Warehousing - PW

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

The CFO Department's initiatives will address Council's Fiscal Plan for Calgary and align with the 2020 Sustainability Direction goals of achieving financial capacity and a sustainable corporation. Among these initiatives is an action to review, update and implement the long-term goals and strategies contained in the Long Range Financial Plan (LRFP). They will also increase, where cost effective, innovative financing (including Public-Private Partnership (P3) approach) which will allow The City to deliver services more effectively and efficiently. Other programs include improving corporate effectiveness and efficiency through the increased use of benchmarking, performance measures and best practices information; and to implement ongoing in-depth service reviews using a zero-based review philosophy.

Chief Financial Officer's Department Expenditures



Addressing Other Emerging Issues

As an enabling service, the Chief Financial Officer's Department will continue to provide its clients with increasingly effective and efficient services. They will continue to watch and forecast future economic and financial markets as they are constantly changing. In addressing the systemic issues challenging The City's financial sustainability, the Long Range Financial Plan has identified 5 key goals: flexibility, efficiency, sufficiency, integration and credibility. There are eight strategy areas that contribute to the five goals: ensuring adequate funding, achieving diverse sources of funding, managing expenditures, providing for contingencies, using debt strategically, operating with prudent foresight, maintaining sufficient cash flow, and promoting and enabling integration. Payment Card Industry (PCI) compliance is a priority, with continued vigilance required to ensure The City safeguards confidential credit card information. With the emergence of more Public-Private Partnerships (P3's) for funding projects, the CFO Department will focus on learning and implementing best practices in accounting, measuring and reporting P3's to ensure value for money and legislative compliance. The CFO Department will also address and implement changes to financial reporting in order to remain in compliance with the updated Public Sector Accounting Board (PSAB) Standards.

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|---|--|----------------------|
| Organization 1Z1 Provide timely, transparent and effective services to CA's clients. | 1Z1.1 Deliver improved Supply Management services to all business units to increase convenience and cost effectiveness. | PW |
| | 1Z1.2 Provide support as financial advisors to the business units, including supporting delivery of Council priorities, business plans, and financial review and analysis. | FNCS, GPR |
| | 1Z1.3 Achieve additional value-added services and/or lower costs through an agreement with a new external investment custodian. | TTS |
| | 1Z1.4 Develop and maintain information technology infrastructure and architecture to streamline and improve financial processes. | FNCS, GPR |
| | 1Z1.5 Process and maintain all financial transactions to ensure integrity and accuracy of The City's financial records. | All |
| Organization 1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*) | 1Z2.1 Implement Contracts Module in Contract Management System to allow business unit users and Supply staff to collaborate electronically on procurement documents. | PW |
| | 1Z2.2 Upgrade treasury management systems to support prudent investment of City funds and accurate income distribution. | TTS |
| | 1Z2.3 Implement, upgrade and leverage systems to ensure we are working more efficiently with our clients. | All |
| Organization 1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*) | 1Z4.1 Coordinate the development of multi-year business plans and budgets, including annual adjustments and quarterly updates. | FNCS, GPR |
| | 1Z4.2 Develop and enhance financial policies and procedures to improve quality, efficiency, and accountability, while maintaining compliance requirements. | FNCS, GPR |
| | 1Z4.3 Provide clients with revenue forecasting and financial projections to assist them in planning for future programs and initiatives. | FNCS |

 For Council Approval

 For Council Information

| | | | | | |
|----------------------------------|-------------------------------|--|----------------------------------|--------------|---------|
| Community | Places | Mobility | Business | Organization | Finance |
| FNCS - Financial Client Services | TTS - Tax & Treasury Services | GPR - Governance, Planning and Reporting | PW - Procurement and Warehousing | | |

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|---|---|----------------------|
| Organization 2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6) | 2Z1.1 Attract new employees through methods such as postings, booths at trade shows and employment events to ensure adequate staff complement. | All |
| | 2Z1.2 Design and implement a robust and dynamic succession management plan and related competencies for senior finance positions to address a potential human resources gap. | All |
| Organization 2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6) | 2Z2.1 Continue ongoing involvement of management staff in promoting workplace safety including worksite safety audits at all Chief Financial Officer's Department worksite locations. | All |
| Organization 2Z3 Sufficiently recognize and reward employees for their contributions. (CFP-Z6) | 2Z3.1 Recognize staff using the Corporate Recognition and Rewards program and encourage them to use the Corporate Cheers Card program to recognize their co-workers. | All |
| | 2Z3.2 Host recognition events to recognize staff who have achieved a significant educational or developmental milestone. | All |
| Organization 2Z4 Promote career development strategies for a more sustainable workforce. (CFP-Z6) | 2Z4.1 Develop an effective workforce strategy program that encourages and assists the supervisors and staff in career planning, career dialogues and development. | All |
| | 2Z4.2 Implement Finance Coordinator training pilot program to fill future vacancies of senior finance staff. | FNCS |

 For Council Approval

 For Council Information

| | | | | | |
|----------------------------------|--------|-------------------------------|--|--------------|----------------------------------|
| Community | Places | Mobility | Business | Organization | Finance |
| FNCS - Financial Client Services | | TTS - Tax & Treasury Services | GPR - Governance, Planning and Reporting | | PW - Procurement and Warehousing |

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|--|--|----------------------|
| Organization 3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*) | 3Z1.1 Review and integrate new Public Sector Accounting Board standards and best practices into accounting and processes to ensure timely financial compliance. | FNCS, GPR |
| | 3Z1.2 Develop and offer internal control and risk management awareness sessions to CFO Department staff to enhance the importance of an effective and sound control environment. | GPR |
| Organization 3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access. (CFP-Z10*) | 3Z2.1 Design a specialized 311 webpage to provide easier Tax information. | TTS |
| | 3Z2.2 Implement vendor self-service PeopleSoft functionality to increase vendor data accuracy and vendor collaboration. | PW |
| Organization 3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*) | 3Z3.1 Continue to improve service delivery models, client satisfaction, and strengthen our strategic partnership with the business units. | FNCS |
| | 3Z3.2 Shift culture within Supply Management to be balanced between governance and customer service in order to achieve cost savings. | PW |
| Organization 3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12) | 3Z4.1 Enhance and implement the Investment Recovery Policy for The Corporation to maximize return to The City from asset disposals. | PW |
| | 3Z4.2 Develop formal parameters/policy pertaining to the intake of third party loans/guarantees (eligibility and limits) to protect The City's interest. | TTS |
| | 3Z4.3 Continue to research opportunities and risk mitigation strategies to enhance the current finance and supply policies (P3, procurement, etc) based on new development and learning. | All |

 For Council Approval

 For Council Information

| | | | | | |
|-----------|--------|----------|----------|--------------|---------|
| Community | Places | Mobility | Business | Organization | Finance |
|-----------|--------|----------|----------|--------------|---------|

FNCS - Financial Client Services TTS - Tax & Treasury Services GPR - Governance, Planning and Reporting PW - Procurement and Warehousing

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|--|---|----------------------|
| Organization 3Z5 Increase transparency and accountability throughout the organization. (CFP-Z10*) | 3Z5.1 Compile annual Financial and Reserves reports; Periodic Performance and Accountability reports; Undertake triennial review of reserves and annual credit rating review. | FNCS, TTS, GPR |
| | 3Z5.2 Provide clear and comprehensive reporting and stewardship of utility regulatory hearings and development. | GPR |
| Organization 4Z1 Implement organization-wide strategies to continually increase the efficiency and effectiveness of City services. (CFP-Z2*,Z3*,Z4*) | 4Z1.1 Coordinate an organization-wide and CFOD program to increase the use of benchmarking, performance measures and best practices information. (CFP-Z3*) | All |
| | 4Z1.2 Raise the care and attention that Administration pays to constraining expenditures and continually seeking efficiencies.(CFP-Z2*) | All |
| | 4Z1.3 Implement and coordinate an organization-wide program of on-going in-depth service reviews using a zero-based philosophy. (CFP-Z4*) | FNCS, GPR |
| Organization 4Z2 Manage organizational risk. | 4Z2.1 Forecast key economic and budget parameters and monitor external environment for changes in economy. | GPR |
| | 4Z2.2 Provide problem solving and variance analysis consultation to clients in order to proactively manage and mitigate risk. | FNCS |
| | 4Z2.3 Preserve and protect The City's franchise fee methodology; prepare plans to ensure revenue neutrality. | TTS |
| Organization 4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*) | 4Z3.1 Determine optimal amount of working capital, investment mix and sound investment strategies to increase returns to The City. | TTS |
| | 4Z3.2 Implement and fine-tune structural change to better align our services with the needs of our clients and increase employee productivity and efficiency. | All |
| | 4Z3.3 Review and update the Long Range Financial Plan to address systemic issues challenging The City's financial sustainability, and implement goals and strategies. | GPR |

 For Council Approval

 For Council Information

| | | | | | |
|----------------------------------|-------------------------------|--|----------------------------------|--------------|---------|
| Community | Places | Mobility | Business | Organization | Finance |
| FNCS - Financial Client Services | TTS - Tax & Treasury Services | GPR - Governance, Planning and Reporting | PW - Procurement and Warehousing | | |

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|---|--|----------------------|
| Business 5F1 Explore alternative funding sources. (CFP-F2) | 5F1.1 Create a more regional servicing approach to offer and leverage services to southern Alberta municipal governments. | PW |
| | 5F1.2 Opportunistically utilize more Value for Money assessments and P3 approach on project financing (if cost effective). | TTS |
| | 5F1.3 Provide information and comprehensive analysis to support The City's negotiations with other levels of government. | TTS/GPR |

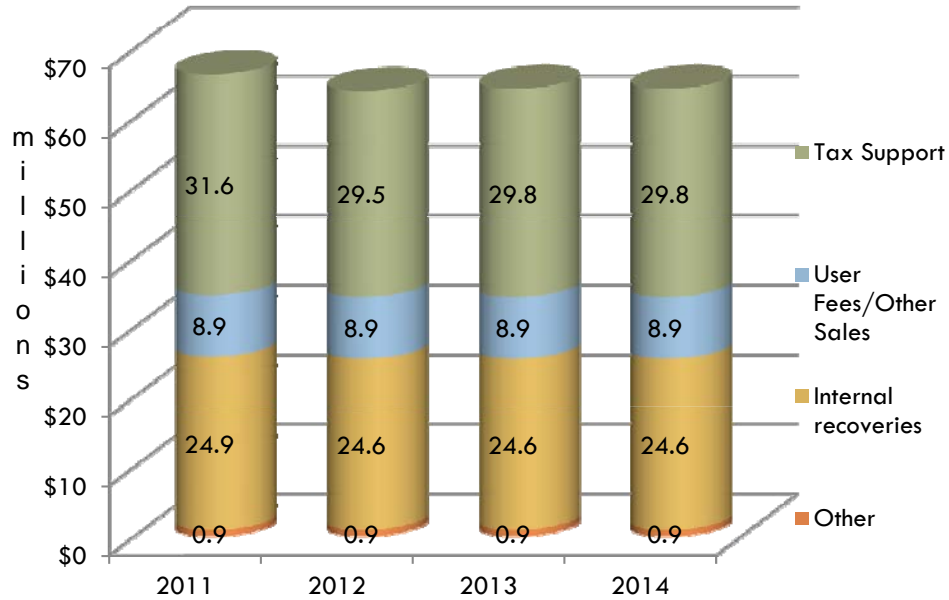
 For Council Approval

 For Council Information

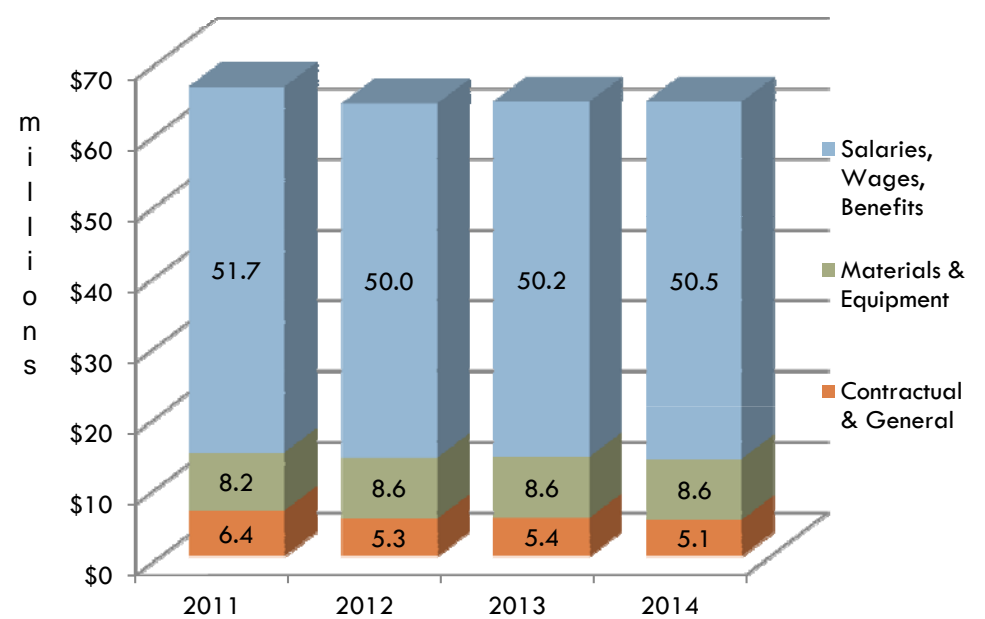
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|----------------------------------|-------------------------------|--|----------------------------------|--------------|---------|
| Community | Places | Mobility | Business | Organization | Finance |
| FNCS - Financial Client Services | TTS - Tax & Treasury Services | GPR - Governance, Planning and Reporting | PW - Procurement and Warehousing | | |

