

OUR CITY
OUR BUDGET
OUR FUTURE

Everybody's business

Understanding priorities

Making choices that matter

READER'S GUIDE
& GLOSSARY



This Reader's Guide provides an overview of key components of The City of Calgary's 2012-2014 business plans and budgets. It lists the types of business plan and budget pages in the document and briefly describes what information readers can find on each type of page. A glossary of terms is also included in this Reader's Guide.

The 2012-2014 business plans and budgets document is organized into the following five sections and sub-sections:

Corporate context

1

This section describes the considerations and process leading to the development of City Council's Fiscal Plan for Calgary and the department business plans and budgets for 2012-2014. These considerations include the major trends affecting Calgary, the increasing importance of effective land use management as the city continues to grow, highlights from a recent stakeholder engagement exercise, and The City of Calgary's long-term plans, imagineCALGARY and the 2020 Sustainability Direction.

Council's Fiscal Plan for Calgary

2

This section describes Council's priority areas for the next three years and provides an overview of the process to develop it. The plan identifies six priority areas with further clarification provided in the directional statements. Council's Fiscal Plan for Calgary provides Administration with direction on what needs to be accomplished in the 2012-2014 business plans and budgets.

Department business plans and budgets

3

Department business plans and budgets for 2012-2014 are provided, showing the associated strategies, actions and budgets that will be deployed to achieve the departmental outcomes. The department, business unit and service pages contained within section three are described in more detail in the pages that follow.

Civic Partners, Council, Corporate Programs and Calgary Parking Authority

4

The City of Calgary works with the civic partners to contribute to the social, economic, health and well-being of Calgarians. This section contains business plan highlights and budget submissions for more than a dozen civic partners (including Calgary Zoo, Fort Calgary and Heritage Park). It also includes the proposed three-year budgets for Council programs and the corporate budget programs.

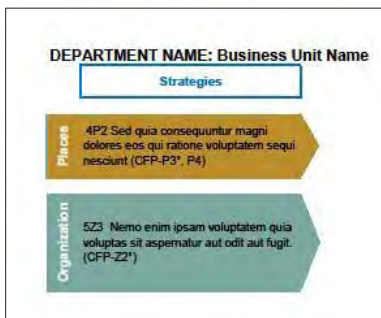
Supplemental budget analysis information

5

This section summarizes information found in a number of different departments. It includes a schedule of user fees and taxation revenues, and tax-supported and non-tax-supported capital summary schedules.

DEPARTMENT PAGES

In the department business plans and budgets sections, the departmental outcomes, strategies and actions will show alignment to the six priority areas in Council's Fiscal Plan for Calgary. Each priority area has been designated a theme and a colour for easy reference. Below are the themes and designated colours followed by how the page looks.



A total of 51 directional statements were also identified for the six priority areas, which serve to support the achievement of Council's Fiscal Plan for Calgary. Strategies show a linkage to Council's directional statement(s) through a reference number at the end of the strategy and/or action statement. For example, a strategy that aligns with Council's priority theme of Organization (Z) will contain the reference number "CFP-Z2", where "CFP" stands for "Council's Fiscal Plan," "Z" refers to the "Priority Area" and "2" references the second directional statement. Where a department takes the lead on a directional statement, an asterisk is added to the reference number (CFP-Z2*).

The six components of the department pages include the following:

Department title page - This page serves as the contents page of the department's business plan and budget, and provides a snapshot of the department's percentage share of The City's overall operating budget.

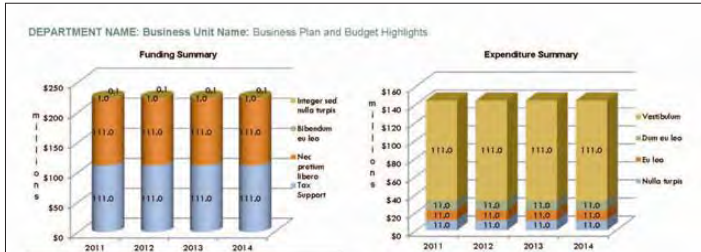
Department overview - This page provides a general description of the department, including its business units, the key trends and issues that the department will need to address during 2012-2014, as well as how its business plan and budget will support the achievement of Council's Fiscal Plan for Calgary. Charts with the department's operating and capital expenditures are also shown.

