

OUR CITY  
OUR BUDGET  
OUR FUTURE



Everybody's business  
Understanding priorities  
Making choices that matter

CITIZEN SUMMARY:  
BUSINESS PLANS AND BUDGETS 2012-2014



# WHAT YOU WILL FIND IN THIS BOOKLET

This booklet provides highlights of services City departments are providing for Calgarians within The City of Calgary's approved 2012–2014 business plans and budgets.

To help citizens understand how City services are funded, you will find information on The City's revenues and expenditures, and where your property taxes go. A brief description of imagineCALGARY and Council's Fiscal Plan for Calgary explains how the 2012–2014 business plans and budgets contribute to long-term planning.

For each department, you will find information on:

- Key services the department provides.
- Highlights of what the department will do to deliver services in the 2012–2014 period.
- Examples of how engagement input was used in departmental business planning.

The 2012–2014 business plans and budgets resulted from a new approach to The City's business planning and budget co-ordination process. A description of the program — called Our City. Our Budget. Our Future. — is also included.

This booklet, along with additional information on The City's 2012–2014 business plans and budgets, are available online at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

# CORPORATE HIGHLIGHTS FOR 2012–2014

## Public and Internal Engagement Highlights

- The Our City. Our Budget. Our Future. engagement process represents the first time the public has been asked to provide extensive input on The City’s multi-year business plans and budgets. More than 23,000 participants provided their input from February to May 2011.
- The engagement results identified two key findings:
  - 1) Citizens value City services and do not want to see reductions in service.
  - 2) Citizens do not want status quo — they want The City to focus on service priorities and deliver services in a more efficient way.

## Operating Budget Highlights

(\$ millions)	2011	2012	2013	2014
Approved consolidated budget*	\$2,716	\$2,817	\$2,937	\$3,078
Approved tax-supported	\$2,356	\$2,423	\$2,515	\$2,607

\* Total consolidated budget includes tax-supported and utility operations.

- The 2012–2014 period marks the third consecutive multi-year planning and budgeting cycle where Administration has closed a multi-million dollar gap in its operating budget.
  - Council’s decision on indicative tax rates based on municipal inflation and population growth called for Administration to close a \$108 million gap in The City’s operating budget over three years.

- Administration successfully identified \$45 million in savings through more efficient ways of delivering quality services. The remaining \$63 million needed to fund expected growth and inflation was addressed through operational reductions and Council’s decision on the municipal tax rates.

## Service Highlights

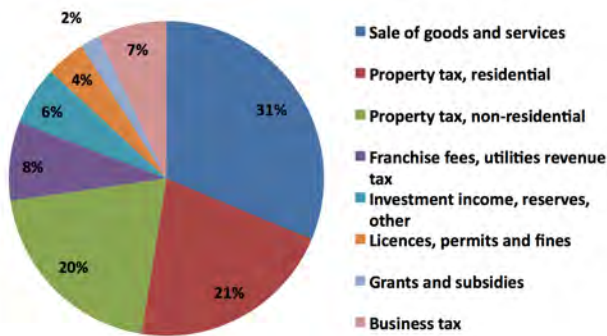
- The opening of new emergency response stations in Douglas Glen and Seton to maintain Calgary’s standards for fire safety and coverage.
- Social and community programs and initiatives for low-income seniors, families and at-risk youths to be delivered at the current level of service.
- Enhanced snow clearing on priority routes (roadways that carry more than 5,000 vehicles a day) and establishment of a new reserve to augment residential snow clearing in heavy snow years.
- Operation of the new West LRT line, optimization of transit service by matching frequency with demand, and using community shuttles on less-travelled routes.
- Additional bike lanes and enhancements to cycling infrastructure based on implementation of the Cycling Strategy.

# CITY REVENUES AND EXPENDITURES

## What are The City's revenue sources?

Of The City's total revenue sources for the operating budget, property taxes account for approximately 41 per cent. Residential property taxes account for about 21 per cent of The City's operational funding. Other revenue sources may vary depending on usage and external circumstances such as market fluctuations and third-party conditions.

Funding the Operating Budget, 2012–2014



## Balancing revenues and expenditures

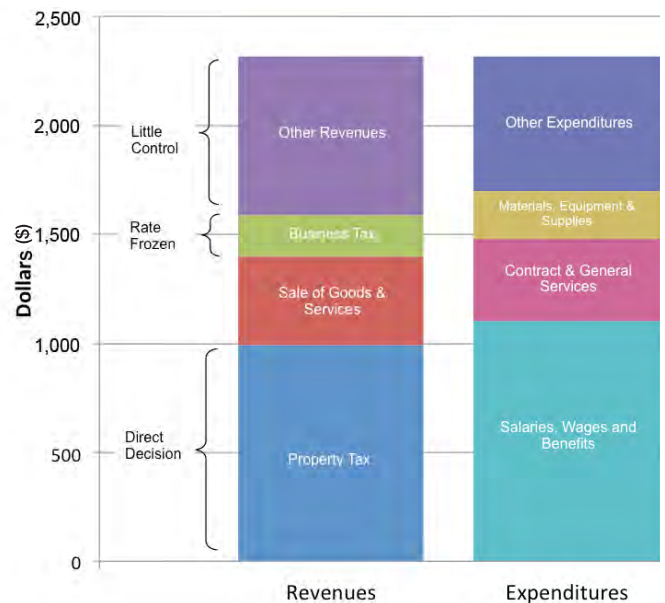
Unlike other levels of government, The City must balance its budget each year. The City's revenue structure poses several key challenges:

- **Most revenue sources are either frozen or stagnant** – Unlike expenditures, most revenue sources do not increase with inflation.

- **Higher rate of inflation** – The cost of City expenditures typically increases at a higher rate than goods and services considered in consumer or household inflation.
- **Revenues are not keeping up** with costs of inflation and growth.

Property taxes are the only source of revenue that can be directly affected to balance increases in expenditures. This means that the property tax portion of revenues has to increase at a higher rate to balance inflation and other cost increases. For example, a two per cent increase in expenditures requires a property tax rate increase of approximately five per cent to balance the budget.

Revenues & Expenditures



# WHERE DO YOUR PROPERTY TAX DOLLARS GO?

The property tax you pay each year is distributed to the Province and The City. Just over half of your property tax dollars go to The City to fund a variety of municipal services.

## Funding our City services

In 2012, the municipal portion of the typical residential tax bill is \$1,395 (based on a median single residential property assessed at \$400,000).

It means the typical Calgary household will pay \$116 per month on property taxes to support the delivery of major services that Calgarians count on every day.

