

Calgary



Attachment 1: Service Plan Preview

September 4, 2018

Draft of the first two pages of the 2019-2022 service plans and budgets for “A Well-Run City” as of August 15, 2018



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Introduction

The following includes the first two pages of each service plan & budget for the services included under the “Well Run City” Citizen Priority.

Each service plan & budget describes the service’s story along with the value the service currently provides and proposes to provide to citizens over the 2019-2022 cycle.

The following is an overview of the full service plan & budget, available for the November 2018 Council deliberations:

<p>Page 1: Introduction to the service and current statistics</p>	<p>Page 2: Outlook for the service – e.g. Citizen input, Council Directives, key trends</p>	<p>Page 3: Service Performance – historical, current & forecast</p>	<p>Page 4: Proposed strategies to achieve performance & respond to outlook</p>	<p>Page 5: Proposed Operating Budget to achieve proposed results</p>	<p>Page 6: Proposed Capital Budget to achieve proposed results</p>
<p>Provided Today</p>		<p>Provided with the proposed plan & budget (November)</p>			

The 2019-2022 plan & budget cycle is the first time plans & budgets will be presented by service. The intent of this attachment and the first two pages is to provide background about each service including 2018 highlights along with a brief service outlook for 2019-2022. This will be followed up with the full plan & budget in November.

Please note:

The section “What Council Has Directed” is an opportunity for services to highlight key Directives that the service contributes to. For ease of tracking, Administration has coded each Council Directive statement (without changing any wording). When reading this section, you may notice reference to Directive codes. How the Directives were coded can be found at the end of this attachment.

Appeals & Tribunals

Description:

This service provides an impartial process for citizens to challenge property and business assessments, decisions of the development and subdivision authorities, and certain other decisions made by The City of Calgary.

Customers:

- Legal Representatives/Professional Agents
- Appellants and other participants
- Assessment business unit
- Finance business unit (Tax)
- Calgary Approvals Coordination business unit
- Assessment Review Board
- Subdivision and Development Appeal Board
- License and Community Standards Appeal Board.

What is delivered to customers:

This service delivers a published decision of one of the administrative tribunals.

Partners:

- Law Department
- Municipal Government Board
- External Legal Counsel.

Service Need (Value Proposition):

The Appeals and Tribunals service provides an impartial process for citizens to challenge certain decisions made by The City of Calgary.

Current State Service Value

<p>4,353 2017 Total Number of Filings</p> <p>58% 2017 Timeliness Compliance Rate</p>	<p>3,008 2017 Number of Decisions</p> <p>1 Leaves to appeal granted by courts</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>■ Tax-Support \$1 M ■ Revenue \$0 M ■ Internal Recoveries \$5 M</p> <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> <ul style="list-style-type: none"> A Well Run City A Healthy and Green City A City that Moves A City of Safe and... A Prosperous City 		<p>What the service includes</p> <ul style="list-style-type: none"> • Assessment Review Board = \$4,075 • Subdivision and Development Appeal Board = \$1,205 • License and Community Standards Appeal Board = \$85. <p>Key Capital Investments</p> <p>Capital investments were not recommended for this service.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

While feedback from Board members demonstrates a high degree of trust and confidence in the support received from staff, some parties to Board proceedings have expressed concern with the timeliness of decisions rendered, particularly at the SDAB. Council has, as recently as 2017, expressed an interest in ensuring the effectiveness of the assessment process and the ARB. Changes responsive to these preferences will be brought forward in 2018. External customers have provided feedback on the method of notification of proceedings; most prefer an electronic notification or direct mail as opposed to more traditional and costly methods such as newspaper advertising.

What council has directed: Council's Directives related to the service

- W2 - Appeals and Tribunals (A&T) provides the legal means by which certain City decisions may be challenged.
- W3 - A&T allows citizens to participate in hearings that may affect their property assessment or development.
- W4 - A&T embraces appropriate levels of risk, innovation and experimentation so that the right of citizens to appeal certain City decisions is provided on a cost-effective basis and with adjudication that provides stakeholders with confidence in the fairness and finality of appeal decisions.

What are we watching

Legislative change, including to the Municipal Government Act, and bylaw amendments related to secondary suites and cannabis legalization are likely to drive increases to the volume and complexity of complaints and appeals before the Boards. There has also been an increase in court challenges of the Boards' decisions, particularly at the Assessment Review Board. Changing customer expectations with respect to use of technology increase the risk that Board operations will be unable to keep pace, and will require increasing investments in the future to both upgrade existing systems and adopt or implement new systems. Opportunities to improve the assessment review system which are being identified through an independent review of The City's non-residential assessment and assessment review systems are under review.

