



THE CITY OF CALGARY

# **Action** Plan

**2015 – 2018**

## Corporate Administration Department Business Plan Preview

2014 September 16  
ISC: Confidential

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**Onward!** By 2016, 80 per cent of Calgarians will report that they feel government activity is open, honest, inclusive, and responsive.



THE CITY OF  
**CALGARY**

## Purpose of Today's Preview

This report is an update for Council on the direction of the draft Corporate Administration Business Plan, under development.

Opportunity for Council to hear how we are responding within established parameters:

- Council Priorities
- Indicative Tax Rates
- User Fee Rates
- Utility Rates
- As well as public engagement, trends, long-term plans, etc.



Full business plan and budget details will be brought to Council in November.



## Corporate Administration Overview: Who we Are

Corporate Administration provides The City with sound financial leadership, overall governance and direction, and legal, security and risk management advice while delivering open and accessible government by overseeing legislative processes and corporate programs and services.

### Department's Business Units or Lines of Service

- **Chief Financial Officer's Department:** Financial Client Services; Governance Planning & Reporting; Procurement & Warehousing; Tax & Treasury Services
- **City Clerk's Office:** Administrative Services; Election and Information Services; Legislative Services; Quasi-Judicial Boards
- **City Manager's Office:** Chief Administrative Office; Corporate Strategy
- **Law:** Corporate Security; Legal Services; Risk Management & Claims
- **Recovery Operations** - Recovery and resiliency projects

# Preparing the Plan: Inputs

## Spring *Action* Plan Engagement Results

1. Efficiency and effectiveness in municipal service delivery
2. Maintenance of service levels and the impact on tax rates

## Actions to address Engagement

- Implement efficiency and effectiveness initiatives that reduce costs and focus on value for money
- Improve performance measurement and benchmarking across The City
- Improve ease of access to information for citizens to increase their understanding about policy development, legislative processes and allocation of resources



# Preparing the Plan: Inputs

## Trends influencing Corporate Administration

1. Growth – address increasing demand while maintaining costs and service levels
2. Customer expectations – meet rising expectations of transparency and accountability
3. Changes in legislation & regulation – Find efficiencies while effectively providing services
4. Technology – manage change while maximizing technology use
5. Workforce changes – enhance corporate culture

## Actions to address Trends

- Find efficiencies in processes
- Improve ease of access to information
- Improve the use of technology
- Focus on learning and development opportunities for employees in all phases of their careers

# Responding to Council Priorities



Council Priority:	Strategic Actions Dept. is Leading	Strategic Actions Dept. is Supporting	Associated Department Actions	No. of Performance Measures
A prosperous city	1	4	13	1
A city of inspiring neighbourhoods	0	8	30	5
A city that moves	0	4	11	1
A healthy and green city	0	3	7	1
A well run city	5	4	85	36
Total	6	23	146	44



## A well-run city

**Commitment Statement:** Corporate Administration leads The Corporation's efforts to improve the efficiency, effectiveness and transparency of services so that Calgarians receive value for their money.

### **Actions to support this Priority:**

- Develop and implement a performance management framework
- Engage the Government of Alberta on new fiscal and legislative policies
- Perform Zero-Based Reviews to find operational efficiencies and improve service effectiveness
- Explore service-based business plans and budgets
- Develop and implement debt management strategies
- Pilot a new Subdivision and Development Appeal Board procedural and jurisdictional hearings process to bring efficiencies to the appeals process
- Continue to improve the elections and census processes
- Promote ease of access to information and increase transparency

## A well-run city

### **(Cont.) Actions to support this Priority:**

- Enhance protection of public assets through loss prevention initiatives
- Enhance security around information and technology systems
- Support the growth of employees in all stages of their careers
- Emphasize and advance a culture of effective leadership

### **Measuring Success:**

- Percentage of City services initiated for a review through the Zero-Based Review program
- The City of Calgary's credit rating
- Accounts payable operating costs per invoice paid
- Percentage of FOIP requests completed within legislated timelines
- Corporate Administration's employee non-retirement resignation rate
- Response rate from citizens during the Civic Census
- Decrease in total losses to The City's public assets due to criminal offences



## A prosperous city

**Commitment Statement:** Provide sound governance, financial, legal and risk management advice to The City so that the economy and Calgarians can prosper.