Key Service Areas	2012 Monthly Cost
Police	\$ 26.28
Fire	\$15.76
Transit*	\$15.09
Roads	\$11.59
Parks	\$6.89
Waste & Recycling*	\$3.06
Recreation*	\$3.63
Community & Neighbourhood Services*	\$2.45

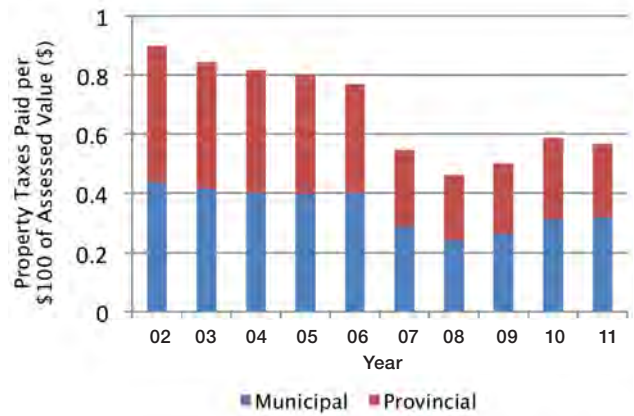
\* Additional user fees based on individual usage may apply.

## How are property tax rates established?

Each year, Council approves the amount of expenditure required to support City services. From this amount, revenue sources other than property tax, such as business tax, licence fees, user fees and provincial grants are subtracted. The balance is the amount raised by property taxes.

Tax rates are established to calculate property tax and reflect the amount of taxes to be paid for every dollar of assessed value. The rates in the graph (top right) are modified to show the amount of taxes paid for every \$100 of assessed value.

Historical Residential Property Tax Rates 2002-2011

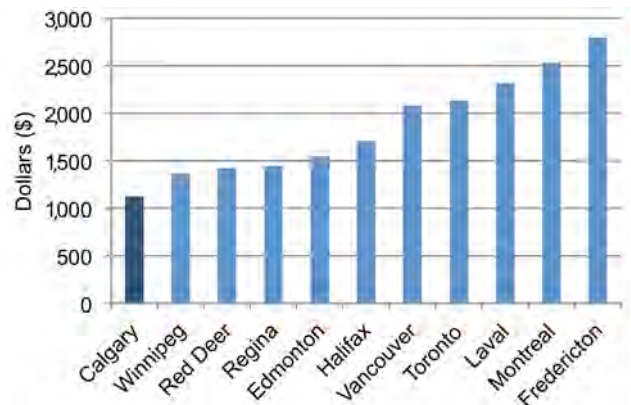


## How does Calgary compare?

According to a 2011 report prepared by The City of Edmonton, Calgary has the lowest municipal property taxes among 20 major Canadian municipalities. When utility rates are included, Calgary still ranks fourth lowest.

Municipal Property Tax for a Typical Single Detached House in 2010

(Source: City of Edmonton, April 2011)



# PLANNING FOR A SUSTAINABLE FUTURE

Budgets are a reflection of values, priorities and needs. They are a tool to deliver services that are important to citizens, Council and employees. The City's three-year business plans and budgets mark the progressive steps The City needs to take to achieve our 100-year vision.

## Our 100-year vision – Calgary: a great place to make a living; a great place to make a life

In 2006, Calgarians developed a blueprint for a sustainable future when they created the imagineCALGARY Plan for long-range urban sustainability. The imagineCALGARY Plan describes a 100-year vision of the city Calgarians would like to live in, and how to get there. It contains the final 100-year vision, all of the 30-year targets and goals, as well as strategies for accomplishing these goals. With input from more than 18,000 citizens, the imagineCALGARY Plan was the result of the largest community visioning and consultation process of its kind in the world, at the time.

Visit [imaginecalgary.ca](http://imaginecalgary.ca) for more information.

## Bridging our 100-year vision with long-term planning

The City follows a continuous approach to achieving the 100-year vision of the imagineCALGARY Plan. The imagineCALGARY Plan, through the 2020 Sustainability Direction, guides the review of City services, which forms the basis of The City's three-year business plans.

Taking into account issues, service priorities and affordability, The City's operating and capital budgets are finalized to fund the three-year business plans.

## The 2020 Sustainability Direction

The City created the 2020 Sustainability Direction to bridge The City's three-year business plan and budget cycle with the 100-year vision of imagineCALGARY and the 60-year outlook of the Municipal Development Plan and Calgary Transportation Plan.

The 2020 Sustainability Direction identifies what must happen at The City over the next 10 years to contribute towards the imagineCALGARY 100-year vision. It contains 10-year goals, objectives, targets, indicators and strategies.

## Three-year cycles

The City develops its business plans and budgets in three-year cycles. The 2012–2014 cycle is the third iteration of this multi-year planning and budgeting approach.

The multi-year approach allows The City to respond to changes in economic, social, environmental and political circumstances. Together, the business plans and budgets provide a view of what citizens can expect from City services over the next three years.

In the November prior to the start of a cycle, Administration presents to Council the proposed business plans and budgets, which are debated and approved by Council at the end of November. The approved plan is then carried out by City departments and business units. Each year, Council votes on adjustments to the business plans and budgets to meet current needs.

# COUNCIL'S FISCAL PLAN FOR CALGARY

Council's Fiscal Plan for Calgary provides Administration with Council's direction for the 2012–2014 business plans and budgets. Council's Fiscal Plan identifies **six priority areas** for this three-year cycle. Each priority area is clarified by directional statements. In developing this Plan, Council considered and discussed a range of information including:

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

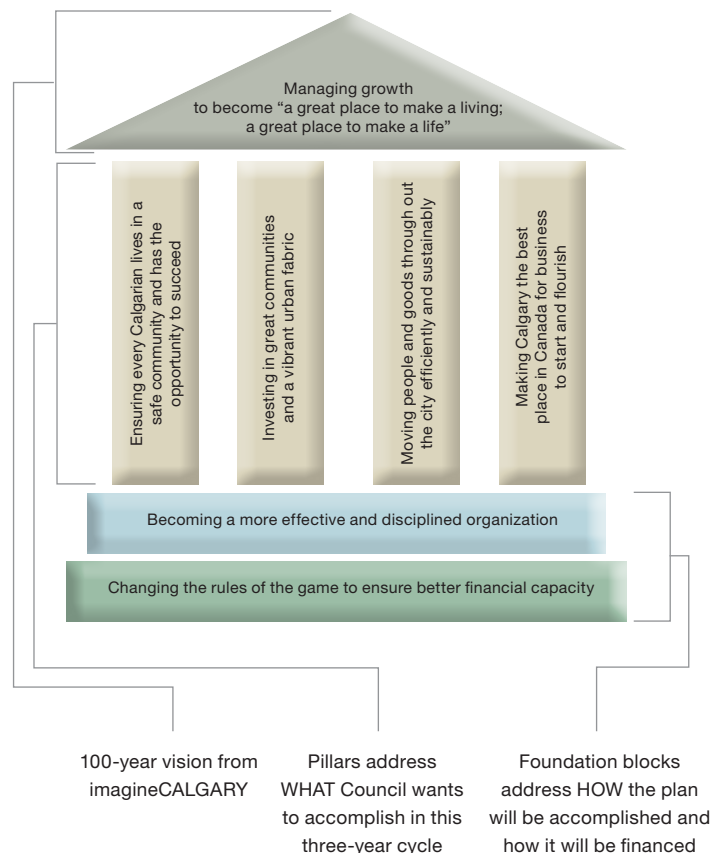
On June 28, 2011, Council approved its Fiscal Plan for Calgary and an overall indicative tax rate based on municipal inflation and population growth. Administration's 2012–2014 business plans and budgets were prepared based on these approvals. Visit [calgary.ca/ourfuture](http://calgary.ca/ourfuture) for more information.

