



Overview of Assessment

Our Mandate

To be a leading annual, market value assessment jurisdiction, earning the respect and trust of our customers every day.

In order to serve our customers – taxpayers, The City of Calgary, and the Government of Alberta – we:

- **Prepare** fair and equitable assessments that meet industry and legislative standards.
- **Communicate** assessments with honesty, respect and transparency.
- **Defend** assessments, ensuring equity for all customers.

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Prepare

**Cost of providing
Assessment services per 100
tax dollars**



Outlook

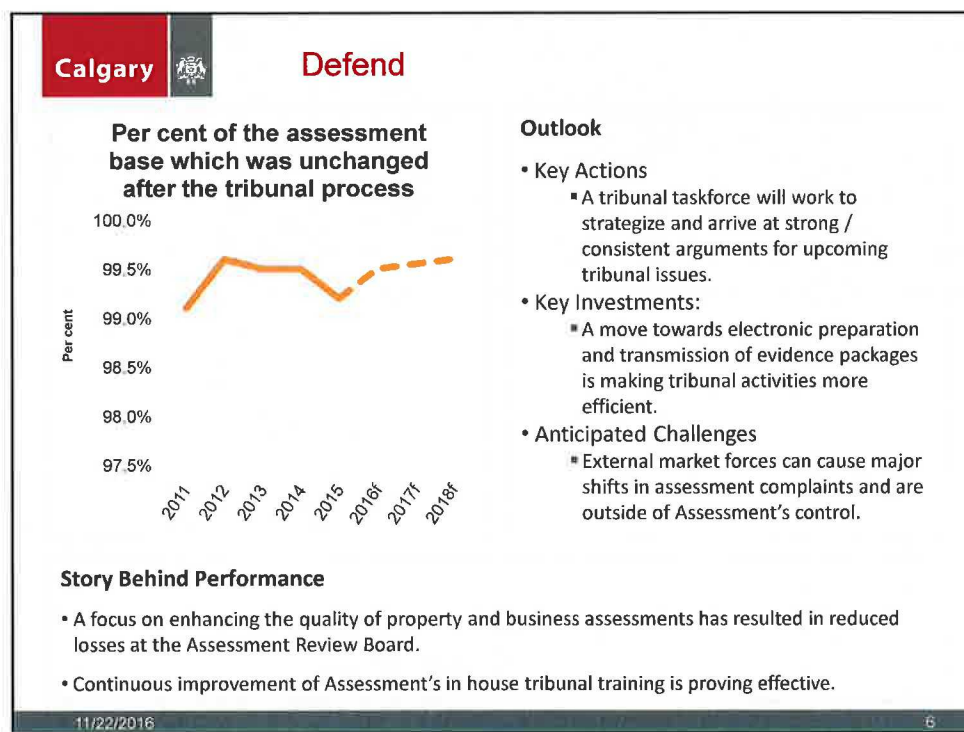
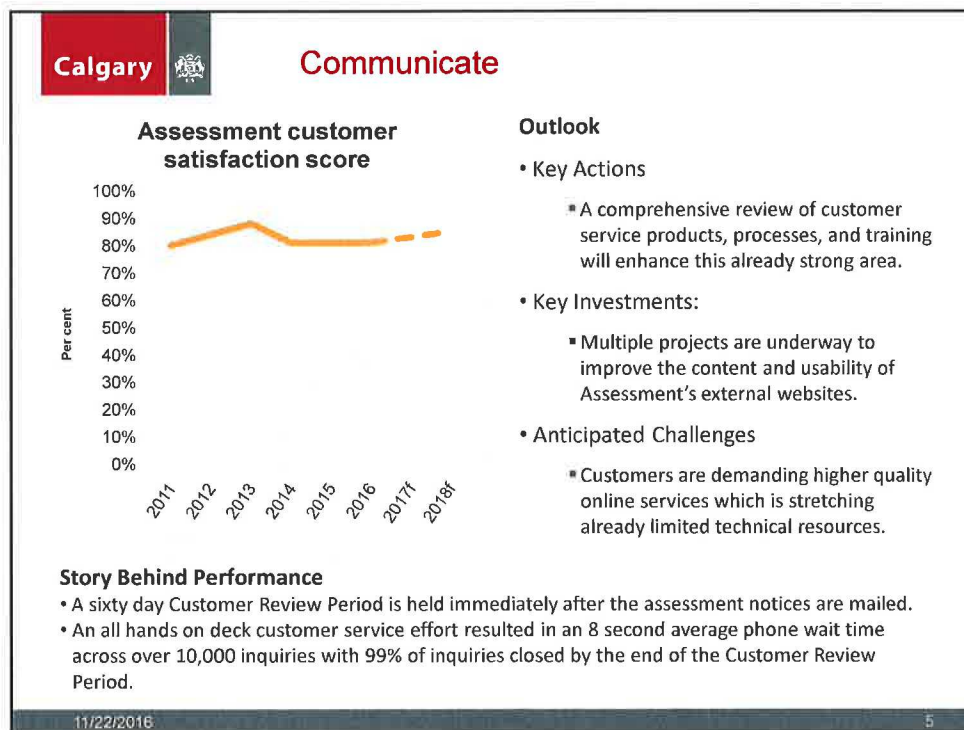
- Key Actions
 - An internal reorganization will be implemented to improve communication, efficiency, and effectiveness.
- Key Investments:
 - A capital program to replace the primary software for Assessment has commenced with an end date scheduled for 2019.
- Anticipated Challenges
 - External market forces and increasing customer demands constantly push Assessment to improve.