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

| | 2011 Budget | | | 2012 Budget | | | 2013 Budget | | | 2014 Budget | | |
|---|----------------|----------------|------------|----------------|----------------|------------|----------------|----------------|------------|----------------|----------------|------------|
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| CFO | \$ 0.7 | \$ 0.7 | 3 | \$ 0.7 | \$ 0.7 | 3 | \$ 0.7 | \$ 0.7 | 3 | \$ 0.7 | \$ 0.7 | 3 |
| Director | 0.7 | 0.7 | 3 | 0.7 | 0.7 | 3 | 0.7 | 0.7 | 3 | 0.7 | 0.7 | 3 |
| Services: | | | | | | | | | | | | |
| Financial Client Services | 16.2 | 2.2 | 138 | 15.8 | 2.1 | 137 | 15.8 | 2.1 | 137 | 15.9 | 2.1 | 137 |
| Tax and Treasury Services | 15.7 | 14.2 | 137 | 14.5 | 13.4 | 137 | 14.5 | 13.5 | 137 | 14.4 | 13.4 | 139 |
| Governance, Planning and Reporting | 8.9 | 8.9 | 59 | 7.7 | 7.7 | 58 | 8.0 | 7.9 | 60 | 8.0 | 8.0 | 62 |
| Procurement and Warehousing | 24.1 | 4.9 | 163 | 24.5 | 4.9 | 163 | 24.5 | 4.9 | 163 | 24.5 | 4.9 | 163 |
| Total Chief Financial Officer's Department | \$ 66.3 | \$ 31.6 | 503 | \$ 63.9 | \$ 29.5 | 501 | \$ 64.2 | \$ 29.8 | 503 | \$ 64.2 | \$ 29.8 | 507 |

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Implementing business process redesign, realigning staff resources, and leveraging technology in Tax and Treasury services will generate savings of \$519 thousand by 2014.

Ongoing process improvement and realigning and consolidating staff resources in Governance, Planning and Reporting will result in savings of \$299 thousand by 2014.

Procurement and Warehousing will achieve 2012-2014 productivity savings of \$220 thousand by leveraging the supply chain system upgrades such as contract management and investment recovery.

Service and Budget Increases

Inflationary increases totaling \$259 thousand over 3 years are provided to support all the CFOD's services in 2012-2014, and will cover items such as communication, contract, consulting services, and material/commodities expenses.

Increases to Governance, Planning and Reporting are to support the future upgrade of the PeopleSoft modules (financials, supply chain, etc.) including process redesign, change management, and training requiring \$325 thousand and 3 FTEs, one in 2013 and two in 2014 (action 1Z1.4). Increases of \$100 thousand and 1 FTE in 2013 will support effectiveness and efficiency initiatives in 2013-2014 (CFP-Z4).

Increases to Tax and Treasury Services of \$227 thousand and 2 FTEs (one in both 2013 and 2014) are to support the ongoing sustainment of the Payment Card Industry's requirements and increased activity relating to overseeing The City's investment portfolio (CFP-Z2).

Increases to Procurement and Warehousing to invest in the strategic supply chain for \$180 thousand and 2 FTEs (one in both 2013 and 2014) to support future productivity improvements, business process change, and strategic sourcing (CFP-Z2).

A \$300 thousand one time budget increase in 2012 and 2013 is required to provide Tax and Treasury Services the external consulting resources to assist the corporation and business units with feasibility assessments of potential innovative financing approaches including Public-Private Partnership (P3) projects (CFP-P4).

Budget Reductions with Service Impact

Reduction of \$87 thousand and 1 FTE in 2012 in Financial Client Services will increase response times to internal clients and reduce the capacity to address work overloads and special projects. These impacts will be mitigated by realigning staff resources and streamlining system and business processes.

Reductions of \$137 thousand and 1 FTE in 2012 in Governance, Planning and Reporting include a \$62 thousand reduction in Corporate Economics and in the integrated risk management section, which will reduce their capacity to perform internal financial risk reviews and assessments. This will be mitigated by realigning workloads of staff and leveraging a risk based audit approach.

Reduction of Procurement and Warehousing's staff in the Oliver Bowen warehouse, which services Calgary Transit will lower staffing levels on statutory holidays and weekends and slightly reduce hours of operation during week days. A reduction of \$150 thousand in expenditures in 2012 is offset by an equal reduction to internal recoveries, resulting in a net zero budget impact to the CFOD. The savings of \$150 thousand will be realized in the Calgary Transit business unit.

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

| | <u>2012</u> | <u>2013</u> | <u>2014</u> |
|---|-------------------------|---------------------|----------------------|
| Productivity Gain (Budget reduced with no service impact) | (\$278) | (\$335) | (\$446) |
| Service and budget increases | 0 | 602 | 714 |
| Budget reductions with service impact | (235) | 0 | 0 |
| Total base changes | <u>(513)</u> | <u>267</u> | <u>268</u> |
| One-Time | 300 | 300 | 0 |
| Less: Prior Year's One-time | (1,843) | (300) | (300) |
| Total budget changes | <u><u>(\$2,056)</u></u> | <u><u>\$267</u></u> | <u><u>(\$32)</u></u> |

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Capital Projects Requiring Approval

(\$000s)

| | |
|----------------|---|
| \$2,440 | For Council Approval at Program-Project level as per Department Capital Plan report |
|----------------|---|

| Program-Project | Project Description | Type | Cat. | (A) | | (B) New Budget Request | 2012 | 2013 | 2014 | 2015 | 2016 | (C)=(A)+(B) 2012-2016 |
|---|---|------|------|----------------------------------|--|---------------------------|-------|-------|------|------|------|--------------------------|
| | | | | Prev. Approved Budget up to 2011 | Prev. Approved Budget for Future Years | | | | | | | |
| 736-003 | Procurement & Warehouse Facilities | U | C | 0 | 0 | 1,330 | 500 | 830 | 0 | 0 | 0 | 1,330 |
| 736-008 | Procurement & Warehouse Business Applications | U | C | 0 | 0 | 1,630 | 940 | 535 | 155 | 0 | 0 | 1,630 |
| Total Program 736 : Finance & Supply Capital | | | | 0 | 0 | 2,960 | 1,440 | 1,365 | 155 | 0 | 0 | 2,960 |
| Operating costs of capital of Program 736 | | | | | | | | | | | | |
| <i>2012-2014 Operating Budget</i> | | | | O1 | | | 0 | (100) | 0 | N/A | N/A | (100) |
| 811-002 | Fuel Systems - Depots | S | C | 0 | 0 | 1,000 | 300 | 600 | 100 | 0 | 0 | 1,000 |
| Total Program 811 : Fuel Systems | | | | | | 1,000 | 300 | 600 | 100 | 0 | 0 | 1,000 |
| | | | | | | 3,960 | 1,740 | 1,965 | 255 | 0 | 0 | 3,960 |

Note:

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

Category: A=Project in Progress, C=New Project, O1=2012-2014 Operating Cost

Funding For Capital Projects

| | | | | | | |
|----------------------|--------------|--------------|------------|----------|----------|--------------|
| Pay-As-You-Go | 1,740 | 1,965 | 255 | 0 | 0 | 3,960 |
| Total Funding | 1,740 | 1,965 | 255 | 0 | 0 | 3,960 |

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Capital Projects Requiring Approval

Explanation of Budget Requests

Program 736 : Finance & Supply Capital

Project 736-003 : Procurement & Warehouse Facilities

New Budget Request of \$1.33 million in 2012-2013 to repair, install equipment and erect storage facilities to improve working conditions, improve inventory handling and provide equipment protection with funding from Pay-As-You-Go. Within the 17 warehouses operated by Supply, this will result improve staff safety, generate operational efficiencies and extend equipment life.

Project 736-008 : Procurement & Warehouse Business Applications

New Budget Request of \$1.63 million in 2012-2014 budget cycle for replacement, upgrade, integrating and implementing new applications which will eliminate software reaching its end of life and increase functionality with funding from Pay-As-You-Go. This will improve operational efficiency and generate additional revenue.

Operating costs of capital: This program will generate productivity savings of \$100 thousand per annum starting in 2013.

Project 811-002 : Fuel Systems - Depots

New Budget Request of \$1 million in 2012-2014 budget cycle to replace, upgrade and relocate tanks and dispensing systems across the 21 fuelling locations operated by Supply with funding from Pay-As-You-Go. The equipment changes will provide secure delivery capacity and reduce operational costs. This will result in legislative, regulatory and environmental standards being maintained while meeting the needs of a growing city.

CORPORATE ADMINISTRATION: Chief Financial Officer's Department : 2012 - 2016 Capital Plan Project Listing

| Prog. | Proj. | Project Description | Cat. | Type | (A) Prev. Approved Budget up to 2011 | (\$000s) | | | | | (B) Total 2012- 2016 | (C)= (A)+(B) Total Project Costs |
|---|-------|---|------|------|--|----------|-------|------|------|------|-------------------------------|--|
| | | | | | | 2012 | 2013 | 2014 | 2015 | 2016 | | |
| 736 | 003 | Procurement & Warehouse Facilities | C | U | 0 | 500 | 830 | 0 | 0 | 0 | 1,330 | 1,330 |
| 736 | 008 | Procurement & Warehouse Business Applications | C | U | 0 | 940 | 535 | 155 | 0 | 0 | 1,630 | 1,630 |
| 811 | 002 | Fuel Systems - Depots | C | S | 0 | 300 | 600 | 100 | 0 | 0 | 1,000 | 1,000 |
| Total Chief Financial Officer's Department | | | | | 0 | 1,740 | 1,965 | 255 | 0 | 0 | 3,960 | 3,960 |

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

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Service Highlights

| Financial Client Services | (\$000's) | | | | | | | | |
|---------------------------|-----------|---------|------|----------|---------|------|----------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$15,822 | \$2,077 | 137 | \$15,849 | \$2,104 | 137 | \$15,854 | \$2,109 | 137 |

Description of Services

Financial Client Services provide support to all the business units at The City of Calgary. The primary services provided include: financial guidance and assistance to departments in strategic business decision making; planning, budgeting, accounting, forecasting, and reporting preparation and support to departments; financial analysis and research; ongoing risk management and internal controls to forecast potential risks and to identify mitigation strategies; protection of assets (financial & non-financial); managing financial transaction processing; and

assistance with development of rates. Financial Client Services is broken down between four divisions: Community Services & Protective Services/Legislative; Corporate Services/Corporate Admin; UEP; and Transportation and PDA. In addition to having monthly meetings to review the monthly executive information report and operating and capital budget status reports, the finance managers and their finance leads work closely with management from each of the departments at The City of Calgary.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to our clients.

1Z4 Provide strategic direction and enable the Corporation to successfully deliver programs and initiatives.

2Z4 Promote career development strategies for a more sustainable workforce. (CFP-Z6)

3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*)

4Z2 Manage organizational risk.

Highlighted Actions

1Z1.2 Provide support as financial advisors to the business units, including supporting delivery of Council Priorities, business plans, and financial review and analysis.

1Z4.3 Provide clients with revenue forecasting and financial projections to assist them in planning for future programs and initiatives.

2Z4.2 Implement Finance Coordinator training pilot program to fill future vacancies of senior finance staff.

3Z3.1 Continue to improve service delivery models, client satisfaction, and strengthen our strategic partnership with the business units.

4Z2.2 Provide problem solving and variance analysis consultation to clients in order to proactively manage and mitigate risk.

Business Plan and Budget Highlights

Over the next three years, Financial Client Services will focus on continuing to provide monthly operating and capital budget status reports to their respective business units. They will also provide year end status and forecasting reports to assist the business units in understanding where their financials are likely to be at year end. The next three years will be used to support the business units and to raise the care and attention that everyone pays to constraining expenditures and continually seeking efficiencies. Financial Client Services will continue to foster strong strategic partnerships by providing quality financial service and advice to help their clients successfully accomplish their business plans and budgets.

Other areas of focus will be to improve revenue forecasting models and create a more comprehensive analysis of user fees and associated risks. Implementation and adherence to new financial policies that have been approved for the Utilities will also be undertaken. Another area of focus will be the succession planning efforts, which includes the pilot of a Finance Coordinator training program.

Reduction of \$87 thousand and 1 FTE in 2012 in Financial Client Services will increase response times to internal clients and reduce the capacity to address work overloads and special projects. These impacts will be mitigated by realigning staff resources and streamlining system and business processes.