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

Departmental Outcomes	Performance Measures	2010	2011	2012	2013	2014
		Actual	Est.			
Mobility	PM1.1 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem	67%	64%	67%	67%	75%
	PM1.2 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem	91%	91%	92%	92%	92%
	PM1.3 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem	88%	71%	75%	75%	75%
	PM1.4 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem	91%	91%	92%	92%	92%
	PM1.5 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem	20%	80%	80%	100%	100%
	PM2.1 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem	2.55	2.55	2.55	2.55	2.55
	PM2.2 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem	0%	9%	10%	11%	12%
	PM2.3 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem	n/a	90%	92%	95%	95%

Outcomes and performance measures - This page details the outcomes that each department is committed to achieve, as well as the associated performance measures the department will use to measure success during the 2012-2014 period and the performance targets that it is committed to achieve.

*Council approves the outcomes and associated performance measures and targets.



Operating budget charts and tables – Each business unit page includes a chart of funding by major category and a chart of expenditures by major category. These charts visually highlight the relative importance of funding sources and expenditure categories. There is also a table of budget amounts for the services in that business unit.

DEPARTMENT NAME: Business Unit Name: Business Plan and Budget Highlights

Productivity Gain (budget reduced with no service impact)
 magna, quis vehicula lacus scelerisque quis. Aenean nec ligula sed augur lectus tempus, sagittis nulla. Duis a sem non leo condimentum lacus. Morbi aliquet imperdiet elit eget pellentesque. Suspendisse vel est vitae velit pellentesque vehicula. Sed in eros tellus, vel rhoncus quam. Fusce consequat, ante vel aliquet varius, nulla eros rhoncus arcu, ut ultricies eros nunc non du. Donec sodales nisi vitae diam bibendum vestibulum Aliquam eu diam neque, qua ornare eros. Morbi ultricies mollis lacus, sed portitor felis lobortis n. Fusce vel sodales dolor. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nulla nec arcu ut eros sodales placerat ac sit amet ipsum.

Budget Reductions with Service Impact
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Service and Budget Increases
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Business plan and budget highlights – These pages link the plans and budgets, providing a brief explanation of how Council’s Fiscal Plan and other emergent priorities will be reflected in changes to the business unit’s operating budget. Also shown here are highlights of what the business units will do to achieve the productivity gain targets set by Council.

DEPARTMENT NAME/BUSINESS UNIT NAME

Proposed Capital Projects Requiring Approval (\$000s)

\$190,046 = budget to be approved

Program-Project	Project Description	Type	Cat.	Prev. Approved Budget up to 2011	(A) Pre-Approved Budget for Future Years	(B) New Budget Request	2012	2013	2014	2015	2016	CH/HH/BI		
							2012	2013	2014	2015	2016	2012-2016	2012-2016	
AAA	dolore eu fugiat nulla pariatur	X	Y		1,200	500	500	500	-	-	-	-	1,200	
BBB	dolore eu fugiat nulla pariatur	X	Y		14,822	6,900	3,500	3,500	-	-	-	-	13,900	
AAA	dolore eu fugiat nulla pariatur	X	Y		2,250	750	750	750	-	-	-	-	2,250	
	Total Program SSS : dolore eu fugiat nulla pariatur				18,272	8,150	4,750	4,750					17,650	
CCC	dolore eu fugiat nulla pariatur	X	Y		3,000	1,000	1,000	1,000	-	-	-	-	3,000	
DDD	dolore eu fugiat nulla pariatur	X	Y		85,000	1,000	30,000	45,000	14,000	-	-	-	90,000	
EEE	dolore eu fugiat nulla pariatur	X	Y		4,300	1,500	1,300	1,500	-	-	-	-	4,300	
	Total Program TTT : dolore eu fugiat nulla pariatur				92,300	3,500	32,300	47,200	14,000				97,300	
	Operating costs of capital of Program TTT 2012-2016 Operating Budget	Y								N/A	N/A			
	2015 and beyond Operating Plan	Y								2,000			2,000	

Capital budget table – The capital budget table provides annual spending on projects by program-project number, sub-totaled by program number and totaled by business unit.