Story Behind Performance

- Growth has been accelerating faster than operating budget increases for Assessment.
- To keep up with higher workloads Assessment has had to increase efficiency through process improvements and system enhancements.

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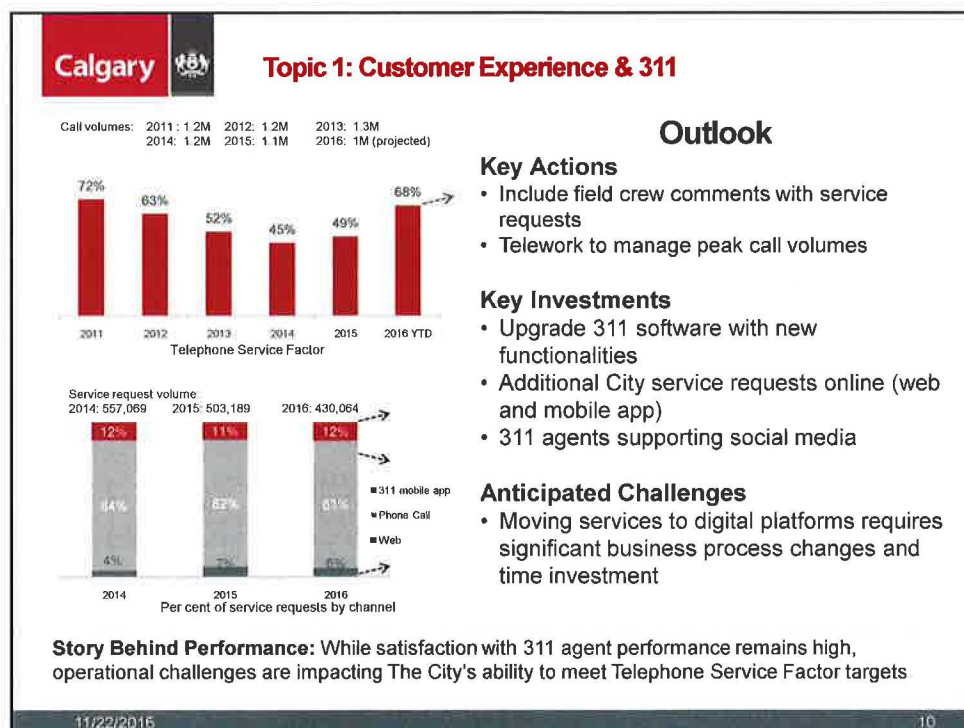
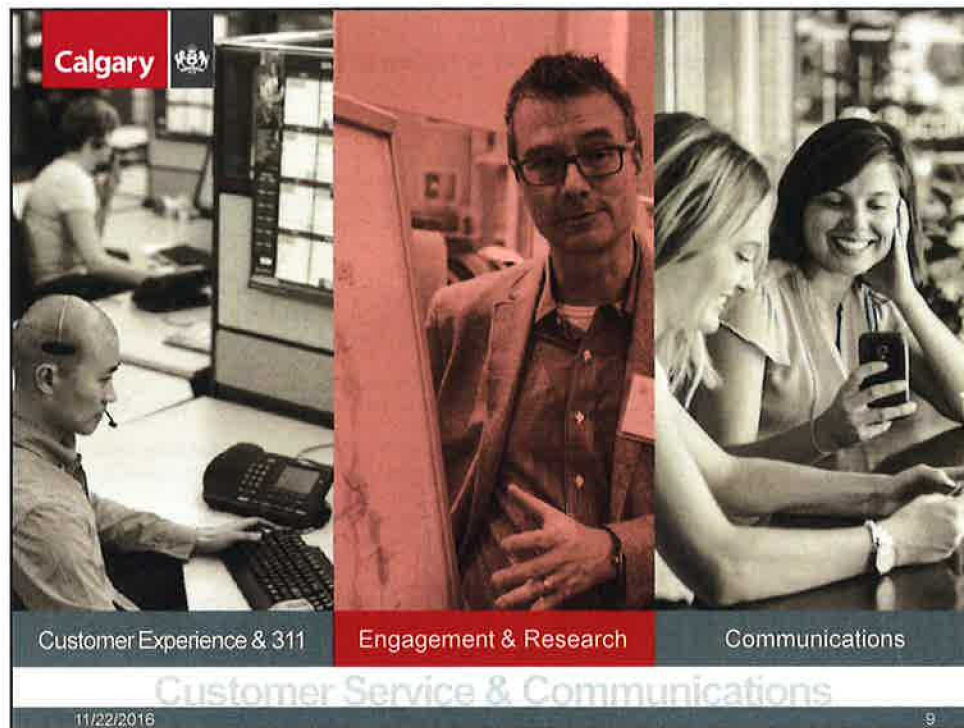
Customer Service & Communications