## Understanding Council's Fiscal Plan for Calgary

During Council's strategic planning meetings, a temple structure (or Parthenon) emerged as a framework for Council's Fiscal Plan for Calgary. The descriptions below the Parthenon diagram (right) are not part of Council's Fiscal Plan, but are included to help explain key components of the structure.

### Council's Foreword

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



# ACHIEVING COUNCIL'S FISCAL PLAN

## Corporate Highlights of Services

From 2012 to 2014, City departments will deliver the following programs and services for Calgarians to achieve Council's Fiscal Plan for Calgary.



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

- Community-based policing and crime prevention.
- More affordable housing units.
- Programs to address the needs of vulnerable Calgarians.
- Maintain standards for fire safety and coverage.
- Improve building codes with a focus on safety.



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

- Complete the West LRT and extend the northwest and northeast lines.
- Implement a new parking policy framework.
- Investment in key cycling infrastructure.
- Ensure Calgary's transportation modes support and sustain the environment.



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

- Waste management, watershed protection and other environmental programs.
- Redevelopment and restoration of existing parks.
- Develop a new Central Library.
- Implement the Municipal Development Plan.





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

- Cut Red Tape reduction initiative.
- Consolidation of business taxes with non-residential property tax.
- Ensure an adequate supply of serviced industrial land.
- Promote a customer-centric environment for all City services.



#### Priority Area 5 – Becoming a more effective and disciplined organization

- Explore and apply alternative ways to deliver our services and improve access to information.
- Increase focus and accountability in project management.
- Implement a program of in-depth, zero-based service reviews.
- Maintain The City as an employer of choice, in order to attract and retain skilled and engaged workers.



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

- Aim to assure The City and Province stable tax revenues through effective business and property assessment processes.
- Explore alternative funding sources through public-private partnerships.
- Advocate the provincial government for a potential city charter to allow The City to expand its financial autonomy.

# COMMUNITY SERVICES & PROTECTIVE SERVICES

## What we do

We work to improve the quality of life for all Calgarians. We have a wide array of services delivered with a large network of partners. Our services include firefighting, emergency response, and prevention programs to keep citizens safe. We provide parks and playfields, recreational programs and facilities, and arts and cultural opportunities that make our city attractive with enjoyable leisure time activities. We look after our most vulnerable citizens by offering assistance for those most in need. Our city is clean and strong through programs such as graffiti removal and support to community groups. Lost pets are returned home through our licensing program. These services, and a whole host of other activities reflect the values of our citizens and help create the communities that Calgarians want to live in.

## Summary of services we deliver

We deliver our services through the following business units:

### Animal & Bylaw Services (ABS)

We encourage a safe, healthy and vibrant community for people and pets through the development and implementation of bylaws that promote public safety and community values.

### Community & Neighbourhood Services (CNS)

We strengthen neighbourhoods. We provide social services like children and youth services, seniors' services and family and community support services.

### Fire

We are made of more than 1,400 men and women dedicated to the health, safety and vitality of Calgarians. We deliver an integrated program of emergency fire and medical response, prevention, and compliance with fire and safety codes.

### Parks

We work to create and sustain a vibrant, healthy, safe and caring community through parks and open space.

### Public Safety Communications (PSC)

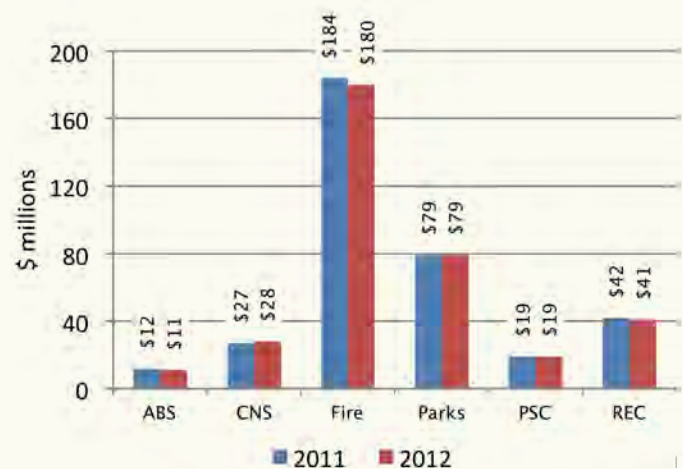
We are the first point of contact for people seeking emergency assistance. We are Calgary's lifeline in emergencies.

### Recreation (REC)

We are the cornerstone of healthy individuals, and vibrant and complete communities. Together with partners across the city we provide a range of recreation, sport, arts and cultural programs, services and facilities to meet the recreation needs of all Calgarians.

## Net operating budgets

The graph below illustrates the net operating budget (in \$ millions) based on tax-supported amounts for each business unit in 2011 and 2012. Budgets for 2013 and 2014 will be reviewed as part of the annual adjustment process.



## 2012–2014 Highlights

Below are some of the actions we are taking to deliver key services in the 2012 to 2014 period. More information is available in our 2012–2014 business plans and budgets online at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

- Continued commitment to safe, sustainable and vibrant neighbourhoods through expanded investment in community facility repairs, an increased number of amenities and spaces that encourage human interaction, and upgrades to personal protective equipment for emergency responders.
- Expanded investment in preventive community interventions via additional support for Family and Community Support Services and crime prevention strategies, supporting vulnerable populations in our neighbourhoods in collaboration with the non-profit sector.
- Enhanced commitment to the Calgary Fire Department through the opening of two new emergency response stations, ensuring continued high levels of Fire safety coverage in our city.
- Improved access to online services and other digital/social media strategies in response to citizen needs and expectations.
- Ongoing streamlining of current practices to further increase efficiency and accountability through core service reviews and outcome reporting.

## Improving how we deliver services

The approved 2012–2014 operating budget calls for more efficient ways to deliver services. Over this three-year period, Community Services & Protective Services will achieve \$10.7 million in productivity gains and efficiencies including:

- \$5.4 million from reorganizing and consolidating operational structure.
- \$800,000 from changes in fleet.
- \$900,000 in utility savings from facility upgrades.
- \$2.3 million in reduced administration costs (e.g. materials, supplies, training, business expenses).
- \$1.3 million through miscellaneous productivity gains and contract agreements.

## Incorporating citizens' input

Examples of how we incorporate citizens' input in the services we provide include:

- Working with Transportation to improve pathway maintenance, safety, connectivity and snow clearing.
- Using capital funds to repair and maintain existing recreational facilities, and finding alternative funding to build new facilities.

# CORPORATE SERVICES

## What we do

We provide the citizens and businesses of Calgary with a direct link to The City through the 3-1-1 call centre, the calgary.ca website, community/public engagement services, public access to city data, online job boards and recruitment, industrial land development and sales, affordable housing units, and more. We support City business units in the areas of human resources, marketing and communications, office, land and property management, mapping and surveying services, information systems and technology, fleet vehicles and heavy equipment, geospatial solutions, and engineering technical services. We also advance corporate best practices in asset management, project management, energy management, sustainable infrastructure, public engagement, plus leadership and management.