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

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Service Highlights

| Tax & Treasury Services | (\$000's) | | | | | | | | |
|-------------------------|-----------|----------|------|----------|----------|------|----------|----------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$14,492 | \$13,444 | 137 | \$14,525 | \$13,477 | 137 | \$14,409 | \$13,361 | 139 |

Description of Services

Tax & Treasury Services administers property and business taxes; provides corporate billing, receivables, credit, collection and customer services; stewardship of City funds and Investments; banking, which includes borrowing and loans; innovative financing (e.g. P3s); making payments and maintaining vendor management files; pension and benefits; and accounting & reporting. Treasury is responsible for developing and implementing strategies to enhance revenue while at the same time safeguarding investment balances.

In 2010, Tax & Treasury Services managed an investment portfolio in excess of \$2 billion. Realized investment income of \$40 million was provided from the portfolio to the City's operating budget during the 2010 fiscal year. Debt outstanding was \$3.46 million at 2010 December 31. In 2010, Tax issued 618,508 documents and Accounts Payable processed 612,412 transactions. In 2011, Tax & Treasury Services collected over \$1.8 billion in property and business tax. Calgary's operating cost to maintain taxation accounts per account serviced was \$9.52 in 2010, compared to a median of \$12.61 as per The Ontario Municipal Benchmarking Initiative (OMBI).

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access. (CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests. (CFP-P4,M12)

4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*)

5F1 Explore alternative funding sources.(CFP-F2)

Highlighted Actions

1Z1.3 Achieve additional value-added services and/or lower costs through an agreement with a new external investment custodian.

3Z2.1 Design a specialized 311 webpage to provide easier Tax information.

3Z4.2 Develop formal parameters/policy pertaining to the intake of third party loans/guarantees (eligibility and limits) to protect The City's interest.

4Z3.1 Determine optimal amount of working capital, investment mix and sound investment strategies to increase returns to The City.

5F1.2 Opportunistically utilize more Value for Money assessments and P3 approach on project financing (if cost effective).

Business Plan and Budget Highlights

With the emergence of more Public-Private Partnerships (P3's) for funding projects, The CFO Department will focus on learning and implementing best practices in accounting, measuring and reporting P3s to ensure value for money and legislative compliance.

In response to The City's continued growth in investments and declining market investment yields, Treasury will develop guidelines (including implementation plan) for maintaining the optimal investment portfolio mix to enhance investment returns and protect investment principals. Implementing business process redesign, realigning staff resources, and leveraging technology in Tax and Treasury services will generate savings of \$519 thousand by 2014.

Increases to Tax and Treasury Services of \$227 thousand and 2 FTEs (one in both 2013 and 2014) are to support the ongoing sustainment of the Payment Card Industry's requirements and increased activity relating to overseeing The City's investment portfolio (CFP-Z2).

A \$300 thousand one time budget increase in 2012 and 2013 is required to provide Tax and Treasury Services the external consulting resources to assist the corporation and business units with feasibility assessments of potential innovative financing approaches including Public-Private Partnership (P3) projects (CFP-P4).

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

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Service Highlights

| Governance, Planning and Reporting | (\$000's) | | | | | | | | |
|------------------------------------|-----------|---------|------|---------|---------|------|---------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$7,736 | \$7,736 | 58 | \$7,953 | \$7,953 | 60 | \$8,062 | \$8,062 | 62 |

Description of Services

Governance, Planning and Reporting is made up of several divisions within the Chief Financial Officer's Department. These divisions provide the following services: development, monitoring and updating of financial policy and controls; corporate efficiency and effectiveness strategy, including performance measurement and benchmarking; corporate business planning & budget coordination; long range financial planning, forecasting, and economic research; financial, performance and statutory reporting; corporate tax compliance; and protecting The City's

interests and franchise revenue in regulatory matters.

Governance, Planning and Reporting also works closely with the external auditor providing information to complete the year end audit engagement process. The Internal Controls and Risk Management area has recently been moved under Corporate Reporting to better align with the duties they perform. With the re-alignment of this area, they will work towards enhanced controls and policies for the Chief Financial Officer's Department.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)

3Z5 Increase transparency and accountability throughout the organization. (CFP-10*)

4Z1 Implement organization-wide strategies to continually increase the efficiency and effectiveness of City services. (CFP-Z2*,Z3*,Z4*)

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

Highlighted Actions

1Z4.2 Develop and enhance financial policies and procedures to improve quality, efficiency, and accountability, while maintaining compliance

3Z1.1 Review and integrate new Public Sector Accounting Board standards and best practices into accounting and processes to ensure timely financial compliance.

3Z5.1 Compile annual Financial and Reserves reports; Periodic Performance and Accountability reports; Undertake triennial review of reserves and annual credit rating review.

4Z1.1 Coordinate an organization-wide and CFOD program to increase the use of benchmarking, performance measures and best practices information. (CFP-Z3*)

4Z1.3 Implement and coordinate an organization-wide program of on-going, in-depth service reviews using a zero-based philosophy. (CFP-Z4*)

Business Plan and Budget Highlights

In addressing the systemic issues challenging The City's financial sustainability, the Long Range Financial Plan has identified 5 key financial goals: flexibility, efficiency, sufficiency, integration and credibility and numerous strategies for implementation over the 2012-2014 period. The CFO's Department will also address and implement changes to financial reporting in order to remain in compliance with the updated Public Sector Accounting Board (PSAB) Standards.

Ongoing process improvement and realigning and consolidating staff resources in Governance, Planning and Reporting will result in savings of \$299 thousand by 2014.

Increases to Governance, Planning and Reporting are to support the future upgrade of the PeopleSoft modules (financials, supply chain, etc.) including process redesign, change management, and training requiring \$325 thousand and 3 FTEs (action 1Z1.4).

Increases of \$100 thousand and 1 FTE in 2013 will support effectiveness and efficiency initiatives in 2013-14 (CFP-Z4).

Reductions of \$137 thousand and 1 FTE in 2012 in Governance, Planning and Reporting includes a \$62 thousand reduction in Corporate Economics and the integrated risk management section will reduce their capacity to perform internal financial risk reviews and assessments. This will be mitigated by realigning workloads of staff and leveraging a risk based audit approach.

CORPORATE ADMINISTRATION: Chief Financial Officer's Department: Service Highlights

| Procurement and Warehousing | (\$000's) | | | | | | | | |
|-----------------------------|-----------|---------|------|----------|---------|------|----------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$24,493 | \$4,906 | 163 | \$24,483 | \$4,896 | 163 | \$24,453 | \$4,866 | 163 |

Description of Services

Supply Management helps City business units achieve improved operational efficiencies and cost savings from acquisition and distribution to end-of-life cycle investment recovery. Supply Management's four key lines of service are strategic procurement, inventory management, warehousing and distribution, and investment recovery. Strategic Procurement focuses on cost savings through volume purchases and collaboration of common spending.

Inventory management provides inventory management and distribution through a City-wide network. Warehousing and distribution provides counter service, on-site deliveries and satellite warehouse operations for fast, responsive customer service. Investment recovery enables business units and municipal partners to recover their investments from used, retired or surplus materials and equipment. In 2010, Supply Management handled \$1.2 billion in purchase orders and issued \$65 million in inventory.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*)

3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)

5F1 Explore alternative funding sources. (CFP-F2)

Highlighted Actions

1Z1.1 Deliver improved Supply Management services to all business units to increase convenience and cost effectiveness.

1Z2.1 Implement Contracts Module in Contract Management System to allow business unit users and Supply staff to collaborate electronically on procurement documents.

3Z3.2 Shift culture within Supply Management to be balanced between governance and customer service to achieve cost savings.

3Z4.1 Enhance and implement the Investment Recovery Policy for The Corporation to maximize return to The City from asset disposals.

5F1.1 Create a more regional servicing approach to offer and leverage services to southern Alberta municipal governments.

Business Plan and Budget Highlights

Procurement and warehousing's focus will be to ensure increased strategic procurement collaboration with business units. Procurement and warehousing will also be maximizing the identification, implementation and utilization of best practice supply information systems functionality and capabilities to streamline procurement and inventory processes.

Procurement and warehousing will achieve targeted cost savings of \$220 thousand through leveraging a contract management system, enhancements from the PeopleSoft upgrade to version 9.2 and inventory management automation and statistical based program as well as expanding the corporate role of investment recovery.

In 2013 and 2014, an investment of \$180 thousand and 2 FTEs will be made on a strategic sourcing initiative to increase focus on cost avoidance and embedding the Supply quality management and knowledge management systems. (CFP-Z2*)

Reduction of procurement and warehousing's staff in the Oliver Bowen warehouse, which services the Calgary Transit business unit. The impact will be lower staffing levels on statutory holidays and weekends, slightly reduced hours of operation during week days. A reduction of \$150 thousand in expenditures is offset by an equal reduction to internal recoveries, resulting in a net zero budget impact to the CFOD. The savings of \$150 thousand will be realized in the Calgary Transit business unit.

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

CORPORATE ADMINISTRATION

(\$ millions)

| City Clerk's Office | 2012 | | | 2013 | | | 2014 | | |
|---------------------|---------|--------|------|---------|--------|------|---------|--------|------|
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$12.1 | \$11.1 | 59 | \$16.4 | \$13.6 | 59 | \$12.7 | \$11.5 | 59 |

Overview

The City Clerk's Office serves City Council, The Corporation and the citizens of Calgary supporting and enhancing The City's legislative governance process and delivering high-quality public services that are open, transparent and accountable. City Clerk's ensures all City Council and Committee meetings, decisions and minutes are accessible and available to the public. City Clerk's also manages, maintains and provides public access to corporate records and archives, and provides Council records research. The City Clerk's Office enables and supports Council, The Corporation and the public by providing policies, processes, consultation and education on The City's responsibilities under the FOIP Act, as well as best practices for proactive disclosure of information that can be made public. The City Clerk's Office plans and implements the annual civic census and any civic elections, encouraging public access and participation. In addition, City Clerk's provides services to the public through the quasi-judicial boards (Assessment Review Board, Subdivision & Development Appeal Board, and Licence & Community Standards Appeal Board) ensuring public access to the appeal process.

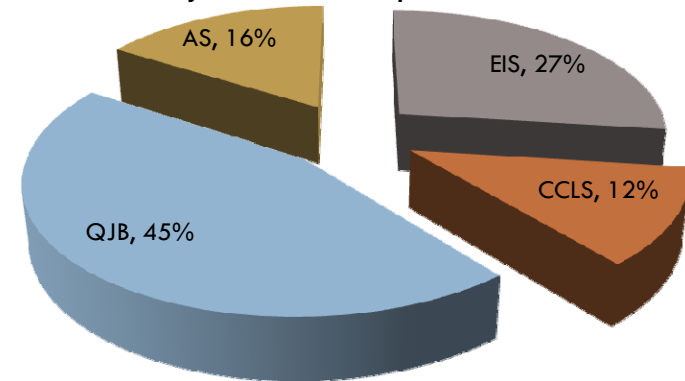
List of Services

- Election & Information Services - EIS
- Legislative Services - CCLS
- Quasi-Judicial Boards - QJB
- Administrative Services - AS

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

The City Clerk's Office strengthens the legislative governance process and supports Council's priority areas by reviewing The City's legislative governance framework and practices, and proposing options that will enable more effective, efficient and sustainable governance. In addition, City Clerk's proposes key policy positions and best practices for City Council and the corporation to enhance transparency and accountability, and to build public trust and confidence in local government.

City Clerk's Office Expenditures



Addressing Other Emerging Issues

Growing public concerns about protection of privacy must be addressed while, at the same time, The City must improve on access to information.

The City Clerk's Office values the public's right to know about and participate in their local government and respects that the public expects information, data and services to be easily accessible and available through multiple channels. City Clerk's is responding to these expectations by: providing easier online public access to Council and Committee decisions and minutes, policies and census data; live online and archived video of Council and Committee meetings; expanding access to electronic Council records by utilizing a variety of media and innovative technology. In order to improve the appeal process for citizens and gain efficiencies in service delivery, City Clerk's will be implementing a new online system for receiving assessment property complaints and evidence, scheduling hearings, and communicating decisions to stakeholders.