Mid-Cycle Adjustments

November, 2016

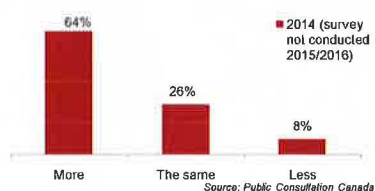
Cindy Pickett, Director



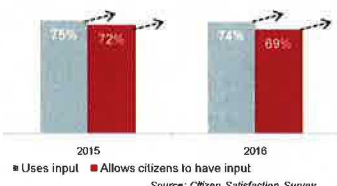




Canadian trend on expectation of public engagement



Attitudes regarding City decision making and transparency



Outlook

Key Actions

- Engage program education
- Updated vendor procurement
- Integrated research efforts

Key Investments

- Citizen's View Online Research Panel
- Research & Engagement Library
- Online Engage Portal

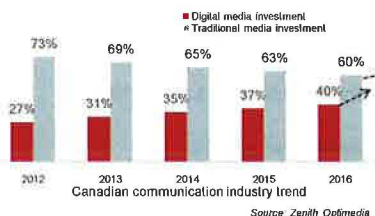
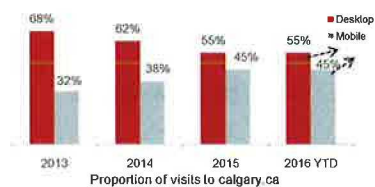
Anticipated Challenges

- Not all engagement is led and planned by the Engage Resource Unit
- Increasing public expectations for influencing decisions
- Ensuring appropriate engagement levels based on decisions to be made
- Enabling diverse audiences; representative research
- Meeting accessibility needs for participation

Story Behind Performance: The volume of public consultations conducted by The City continues to grow. Face-to-face participation is not fully inclusive. The quality of engagement offered across The Corporation remains inconsistent. Investment in new online tools is enabling a broader audience to participate in a consistent way.

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Total visits:
2013: 16.4M 2014: 15.1M 2015: 15.9M 2016 YTD: 16.7M

Outlook

Key Actions

- Realign and train staff to deliver digital communications
- Utilize metrics to target communications in the right channels
- Continue to develop calgary.ca content for all devices
- Build new workflow tools and processes for staff to improve efficiency

Key Investments:

- Update calgary.ca navigation
- Launch CityTalk digital magazine
- Improve social media channel management

Anticipated Challenges:

- Keeping pace with the evolution of new and existing channels
- Increased demand for more information
- Reaching diverse audiences
- Coordinating fragmented social media accounts
- Information access on digital channels requires changes to business process and investment

Story Behind Performance: The need for effective and timely communication about City programs and services increases as the speed and diversity of communication technology advances. The channel mix continues to widen and citizens have the ability to block advertising, making it challenging to reach audiences.