## Summary of services we deliver

We deliver our services through the following business units:

### Corporate Properties & Buildings (CPB)

We provide lands, buildings and facilities for City business units to deliver services to citizens. This includes office and administrative space, regional operations work centres, and remote buildings and third-party lease space.

### Customer Service & Communications (CS&C)

We provide citizens access to City services, information and programs through traditional and new digital communication channels including the Internet, Web, mobile tablets and smart phones, and digital sign boards.

### Fleet Services

We manage and maintain fleet vehicles and heavy equipment that provide services such as collecting garbage and recycling, and repairing and cleaning the roads, water mains and public spaces. Additionally, we deliver maintenance and autobody repair as well as driver/operator training.

### Human Resources (HR)

We support each business to attract, develop and retain City employees. We facilitate pay compensation, health and wellness benefits, plus programs to foster a healthy work environment. We also design and implement human resource strategies and programs to help meet their business objectives. In addition, we manage labour relations, collective agreement negotiations and arbitration processes.

### Information Technology (IT)

We develop innovative solutions and use emerging technologies to make municipal services and operations more effective and efficient. We work with City departments to meet their information processing and technology needs, and create systems to ensure your information is kept private and confidential.

### Infrastructure & Information Services (IIS)

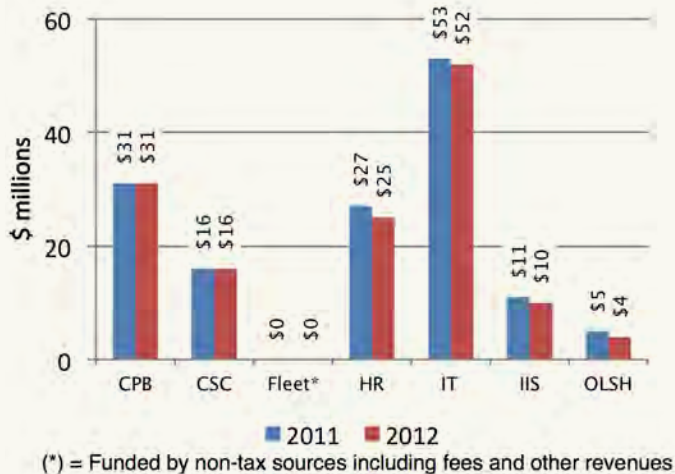
We provide engineering and infrastructure services that enables City departments to provide and maintain safe, secure and environmentally sensitive infrastructure assets. We provide geospatial information, mapping and field surveying services.

### Office of Land Servicing & Housing (OLSH)

We plan and develop a consistent supply of industrial lands for Calgary businesses. We sell City lands no longer required for municipal business purposes. We design and build affordable housing units in conjunction with federal and provincial government partners and make available these housing units to Calgarians.

## Net operating budgets

The graph (next page) illustrates the net operating budget (in \$ millions) based on tax-supported amounts for each business unit in 2011 and 2012. Budgets for 2013 and 2014 will be reviewed as part of the annual adjustment process.



## Improving how we deliver services

The approved 2012–2014 operating budget calls for more efficient ways to deliver services. Over this three-year period, Corporate Services will achieve the following productivity gains and efficiencies:

- Improved buildings and facility operations and maintenance through consolidated supply and services contracts, energy reduction measures, and reduced administration resulting in \$1.5 million budget reductions while attempting to maintain current facility condition index levels.
- Budget reduction of \$150,000 in communications, plus increased overall efficiency realized by redirecting 3-1-1 inquiries and services requests to the Web and mobile self-service.
- Increased HR cost efficiencies through process/workflow improvements, changes to staff mix, consolidation of HR services, etc. resulted in \$1.4 million budget reductions and a sustained level of corporate HR services.
- Technology innovations, better methods for public access to open data, energy reduction initiatives, and administrative efficiencies have reduced infrastructure services operating budget by \$875,000.

## Incorporating citizens' input

Examples of how we incorporate citizens' input in the services we provide include:

- Improving citizen engagement with The City by implementing the Corporate Customer Service Framework, enhancing communication practices to improve citizen participation, developing online solutions, and enhancing The City's engage! Policy for improved communication, access to data and engagement.
- Holding IT operating costs at 2011 levels, utilizing alternative service delivery for print/copy and wireless telecommunication services, and a reduction in administration has resulted in \$2.1 million budget reductions.
- Using a "Green Building Index" to measure reductions in energy consumptions and greenhouse gas emissions.

## 2012–2014 Highlights

Below are some of the actions we are taking to deliver key services in the 2012 to 2014 period. More information is available in our 2012–2014 business plans and budgets online at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

- Optimize public's electronic access to city information, services and community engagement through [calgary.ca](http://calgary.ca), electronic mobile device applications, and social media.
- Support economic development and diversification by ensuring an appropriate inventory of serviced industrial land and continuing to increase the supply of affordable housing.
- Enhance the delivery of our corporate services to effectively meet the needs of citizen services business units (e.g. Fire, Transit, etc.) thus allowing them to focus and utilize their budgets and resources in an optimal manner. We support this strategy by realizing cost efficiencies and service effectiveness with benchmarked results.
- Maintain The City of Calgary as an employer of choice. Promote a workplace environment that addresses hard-to-fill position recruitment, succession planning and retention challenges, and the development, wellness and safety of our employees.

# PLANNING, DEVELOPMENT & ASSESSMENT

## What we do

From Dirt to Dollars, Vision to Value, we fulfill Calgary's vision for a great city by stewarding the creation, redevelopment and valuation of vibrant, sustainable communities. This means we develop plans, policies and services that support land development, use, and growth management. We also assess all city properties and businesses.

## Summary of services we deliver

We deliver our services through the following business units:

### Land Use Planning & Policy (LUPP)

We work with communities and citizens through community planning committees and engagement process to determine what people want short and long term for their communities and the city. We develop plans and policies to guide development in new areas and redevelopment in established communities. We identify, protect and manage places of historical significance. We monitor and forecast changes in Calgary's population and jobs to determine what the current and future needs will be for services.

### Development & Building Approvals (DBA)

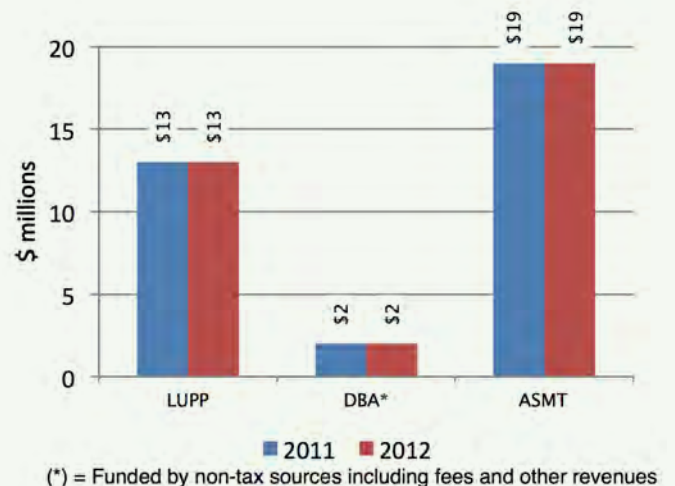
We take Council's priorities and policies into appropriate recommendations for land use, development and new community design. We provide the link between what is decided at Council and how it is implemented with builders and designers. We help you get the permits and licences you need. We work on Development Permits for new construction or changing the use of your building, and issue Building Permits and conduct inspections for changes or additions to electrical, mechanical, plumbing and gas in buildings. We also issue Business Licences and conduct business inspections.