CORPORATE ADMINISTRATION: City Clerk's Office: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|---|--|----------------------|
| Organization 1Z1 Provide timely, transparent and effective services to CA's clients. | 1Z1.1 Provide timely access to Council's Policies and support to Administration on Council Policy standards and best practices through consultation and resources. | LS |
| | 1Z1.2 Provide information, consultation and guidance to City elected officials and employees on matters related to 'protocol'. | AS |
| Organization 1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*) | 1Z2.1 Expand access to electronic records including bylaws and released confidential Council reports on the City Clerk's website. | LS |
| | 1Z2.2 Investigate additional options for collection and information management of enumeration data. | EIS |
| Organization 1Z3 Enable access to and compliance with the Corporate Records programs. | 1Z3.1 Manage the security, maintenance, access, storage, and preservation of Archival records for City staff and the public. | AS |
| | 1Z3.2 Provide standards, policies, guidelines, and consultation to enable compliance with the records management program. | AS |
| Organization 1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*) | 1Z4.1 Provide workshops, information and resource materials on The City's legislative governance process. | LS |
| | 1Z4.2 Increase education for all members of the Quasi-Judicial Boards. | QJB |
| | 1Z4.3 Provide guidance to Business Units and elected officials on The City's responsibilities under the FOIP Act. | EIS |
| | 1Z4.4 Provide education on the records management program and share best practices. | AS |

For Council Approval

For Council Information

| | | | | | |
|-----------|--------|----------|----------|--------------|---------|
| Community | Places | Mobility | Business | Organization | Finance |
|-----------|--------|----------|----------|--------------|---------|

EIS Elections & Information Services **QJB** Quasi-Judicial Boards **CCLS** Legislative Services **AS** Administration Services

CORPORATE ADMINISTRATION: City Clerk's Office: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|---|---|----------------------|
| Organization 2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6) | 2Z1.1 Strengthen the workplace by providing formal and informal employee recognition, rewards and learning opportunities. | All |
| Organization 2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6) | 2Z2.1 Conduct workplace safety inspections and support employee participation in health and wellness opportunities. | All |
| Organization 3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*) | 3Z1.1 Review The City's legislative governance framework and practices and propose options that will enable more effective, efficient and transparent governance. | LS |
| | 3Z1.2 Support the management of Council's public advisory boards by improving the application process and providing information and resources for stakeholders. | LS |
| | 3Z1.3 Further enhance QJB's independence from Administration. | QJB |
| | 3Z1.4 Ensure all Quasi-Judicial Boards hearings comply with Municipal Government Act (MGA.) | QJB |
| | 3Z1.5 Participate in the Province of Alberta's development of the 2013 ARB regulations revision. | QJB |

 For Council Approval

 For Council Information

| | | | | | |
|-----------|--------|----------|----------|--------------|---------|
| Community | Places | Mobility | Business | Organization | Finance |
|-----------|--------|----------|----------|--------------|---------|

EIS Elections & Information Services **QJB** Quasi-Judicial Boards **CCLS** Legislative Services **AS** Administration Services

CORPORATE ADMINISTRATION: City Clerk's Office: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|--|---|----------------------|
| Organization 3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access. (CFP-Z10*) | 3Z2.1 Support a culture of proactive disclosure throughout The Corporation by providing consultation and education on best practices in releasing public documents. | EIS |
| | 3Z2.2 Publish sufficiently aggregated annual civic census data in publicly accessible formats and provide appropriate reference materials. | EIS |
| | 3Z2.3 Increase public education and enhance access to information relating to the complaint /appeal processes of the Quasi-Judicial Boards. | QJB |
| Organization 3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12) | 3Z4.1 Develop and implement an Administration Policy to provide guidelines and procedures on Access Impact Assessments. | EIS |

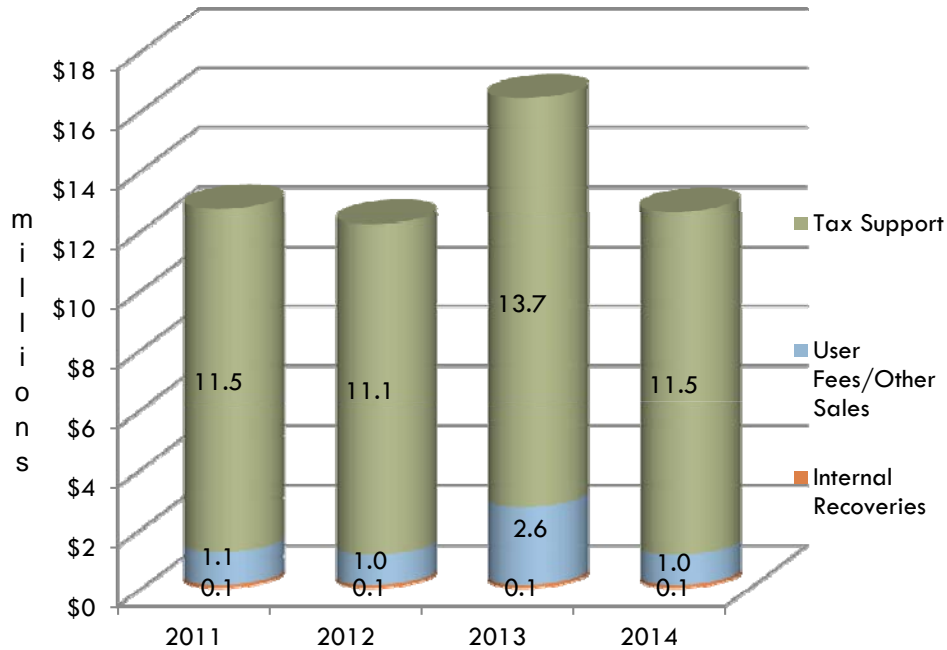
 For Council Approval

 For Council Information

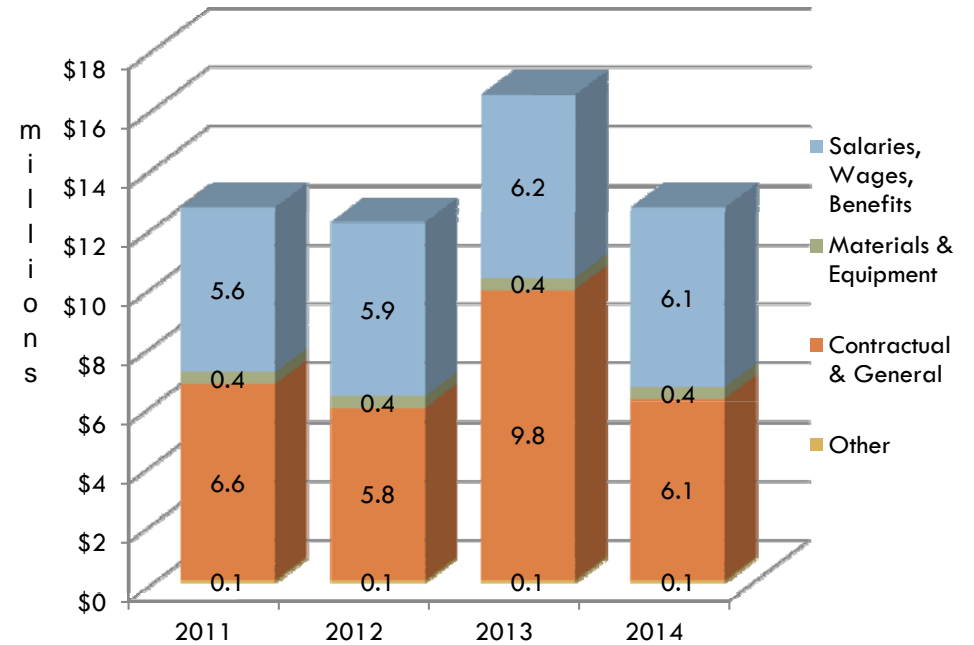
| | | | | | |
|---|----------------------------------|----------------------------------|-----------------------------------|---------------------|----------------|
| Community | Places | Mobility | Business | Organization | Finance |
| EIS Elections & Information Services | QJB Quasi-Judicial Boards | CCLS Legislative Services | AS Administration Services | | |

CORPORATE ADMINISTRATION: City Clerk's Office: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

| | 2011 Budget | | | 2012 Budget | | | 2013 Budget | | | 2014 Budget | | |
|--|---------------|---------------|-----------|---------------|---------------|-----------|---------------|---------------|-----------|---------------|---------------|-----------|
| | Expend. | Net | FTE | Expend. | Net | FTE | Expend. | Net | FTE | Expend. | Net | FTE |
| Services: | | | | | | | | | | | | |
| Election & Information Services | \$2.2 | \$2.0 | 10 | \$2.0 | \$1.7 | 10 | \$6.4 | \$4.4 | 10 | \$2.8 | \$2.5 | 10 |
| Legislative Services (includes Director/City Clerk) | 1.6 | 1.6 | 14 | 1.6 | 1.6 | 14 | 1.6 | 1.6 | 14 | 1.6 | 1.6 | 14 |
| Quasi-Judicial Boards | 6.7 | 5.8 | 18 | 6.3 | 5.7 | 18 | 6.2 | 5.5 | 18 | 6.1 | 5.3 | 18 |
| Administrative Services | 2.2 | 2.1 | 17 | 2.2 | 2.1 | 17 | 2.2 | 2.1 | 17 | 2.2 | 2.1 | 17 |
| Total City Clerk's Office | \$12.7 | \$11.5 | 59 | \$12.1 | \$11.1 | 59 | \$16.4 | \$13.6 | 59 | \$12.7 | \$11.5 | 59 |

CORPORATE ADMINISTRATION: City Clerk's Office: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Revised and improved procedures for the processing and support of appeals/complaints at the Quasi-Judicial Boards (QJB). This will include a new program/system for receiving and tracking of appeals/complaints.

In order to improve the appeal process for citizens and gain efficiencies in service delivery, City Clerk's will be implementing an innovative online system for receiving assessment property appeals/complaints and evidence, scheduling hearings, and communicating decisions to stakeholders. This new system will streamline or automate some of the current manual activities and reduce the staff time required to process appeals/complaints. This innovative system supports Council's Fiscal Plan to increase effectiveness and use alternative mechanisms of service delivery, including the use of technology (CFP-Z5). In addition, the new system further enhances QJB's independence from the City, a key requirement of administrative law.

Service and Budget Increases

One-time budget requests are for the Civic Election and Enumeration in 2013 and additional census questions in 2014.

Costs for the civic census grows each year with the growth of the city in both population and area. The budget increase provides an increase in pay to the contractual census takers to ensure The City can complete the census in a timely manner. (action 3Z2.2) In addition, one-time budget requests are for the Civic Election and Enumeration in 2013 and additional census questions in 2014. The civic election is conducted every three years in accordance with the Local Authorities Elections Act and the census is conducted according to provisions in the Municipal Government Act and Council Policy.

Budget Reductions with Service Impact

All reductions have been achieved through productivity gains.

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

| | <u>2012</u> | <u>2013</u> | <u>2014</u> |
|---|----------------|----------------|------------------|
| Productivity Gain (Budget reduced with no service impact) | (\$194) | (\$126) | (\$169) |
| Service and budget increases | 0 | 228 | 269 |
| Budget reductions with service impact | 0 | 0 | 0 |
| Total base changes | <u>(194)</u> | <u>102</u> | <u>100</u> |
| One-Time | 0 | 2,482 | 266 |
| Less: Previous Year's One-time | (294) | 0 | (2,482) |
| Total budget changes | <u>(\$488)</u> | <u>\$2,584</u> | <u>(\$2,116)</u> |

CORPORATE ADMINISTRATION: City Clerk's Office: Service Highlights

| Election & Information Services | (\$000s) | | | | | | | | |
|--|----------|---------|------|---------|---------|------|---------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$1,952 | \$1,705 | 10 | \$6,299 | \$4,415 | 10 | \$2,768 | \$2,468 | 10 |

Description of Services

Conducts elections in accordance with the Local Authorities Elections Act. Conducts the annual civic census in accordance with provisions in the Municipal Government Act and Council Policy, compiles the data collected and provides the statistics to all stakeholders. Acts as the Head of The City of Calgary, for the Freedom of Information and Protection of Privacy Act.

Develops policies and processes to enable the protection of privacy and access to information for citizens. Provides consultation and educational resources on The City's responsibilities under the Freedom of Information and Protection of Privacy Act.

Highlighted Strategies

1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*)

1Z4 Provide direction and enable The Corporation to deliver strategic corporate priorities and initiatives. (CFP-Z1*,Z7*)

3Z2 Enhance the openness of municipal government by making more information publicly available and easier to access.(CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)

Highlighted Actions

1Z2.2 Investigate additional options for collection and information management of enumeration data.

1Z4.3 Provide guidance to Business Units and elected officials on The City's responsibilities under the FOIP Act.

3Z2.1 Support a culture of proactive disclosure throughout the corporation by providing consultation and education on best practices in releasing public documents.

3Z2.2 Publish sufficiently aggregated annual civic census data in publicly accessible formats and provide appropriate reference materials.

3Z4.1 Develop and implement an Administration Policy to provide guidelines and procedures on Access Impact Assessments.

Business Plan and Budget Highlights

Elections and Information Services enables citizens to participate in local government by providing elections, the annual civic census, access to information, protection of privacy under the Freedom of Information and Protection of Privacy Act. Costs for the civic census grows each year with the growth of the city in both population and area. The budget increase provides an increase in pay to the contractual census takers to ensure The City can conduct and complete the census in a timely manner. In addition, one time budget requests are for the civic election and enumeration of eligible voters in 2013 and additional census questions in 2014. The annual civic census provides data that enables The City to forecast, plan and deliver programs and services to Calgarians and improve service effectiveness and efficiency. (CFP-Z2). Additional census questions are added by other City business units such as Transportation Planning so that they can ensure citizens have mobility choices that meet their needs. Annual census data also supports City Council's priorities to invest in great communities and create a vibrant urban fabric by forecasting the need for new facilities such as recreation centres and fire stations. In addition, the Province of Alberta and the Government of Canada provide limited grants to municipalities calculated on a per capita basis using the official population from an annual civic census. Further, City Clerk's responds to hundreds of Freedom of Information and Protection of Privacy requests from the public, with the number growing every year. The number of requests completed increased from 164 in 2009 to 202 in 2010, with 255 requests completed as of September 30, 2011. The FOIP Office enables the corporation to support Council's priorities to increase transparency and accountability throughout the organization (CFP-Z10).