Benchmarking



The operation of Appeal Boards and Tribunals varies according to governing legislation across the country, and is influenced by local Bylaws, practices and to some extent, culture. In comparison to Edmonton, Calgary receives nearly double the assessment complaints, but a much lower volume of appeals to the Subdivision and Development Appeal Board (SDAB). Calgary's appeals and tribunals are somewhat more advanced than other jurisdictions in terms of providing access to information, publishing decisions to an online repository of legal decisions and live streaming the proceedings of the SDAB.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Responsiveness	Tribunals' decisions are rendered and published in timely fashion.
Convenience	Prospective complainants/appellants can file an appeal easily, when they want, and through the channel most convenient for them.
Legislative Compliance	Hearing processes comply with statutory requirements and the principles of natural justice and procedural fairness.
Informs	Information about tribunals' processes, procedures and decisions are readily available.
<input type="checkbox"/>	

Citizen Engagement & Insights

Description:

This service plans and executes safe, fair, and accessible opportunities for citizens and stakeholders to provide input on City programs and services, and overall quality of life in Calgary. It collects new and existing data, and integrates multiple sources to provide insights on citizen and stakeholder values, assumptions, beliefs and expectations. This data is used to create meaningful and actionable insight to inform City decision-making, policy creation, mitigate risks, identify opportunities for continuous improvement, and drive accountability and transparency for Calgary's citizens.

Customers:

Direct: Council, Administrative Leadership Team, decision-makers responsible for delivering City services and plans, City engagement and research participants.
Indirect: Citizens, community and cultural groups, political and cultural influencers.

What is delivered to customers:

- Actionable insights: Provide accurate and relevant perspectives and feedback for context, and recommendations to inform City and operational decision-making.
- Input opportunities: Accessible and practical means for citizens to provide perspectives and input.
- Reports showing how citizen feedback and perspectives were used by decision-makers.

Partners:

Administrative Leadership Team, City departments/owners of long-term plans, Council, community stakeholder groups, private industry (local developers and other organizations), and other levels of government.

Service Need (Value Proposition):

The City provides this service to engage Calgarians, so that the public has meaningful input in decisions that affect their quality of life. Through research and metrics, customer experience consulting, and public engagement, we provide Administration, Council and the public with timely, objective, and relevant data, analysis, and insights to reflect stakeholder input, mitigate risks, inform City decision-making, and drive continuous improvement. These activities increase trust that The City is inclusive, transparent, and responsive in its decision-making and planning, and contributes to improved service delivery for citizens.

Current State Service Value

<p>65% Citizens believe input informs decisions</p> <p>400 Number of initiatives annually</p>	<p>79% Citizens agree City is open government</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support \$0 M ■ Revenue \$0 M ■ Internal Recoveries \$6 M <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>Key Capital Investments</p> <p>Capital supports corporate insight activities and transparency (Research and Engagement Library, Citizen Dashboard). It also maintains key research and engagement resources.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

According to the 2017 Citizen Satisfaction Survey, 65% of citizens agreed that 'The City allows citizens to have meaningful input into decision making.' To increase civic participation and strengthen the relationship between The City and citizens, this service needs to better demonstrate how citizen input is used. Although this service currently provides The City with citizen data and insights to inform decisions, our approach must evolve to manage more complexity and ensure all voices are represented and considered to address Council feedback about the need for a more complete and contextualized reflection of citizen perspectives.

What council has directed: Council's Directives related to the service

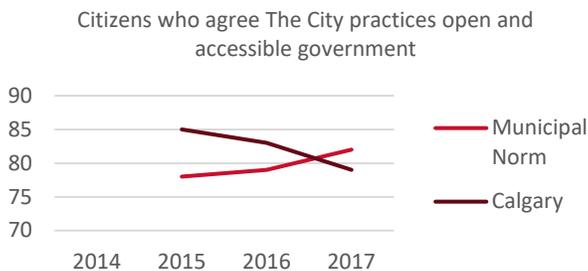
As reflected in the Engage Policy, this service has been directed by Council to engage citizens. Additional direction from Council related to this service includes the following contributions to Council Directives:

- We enable Council and Administration to learn from Calgarians through meaningful engagement to fully understand and respond to their service requirements and needs. By presenting citizen perceptions and feedback to Council and Administration, The City is better able to customize our approach and better demonstrate value (W1).
- We validate rules and processes that support community engagement and activism, while eliminating impediments to all citizens who seek to improve their communities by having their voice heard (W3).
- We provide citizen perceptions and values to better plan inclusive City programs and services, building communities and neighbourhoods (N4).