### Assessment (ASMT)

We annually prepare, communicate and defend property and business assessments using the market value standard for property, and typical net annual rental value for business. The assessed values are used as a basis for determining property and business taxes.

## Net operating budgets

The graph below illustrates the net operating budget (in \$ millions) based on tax-supported amounts for each business unit in 2011 and 2012. Budgets for 2013 and 2014 will be reviewed as part of the annual adjustment process.



## 2012–2014 Highlights

Below are some of the actions we are taking to deliver key services in the 2012 to 2014 period. More information is available in our 2012–2014 business plans and budgets online at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

- Develop and implement a department “red tape” reduction initiative that supports the related corporate initiative.
- Develop an implementation plan for the consolidation of the business tax with the non-residential property tax.

- Continue to improve Calgary's construction site safety through the management and delivery of the Construction Site Safety and Monitoring Program.
- Improve the customer experience by engaging with customers, monitoring perceptions of our services, and developing responsive action plans.
- Ensure an appropriate inventory of serviced and planned land for community development in accordance with the Municipal Development Plan (MDP).

## Improving how we deliver services

The approved 2012–2014 operating budget calls for more efficient ways to deliver services. Over this three-year period, Planning, Development & Assessment will achieve the following productivity gains and efficiencies:

- More efficient allocation between different job types will result in a net decrease of six full-time equivalents in 2012 and a total of \$471,000 in savings.
- Streamlining business processes, use of alternative service delivery and staff deployment models, consistent use of more effective project planning and management tools, and increase use of technology such as online public engagement.
- Total budget reductions achieved from productivity savings over three years will be \$1.2 million.

## Incorporating citizens' input

Examples of how we incorporate citizens' input in the services we provide include:

- Continuing to lead implementation of the Municipal Development Plan that directs development of complete communities and strategic intensification.
- Re-engineering and simplifying the planning process.
- Improving customer experience by engaging with customers, monitoring perceptions of our services and developing responsive action plans.

# TRANSPORTATION

## What we do

We work together to plan, design, build, operate and maintain a complete, safe, reliable and efficient transportation network that supports all modes of travel, including pedestrian, bicycle, carpooling, transit and road facilities. We facilitate the efficient and effective movement of people, goods and emergency services, and contribute directly to Calgary's fiscal, economic, environmental and social sustainability by providing services that support Calgarians.

## Summary of services we deliver

We deliver our services through the following business units:

### Transportation Planning (TP)

We develop plans and policies for safe, reliable and efficient transportation infrastructure and services. We also analyze and provide information, and recommend actions to best serve the city's current and future transportation needs. Our plans and processes are guided by the 2009 Calgary Transportation Plan (CTP), which focuses on more sustainable modes of transportation and promotes more compact, fiscally responsible urban development.

### Calgary Transit (CT)

We deliver safe, clean, reliable and well-maintained public transit. We provide service using community shuttles, bus, bus rapid transit (BRT) and light rail transit (LRT). We operate Access Calgary to provide specialized transportation services for disabled persons, and work with Calgary HandiBus and taxi companies to provide customers with disabilities the most appropriate and effective means of travel.

### Transportation Infrastructure (TI)

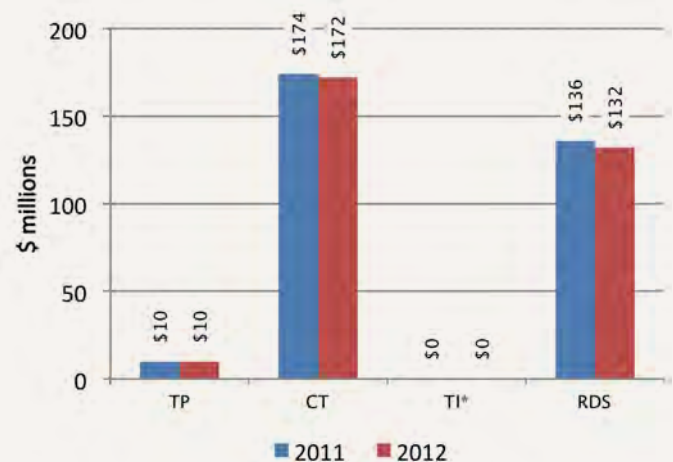
We are responsible for the detailed design and construction of Calgary's road network, LRT system and pedestrian bridges. We have constructed the largest and most complex transportation projects in Calgary's history, including West LRT, Airport Trail tunnel and the Glenmore/Elbow/Fifth Street Interchange project.

### Roads (RDS)

We provide a safe, reliable and well-maintained road network. We manage detours, monitor traffic and adjust traffic signal timing. We maintain road pavement, including snow and ice control, spring cleanup/street cleaning, street repairs, bridges and structures, street furniture and boulevards. We build and maintain streetlights, sidewalks, medians, curbs and gutters. We design and build traffic control devices, road signs and pavement markings. We produce aggregates and asphalt paving products. And we provide training for employees to ensure the safe and efficient operation of our vehicles and equipment for the benefit of our employees and citizens.

## Net operating budgets

The graph below illustrates the net operating budget (in \$ millions) based on tax-supported amounts for each business unit in 2011 and 2012. Budgets for 2013 and 2014 will be reviewed as part of the annual adjustment process.



(\*) = Funded by non-tax sources including fees and other revenues



## 2012–2014 Highlights

Below are some of the actions we are taking to deliver key services in the 2012 to 2014 period. More information is available in our 2012–2014 business plans and budgets online at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

- Commission and begin operation of West LRT, NE LRT extension and NW LRT extension.
- Review and optimize the existing bus network to improve efficiency, and re-invest service hours, if available, to support the goals of the Calgary Transportation Plan.
- Continue to provide snow and ice control and street cleaning operations on city streets.
- Identify, plan and invest transportation infrastructure and services in Activity Centres and Corridors to provide more choices in how people live, work and move.
- Plan and implement transportation system management and optimization projects, including traffic signal re-timing, intersection and safety improvements.
- Continue to implement the initiatives of the Cycling Strategy.

## Improving how we deliver services

The approved 2012–2014 operating budget calls for more efficient ways to deliver services. Over this three-year period, Transportation will achieve the following productivity gains and efficiencies:

- Optimize transit service by matching frequency with demand, using community shuttles on less-travelled routes to achieve \$2 million in savings.
- Reduce overhead in Roads by consolidating Roads district yards, and adopting a new lease and maintenance procurement strategy for a combined savings of \$2.5 million.
- Re-align overlapping functions between business units to achieve \$1.3 million in cost reductions.

## Incorporating citizens' input

Examples of how we incorporate citizens' input in the services we provide include:

- Implementing Transit real time scheduling information.
- Transit 'Connect' smart cards will be available in 2012; ticket machines now accept credit cards and provide change.
- Installing new cycling lanes to provide safe infrastructure to encourage more cycling.