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

CORPORATE ADMINISTRATION: City Clerk's Office: Service Highlights

| Legislative Services | (\$000s) | | | | | | | | |
|----------------------|----------|---------|------|---------|---------|------|---------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$1,583 | \$1,583 | 14 | \$1,583 | \$1,583 | 14 | \$1,583 | \$1,583 | 14 |

Description of Services

Manages the legislative process in accordance with the Municipal Government Act and the City of Calgary Procedure Bylaw and ensures all City Council and Committee meetings are accessible to the public. Assembles, records, delivers and communicates the agendas, decisions and minutes of Council and its committees.

Maintains, provides access to, and researches the legislative record for internal and external clients. Provides consultation, education and resources on the Council Policy development, review and amendment process and ensures access to Council's Policies.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

1Z2 Improve access and delivery of services through the use of technology. (CFP-Z5*)

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)

Highlighted Actions

1Z1.1 Provide timely access to Council's Policies and support to Administration on Council Policy standards and best practices through consultation and resources.

1Z2.1 Expand access to electronic records including bylaws and released confidential Council reports on the City Clerk's website.

1Z4.1 Provide workshops, information and resource materials on The City's legislative governance process.

3Z1.1 Review The City's legislative governance framework and practices and propose options that will enable more effective, efficient and transparent governance.

3Z1.2 Support the management of Council's public advisory boards by improving the application process and providing information and resources for stakeholders.

Business Plan and Budget Highlights

Legislative Services provides support and leadership to Council, and Administration, and enables citizens to participate in local government by managing and ensuring access to The City's legislative governance process. Legislative Services increases transparency and accountability throughout the organization by recording and communicating the decisions and minutes of committee and Council meetings and ensuring Council's Policies are available to all stakeholders. The work of Legislative Services enables citizens to get involved with civic issues by supporting the management of Council's advisory boards, improving the application process and providing information and resources for stakeholders.

Legislative Services enhances public access to legislative records by maintaining, providing access to and assisting with research for all clients. In 2010, staff in Legislative Services responded to 920 requests from the public for records, and 610 requests as of September 30, 2011. One of Legislative Service's priority actions is to further enhance public access to legislative records by expanding access to electronic records including bylaws and released confidential Council reports on the City Clerk's Office website. This action supports Council's priority to make it easier for the public to get the information they need and to participate in public hearings(CFP-Z9). Legislative Services further supports Council's priorities to become a more effective and disciplined organization through reviewing Council and committee structure and decision-making processes to enhance effectiveness (CFP-Z8).

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

CORPORATE ADMINISTRATION: City Clerk's Office: Service Highlights

| Quasi-Judicial Boards | (\$000s) | | | | | | | | |
|-----------------------|----------|---------|------|---------|---------|------|---------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$6,367 | \$5,618 | 18 | \$6,241 | \$5,492 | 18 | \$6,072 | \$5,323 | 18 |

Description of Services

Provides administrative support to the quasi-judicial boards (Assessment Review Board, Subdivision & Development Appeal Board, Licence & Community Standards Appeal Board), including receiving appeals/complaints, scheduling the boards' hearings, and communicating board decisions to stakeholders.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)

Highlighted Actions

1Z4.2 Increase education for all members of the Quasi-Judicial Boards.

3Z1.3 Further enhance QJB's independence from Administration.

3Z1.4 Ensure all Quasi-Judicial Boards hearings comply with Municipal Government Act (MGA.)

3Z1.5 Participate in the Province of Alberta's development of the 2013 ARB regulations revision.

Business Plan and Budget Highlights

The quasi-judicial boards are established under the Municipal Government Act of Alberta and ensure citizens have access to the appeal/complaint process. The Calgary Assessment Review Board (ARB) is an independent Board, appointed by City Council as per the Municipal Government Act, supporting Regulations and The City of Calgary Bylaw 55M98. The Assessment Review Board's workload and costs have the potential to vary widely (+/- 50%) from year-to-year depending on the number of property and business appeals/complaints filed. Increased filing volumes tend to accompany significant changes in property values.

In order to enhance the appeal/complaint process for citizens and improve service delivery, the City Clerk's Office will be implementing a new online system for receiving and tracking assessment property complaints and evidence, scheduling hearings, and communicating decisions to stakeholders. This innovative system will streamline or automate some of the current manual activities and reduce the staff time required to process appeals/complaints. This supports Council's Fiscal Plan priority to enhance service efficiency (CFP-Z2) as well as become a more effective and disciplined organization by examining alternative mechanisms of service delivery, including the use of innovative technology. (CFP-Z5). In addition, the new system further enhances QJB's independence from The City, a key requirement of administrative law.

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

CORPORATE ADMINISTRATION: City Clerk's Office: Service Highlights

| Administrative Services | (\$000s) | | | | | | | | |
|-------------------------|----------|---------|------|---------|---------|------|---------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$2,242 | \$2,148 | 17 | \$2,242 | \$2,148 | 17 | \$2,242 | \$2,148 | 17 |

Description of Services

Manages the security, maintenance and preservation and access to corporate records and archives. Develops policies and standards for records management and provides consultation and education on the records management program.

Provides information, consultation and guidance to City elected officials & City Business Units on matters related to "protocol"; plans & manages citizen recognition programs and coordinates specific Corporate events and conventions. Manages the Calgary Power Reception Hall, Council Chambers and Committee Rooms, and the broadcast of Council and committee meetings.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

1Z3 Enable access to and compliance with the Corporate Records programs.

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

Highlighted Actions

1Z1.2 Provide information, consultation and guidance to City elected officials and employees on matters related to 'protocol'

1Z3.1 Manage the security, maintenance, access, storage, and preservation of Archival records for City staff and the public.

1Z3.2 Provide standards, policies, guidelines, and consultation to enable compliance with the records management program.

1Z4.4 Provides education on the records management program and shares best practices.

Business Plan and Budget Highlights

The Administration Services, Corporate Records section enables Council, Administration and citizens to have timely access to accurate, complete records and information, making it easier for the public to get the information they need and to participate in public hearings. Corporate Records assists City business units to improve service delivery and meet business obligations including budget planning, contracts, certifications, responding to Freedom of Information and Protection of Privacy requests and legal discovery. Corporate Records also provides policies, education and resources for The City's records management program. The Protocol section of Administration Services provides services including consultation, policies and procedures that enable City employees and elected officials to represent The City at events and conventions such as the Alberta Urban Municipalities Association and Federation of Canadian Municipalities. Protocol develops and assists with the implementation of several policies to ensure The City of Calgary's involvement with protocol related functions or programs protects, maintains and enhances The City's image. The work of protocol contributes to building civic pride by planning and managing citizen recognition programs such as the annual Calgary Awards and sports recognitions. In 2010, 246 athletes were recognized as part of the partnership with the Calgary Booster Club. Protocol also responds to requests for proclamations/letters of recognition from the public. In 2010, staff processed a total of 118 proclamations, with 100 processed as of September 30, 2011.

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

CORPORATE ADMINISTRATION

(\$ millions)

| City Manager's Office | 2012 | | | 2013 | | | 2014 | | |
|-----------------------|---------|-------|------|---------|-------|------|---------|-------|------|
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$4.7 | \$4.7 | 22 | \$4.7 | \$4.7 | 22 | \$4.8 | \$4.8 | 21 |

Overview

The City Manager's Office supports the function, role and leadership initiatives of the City Manager as the chief administrative officer (CAO) under the Municipal Government Act of Alberta. The City Manager's Office:

- provides guidance in the creation of corporate administration policies and supports senior administration in ensuring Council decisions are corporately coordinated and implemented into City services.
- analyzes public policy, develops positions and strategies for Council and The Corporation related to the provincial and federal governments, and oversees a proactive risk and issue management culture within The City.
- ensures sustainability is a driver in decision-making and prioritization, and provides support and coordination to the Mayor and Council for such strategic planning initiatives as regional planning.

List of Services

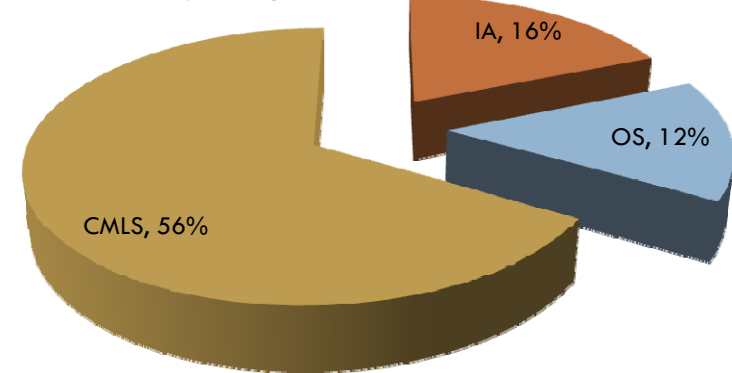
- Intergovernmental Affairs - IA
- Office of Sustainability - OS
- Corporate Management Leadership Support - CMLS

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

Working with all departments to align intergovernmental initiatives across The Corporation, Intergovernmental Affairs supports and promotes Council's advocacy strategy for the Government of Alberta (CFP-F1). Working with all departments to identify opportunities for federal investment in Calgary, Intergovernmental Affairs develops proposals that could form the basis for discussions with the Government of Canada (CFP-F2).

Working with all departments to implement the 2020 Sustainability Direction, the Office of Sustainability uses cross departmental approaches and collaborative processes to enhance systems thinking, move toward creating efficiencies, and fostering innovation and creativity (CPF-Z1).

City Manager's Office Expenditures



Monitoring, measuring, and reporting on targets, objectives and goals in the 2020 Sustainability Direction will contribute toward transparency and accountability (CFP-Z10). Supporting departments and business units to align to the imagineCALGARY vision through the 2020 Sustainability Direction will contribute to a sustainable city for all Calgarians (CFP-Z7).

By leveraging existing technologies the City Manager's Office will advance an electronic means for developing, approving and submitting reports to Council, Council's Committees, and the Administrative Leadership Team. (CFP-Z5)

Addressing Other Emerging Issues

A new Premier and Cabinet, and potential early provincial election, provide an opportunity to develop strategic representations to the Government of Alberta that re-position the needs of big cities in general, and introduce discussions on updated fiscal and legislative frameworks for Calgary. (CFP-F1)

CORPORATE ADMINISTRATION: City Manager's Office: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|--|--|----------------------|
| Organization 1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*) | 1Z4.1 Maintain linkages across the Corporation to ensure alignment of intergovernmental priorities, and a consistent approach and Corporate message. | IA |
| | 1Z4.2 Ensure cross-corporate collaboration and integration of sustainability in decision-making and monitor and report on the progress to achieving the outcomes . | OS |
| | 1Z4.3 Provide support to Administration and Council on report and policy standards. (CFP-Z8) | CMLS |
| | 1Z4.4 Advance policy awareness through education programs for Issues and Risk Management, Report Writing to Council and Administration. | CMLS |
| | 1Z4.5 Provide consultative guidance on risk and issues management practices. | CMLS |
| | 1Z4.6 Continue to support Administration to maintain an integrated approach to risk management in strategic and operational plans. | CMLS |
| | 1Z4.7 Support effective leadership in the Corporate senior management teams (ALT, SMT and CMT). | CMLS |
| | 1Z4.8 Enable administration to effectively communicate with Council to support Council's decision making process.(CFP-Z8) | CMLS |
| Organization 2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6) | 2Z1.1 Create a common understanding of Corporate Administration's value within The Corporation. | Business Unit Wide |
| | 2Z1.2 Promote employee value by providing opportunities to transfer skills and experience. | Business Unit Wide |
| | 2Z1.3 Promote Corporate Administration as an accessible workplace that offers developmental roles and opportunities for existing and new employees. | Business Unit Wide |
| Organization 2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6) | 2Z2.1 Ensure flexible employee compensation and work/life balance opportunities are available. | Business Unit Wide |
| | 2Z2.2 Provide opportunities within the workplace for employees to participate in health, wellness and safety initiatives. | Business Unit Wide |

 For Council Approval

 For Council Information

| | | | | | |
|------------------------------|-----------------------------|----------|--|--------------|---------|
| Community | Places | Mobility | Business | Organization | Finance |
| IA Intergovernmental Affairs | OS Office of Sustainability | | CMLS Corporate Management Leadership Support | | |

CORPORATE ADMINISTRATION: City Manager's Office: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|---|--|----------------------|
| <p>Organization 2Z3 Sufficiently recognize and reward employees for their contributions. (CFP-Z6)</p> | 2Z3.1 Focus upon employee engagement and recognition. | Business Unit Wide |
| <p>Organization 3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*,Z12)</p> | 3Z1.1 Support the City Manager and Administration in communicating risks to Council. | CMLS |
| | 3Z1.2 Provide Issues Communication and Management support to the Corporation. | CMLS |
| | 3Z1.3 Implement processes to ensure accessibility of Administration policies. | CMLS |
| | 3Z1.4 Maintain Administration policy library. | CMLS |
| | 3Z1.5 Provide direction and enable The Corporation to deliver strategic corporate priorities and initiatives. | Business Unit Wide |
| | 3Z1.6 Identify, initiate, develop and implement strategic intergovernmental initiatives. | IA |
| <p>Organization 3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)</p> | 3Z4.1 Support Council in its determination of policy priorities and Corporate direction. | Business Unit Wide |
| | 3Z4.2 Support the realization/attainment of The City's sustainability priorities. | OS |
| | 3Z4.3 Build advocacy strategies to present The City's position through the examination and analysis of the decisions and actions of other governments. | IA |