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Finance

Mid-Cycle Adjustments
November, 2016

Nelson Karpa, Acting City Treasurer



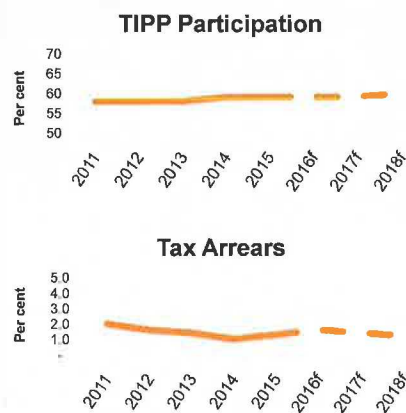
Overview of Finance

- Provides financial leadership to ensure The City is a well-managed organization that is financially sound, accountable, trusted and transparent in the management of public funds:
- Ensure Taxation is sustainable for the Corporation
- Legislatively compliant Financial Governance is responsive and of high quality
- Reliable Financial Support services for all Business Units to provide timely reporting for decision making
- Provide Long Range Financial Planning to support the corporate alignment of budgets for required future infrastructure and services

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Property tax accounts using pre-authorized payment plans and tax arrears



Outlook

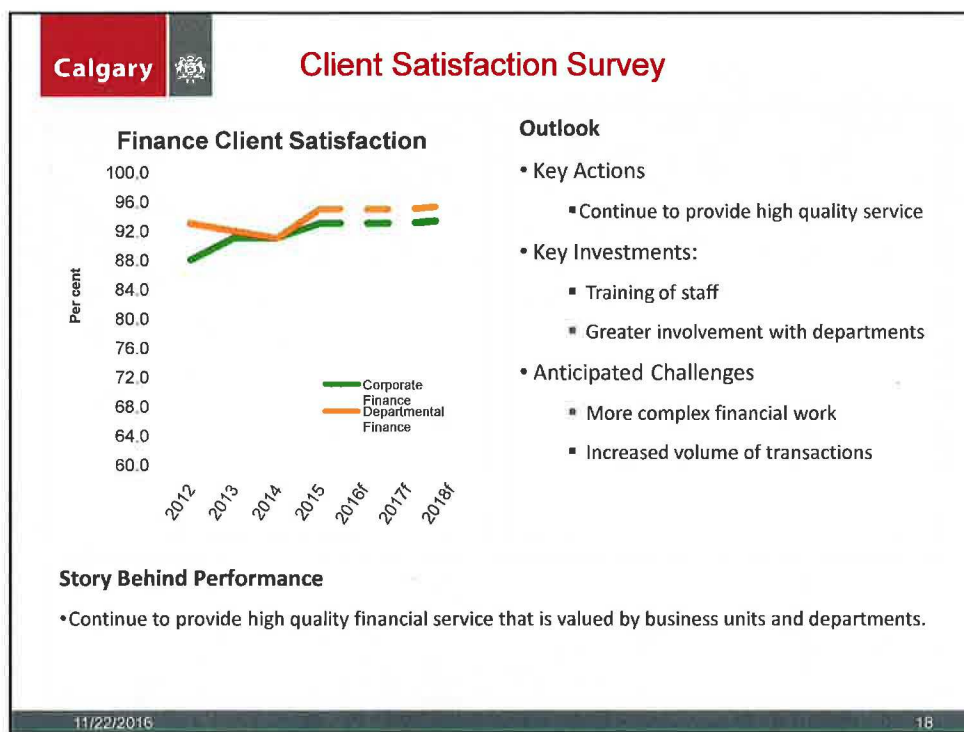
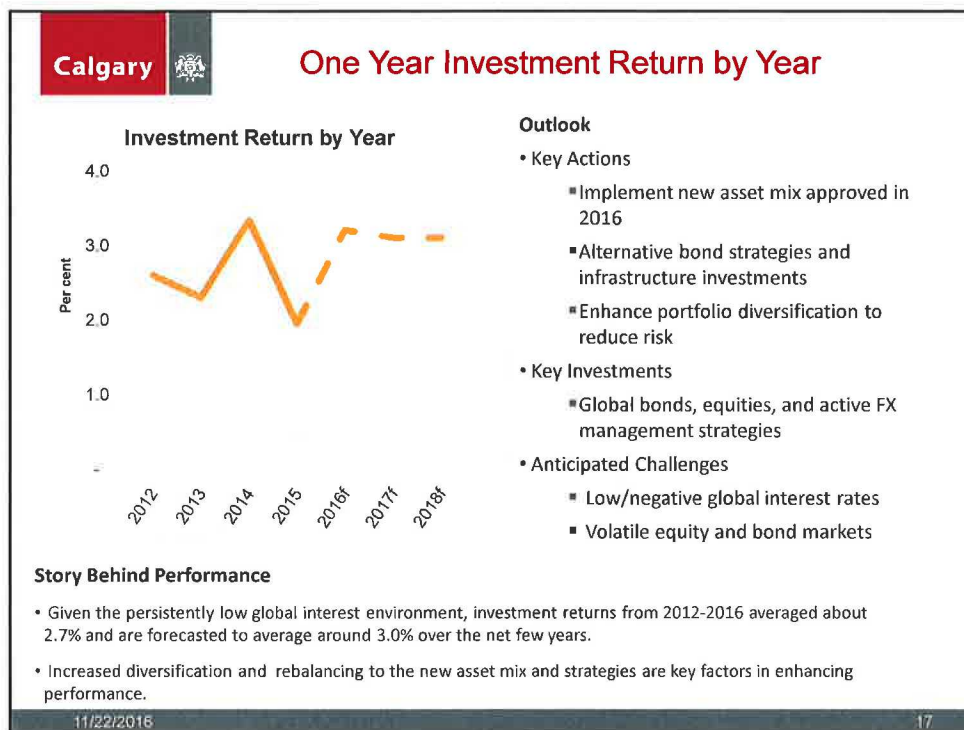
- Key Actions
 - Finance will continue to encourage participation in the TIPP program while ensuring timely and effective tax collections
- Key Investments
 - Pursuing an on-line solution to reduce the turnaround time for citizens to receive a TIPP agreement
- Anticipated Challenges
 - Current economic situation placing pressure on taxpayers' ability to manage financial obligations