What are we watching

- Increased and changing expectations: Expectations of engagement and research vary for citizens, Council, and Administration. There is increased complexity, with diverse stakeholders and communities of interest presenting various interpretations of public sentiment on important issues. The approach needs to evolve to meet the changing cultural environment and focus on providing accessibility to all by interacting with citizens in their channels of choice.
- Data versus insights: Providing data from traditional sources such as surveys and engagement activities in response to discrete objectives is insufficient. Data must also be collected from non-traditional and disparate sources, then rolled into a comprehensive and meaningful narrative that provides context and insight.
- Funding constraints will limit the service line's ability to respond to these evolving needs.

Benchmarking



The City scored higher than the municipal norm in 2015 and 2016, but fell below the national average in 2017. Perceptions of open and accessible government may have been impacted by Calgary's recent economic challenges and the desire for greater transparency. Through this service line, The City provides an opportunity for citizens to provide input, and reports back with information on how this input is used by decision makers. Perceptions of openness and accessibility should increase as we introduce more effective engagement strategies and a stronger focus on reporting back to citizens.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Fairness	Provides an unbiased representation of the range of voices on a range of topics.
Accessibility	Engagement activities are thoughtfully planned to mitigate potential social, economic, geographic or other barriers.
Quality	Achieves a high degree of quality in the planning, execution, analysis, and reporting of engagement and research.
Informs	Provides reliable information about citizens perspectives and aspirations so decisions are aligned to the public good.
Simplifies	Reduces complexity and simplifies data into a cohesive and aligned narrative that can be shared and understood.

Citizen Information & Services

Description:

Citizen Information & Services provides two-way information and services for Calgary citizens, businesses and visitors through The City's primary contact channels: 311 and the calgary.ca website. Through day-to-day information, interactions and transactions, this service gathers valuable customer and citizen feedback to help The City prioritize, develop and modify services to better meet the needs of citizens and customers. By providing easy-to-access information and services, 311 and calgary.ca help The City speak in a collective voice and build trust with citizens that their municipal government is efficient and well-run.

Customers:

Direct: Calgarians who access City information and services (golfers, pet owners, families, youth etc.), homeowners and taxpayers, businesses, special needs and interest groups (disability, immigrants, seniors, low income Calgarians) and service owners.
Indirect: Council, City Manager, Administrative Leadership Team, and visitors.

Partners:

In addition to Information & Technology, all City service owners are partners in delivering this service (e.g. Pet Ownership & Licensing, Bylaw & Compliance, Streets, Waste & Recycling, Business Licensing, Social Programs, Taxation, Property Assessment, Organizational Health & Safety, Human Resources Support, Insurance & Claims).

Service Need (Value Proposition):

As a municipality, it is critical that our citizens have access to the information and services required to meaningfully participate in civic life, conduct business, and feel part of a safe and vibrant community. This service ensures Calgarians have access to timely, accurate, reliable information and services from The City. In fulfilling this need, this service also helps protect The City's reputation, encourages compliance with City bylaws and regulations, and reduces citizen confusion during emergencies. Additionally, this service enables service owners to improve service delivery, minimize duplication of effort, and avoid costs by providing data collected through 311 and calgary.ca interactions for decision-making.

What is delivered to customers:

- Access to City information and services (311 and calgary.ca)
- Management of two-way information and service transactions
- Service request intake and workflow for service owners
- Web development and maintenance
- Data/feedback loop from citizen interactions

Current State Service Value

<p>1.2 million 311 calls received in 2017</p> <p>59% 2017 calls in 30 seconds or less</p>	<p>16.2 million Visits to calgary.ca in 2017</p> <p>73% Task completion on calgary.ca in 2017</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ■ Internal Recoveries  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>311 - \$9,417 Web and Digital - \$1,959</p> <p>Key Capital Investments</p> <p>2018 capital investments include funding for upgrades to the 311 platform, 311 customer service tools, and technology. Capital also supports tools, technology and salaries for the sustainment and maintenance of calgary.ca.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Overall citizen satisfaction with this service is high. The 2017 Citizen Satisfaction Survey shows that citizen satisfaction with 311 is high at 93%, and that 90% of citizens view 311 as important. The 2018 Citizen Satisfaction Spring Pulse Survey shows that citizen satisfaction with calgary.ca is also high at 85%, and that 82% of citizens view calgary.ca as an important service. Contributing to these satisfaction scores were: citizens' overall experience interacting through these channels, accuracy of information received, and ability to resolve citizen requests and information needs. While research and feedback is positive, we note a trend with more people expecting to perform online transactions and find information online, 24/7.