# UTILITIES & ENVIRONMENTAL PROTECTION

## What we do

We work with the community and The Corporation to conserve, protect and enhance air, land and water for present and future generations. We protect public health by providing clean drinking water, safely treating wastewater, protecting air quality and collecting recycling and garbage. We also work to ensure a safe workplace for all City employees.

## Summary of services we deliver

We deliver our services through the following business units:

### Environmental & Safety Management (ESM)

We work with the community and key partners to develop and implement a community greenhouse gas reduction plan and support airshed planning to ensure an environmentally sustainable future. We assess, manage and develop contaminated sites. We make sure The City meets environmental and safety regulations by developing programs and co-ordinating audit and compliance programs.

### Waste & Recycling Services (WRS)

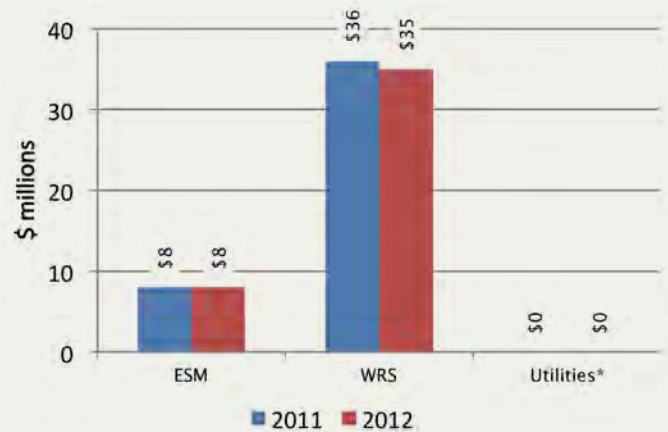
We deliver collection services for residential garbage, limited commercial garbage, community recycling depots, and residential recycling. We operate The City's waste management facilities, including active and former landfills. We develop and deliver education programs that support citizens to "Reduce, Reuse and Recycle." We implement community-based programs like leaf and pumpkin composting, Christmas tree mulching, household chemical drop-off, and electronics and paint recycling.

### Water Resources/Water Services (Utilities)

We manage our water resources and we work with other organizations to protect our watersheds. We design, build, operate and maintain The City's water, wastewater and drainage systems. We supply quality drinking water, and provide treatment and disposal of wastewater for residential and commercial customers. We provide water and wastewater quality and compliance monitoring. We maintain and repair water, wastewater and drainage infrastructure to safeguard public health, property and the environment.

## Net operating budgets

The graph below illustrates the net operating budget (in \$ millions) based on tax-supported amounts for each business unit in 2011 and 2012. Budgets for 2013 and 2014 will be reviewed as part of the annual adjustment process.



(\*) = Funded by non-tax sources including fees and other revenues

## 2012–2014 Highlights

Below are some of the actions we are taking to deliver key services in the 2012 to 2014 period. More information is available in our 2012–2014 business plans and budgets online at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

- Engage customers and stakeholders in timely dialogue to improve decision making, demonstrate value, and foster understanding of services to align with citizen and customer expectations.
- Continue to invest in facilities and services that deliver the best value for money to meet current and future needs, and support stable and predictable rates and service levels.
- Work with the community, the region and The Corporation to achieve land, air and water goals to conserve, protect and enhance the environment.
- Employ a full lifecycle approach to the systematic acquisition, operation, maintenance, replacement and disposal of land and assets to maximize economic, environmental and social benefits, manage risks and achieve business goals.
- Foster a safe workplace for all City employees.

## Improving how we deliver services

The approved 2012–2014 operating budget calls for more efficient ways to deliver services. Over this three-year period, Utilities & Environmental Protection will achieve the following productivity gains and efficiencies:

- Operational efficiencies related to blue cart collection have generated cost savings resulting in a 19 per cent reduction in blue cart recycling fees for 2012.
- Full implementation of automated black cart garbage collection has resulted in reduced labour costs, cleaner communities and safer work environment for employees.
- Testing bi-weekly garbage collection as part of the green cart food and yard waste pilot.

## Incorporating citizens' input

Examples of how we incorporate citizens' input in the services we provide include:

- Recommended food and yard waste collection and composting pilot starting in 2012, which will allow the testing of bi-weekly garbage collection.
- Based on Council's direction, The City is working in collaboration with the private sector to expand recycling services and develop a long-term recycling strategy for multi-family residences (e.g. condos, apartments, etc.).

# CALGARY POLICE SERVICE

## What we do

The Calgary Police Service is committed to working with the community to maintain this city as a safe place to live, work and visit. This is achieved through front-line policing and specialized investigations, along with the necessary organizational support. We use comprehensive community policing strategies focused on education, prevention, intervention and enforcement.

**Mission:** To maximize public safety in Calgary.

**Vision:** Working together for a safe community.

## Summary of services we deliver

We deliver our services through the following business units:

### Bureau of Community Policing

We respond to both 911 and non-emergency calls from the public. We enforce traffic laws and safety, and provide educational programs for crime prevention and early intervention, as well as air, canine and other forms of support to front-line officers.

### Bureau of Investigative Services

We focus on organized crime activities (e.g. fraud, identity theft, online crime, drugs, auto-theft, commercial crime and gang activity). We investigate major crimes (e.g. homicide, robberies, child abuse and sex crimes), co-ordinate with other agencies for joint-force operations (e.g. RCMP, other provincial agencies), and perform crime scene investigation and forensic services.

### Bureau of Organizational Support

We manage human resources, training and career development, health and wellness services for Calgary Police Service employees. We initiate and provide information and technology support, and maintain police records, report taking and other administrative duties. We also manage police related fleet, buildings and vehicles.

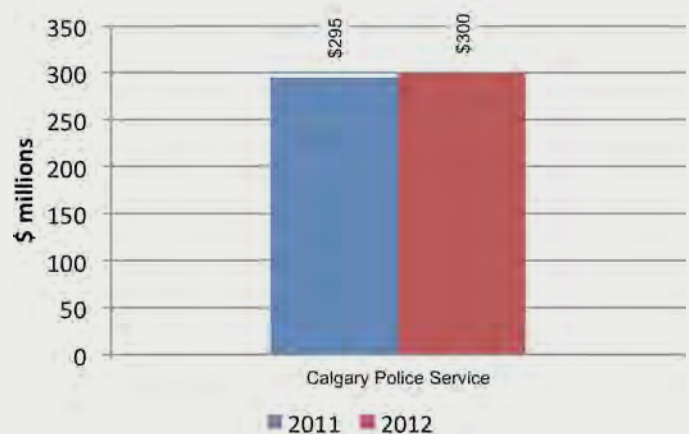
### Office of the Chief

We operate the Real Time Operations Centre (RTOC) that provides real-time analytical and investigative support to front-line officers. The RTOC can co-ordinate and reallocate police resources as necessary. We provide

strategic planning and policy development, financial support for the organization and counselling for all our members. We investigate complaints against police officers and other employees. We analyze crime and provide legal review and advice. We process Freedom of Information and Protection of Privacy (FOIP) requests, undertake internal audits, and provide internal and external communication support services such as media relations and public affairs.