### **Actions to support this Priority:**

- Advance intergovernmental relationships
- Consolidate the business tax
- Support community well-being through financial leadership/guidance
- Provide legal, risk management and security advice
- Assess and mitigate infrastructure and information system risks
- Support Business Revitalization Zones
- Enhance communication between subsidiaries and Council

### **Measuring Success:**

- Percentage of Business Tax revenue consolidated into non-residential property tax

# A city of inspiring neighbourhoods

**Commitment Statement:** Integrate resiliency and contingency planning into everyday work and provide prudent counsel and financial oversight to building great neighbourhoods.

## **Actions to support this Priority:**

- Increase resiliency and capacity to respond to any emergency situation
- Pursue resiliency and recovery funding through for example - provincial programs and insurance
- Lead the revisions of the Long Range Financial Plan
- Increase infrastructure and IT security
- Support alternative financing proposals

## **Measuring Success**

- Annual percentage increase in threat risk assessments performed on assets identified as critical infrastructure
- Annual percentage increase in number of Crime Prevention Through Environmental Design (CPTED) reviews of Parks and Recreation facilities



# A city that moves

**Commitment Statement:** Enable other City departments to successfully achieve mobility goals by assisting with real estate and development contract negotiations and by exploring project funding alternatives.

## **Actions to support this Priority:**

- Explore and support innovative transit financing techniques
- Ensure new technology solutions contain adequate security measures
- Work with the Province to secure construction of the south west ring road

## **Measuring Success:**

- Percentage of Transportation capital projects executed within the constraints of The City's debt and debt servicing limits

## A healthy and green city

**Commitment Statement:** Work with City departments to provide legal, financial, security and risk management advice on projects and initiatives which encourage a healthy environment and healthy living.

### **Actions to support this Priority:**

- Explore alternative funding arrangements
- Negotiate and document all agreements required to secure the construction of city facilities
- Provide legal advice on new or amended legislation and bylaws regarding the development or use of parks and pathways

### **Measuring Success:**

- Percentage of Utilities & Environmental Protection (UEP) capital projects executed within the constraints of The City's and UEP's approved debt and debt servicing limits



# Operating Budget Highlights

## Highlights

- Increased number of Zero-Based Reviews to meet Council's direction
- Includes change initiatives within a performance management system, such as a performance measurement system and service-based plans and budgets
- Increased spending on initiatives to improve efficiency and effectiveness which will translate into future cost savings
- Spike in 2017 due to election related one-time costs

### Recommended Total Operating Budget (\$000's)

	2015 Budget Total	2016 Budget Total	2017 Budget Total	2018 Budget Total
Expenditures	146,162	150,487	158,638	157,070
Recoveries	(57,923)	(59,258)	(60,539)	(61,838)
Revenue	(14,984)	(15,103)	(16,791)	(15,358)
Net	73,254	76,126	81,307	79,873

# Capital Budget Highlights

Recommended Total Capital Budget (\$000's)				
	2015	2016	2017	2018
Previously-Approved Budget (as at 2014 June 30)	1,500	0	0	0
Breakdown of New Budget Requests				
<i>Maintenance/Replacement</i>	455	450	500	550
<i>Upgrade</i>	8,045	4,800	1,800	1,425
<i>Growth</i>	625	200	50	0
<i>Service Change</i>	3,475	2,050	1,150	1,025
Total New Budget Requests	12,600	7,500	3,500	3,000
Total Capital Budget	14,100	7,500	3,500	3,000

## Investment Highlights

- Maintenance/replacement – improve functionality, safety and space optimization of buildings
- Upgrades – increase efficiency and effectiveness and mitigate risks by upgrading current systems and technologies
- Growth – mitigate the increasing cyber-security risk by implementing a new email and data protection system
- Service Changes – change systems to improve customer service and mitigate cyber risk

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**Action Plan**  
2015 – 2018



# CA's Action Plan Summary

## Highlights

- The work of Corporate Administration enables and supports all departments within The City
- New and revised programs, systems and technologies will lead to efficiency gains

## Challenges

- Accommodating growth while improving efficiencies
- Enhancing capability to identify and mitigate legal and security risks given the numerous and increasingly complex transactions in which The City is engaged
- Improving cross-departmental collaboration throughout all stages of projects and initiatives
- Attracting and retaining qualified staff in a competitive labour market

## Administration Recommendation:

*That the Priorities and Finance Committee receive this report for information.*

Thank you.