What council has directed: Council's Directives related to the service

Through its support of information and services through 311, web and digital for all City service lines, this service contributes to all Council Directives. However, as the primary channels for citizens to access information and services, it is most closely related to the directives under 'A Well-Run City'.

It delivers on Council Directive W1 by responding to citizen inquiries and providing information to build citizen understanding of City services, program and policies.

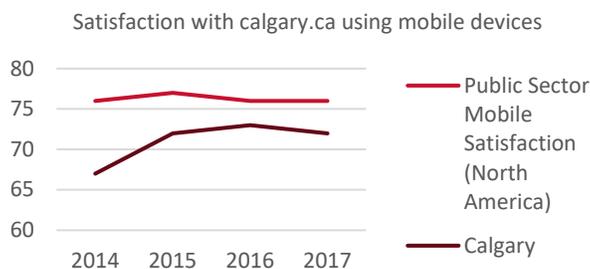
By supporting a culture of innovation and continuous improvement through promoting digital service delivery, and providing citizen data to inform service improvements, this service also relates to Council Directives W2 and W4.

Additionally, this service contributes to delivering on Council direction from the Digital Strategy (UCS2014-0553) and the Transparency and Accountability Policy (CC039).

What are we watching

Service risks and trends include: (1) More citizens consuming information from The City through external channels (e.g. landfill hours available directly in Google search); (2) Growing popularity of voice search, resulting in the need to shift away from generic content pages on calgary.ca to answering questions; (3) Increased expectation of intuitive, easy access to information and services to meet demographic shifts and accessibility needs; (4) Citizen expectations of increased communication and interaction in online and social channels; (5) Availability of tools to measure sentiment and gather more detailed information to improve services; (6) Rapid evolution of technology (mobile, artificial intelligence, machine learning, chat bots, virtual and augmented reality, internet of things); (7) Conflicting information and misinformation from external sources about The City, and distrust of media and government.

Benchmarking



Mobile interactions on calgary.ca continue to increase, with nearly two-thirds of calgary.ca visits now happening on mobile devices. Satisfaction with calgary.ca is contingent on The City being able to make information and services mobile-friendly. In 2017, mobile versions of calgary.ca performed below industry averages for public sector websites. Older applications that were built primarily for desktops have to be made mobile-friendly in the future for The City to improve their usability.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Informs	Reliable and trustworthy information about The City.
Convenience	Easy access to City information and services in channels of choice/variety of channels.
Equity	Tailored information and service options based on specific needs.
Responsiveness	Timely responses to requests for information and/or issues that have been reported.
□	

City Auditor's Office

Description:

The City Auditor's Office provides independent and objective assurance, advisory and investigative services to improve governance, risk management, and control processes at The City of Calgary to enhance public trust. Council, through the establishment of the Audit Committee, mandated the roles and responsibilities of the City Auditor and the City Auditor's Office through Bylaw 48M2012-Schedule C, Bylaw 30M2004, the City Auditor's Office Charter AC2016-0247, and Whistle-blower Policy CC026. These Bylaws and Charter include requirements supporting professionalism, full administrative authority, unrestricted access to municipal records, appropriate level of audit coverage, and annual plan approval.

Customers:

Direct: The Corporation (Council, through Audit Committee, and business units).
Indirect: Calgarians.

What is delivered to customers:

The City Auditor provides assurance to Council and Calgarians on Administration's effective risk mitigation by publicly reporting results of assurance, advisory and investigative activities, including recommendations. The City Auditor plans activities to support an appropriate level of assurance coverage over City Administration's operations.

Partners:

N/A

Service Need (Value Proposition):

Council Bylaw 30M2004 established a City Auditor, independent of City Administration. The City Auditor's mandate is to assist Council in its oversight of Administration, stewardship over public funds and achievement of value for money. The City Auditor's Office fulfills this responsibility by conducting independent and objective reviews of City operations and making recommendations to assist Administration to effectively manage resources, systems and processes, and mitigate risk.