## Net operating budget

The graph below illustrates the net operating budget (in \$ millions) based on tax-supported amounts in 2011 and 2012. Budgets for 2013 and 2014 will be reviewed as part of the annual adjustment process.



## 2012–2014 Highlights

Below are some of the actions we are taking to deliver key services in the 2012 to 2014 period. More information is available in our 2012–2014 business plans and budgets online at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

- Maintain current staffing levels relative to population growth by recruiting and retaining people to support service delivery.
- Enhance communication with citizens to link community needs to police response.
- Continue to spearhead community-based initiatives to address issues such as elder abuse, at-risk children and youth, gang violence, child abuse, homelessness, addictions and domestic violence.
- Continue to involve community partners in ongoing Service and district-level crime management strategies.
- Continue recruiting initiatives to attract members of all Calgary's diverse communities.

## Improving how we deliver services

The approved 2012–2014 operating budget calls for more efficient ways to deliver services. Over this three-year period, we will strive for the following productivity gains and efficiencies:

- Modifying the front-line deployment model while maintaining officer visibility and coverage on the street.
- Consolidating operations to achieve efficiencies.

## Incorporating citizens' input

Examples of how we incorporate citizens' input in the services we provide include:

- Continuing to develop strategies with partners around education, early intervention, treatment and enforcement.
- Ensuring citizen input received by Community Liaison, School Resources and Diversity Resources officers is incorporated into the crime management strategy priorities.
- Building trust by encouraging personal contact and dialogue with people from diverse communities.
- Enhancing the Service's digital presence to improve the quality of communication and interaction with the public and CPS employees.

# CORPORATE ADMINISTRATION

## What we do

We support Council, the City Manager, the City Solicitor, the Chief Financial Officer and the City Clerk in fulfilling their legislated duties to The Corporation, so that Council and Administration can provide excellence in municipal management and quality public service.

## Summary of services we deliver

We deliver our services through the following business areas:

### Chief Financial Officer's Department (CFO)

We provide financial leadership through policy, financial controls and providing guidance and advice. We collect taxes, manage a \$2.5 billion investment portfolio, and take care of cash management, accounting, payables and receivables, and treasury. We co-ordinate supply management for The City. We process \$1.6 billion in purchase orders, issue \$69 million in inventory, and operate 42 warehouses and fuel sites.

### City Clerk's Office (CC)

We manage the legislative process for The City in accordance with the *Municipal Government Act* and Calgary City Council's Procedure Bylaw. We manage and conduct all civic census, enumeration and election functions. We manage and respond to public requests for information under the *Freedom of Information and Protection of Privacy Act* (FOIP). We ensure all City Council and Committee meetings are accessible, and decisions are available to the public.

### City Manager's Office (CMO)

We support the function, role and leadership initiatives of the City Manager as the chief administrative officer under the *Municipal Government Act of Alberta*. We provide guidance in corporate policies, and support senior staff in making sure Council decisions are co-ordinated and implemented into City services. We analyze public policy, develop approaches related to our provincial and federal governments, and oversee risk and issue management. We focus on sustainability in decision making and

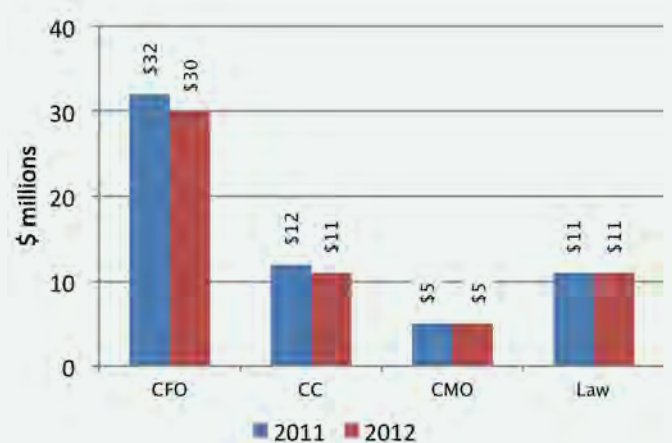
prioritization, and provide support and co-ordination to the Mayor and Council for initiatives such as regional planning.

### Law

We provide legal advice and counsel to the Mayor, Council as a whole and its individual members, the City Manager and all departments. We represent The City in lawsuits, and conduct all court and quasi-judicial proceedings. We investigate, adjust, collect and settle claims, and administer insurance to protect The City from risk. We manage corporate security to ensure The City's staff, visitors, information and assets are safe and protected.

## Net operating budgets

The graph below illustrates the net operating budget (in \$ millions) based on tax-supported amounts for each business area in 2011 and 2012. Budgets for 2013 and 2014 will be reviewed as part of the annual adjustment process.



## 2012–2014 Highlights

Below are some of the actions we are taking to deliver key services in the 2012 to 2014 period. More information is available in our 2012–2014 business plans and budgets online at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

- Co-ordinate an organization-wide and CFO department program to increase the use of benchmarking, performance measures and best practices information.
- Deliver improved Supply Management services to all business units to increase convenience and cost effectiveness.
- Achieve additional value-added services and/or lower costs through an agreement with a new external investment custodian.
- Expand access to electronic records, including bylaws and released confidential Council reports on the City Clerk's website.
- Create, lead, manage and promote sustainability initiatives within The Corporation and the community.
- Business process re-design in services provided by Corporate Management Leadership Support leveraging the Electronic Legislative Management System (ELMS) to streamline Council and ALT report processing will reduce expenditures by \$83,000 in 2012 and \$40,000 in 2013.
- Implement an independent and objective zero-based review pilot program in 2012.

## Incorporating citizens' input

Examples of how we incorporate citizens' input in the services we provide include:

- Improving information provided to the public on policy development, legislative processes and how The City allocates its financial resources to enhance citizens' understanding.
- Implementing efficiency and effectiveness strategies and improvements to performance measures and benchmarking, with support from the Chief Financial Officer's Department.
- Implementing a new policy development process and sustainability initiatives.

## Improving how we deliver services

The approved 2012–2014 operating budget calls for more efficient ways to deliver services. Over this three-year period, Corporate Administration will achieve, among other initiatives, the following productivity gains and efficiencies:

- Process improvements, consolidation of staff resources and leveraging supply chain system upgrades such as contract management and investment recovery will result in savings of approximately \$1.1 million over the next three years.

# CIVIC PARTNERS

The City of Calgary has relationships with many not-for-profit organizations. Of these, The City's Civic Partners are large, complex and diverse, with unique operating agreements, land agreements, legal relationships and histories. Significant City of Calgary resources are invested in and managed by Civic Partners, including operational and capital funding, land, buildings, artifacts and liaison support.

## Key Contributions

The City provides support to Civic Partners because of the many contributions they make to the quality of life for Calgarians. Civic Partners help The City reach its strategic goals in the areas of economic development, sport development, and strengthening the arts sector. They significantly leverage tax dollars through donations, grants and earned revenue, and provide Calgarians with a range of opportunities as participants and audiences.