For Council Approval

For Council Information

| | | | | | |
|------------------------------|-----------------------------|-----------------|--|---------------------|----------------|
| Community | Places | Mobility | Business | Organization | Finance |
| IA Intergovernmental Affairs | OS Office of Sustainability | | CMLS Corporate Management Leadership Support | | |

CORPORATE ADMINISTRATION: City Manager's Office: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|--|---|----------------------|
| Organization 4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*) | 4Z3.1 Enable the City Manager and the ALT to champion sustainability leadership. | OS |
| | 4Z3.2 Create, lead, manage, and promote sustainability initiatives within The Corporation and the community. | OS |
| | 4Z3.3 Develop sustainability tools and processes to promote/ensure efficiency and effectiveness of The Corporation. | OS |
| | 4Z3.4 Measure, report and communicate progress toward the 2020 Sustainability Direction. | OS |
| Business 5F2 Advance a broader discussion with the Government of Alberta on a new fiscal framework to diversify the City's revenue base. (CFP-F1) | 5F2.1 Engage the Government of Alberta on new fiscal and legislative policies. | IA |

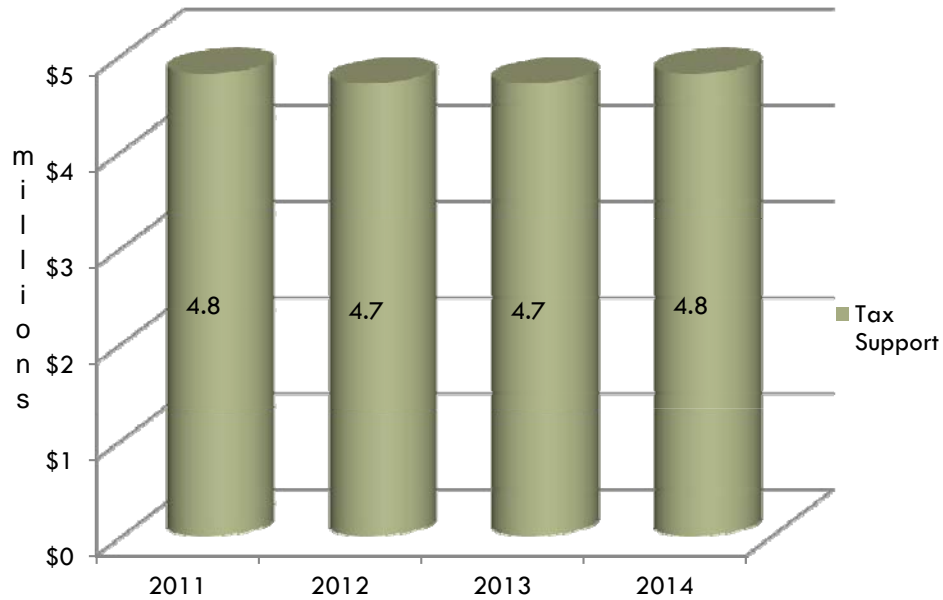
 For Council Approval

 For Council Information

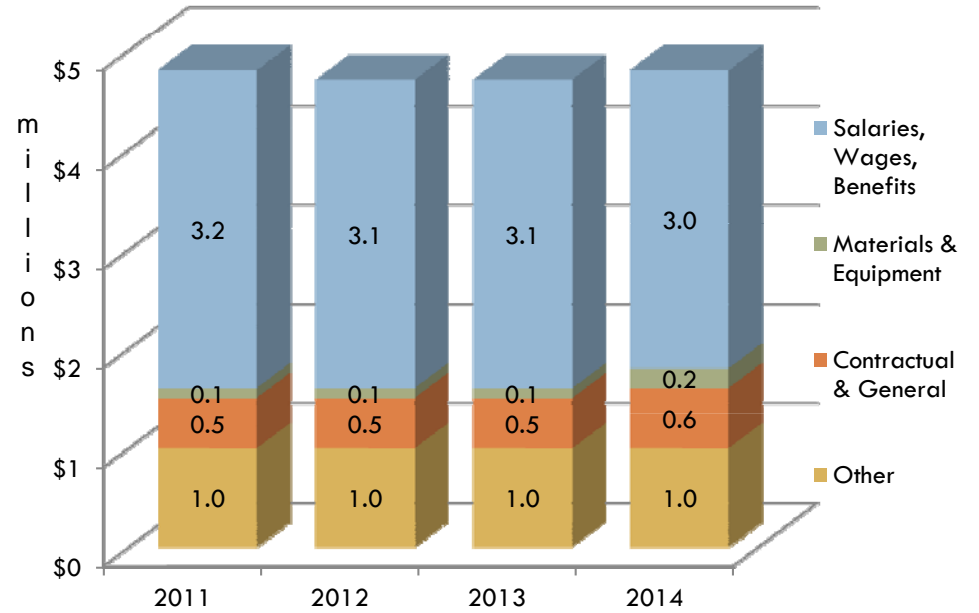
| | | | | | |
|------------------------------|-----------------------------|-----------------|--|---------------------|----------------|
| Community | Places | Mobility | Business | Organization | Finance |
| IA Intergovernmental Affairs | OS Office of Sustainability | | CMLS Corporate Management Leadership Support | | |

CORPORATE ADMINISTRATION: City Manager's Office: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

| | 2011 Budget | | | 2012 Budget | | | 2013 Budget | | | 2014 Budget | | |
|------------------------------------|---------------|---------------|-----------|---------------|---------------|-----------|---------------|---------------|-----------|---------------|---------------|-----------|
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| Chief Administrative Office | \$ 0.7 | \$ 0.7 | 3 | \$ 0.7 | \$ 0.7 | 3 | \$ 0.7 | \$ 0.7 | 3 | \$ 0.7 | \$ 0.7 | 3 |
| Director | 0.3 | 0.3 | 2 | 0.3 | 0.3 | 2 | 0.3 | 0.3 | 2 | 0.3 | 0.3 | 2 |
| <u>Services:</u> | | | | | | | | | | | | |
| Intergovernmental Affairs | 0.8 | 0.8 | 6 | 0.8 | 0.8 | 6 | 0.8 | 0.8 | 6 | 0.7 | 0.7 | 5 |
| Office of Sustainability | 0.6 | 0.6 | 3 | 0.6 | 0.6 | 3 | 0.6 | 0.6 | 3 | 0.6 | 0.6 | 3 |
| Corp. Mgmt. Leadership Support | 2.4 | 2.4 | 9 | 2.3 | 2.3 | 8 | 2.3 | 2.3 | 8 | 2.5 | 2.5 | 8 |
| TOTAL City Manager's Office | \$ 4.8 | \$ 4.8 | 23 | \$ 4.7 | \$ 4.7 | 22 | \$ 4.7 | \$ 4.7 | 22 | \$ 4.8 | \$ 4.8 | 21 |

CORPORATE ADMINISTRATION: City Manager's Office: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Business process re-design in services provided by Corporate Management Leadership Support leveraging Electronic Legislative Management System ("ELMS") to streamline Council and ALT report processing reducing expenditures by \$82 thousand base in 2012 (1 FTE), and \$40 thousand in 2013.

Additional expenditure reductions in 2013 totalling \$14 thousand will be derived from corporate travel and promotional savings resulting from increased use of electronic meetings and information sharing. The elimination of an anticipated vacancy will allow reduced expenditures by \$72 thousand to the base in 2014 (1 FTE). Productivity gains expected as CMO staff gain experience allowing for reduction in staff with no service impact. (CFP-Z5)

Service and Budget Increases

Increased use of consultant support for advancing Corporate Educational Programs related to advancing Corporate risk and issues management, and advancing sustainability in 2013 (\$60 thousand) and 2014 (\$45 thousand). (CFP-Z1,Z10)

Office maintenance and furniture replacement for life-cycled equipment in 2013 (\$37 thousand) and 2014 (\$45 thousand). Increase in consulting support resources for IA services in 2014 (\$25 thousand).

Budget Reductions with Service Impact

All reductions have been achieved through productivity gains.

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

| | <u>2012</u> | <u>2013</u> | <u>2014</u> |
|---|---------------|-------------|-------------|
| Productivity Gain (Budget reduced with no service impact) | (\$82) | (\$54) | (\$72) |
| Service and budget increases | 0 | 97 | 115 |
| Budget reductions with service impact | 0 | 0 | 0 |
| Total base changes | <u>(\$82)</u> | <u>43</u> | <u>43</u> |
| One-Time | 0 | 0 | 0 |
| Less: Prior Year's One-time | 0 | 0 | 0 |
| Total budget changes | <u>(\$82)</u> | <u>\$43</u> | <u>\$43</u> |

CORPORATE ADMINISTRATION: City Manager's Office: Service Highlights

| Intergovernmental Affairs | (\$000s) | | | | | | | | |
|---------------------------|----------|-------|------|---------|-------|------|---------|-------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$772 | \$772 | 6 | \$772 | \$772 | 6 | \$725 | \$725 | 5 |

Description of Services

- Relationship Building - Build and maintain relationships with other governments.
- Strategic Advocacy - Represent The City's interests to other governments
- Reputation Management - Build confidence among other governments and stakeholders in the ability and capacity of The City of Calgary to provide quality municipal public services.

- Corporate Intergovernmental Leadership - Coordinate The City's strategic representations to other governments to ensure a consistent approach and Corporate message.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Coordinate the development of Corporate intergovernmental positions on public policy issues that advance The City's strategic interests. (CFP-Z10*,Z12)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)

5F2 Advance a broader discussion with the Gov't of Alberta on a new fiscal framework to diversify The City's revenue base. (CFP-F1)

Highlighted Actions

1Z4.1 Maintain linkages across The Corporation to ensure alignment of intergovernmental priorities, and a consistent approach and Corporate message.

3Z1.6 Identify, initiate, develop and implement strategic intergovernmental initiatives.

3Z4.3 Build advocacy strategies to present The City's position through the examination and analysis of the decisions and actions of other governments.

5F2.1 Engage the Government of Alberta on new fiscal and legislative policies.

Business Plan and Budget Highlights

Intergovernmental Affairs service area maintains linkages across The Corporation to ensure the alignment of intergovernmental priorities, and a consistent Corporate approach and messages. In support of Council and the Intergovernmental Affairs committee, they identify, initiate, develop and implement strategic intergovernmental initiatives. In an iterative manner, they build advocacy strategies to present the City's position through the examination and analysis of the decisions and actions of other governments.

Increase of resources in 2014 is for consulting services which will be utilized to support the development of a business case for new financing options and legislative models. (CFP-F1)

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

CORPORATE ADMINISTRATION: City Manager's Office: Service Highlights

| Office of Sustainability | (\$000s) | | | | | | | | |
|--------------------------|----------|-------|------|---------|-------|------|---------|-------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$561 | \$561 | 3 | \$591 | \$591 | 3 | \$591 | \$591 | 3 |

Description of Services

The Office of Sustainability (the Office) works within The Corporation and community to achieve the imagineCALGARY long-range vision. The Office:

- leads the 10 year corporate strategic planning process - 2020 Sustainability Direction (2020SD),
- monitor and reports on the progress toward the 2020 Sustainability Direction,
- fosters collaboration, leverages resources and expertise by building internal and external partnerships,

- ensures business plan and budget processes incorporate sustainability through the 2020 Sustainability Direction,
- develops tools and processes for projects, plans and strategies to align with the 2020 Sustainability Direction and imagineCALGARY,
- leads and coordinates cross-departmental sustainability initiatives (e.g., food policy work)
- with other community partners, organizations and citizens, work to develop community partnerships for achieving the imagineCALGARY long-range vision.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12)

4Z3 Oversee sustainability initiatives that will support the efficient use of human, natural and economic capital of The City, citizens and the region. (CFP-Z1*)

Highlighted Actions

1Z4.2 Ensure cross-corporate collaboration and integration of sustainability in decision-making and monitor and report on the progress to achieving the outcomes .

3Z4.2 Support the realization/attainment of The City's sustainability priorities.

4Z3.1 Enable the City Manager and the ALT to champion sustainability leadership.

4Z3.2 Create, lead, manage, and promote sustainability initiatives within The Corporation and the community.

4Z3.3 Develop sustainability tools and processes to promote/ensure efficiency and effectiveness of The Corporation.

Business Plan and Budget Highlights

In 2011, the Office of Sustainability (the Office) coordinated and developed the 2020 SD that set a 10 year strategic direction toward the long-term vision of imagineCALGARY. The 2020 SD formed the basis of the process for developing the 2012-2014 business plans and budgets.

During 2012-2014 the Office will facilitate cross-departmental collaboration by using a systems approach. The Office will guide decision-making to ensure the long-term is considered, identify multiple outcomes and efficiencies through the development of tools and processes and will report on the progress of achieving the outcomes in the 2020 SD.