SERVICE PAGES

TRANSPORTATION: Calgary Transit: Service Overview

Strategy, Service Planning and Customer Engagement	2012 (\$000's)			2013 (\$000's)			2014 (\$000's)		
	Gross	Net	FTEs	Gross	Net	FTEs	Gross	Net	FTEs
<p>1M2 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus. Aenean ut felis at odio volutpat convallis. Pellentesque eleifend, nunc in auctor commodo, neque est rutrum risus, at pharetra nibh mi ut odio. Morbi dolor ante, lobortis quis tristique ut, euismod ac ante. Sed odio quam, sagittis in sollicitudin a, eleifend sit amet mi. Donec lacus, ullamcorper est quis vulputate. Pellentesque sagitta lacus id diam consequat fringilla. Mauris du ante, euismod sed porta at, bibendum eu leo.</p> <p>Strategies</p> <p>1M2 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1P3 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1M1 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1M3 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1M4 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1M5 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1M6 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p>	<p>1M2 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus. Aenean ut felis at odio volutpat convallis. Pellentesque eleifend, nunc in auctor commodo, neque est rutrum risus, at pharetra nibh mi ut odio. Morbi dolor ante, lobortis quis tristique ut, euismod ac ante. Sed odio quam, sagittis in sollicitudin a, eleifend sit amet mi. Donec lacus, ullamcorper est quis vulputate. Pellentesque sagitta lacus id diam consequat fringilla. Mauris du ante, euismod sed porta at, bibendum eu leo.</p> <p>Actions</p> <p>1M2-1 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1M3-1 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1M4-1 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1M5-1 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p> <p>1M6-1 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris varius volutpat sem non placerat. Cras scelerisque, nisi non cursus eleifend, dolor tellus cursus felis, egetas suscipit risus mi sit amet lectus.</p>								

Service highlights – Each line of service in the business unit has a dedicated service page which contains additional information on the specific service. Highlighted actions which each service is accountable for is shown, as well as its associated budget and resource allocation. This page is provided for information, as the plan and budget information will be approved on earlier pages.

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2020 Sustainability Direction (2020SD) – a translation of the imagineCALGARY long-term vision for Calgary into a 10-year timeframe. The 10-year timeframe will provide a strategic road map that enables Administration to link the three-year business plans and performance targets to the longer-term vision and targets identified in imagineCALGARY, the Calgary Transportation Plan, the Municipal Development Plan and other plans.

Accountability (Quarterly) Reporting – reports from Administration to Council on progress in achieving business plan outcomes and performance targets, and adherence to approved budgets.

Actions – a specific step taken to fulfill a business plan strategy.

Alignment – the process of ensuring that direction of each department's business plan is aligned with Council's Fiscal Plan for Calgary and across departments.

Alternative service delivery – the provision of services, traditionally provided by City staff, by an external organization including community partners and not-for profit organizations, public/private partnerships, other orders of government or the private sector.

Baseline – the point of reference from which performance is tracked or compared over time.

Benchmark – a standard or reference point against which something is measured.

Budget projection – a high-level estimate projecting the operating revenues and costs of the current year's levels of service into the future, including significant impacts such as new capital projects, labour settlements, user fee growth, population growth and inflation.

Business plan – a document that describes a department's outcomes (or goals), measures of success (performance measures and targets), and the strategies and specific actions that will be undertaken to achieve these outcomes and targets.

Business tax – revenue generated through the collection of taxes levied on the net rental values of premises occupied by a business.

Business unit – a distinct operating entity within The Corporation; a subset of a department.

Calgary Transportation Plan (CTP) – the CTP describes transportation for long-term mobility, growth and development patterns in Calgary. It contributes to shaping our communities and employment centres, and it determines how we move within and among these places. The plan provides policies that integrate social, economic and environmental objectives for the next 30 years with a focus on mobility. The policies in the CTP are linked directly to those in the Municipal Development Plan.

Capital assets – items such as plant, equipment, vehicles, structures and systems needed for provision of municipal services that are owned and operated by The City, and whose useful life extends beyond one year.

Capital budget – includes estimated expenditures for acquisition of land and construction of buildings, bridges and other major permanent improvements. An item will be deemed a capital item if it has a life expectancy of more than one year. The capital budget is based on a five-year plan, where the costs of a project may be appropriated over more than one year.

Capital expenditure – costs associated with the purchase, construction, improvement and/or life cycle maintenance of capital assets.