More information about Civic Partners' key contributions is available in The City's 2012–2014 business plans and budgets online at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

## Approved Operating Grant

Civic Partners are governed by their own respective Board of Directors. While Council is responsible for approving the operating grants for Civic Partners as part of The City's three-year budget cycle, Council is not responsible for approving Civic Partner business plans. Please contact a Civic Partner directly for more information about its business plan.

The table (right) lists the grant amounts (in \$000s) for each Civic Partner in 2011 and 2012. The 2012 figures reflect the grant amounts approved by Council in November 2011.

Civic Partner	2011 (in \$000s)	2012 (in \$000s)
Aerospace Museum	218	214
Calgary Arts Development Authority	5,038	5,393
Calgary Economic Development	4,821	4,735
Calgary Public Library	39,616	39,483
Calgary Technologies Inc.	722	709
Calgary TELUS Convention Centre	2,624	2,597
Calgary Zoological Society	6,946	6,822
EPCOR Centre for the Performing Arts	1,800	2,168
Fort Calgary Preservation Society	980	963
Heritage Park Society	2,710	2,662
Office of Economic Development & Policy Coordination	677	665
Parks Foundation, Calgary	300	0
Talisman Centre	2,217	1,196
TELUS World of Science – Calgary	1,926	2,032
Tourism Calgary	2,447	2,404
<b>TOTAL Net</b>	<b>73,043</b>	<b>72,042</b>



# CAPITAL PLAN AND BUDGETS

The City develops its capital investment plan in five-year cycles. This ensures appropriate planning for required projects and their related funding to demonstrate the complete impact of major, multi-year projects. Capital budgets are approved by Council as part of the three-year business planning and budgeting cycle.

## Use of capital budgets

- Land acquisitions, construction of buildings and infrastructure (i.e. roads, recreation centres, libraries, etc.).
- Procurement of items used for one-time costs, with life expectancy of more than one year (i.e. equipment, vehicles, structures, systems, etc.).
- Largely funded through government grants, debt and reserves.

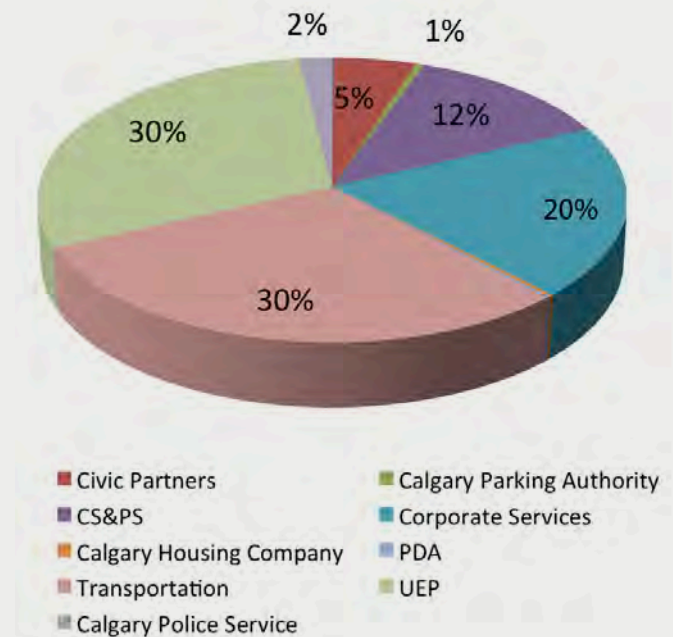
In most cases, money cannot be transferred between capital and operating budgets because of funding restrictions.

## Capital budget expenditures

The City's 2012–2016 capital plan totals \$5.7 billion. The tax-supported portion is \$4.4 billion and the Utilities portion is \$1.3 billion. Major types of capital projects identified in this capital plan include:

- Transportation (\$1.7 billion)
- Community Services & Protective Services (\$711 million — \$492 million for Parks and Recreation and \$219 million for protective services).
- Environmental Protection (\$348 million)
- Corporate Services (\$1.1 billion — \$277 million for Corporate Properties & Buildings, \$201 million for Fleet Services, \$494 million for Office of Land Servicing & Housing, \$128 million for Information Technology and \$49 million for other business units).

2012–2016 Capital Spending Plan  
Total: \$5.7 billion



The capital plan includes a mix of new, maintenance and upgrade projects. It acknowledges that the needs for new infrastructure must be balanced against The City's obligations for existing infrastructure in older communities. Visit [calgaryinfrastructure.ca](http://calgaryinfrastructure.ca) for more information.

# OUR APPROACH TO BUSINESS PLANNING AND BUDGETING

The City develops its business plans and budgets in three-year cycles. The multi-year approach allows The City to respond to changes in economic, social, environmental and political circumstances. Together, the business plans and budgets provide a view of what citizens can expect from City services over the next three years.

## Our City. Our Budget. Our Future.

Emerging issues such as challenges in financial sustainability and growth management, a recognized need for improved transparency in decision-making, and expectations for citizen engagement called for changes to how City services are planned and delivered.

City Administration developed Our City. Our Budget. Our Future. in response to Council's motion for a facilitated review of our municipal purpose and core services, and to address the Council-approved principles for what a new plan and budget process and document should deliver.

Council wanted an unprecedented level of engagement on The City's business plans and budgets. They expected a lot of transparency and openness throughout the delivery of the program, and a document that was more user-friendly and accessible for Council and citizens.

## Key components of the 2012–2014 business planning and budgeting process

- A focus on **sustainability and achievement of the vision** outlined in imagineCALGARY's 30-year targets.
- Considered **extensive stakeholder input** prior to the development of the business plans and budgets.
- Council approved **indicative tax rates**, indicative utility rates, and indicative waste and recycling fees.
- Defined and presented City services using plain language so **information made sense to citizens**.
- Included **service descriptions and alignment** of outcomes and performance measures.
- **Increased transparency** of budget information from a department level to a service level of detail.

### Benefits of our approach to business planning and budgeting

- **Improve transparency and decision-making** by providing Council and citizens more information about where City funds are used, linking service costs to service levels and outcomes, and better connecting long-term goals to short-term spending decisions.
- **Help The City transform its organization over time** by providing for more regular, ongoing, thorough examination of City services to ensure that services are relevant to citizens' needs and priorities.
- **Increase The City's accountability** in delivering services to citizens effectively and efficiently, while maintaining its focus on a sustainable future.

### Council's Direction for Administration

On June 28, 2011, Council confirmed its Fiscal Plan for Calgary, which described the priority areas Administration needed to address when developing the proposed 2012–2014 business plans and budgets. Considering the final engagement results, and information Council received in previous strategic planning meetings, Council also approved indicative tax rates, utility rates, and waste and recycling fees, which together provided a preliminary budget envelope that guided Administration in the development of detailed business plan and budget recommendations.

### Approval of 2012–2014 business plans and budgets

Following Council's June 28, 2011 direction, Administration prepared the proposed 2012–2014 business plans and budgets for Council's deliberation. The proposed documents were released to Council and the public on Nov. 9, 2011.

Council approved the 2012–2014 business plans and budgets on Nov. 29, 2011. Summaries of the approved business plans and budgets and detailed documents are available online, by department, at [calgary.ca/ourfuture](http://calgary.ca/ourfuture).