To build capacity around sustainability, the Office will develop training, education and awareness programs. To demonstrate sustainability in action, the Office will coordinate cross-departmental pilot projects. This will be challenging where seed money isn't always readily available, however, the Office will be investigating alternative resourcing models incorporating both internal groups and external organizations.

The Office will provide leadership to support the community in working toward the imagineCALGARY long-range vision and plan.

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

CORPORATE ADMINISTRATION: City Manager's Office: Service Highlights

| Corporate Management Leadership Support | (\$000s) | | | | | | | | |
|---|----------|---------|------|---------|---------|------|---------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$2,296 | \$2,296 | 8 | \$2,309 | \$2,309 | 8 | \$2,399 | \$2,399 | 8 |

Description of Services

• Council and Administrative Leadership Support - Supporting Council to priority setting and strategic planning processes by coordinating the preparation and delivery of relevant information from Administration. Supporting the City Manager in advising and informing Council on the operations and affairs of the municipality. Support Council's and the Administrative Leadership Team's decision making by establishing processes, educational programs, and advisory services to Administration on the preparation of reports and

recommendations to Council.

- Integrated Risk and Issues Management - Provide coordination, education, and consultation for the uniform and integrated management of risks and issues that may impact the City's ability to achieve its objectives.
- Administration Policy Oversight - maintenance of the Administration Policy repository.

Highlighted Strategies

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z1 Facilitate the development of governance practices that allow for open and transparent decision-making. (CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests. (CFP-P4,M12)

Highlighted Actions

1Z4.4 Advance policy awareness through education programs for Issues and Risk Management, Report Writing to Council and Administration.

3Z1.1 Support the City Manager and Administration in communicating risks to Council

3Z1.3 Implement processes to ensure accessibility of Administration policies.

3Z1.5 Provide direction and enable The Corporation to deliver strategic corporate priorities and initiatives.

3Z4.1 Support Council in its determination of policy priorities and Corporate direction.

Business Plan and Budget Highlights

Business process re-design in services provided by Corporate Management Leadership Support leveraging Electronic Legislative Management System ("ELMS") in 2013 to streamline Council and ALT report processing.

Additional reductions in 2013 will be derived from corporate travel and promotional savings resulting from increased use of electronic meetings and information sharing. Anticipated productivity gains as CMO staff gain experience and the elimination of an expected vacancy will allow for reduction in FTEs with no service impact. (CFP-Z5*)

In 2013 and 2014, there will be increased use of consultant support for advancing corporate educational programs related to advancing corporate risk and issues management. (CFP-Z1*,Z10*)

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

CORPORATE ADMINISTRATION

| Law | (\$ millions) | | | | | | | | |
|-----|---------------|--------|------|---------|--------|------|---------|--------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$40.4 | \$10.6 | 114 | \$40.7 | \$10.7 | 115 | \$41.0 | \$10.8 | 115 |

Overview

The Law department, under the direction of the City Solicitor, provides strategic legal advice to the Mayor, City Council, Administrative leadership Team (ALT) and other members of the Administration, and protects corporate interests and assets. The work carried out by members of the Law Department addresses significant legal, business, political, security and financial risk to The Corporation.

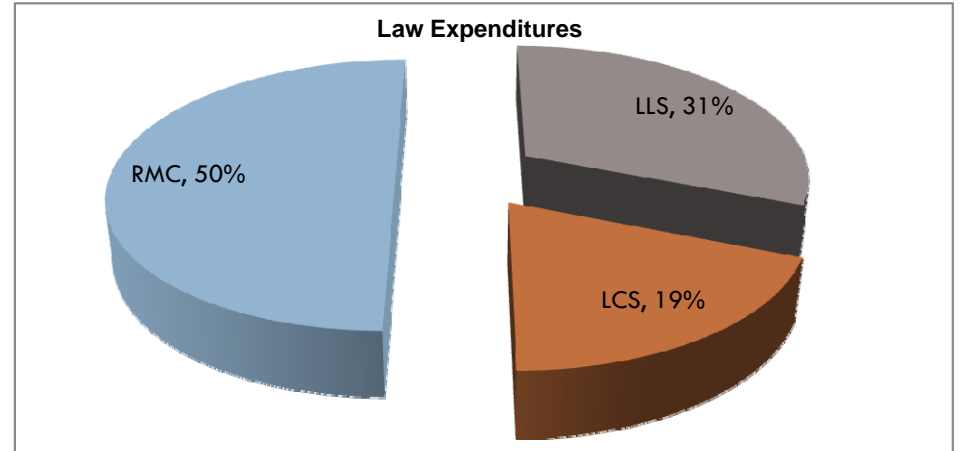
List of Services

- Legal Services - LLS
- Corporate Security - LCS
- Risk Management & Claims - RMC

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

The Law department facilitates the achievement of Council's Fiscal Plan for Calgary, the 2020 Sustainability Direction and other pertinent short-term and long-range plans and goals internally and through strategic client partnerships, with a focus on:

- fostering innovation and creativity (CFP-Z1),
- raising the care and attention to expenditure restraint and seeking efficiencies (CFP-Z2),
- increasing the use of benchmarking, performance measures and best practices to improve service effectiveness and efficiency (CFP-Z3),
- implementing a program of ongoing in-depth service reviews (CFP-Z4),
- examining alternative mechanisms of service delivery, including the judicious use of technology (CFP-Z5),
- maintaining The City of Calgary as an employer of choice, focusing on employee career development and wellness throughout the organization (CFP-Z6).



Addressing Other Emerging Issues

The Law department works proactively for its clients to provide timely and quality service and advice. Forward-thinking and action-oriented, the Law department is able to readily respond to the changing needs and priorities of The Corporation, using unique high-level cross-corporation expertise to provide insight and advice to identify and address emerging business and legal issues.

CORPORATE ADMINISTRATION: Law: Actions for Council Approval

| Strategies | | Actions | Accountable Services |
|---|--|--|----------------------|
| <p>Organization</p> <p>1Z1 Provide timely, transparent and effective services to CA's clients.</p> | | 1Z1.1 Provide cross training to staff. | Business Unit Wide |
| | | 1Z1.2 Ensure there is sufficient staff so overtime is not required on a regular basis. | Business Unit Wide |
| | | 1Z1.3 Meet with clients to better understand their business needs and goals and explain how Law can assist them in meeting their goals. | Business Unit Wide |
| | | 1Z1.4 All lawyers to ensure they can provide their clients with current information and implement "best practices" in legal services. | LLS |
| | | 1Z1.5 Work with client's to understand their business and the environment they work in to develop risk analysis based on the challenges they face. | Business Unit Wide |
| | | 1Z1.6 Review council reports to look for avenues to allow Law to advise BU of how and when to use the Law Department. | Business Unit Wide |
| | | 1Z1.7 Meet with clients to determine their training needs, and create and deliver the training based on best practices. | Business Unit Wide |
| <p>Organization</p> <p>1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)</p> | | 1Z4.1 Provide advice on legal requirements and draft Bylaws, policies and procedures to streamline the processes used. | LLS |
| | | 1Z4.2 Work with clients to understand their business, processes, timelines and priorities. | Business Unit Wide |
| | | 1Z4.3 Assist with identification and creation of other mechanisms to address the perceived need for legal contracts/agreements. | LLS |
| <p>Organization</p> <p>2Z1 Attract and retain a competent, adaptable and resilient workforce. (CFP-Z6)</p> | | 2Z1.1 Create new job responsibilities for senior staff that includes requirement to coach and mentor staff to allow understanding of corporate priorities and plans. | Business Unit Wide |
| | | 2Z1.2 Implement our succession plan while retaining experience and knowledge. | Business Unit Wide |
| | | 2Z1.3 Each manager will review capability of their staff and identify possible successors and provide leadership training opportunities. | Business Unit Wide |
| | | 2Z1.4 Develop expertise in legal areas and provide training and seminars on law, internal processes and legal requirements. | LLS |

For Council Approval

For Council Information



CORPORATE ADMINISTRATION: Law: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|------------|---------|----------------------|
|------------|---------|----------------------|

Organization

2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6)

| | |
|---|--------------------|
| 2Z2.1 Provide annual reminders to all staff of health and safety policies and procedures. | Business Unit Wide |
| 2Z2.2 Conduct corporate investigations into breaches of policy and allegations of criminal conduct in the workplace. | LCS |
| 2Z2.3 Coordinate security services and risk analysis to protect The Corporation's personnel, property and information. | LCS |
| 2Z2.4 All managers are to allow flexibility for staff to participate in corporate wellness programs without negatively impacting work productivity. | Business Unit Wide |

Organization

2Z3 Sufficiently recognize and reward employees for their contributions. (CFP-Z6)

| | |
|---|--------------------|
| 2Z3.1 Train and inform all staff of the corporate recognition and reward program. | Business Unit Wide |
|---|--------------------|

Organization

2Z4 Promote career development strategies for a more sustainable work force. (CFP-Z6)

| | |
|---|--------------------|
| 2Z4.1 Create mentoring program. | Business Unit Wide |
| 2Z4.2 Provide cross training. | Business Unit Wide |
| 2Z4.3 Support training opportunities to improve work product to the extent operationally and economically feasible. | Business Unit Wide |
| 2Z4.4 Create an HR plan that will support the attraction, development and retention of our workforce. | Business Unit Wide |

For Council Approval

For Council Information

| | | | | | |
|--------------------|------------------------|-----------------|------------------------------|---------------------|----------------|
| Community | Places | Mobility | Business | Organization | Finance |
| LLS Legal Services | LCS Corporate Security | | RMC Risk Management & Claims | | |

CORPORATE ADMINISTRATION: Law: Actions for Council Approval

| Strategies | Actions | Accountable Services |
|--|--|----------------------|
| Organization 3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*) | 3Z3.1 Encourage staff to recommend changes as needed in an environment that promotes acceptance of new ideas. | Business Unit Wide |
| | 3Z3.2 Utilize standard language and clauses in bylaws. | LLS |
| | 3Z3.3 Review existing procedures and revise for efficiencies to ensure streamlining where practicable and provide training to clients. | Business Unit Wide |
| | 3Z3.4 Train bylaw/safety officers to be better prepared to process charges, collect evidence and present their case before a Board or as a witness in Court. | LLS |
| Organization 3Z4 Facilitate the development of key policy positions to advance The City's strategic interests.(CFP-P4,M12) | 3Z4.1 Manager of each section to contact at least semi-annually their client GM and Directors to discuss policy and strategic interests. | Business Unit Wide |
| | 3Z4.2 Mangers to receive input from their staff regarding policy issues to advance through the clients or IGA. | Business Unit Wide |
| Organization 4Z2 Manage organizational risk. | 4Z2.1 Each manager will review the work in their area to identify unnecessary or low value/risk work, and then create process for eliminating that work. | Business Unit Wide |
| | 4Z2.2 Assist with identification and creation of other mechanisms to address the perceived need for legal contracts/agreements. | LLS |
| | 4Z2.3 Advise Business Units how to manage and monitor operational risks. | Business Unit Wide |
| | 4Z2.4 Inspect assets for value and limit exposure to property loss or damage. | RMC |
| | 4Z2.5 Access and monitor Civic Insurance Fund to address all Corporate claims and monitor risk. | RMC |