Under Council's Whistle-blower Policy CC026, The City Auditor is responsible for the execution of an effective Whistle-blower Program to support accountability and transparency to Calgarians. The Whistle-blower Program provides an independent, objective and confidential channel to report suspected acts of waste and/or wrongdoing, resulting in recommendations to Administration where appropriate.

Current State Service Value

<p>95% Client Satisfaction Survey</p> <p>95% Annual Audit Plan Completion</p>	<p>45% Timely Action Plan Implementation</p> <p>35% Investigations Open Past 180 Days</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> <ul style="list-style-type: none"> A Well Run City A Healthy and Green City A City that Moves A City of Safe and... A Prosperous City 		<p>What the service includes N/A- No sub-services.</p> <p>Key Capital Investments Capital investment in the office space is required to address resource growth, alignment to corporate standards, end of life technology and asset lifecycle maintenance, and support resiliency, and efficient and effective service delivery.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

The City Auditor's Office obtains internal stakeholder feedback at the conclusion of each audit performed. Survey questions focus on professionalism, effective delivery of the audit, and whether value-add was provided. Positive feedback has acknowledged the value of our collaborative approach and expertise. In addition, an independent quality assessment was performed by the Institute of Internal Auditors in early 2017, which included obtaining stakeholders' feedback from selected Administration and Audit Committee members. The survey reflected stakeholders' confidence in our role as a trusted advisor and the perception that we add value.

What council has directed: Council's Directives related to the service

Council, through Audit Committee, directs delivery of City Auditor's Office essential service defined as reliable public reporting on audit results; responsiveness to emerging risks; risk-based audit and advisory support; professional, confidential and objective support to the Whistle-blower Program; and quarterly reporting of Administration's accountability to implement corrective actions.

This essential service, which enhances the efficiency and effectiveness of the use of public resources and improves risk management and control systems, supports Council Directives under a Well Run City through:

- Public reports - two-way information flow with citizens (W1);
- Ongoing timely follow-up on administrative action plans - continuous process improvement (W2); and
- Our overall work - City culture that embraces innovation, an appropriate risk appetite and lessons learned (W4).

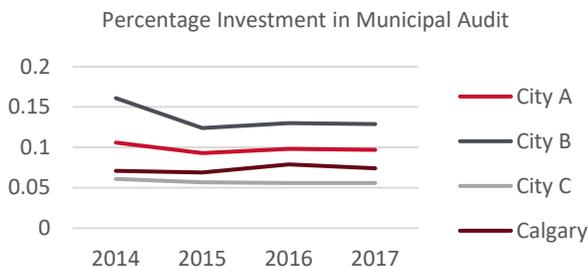
What are we watching

The 2018 North American Pulse of Internal Audit Report stated added value is provided when audit shops are agile in anticipating disruptive risks and opportunities, make full use of technology and innovation, and acquire and develop talent for tomorrow's risks. There are three significant risks that impact our ability to add value in the delivery of our mandate: Service Risk – Our audit universe (all City services) is increasingly complex, which requires expert resources to efficiently and reliably assess risk mitigation and provide assurance.

Talent Risk – Attracting and retaining highly experienced and professional staff utilizing compensation that is less competitive in the current Calgary market is a concern.

Reputational Risk – Increased stakeholder demand for audit services and interest in the Whistle-blower Program heightens the requirement for oversight and diligence.

Benchmarking



Council established the audit function, which includes general requirements of the City Auditor's Office, including specific responsibilities for the Whistle-blower Program. An appropriate budget is required to ensure sufficient resources to provide a minimum level of essential service. Provincial Municipal Government Acts are silent on the investment in the municipal auditor function, except for Quebec, which through Bill 155, establishes a formula for cities of at least 100K citizens to be no less than \$500K plus a variable of .11% or .13% of operating budget where the budget is \$345M or greater.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Reduces risk	Audit, advisory and Whistle-blower recommendations cost effectively address risk and are implemented in a timely manner.
Reliability	Audit, advisory and investigative activities add value and are completed by skilled, experienced staff within expected timelines and level of quality.
Responsiveness	Ability to address emerging risks, Council and Administration requests, and timely action on Whistle-blower reports.
Resilient	The effectiveness of the City Auditor's Office to establish a structure and protocols, which reinforce adaptability and agility, to ensure the continued delivery of essential service.
☐	

Corporate Governance

Description:

Corporate Governance works to build a resilient city and organization by executing the strategic direction established by Council and Executive Leadership. We are responsible for developing Corporate strategic plans and negotiated agreements with other orders of government and partners; we provide the administrative policies, frameworks, rules and standards to direct service delivery; we minimize exposure to legal, financial, reputational and health and safety risks, all of which support the achievement of organizational objectives.