Story Behind Performance

- Calgary's TIPP participation rate is the highest in the country.
- Business process changes and staff realignments to more effectively address collection activity has resulted in lower tax arrears.

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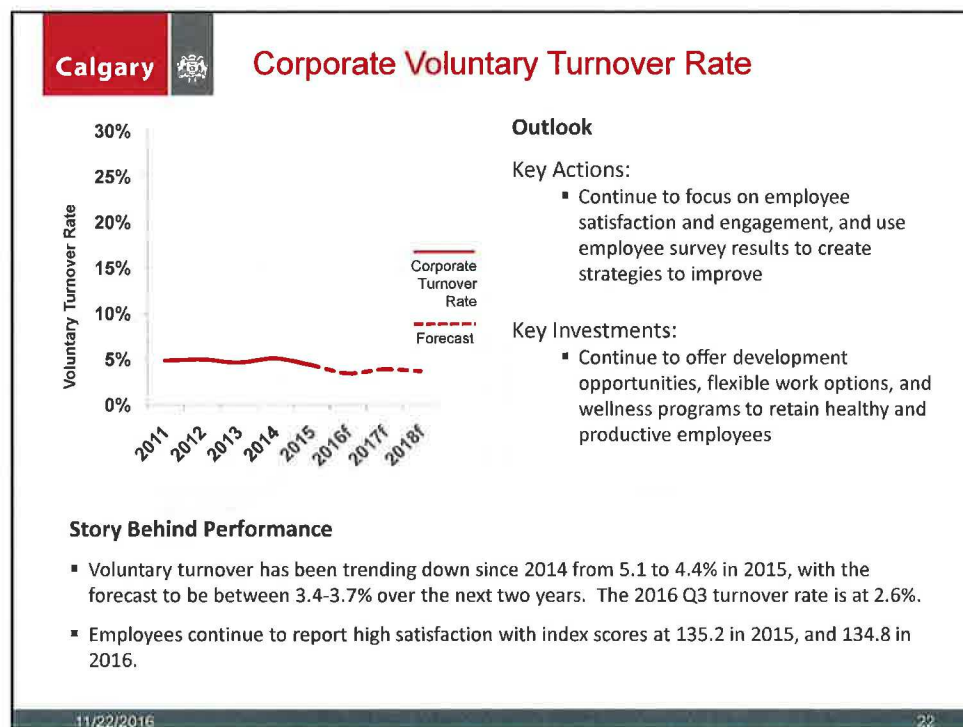