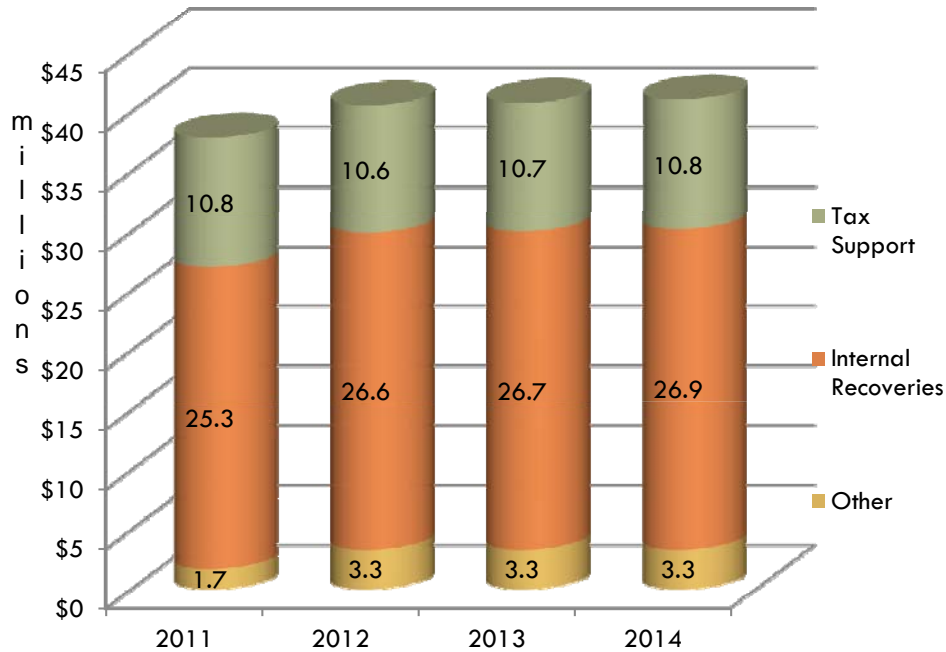
 For Council Approval

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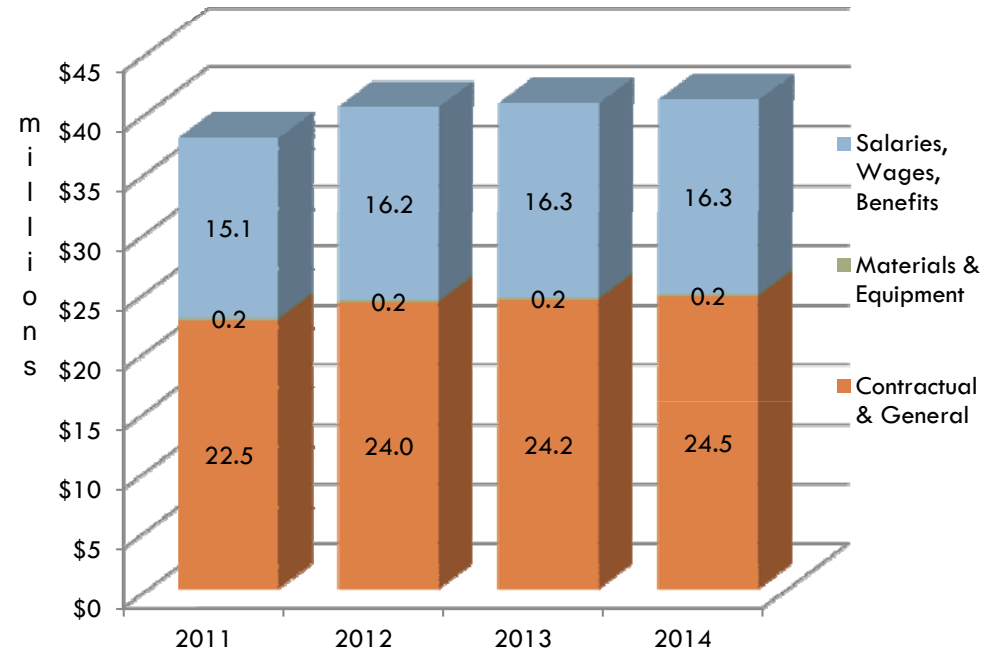
| | | | | | |
|--------------------|------------------------|-----------------|------------------------------|---------------------|----------------|
| Community | Places | Mobility | Business | Organization | Finance |
| LLS Legal Services | LCS Corporate Security | | RMC Risk Management & Claims | | |

CORPORATE ADMINISTRATION: Law: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$ millions)

| | 2011 Budget | | | 2012 Budget | | | 2013 Budget | | | 2014 Budget | | |
|--|---------------|---------------|------------|---------------|---------------|------------|---------------|---------------|------------|---------------|---------------|------------|
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| Services: | | | | | | | | | | | | |
| Legal Services (includes Director/City Solicitor) | \$11.6 | \$8.2 | 78 | \$12.5 | \$8.2 | 78 | \$12.5 | \$8.2 | 78 | \$12.5 | \$8.2 | 78 |
| Corporate Security | 6.3 | 2.2 | 15 | 7.5 | 2.2 | 15 | 7.7 | 2.2 | 15 | 7.9 | 2.2 | 15 |
| Risk Management & Claims | 19.9 | 0.4 | 21 | 20.4 | 0.2 | 21 | 20.5 | 0.3 | 22 | 20.6 | 0.4 | 22 |
| Total Law | \$37.8 | \$10.8 | 114 | \$40.4 | \$10.6 | 114 | \$40.7 | \$10.7 | 115 | \$41.0 | \$10.8 | 115 |

CORPORATE ADMINISTRATION: Law: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

Improved negotiations to reduce external insurance premiums by \$365 thousand over 2012-2014.

Service and budget increases

Increase cost of \$100 thousand and 1 FTE to dedicate additional resources to improve management of risk and contribute to continued improvement of Risk Management & Claims services to The Corporation (action 2Z2.2).

Utilization of additional funds, \$119 thousand in 2013 and \$260 thousand in 2014, to manage increased costs not recovered from other business units and address inflation (action 2Z2.3).

Additional costs of \$1.4 million for external insurance related costs, external security personnel and increased investigations and security for The Corporation. These costs are fully recovered from business units throughout The Corporation.

Realignment of costs for recognition of historical resource needs funded by other business units through limited term positions (\$880 thousand) and recognition of expenditure for external legal services recovered from other business units (\$500 thousand).

Budget Reductions with Service Impact

Reduction of property appraisal costs in 2012 by \$106 thousand. This will result in a loss of security of having accurate value-based insurance, and a possibility of paying higher insurance premiums for over-valued property. The impact will transpire if a loss occurs, as The City would be at risk of not having the buildings insured to the proper value. This could leave a shortfall of funds to replace the building and would mean that The City would need to utilize other funds to rebuild. This activity will be reinstated in 2013-2014 to continue to manage these risks (action 4Z2.4).

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

| | <u>2012</u> | <u>2013</u> | <u>2014</u> |
|---|----------------|-------------|-------------|
| Productivity Gain (Budget reduced with no service impact) | (\$81) | (\$122) | (\$162) |
| Service and budget increases | 0 | 219 | 260 |
| Budget reductions with service impact | (106) | 0 | 0 |
| Total base changes | <u>(187)</u> | <u>97</u> | <u>98</u> |
| One-Time | 0 | 0 | 0 |
| Less: Prior Year's One-time | 0 | 0 | 0 |
| Total budget changes | <u>(\$187)</u> | <u>\$97</u> | <u>\$98</u> |

CORPORATE ADMINISTRATION: Law: Capital Projects Requiring Approval

(\$000s)

\$500 For Council Approval at Program-Project level as per Department Capital Plan report

| Program-Project | Project Description | Type | Cat. | (A) | | (B) New Budget Request | 2012 | 2013 | 2014 | 2015 | 2016 | (C)=(A)+(B) 2012-2016 |
|---|---|------|------|----------------------------------|--|---------------------------|------|------|------|------|------|--------------------------|
| | | | | Prev. Approved Budget up to 2011 | Prev. Approved Budget for Future Years | | | | | | | |
| 710-002 | Security Equipment / Systems Implementation | S | C | 0 | 0 | 500 | 250 | 250 | 0 | 0 | 0 | 500 |
| Total Program 710 : Law Security | | | | 0 | 0 | 500 | 250 | 250 | 0 | 0 | 0 | 500 |
| | | | | 0 | 0 | 500 | 250 | 250 | 0 | 0 | 0 | 500 |

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

Funding For Capital Projects

| | | | | | | |
|----------------------|------------|------------|----------|----------|----------|------------|
| Pay-As-You-Go | 250 | 250 | 0 | 0 | 0 | 500 |
| Total Funding | 250 | 250 | 0 | 0 | 0 | 500 |

Explanation of Budget Requests

Program 710 : Law Security

Project 710-002: Security Equipment / Systems Implementation

New Budget Request of \$500 thousand in 2012-2013 to complete the "2009-2010 Security Facility Initiative" with funding from Pay-As-You-Go. This will address required scope, design and installation changes. This will improve staff and facility safety through additional monitoring coverage and improve efficiency through directing resources to specific activities and incidents versus less effective group guard coverage.

CORPORATE ADMINISTRATION: Law : 2012 - 2016 Capital Plan Project Listing

| Prog. | Proj. | Project Description | Cat. | Type | (A) Prev. Approved Budget up to 2011 | (\$000s) | | | | | (B) Total 2012- 2016 | (C)= (A)+(B) Total Project Costs |
|-----------|-------|---|------|------|--|----------|------|------|------|------|-------------------------------|--|
| | | | | | | 2012 | 2013 | 2014 | 2015 | 2016 | | |
| 710 | 002 | Security Equipment / Systems Implementation | C | S | 0 | 250 | 250 | 0 | 0 | 0 | 500 | 500 |
| Total Law | | | | | 0 | 250 | 250 | 0 | 0 | 0 | 500 | 500 |

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

CORPORATE ADMINISTRATION: Law: Service Highlights

| Legal Services | (\$000s) | | | | | | | | |
|----------------|----------|---------|------|----------|---------|------|----------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$12,484 | \$8,169 | 78 | \$12,484 | \$8,169 | 78 | \$12,484 | \$8,169 | 78 |

Description of Services

The Legal Services Division supports City Council, ALT and all Departments through the provision of strategic legal advice. Our understanding of the unique corporate business and operational requirements, the prevailing and evolving political landscape and complex legal framework within which The Corporation must function enables the Legal Services Division to deliver precise and pragmatic legal advice and solutions in an extremely efficient and cost effective manner.

The Division is divided into seven sections: Administrative Law, Corporate Services, Legislative Services, Litigation, Planning and Environment, Prosecutions, and Real Estate and Expropriation.

Highlighted Strategies

1Z1 Provide timely, transparent and effective services to CA's clients.

1Z4 Provide strategic direction and enable The Corporation to successfully deliver programs and initiatives. (CFP-Z1*,Z7*)

3Z3 Enhance Administration's accountability for effective management practices. (CFP-Z10*)

3Z4 Facilitate the development of key policy positions to advance The City's strategic interests. (CFP-P4,M12)

4Z2 Manage organizational risk.

Highlighted Actions

1Z1.3 Meet with clients to better understand their business needs and goals and explain how Law can assist them in meeting their goals.

1Z4.1 Provide advice on legal requirements and draft Bylaws, policies and procedures to streamline the processes used.

3Z3.3 Review existing procedures and revise for efficiencies to ensure streamlining where practicable and provide training to clients.

3Z4.1 Manager of each section to contact at least semi-annually their client GM and Directors to discuss policy and strategic interests.

4Z2.1 Each manager will review the work in their area to identify unnecessary or low value/risk work, and then create process for eliminating that work.

Business Plan and Budget Highlights

Although Court activity has dramatically increased due to amendments to MGA, Law department does not anticipate that the proposed budget will materially impact the delivery of legal services currently delivered to The Corporation.

If Law is required to produce further budget reductions then the provision of legal services will be negatively impacted.

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

CORPORATE ADMINISTRATION: Law: Service Highlights

| Corporate Security | (\$000s) | | | | | | | | |
|--------------------|----------|---------|------|---------|---------|------|---------|---------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$7,548 | \$2,246 | 15 | \$7,721 | \$2,246 | 15 | \$7,901 | \$2,246 | 15 |

Description of Services

Corporate Security coordinates the comprehensive protection of Corporate assets and personnel for all Departments through a multifaceted approach. The predominant focus of this Division includes conducting ongoing security risk analyses pertaining to personnel, property and information, creation and update of security plans and subsequent implementation to enhance building, people and asset security, conducting internal corporate investigations regarding

allegations of policy breach, fraud and other criminal workplace malfeasance; and provision of education and training sessions within The Corporation in relation to work place safety, corporate security policies and other security related issues.

Highlighted Strategies

2Z2 Advance actions to improve workplace health, wellness and safety. (CFP-Z6)

4Z2 Manage organizational risk.

Highlighted Actions

2Z2.2 Conduct corporate investigations into breaches of policy and allegations of criminal conduct in the workplace.

4Z2.3 Advise Business Units how to manage and monitor operational risks.

Business Plan and Budget Highlights

Further budget reductions would have a significant impact on Corporate Security's ability to implement a security strategy that provides an adequate standard of protection for City assets and mitigates against operational risks.

Without these resources, it will not be possible to provide the services Corporate Security has determined to be the necessary minimum level of protection for The Corporation.

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

CORPORATE ADMINISTRATION: Law: Service Highlights

| Risk Management & Claims | (\$000s) | | | | | | | | |
|--------------------------|----------|-------|------|----------|-------|------|----------|-------|------|
| | 2012 | | | 2013 | | | 2014 | | |
| | Expend. | Net | FTEs | Expend. | Net | FTEs | Expend. | Net | FTEs |
| | \$20,368 | \$233 | 21 | \$20,488 | \$330 | 22 | \$20,622 | \$428 | 22 |

Description of Services

Risk Management and Claims provides support to all Departments by coordinating the provision of Corporate insurance, handling of civil claims initiated on behalf of and against The City and assisting with the mitigation of various aspects of corporate risk. Resources are primarily devoted to investigation and evaluation of civil claims initiated on behalf of and against The City, determination of the appropriate level of insurance

coverage for potential corporate liabilities, development of policies and provision of information and advice on insurance and indemnity related matters specific to all aspects of The Corporation's business activities and facilitation of corporate strategic decision making through forecasting of risk and creation of risk mitigation strategies.

Highlighted Strategies

4Z2 Manage organizational risk.

Highlighted Actions

4Z2.4 Inspect assets for value and limit exposure to property loss or damage.

4Z2.5 Access and monitor Civic Insurance Fund to address all Corporate claims and monitor risk.

Business Plan and Budget Highlights

Reduction of property appraisal costs in 2012 will result in a loss of security of having accurate value-based insurance, and a possibility of paying higher insurance premiums for over-valued property.

The impact will transpire if a loss occurs, as The City would be at risk of not having the buildings insured to the proper value. This could leave a shortfall of funds to replace the building and would mean that the City would need to utilize other funds to rebuild. This activity will be reinstated in 2013-2014 to continue to manage these risks (action 4Z2.4).

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