Civic partners – not-for-profit organizations that have a formal and legal relationship with The City of Calgary to provide services or programs in conjunction with, or on behalf of The City (e.g. Calgary Public Library, Heritage Park).

Consumer Price Index (CPI) – a value calculated by Statistics Canada indicating changes in prices paid for a "basket of goods and services" by a typical household. The "basket" includes shelter, food, transportation, health and personal care items, household operations and furnishings, clothing and other expenditures.

Council's Fiscal Plan for Calgary – outlines the priorities and indicative tax, utility and user fee rates for The Corporation for the 2012-2014 business plans and budgets.

Credit rating – the rating given to The City by external rating agencies that describes The City's ability to repay debt.

Culture, Parks & Recreation Infrastructure Investment Plan (CPRIIP) – a prioritized list of capital needs for Parks, Recreation and partner organizations. Includes a mix of maintenance and upgrade capital projects as well as new growth requirements.

Debentures – borrowing backed by the credit of the issuer but not by any specific collateral, used to finance capital projects.

Debt servicing – principal and interest payments on debentures.

Department – a major organizational entity made up of more than one business unit and headed by a general manager.

Directional Statement – statements within the six priority areas of Council's Fiscal Plan for Calgary, which provide further clarification of Council's expectations for 2012-2014 business plan and budgets.

Efficiency – the relationship between inputs (typically expressed in terms of cost) and outputs (programs and services). An efficient municipality produces the maximum outputs possible with the resources available to it.

Emergency Response Infrastructure Investment Plan

(ERIIP) – a prioritized list of capital needs for Fire, Emergency Medical Services, Animal & Bylaw Services and Public Safety Communications (9-1-1). Includes a mix of maintenance and upgrade capital projects as well as new growth requirements. The Calgary Police Service prepares capital plans through the Calgary Police Commission.

Enabling services – internal support to departments for front-line implementation of programs and services. Enabling service areas include communications, corporate properties, finance, fleet, human resources, information technology, law, infrastructure and information services, safety and supply.

Expenditures – operating or capital costs associated with providing a good, performing or contributing to a service.

Facilitated review of core services – the facilitated review was conducted as part of a public engagement process that was directed and approved by Council on Feb. 7, 2011. The three-phase public engagement process gathers information from citizens, employees and Council about the most valued City services and priorities, and how budget dollars should be allocated to provide the services Calgarians want now and for the future. The review, along with The City's 2012-2014 business planning and budget coordination was combined in a program called Our City. Our Budget. Our Future.

Financial outlook – a projection of the future financial position based on assumptions regarding future revenue and expenditure.

Fiscal Stability Reserve – a contingency fund created by Council in January 2005 to cover significant emergencies or revenue shortfalls and as a source of funding for one-time operating projects. The Reserve's investment income is used to fund one-time operating budget expenditures. The target reserve balance is set at 15 per cent of gross annual operating expenditures (net recoveries and exclusive of utilities).

Franchise fees – fee in lieu of property taxes based on an agreement granting a special franchise (e.g. use of City right of way for underground pipes). Paid by utility companies to The City. Also known as Municipal Consent Access Fees.

Full Time Equivalent (FTE) – a full-time position (35 – 40 hours per week) or a combination of positions (in whole or in part) that provide the same number of working hours as a full time position.

Growth costs – net expenditures directly attributable to an increase in the population or geographical area of Calgary and which become included in base costs in the following year.

imagineCALGARY – the blueprint developed with input from thousands of Calgarians to help create a sustainable future and exceptional quality of life for generations to come. It contains the final 100-year vision, all of the 30-year targets and goals as well as strategies for accomplishing these goals.

Indicative tax rates – a tax rate used by Administration for planning purposes when developing the 2012-2014 business plans and budgets.

Inflation – see Consumer Price Index or Municipal Price Index.

Level of service – an expenditure and associated revenue attributable to increasing (or decreasing) the quality or amount of service provided to Calgarians.

Local Improvement Tax – special tax revenues collected from individual taxpayers to cover capital works undertaken by The City at the taxpayer's request (e.g. paving an alley).

Long-range Financial Plan – projection of operating and capital requirements and financial position over the next 10 years, setting out potential financial goals and strategies to achieve long-term financial sustainability. The City of Calgary published its first such plan in 2007 and updates it periodically.