Customers:

Service owners expect to be provided with direction to ensure adherence to legislative standards and manage risk. Employees expect to receive guidance on how to do their job effectively while abiding by relevant policies and procedures. Citizens (indirect) expect that we will be transparent in decision making and use resources efficiently.

What is delivered to customers:

We provide direction to services for implementation of corporate strategies and opportunities identified through partner relationships. We establish guidance systems in the form of policies, procedures and frameworks for service owners and employees to ensure awareness and adherence to external legislation and standards and to minimize risk.

Partners:

Other levels of Government
External regulatory bodies
Executive Leadership (ALT)

Service Need (Value Proposition):

We fulfill the need for coordinated strategic direction and service delivery guidelines for all services. We provide one voice for The City with partners and other orders of government, we check alignment between internal policies, and monitor legislative requirements to ensure appropriate policies and standards are in place. We communicate to staff how legislation and internal guidelines are in place to manage organizational risk, reduce impact of issues and minimize costs. These BU's contribute to the service: City Clerks, Corporate Analytics and Innovation, Customer Service and Communications, Environmental and Safety Management, Facility Management, Fleet, Finance, Human Resources, Intergovernmental and Corporate Strategy, Information Technology, Law, Real Estate and Development Services, Resilience & Infrastructure, and Supply.

Current State Service Value

<p>81% Citizen satisfaction with administration</p> <p>67% Staff with ethical issue know resources</p>	<p>76% Citizen service delivery satisfaction</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p>Service Cost Ratio TBD</p> <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p>		<p>What the service includes</p> <p>Corporate Strategy - Resilience & Infrastructure Calgary / Intergovernmental and Corporate Strategy - \$3,456K Administrative Governance - \$13,509K</p> <p>Key Capital Investments</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Although corporate governance is primarily an internal facing service, it directly impacts the outcomes that citizens expect from municipal government. The policies, frameworks and procedures put in place by Corporate Governance guide and support service delivery standards, citizen engagement, decision making, financial capacity, risk management and impact our ability to achieve defined outcomes. Citizen expectations for a resilient city, satisfaction with service delivery, and confidence and trust in the organization are direct outcomes of good governance.

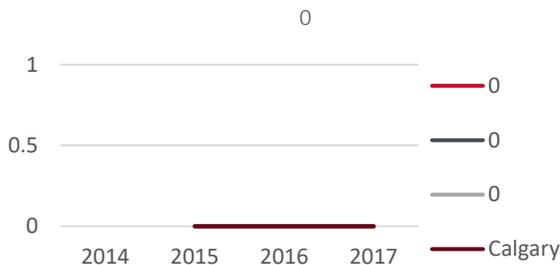
What council has directed: Council's Directives related to the service

Through the development and implementation of the resilience strategy, Corporate Governance supports all Citizen Directives. The current discovery areas of a) building resilience in the economy, b) infrastructure, c) environment and, d) inclusive leadership align well with the Council priorities of: a) Prosperous Economy; b) Healthy and Green; c) Safe and Inspiring Neighborhoods; and d) A Well-Run City. Through communications governance we speak with one voice to citizens. We will continue to have one voice representing City interests at provincial collaboration tables and with other orders of government. Through an integrated approach, we will create efficiencies in our governance frameworks and look for opportunities to reduce red tape, embrace innovation, and ensure the organization accepts appropriate levels of risk - all supporting A Well-Run City.

What are we watching

Our primary focus is to ensure our governance framework addresses the many and rapid changes and emerging issues such as new City Charter authorities, increased legislative requirements, regional issues, scrutiny of self-regulated professions, changing economic conditions, climate change, aging infrastructure and technological changes. At the same time, we will be diligent in ensuring The City continues to adhere to corporate governance requirements while balancing the seemingly conflicting directions of a desire for more innovation, greater risk tolerance and removal of red tape with the demand for greater transparency in decision making, meaningful input from citizens through their channel of choice, increased complexity and public and media scrutiny of decisions.