Human Resources

Mid-Cycle Adjustments
November, 2016

Mark Lavallee, Chief Human Resources Officer

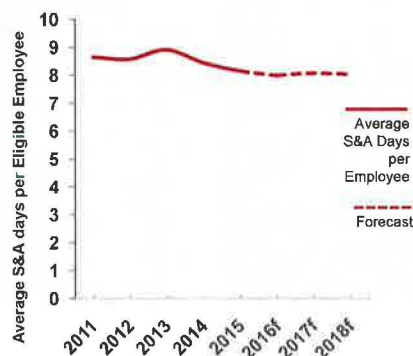




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Corporate Average Number of Sickness and Accident (S&A) Days per Eligible Employee



Outlook

Key Actions:

- Launch a Health Systems Review
- Continue with mental health strategies and partner with safety

Key Investments:

- Mental Health Strategy and programs
- Continue to provide Employee and Family Assistance Programs

Anticipated Challenges:

- Addressing the top reasons for sickness and accident over five days (musculoskeletal, and mental health)

Story Behind Performance

- The average number of sickness and accident days per eligible employee are decreasing slightly, down to 8.2 from 8.4 days.
- The City's absence days (S&A Days + Workers Compensation Days lost) are lower than the public sector at 9.3 vs. 12.7 days.

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Information Technology
Heather Reed-Fenske,
Chief Information Technology Officer

Mid-Cycle Adjustments
November 2016

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IT Lines of Business

Business Technology Solutions



Information and Communication Technology Infrastructure



Strategic Business Technology Planning

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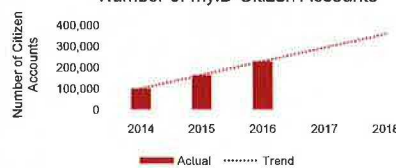


Business Technology

Number of Online Citizen-Facing Transactions



Number of myID Citizen Accounts



Outlook

•Key Actions

- Continue with goals set out in Digital Strategy, ensuring services available digitally first if possible

•Key Investments

- One City One ID creating citizen-centric services online, mobile applications, analytics foundation

•Anticipated Challenges

- More work required on business accounts for self-service for various permits
- Data sharing between source systems
- Complexity of our environment

Story Behind Performance

- Calgary continues to benchmark high relative to our Action Plan target and compared to other Canadian jurisdictions
- Calgarians seeing benefit of digital identity

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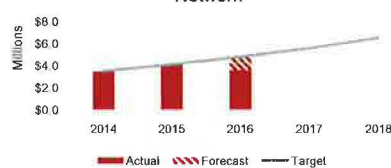
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Infrastructure

Net Cost Avoidance by Using City's Fibre Network



Number of Connected Traffic Intersections



Outlook

•Key Actions

- Primary focus is to connect City buildings, facilities and intersections for current and next-generation smart city services

•Key Investments

- IT Service Resiliency
- Capital program includes investment in City's fibre optic network and associated infrastructure

•Anticipated Challenges

- Resource coordination between business units
- Keeping up with advanced technologies
- Preparing for "internet of things" through connectivity, security and analytics

Story Behind Performance

- Investment in our fibre optic network is meeting our predicted annual cost avoidance
- On target for end of 2018 to connect 492 traffic intersections create "smart" intersection capabilities for the future

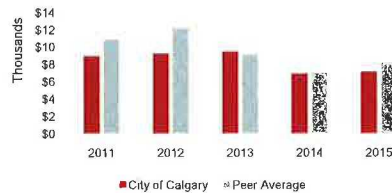
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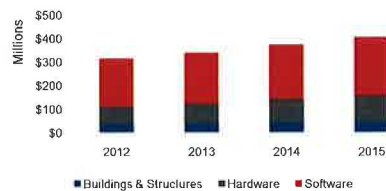


Strategic Technology Planning

IT Cost Per User



Cumulative Value of IT Technology Assets



Story Behind Performance

- Meeting our target to stay equal to peer average
- Value of technology assets continue to grow

Outlook

•Key Actions

- Work closely with departments to plan for technology investments
- Focus on re-use and alignment of applications to manage software costs
- IT Zero Based Review

•Key Investments

- Software Asset Management program
- Lifecycling to modernize applications

•Anticipated Challenges

- Maintaining cost/user with expanding use of technology in the field
- Keeping up with demand from City business units to improve their agility
- Funding model (capital to operating) for cloud solutions

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