Long-term recovery rate – a target for the proportion of the cost of a service or program that will be paid for by the users of the service (through users fees), to be achieved over a 10-year period.

Mill rate – see property taxes

Municipal Development Plan (MDP) – the MDP describes the land use for long-term growth and development patterns in Calgary. It provides policies that integrate social, economic and environmental objectives for the next 30 years. These policies speak of the need for a more sustainable city that provides the citizens of today and in the future with a high quality of life, high quality of living environments and convenient means to get around. The policies in the MDP are linked directly to those in the Calgary Transportation Plan.

Municipal Price Index (MPI) – indicates inflationary changes in prices paid by The City of Calgary for materials, labour and services. Whereas CPI reflects the spending patterns of a typical household, MPI reflects the types of spending The City makes.

Municipal Sustainability Initiative (MSI) – the Province of Alberta's 10-year funding commitment (2007/08 – 2016/17) to assist municipalities in meeting growth-related challenges and enhancing long-term sustainability. The City uses its MSI funds entirely for capital projects.

Net budget – budget amount remaining after expenditures have been subtracted from revenues and recoveries.

Net zero – items that create additional expenditures, but whose costs are fully recovered from increased revenues, recoveries or from a capital program, so there is no net effect on taxes (e.g. an increase in staff may result in increased customer usage, thereby raising additional fees).

Operating budget – items of revenue, recoveries and expenditures pertaining to ongoing operations.

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Outcome – a short statement that reflects a goal the department will achieve over the three-year period from January 2012 to December 2014.

Pay-As-You-Go – source of funding for capital projects through a contribution from the current operating budget.

Performance measures – numerical measures to monitor and assess operations from a variety of perspectives including the management of costs (efficiency) and the results achieved (outcomes, effectiveness).

Performance target – the level of future performance that the organization expects to achieve through the strategies and actions expressed in the business plan, which is dependent on funding.

Productivity gain – decreases to the base budget that do not affect level of service.

Property tax – revenue generated through the collection of taxes levied on real property assessment as authorized by the *Municipal Government Act*.

Public Private Partnership (P3) – a government service or private business venture that is funded and operated through a partnership of government and one or more private sector companies.

Recoveries – income received by a City business unit from an internal City business unit for goods and services rendered.

Revenue – income received from external third parties broken down by major sources as follows: business tax, property tax, franchise fees, government grants, licences and permits, miscellaneous revenues, return on equity, sales of goods and services, and taxation on utility revenue.

Self-supported programs – programs not funded by tax revenues but solely by revenues or recoveries resulting from their own operations (e.g. Fleet Services, Development and Building Approvals).

Service (Public) – the provision of something of value to members of the public or the public collectively.

Services – describes the separate activities or streams of work within each business unit.

Smart growth – a plan to develop communities that are more sustainable (use fewer resources such as land and are less dependant on the automobile) and more affordable (requires less infrastructure).

Strategy – a course of action taken to achieve an outcome.

Sustainable development – development which meets the needs of the present without compromising the ability of future generations to meet their own needs.

Tax-supported programs – programs funded in whole or in part, directly or indirectly, by revenue from municipal property and business taxes. This includes all operating budget programs with the exception of utilities and other self-supported programs.

Transit Oriented Development (TOD) – a City program that concentrates higher density development near LRT stations, typically within a 600 metre radius, and encourages ridership by making transit more convenient.

Transportation Infrastructure Investment Plan (TIIP) – a plan to promote a balanced transportation system that makes the best use of the existing road network, pathways and light rail transit lines.

Triple Bottom Line (TBL) – an approach to decision-making that considers economic, social and environmental issues.

User fees – a payment charged in exchange for a good or service provided by The City.

Utility – services funded solely by Council-approved rates charged directly to users, which provide a return on equity to The City.

Zero-Based Review and Assessment (ZEBRA) – a review of all aspects of a municipal business or function, including mandate, service scope, service level standards, alignment to priorities and policy, and the efficiency and effectiveness of the service. A ZEBRA is conceptually similar to zero-based budgeting (ZBB) in that it examines a service from the ground up, but significantly different in that it assesses much more than budgetary aspects, and is conducted outside the budget process.