Benchmarking



Corporate Governance is a new service for the City of Calgary and not a service that has been identified in the service portfolios of other municipalities in Canada. As such we have been unable to identify benchmarks for this service.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Resilient	Having the ability to withstand and recover from ongoing and unforeseen shocks and stressors.
Integrates	Ensuring comprehensive and aligned strategies, positions, and policies across the organization.
Legislative Compliance	Providing the necessary guidance to enable adherence to all relevant legislative and regulatory requirements.
Transparency	Making full information available required for collaboration, cooperation, and collective decision making.
Reduces risk	Guiding to ensure the organization is compliant and does not expose us to financial, health and safety, reputational or other risks.

Council & Committee Support

Description:

Council & Committee Support (CCS) provides the structure by which the City of Calgary's legislative decision-making meetings and protocol functions are conducted.

Customers:

- Public;
- Council;
- Councillors & Mayor;
- Attendees at recognition and protocol events;
- Report authors;
- The Administrative Leadership Team;
- Administration.

What is delivered to customers:

A legislative meeting or protocol activity.

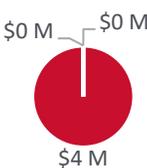
Partners:

- Corporate Security;
- Audiovisual Vendor(s);
- Information Technology;
- Mayor's Office & Office of the Councillors;
- Administration's Executive Offices;
- Law Department;
- Recreation;
- Facility Management;
- Boards, Commissions, and Committees.

Service Need (Value Proposition):

The Council and Committee Support service manages meetings and events of City Council and its Committees, providing both avenues for public participation in the legislative process and appropriate protocol support.

Current State Service Value

<p>368 Protocol events and activities (2017)</p> <p>83.6% On-time minutes publication (2017)</p>	<p>698 Hours of Legislative Meetings (2017)</p> <p>98.3% On-time agenda publication (2017)</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ■ Internal Recoveries  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> <ul style="list-style-type: none"> A Well Run City A Healthy and Green City A City that Moves A City of Safe and... A Prosperous City 		<p>What the service includes</p> <ul style="list-style-type: none"> •Policy and Contract Support = \$399; •Legislative Coordination = \$2,345; •Boards, Commissions, and Committee management = \$303; •Protocol = \$717. <p>Key Capital Investments</p> <p>Capital investments were not recommended for this service.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

There is a recognition that the provision of citizen recognitions and protocol services, Council policy support, and support for legislative meetings is valuable and well delivered. Members have, on occasion, expressed a desire for enhanced services, such as ensuring greater diversity on Boards, Commissions and Committees, or by implementing technological solutions to support legislative meetings. External customers have expressed general satisfaction with the services provided, although recent engagement showed a desire to continually invest in both the facilities and technology that support meetings attended by the public.

What council has directed: Council's Directives related to the service

- W1 - Council and Committee Support provides venues and channels for Calgarians to learn about The City and provides opportunities for them to provide input.
- W2 - Council and Committee Support provides the venues for Council and its Committees to make service decisions and direct Administration.
- W4 - The service strives for innovation, particularly by leveraging technology within the bounds of legislation and policy.
- W5 - Protocol will continue to ensure that cultural understanding and sensitivity with respect to indigenous partners is incorporated into The City's protocol activities.

What are we watching

The desire for greater transparency and accessibility of the legislative process continues to grow. This trend continues to drive appropriate investments in technology to ensure agendas, minutes, and related material are available in a timely manner and in easily accessible formats. Improvements to responsiveness are also expected. For all sub-services in this service, there has been a trend towards increasing volumes, complexity, and velocity of requests, particularly as they relate to governance and policy, protocol, and legislative meeting coordination. The City's efforts towards Reconciliation will involve the incorporation of protocol expertise. Failing to meet any of these expectations would impact public trust in the organization. The volume of transactions driven by new large corporate projects poses a risk to the ability to administer contracts and agreements.

Benchmarking



No direct benchmarks have been identified for this service, as the service is largely driven by local influencing factors, including Council direction, governance models, and local frameworks. There is, however, ongoing benchmarking on best practices with key jurisdictions. In terms of legislative meeting support, recent comparisons show that the Corporation offers a comparable service at a fair price.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Accessibility	Council and Committees conduct business in facilities that are physically accessible and open to public participation.
Legislative Compliance	Meetings and administrative processes are conducted in accordance with provincial legislation and municipal direction.
Quality	Council's decisions and records are published quickly and accurately and protocol events are of a high standard.
Responsiveness	Responses to requests for clarification, advice, and information are timely.
Informs	Provide accurate, clear, and reliable information about processes and events.

Executive Leadership

Description:

Executive Leadership works to secure the trust and confidence of citizens and Council by setting strategic direction and priorities, ensuring financial sustainability and proper use and management of public resources through Corporate oversight. This service fosters high performance with the use of a performance management system, and promoting a culture of accountability, transparency, collaboration and resilience.

Customers:

There are two primary customers of the Executive Leadership service: citizens and employees.

What is delivered to customers:

Executive Leadership is about public and employee trust and confidence in municipal government. Outputs of the service include corporate culture, norms/values, corporate brand, corporate strategic plans/priorities, corporate ethics and code of conduct, service review & improvement, integrated risk management and performance management/accountability.

Partners:

The Executive Leadership service works closely with members of Council to ensure that the Administration delivers on Council's direction and achieves results for the citizens of Calgary.

Service Need (Value Proposition):

The Executive Leadership service provides organizational leadership to deliver on the expectations of citizens and employees. These expectations include:

- connecting Council's vision to organizational strategies and action,
- coordination and alignment of objectives and results across service lines, to maximize the broader, long term benefits for citizens,
- the proper use and management of public resources for financial sustainability,
- a citizen-centric and service-oriented organizational culture, and
- an organization that is well-run with a safe and respectful workplace for all employees.

Current State Service Value

<p>81% Calgary is a great place to make a life</p> <p>85% Proud to work at The City of Calgary</p>	<p>82% Calgary is on track to be a better city</p> <p>AA+ The City of Calgary's Credit Rating</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>■ Tax-Support ■ Revenue ■ Internal Recoveries</p> <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>The Executive Leadership Service is made up of the offices of The City's General Managers (\$6,038), the City Manager's Office (\$1,993) and Corporate Initiatives (\$4,748).</p> <p>Key Capital Investments</p> <p>IT systems required for data management to support organization-wide processes, including strategic planning and accountability reporting.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

There is a wealth of existing information that is routinely gathered from citizens and employees to inform this service. Key themes include access to information, efficiency, and engagement. The City Manager's Where We Stand employee survey results highlight additional areas of focus for the organization, including moving toward more integrated service delivery, engaged leadership and organizational capability and capacity. The Corporate Employee Survey results for 2017 showed that although the satisfaction index remains strong, it has experienced a decrease with employee engagement remaining relatively stable.

What council has directed: Council's Directives related to the service

Executive Leadership supports all Citizen Priorities and, in particular, a well-run city. A few areas are important to highlight:

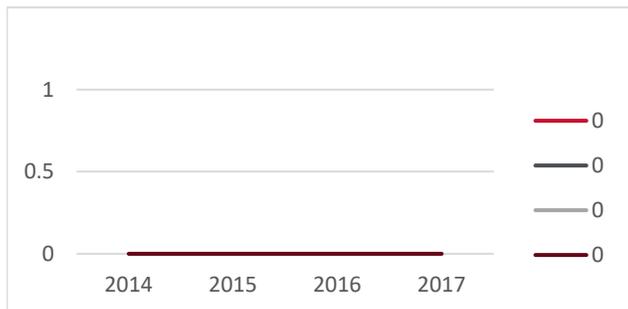
- this service has a very important role in speaking with a collective voice that improves communication with Calgarians and employees to build trust and confidence,
- this service has a key role in shifting the organizational culture to become a more citizen-centric and service-oriented organization,
- this service leads our organizational culture which includes a focus on innovation, efficient service delivery, and embracing appropriate levels of risk.

In summary, the Executive Leadership service is about trust and confidence – an organization that has Council's confidence and trust, and is reliable, honest, efficient and effective.

What are we watching

Trends that impact this service include the pace of change and the organization's capacity to respond to evolving citizen needs, respectful workplace and matters relating to citizen expectations and employee behavior, diversity and inclusion, responding to the economic downturn and reduced revenue, and working across departmental lines and towards integrated service delivery. One of the functions of this service is to ensure collective accountability in relation to the 16 Principal Corporate risks. The Principle Corporate Risks are strategic risks to the organization's ability to deliver on its objectives. Members of the Administrative Leadership Team have been assigned as risk owners to provide leadership and assign individual responsibility, while the group is collectively accountable through Executive Leadership for ongoing monitoring and improvement activities.

Benchmarking



Benchmarks have not yet been established for this service. Research will be conducted including working with the Municipal Benchmarking Network of Canada to determine benchmarks with similar services across municipalities in Canada.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Transparency	Honest and open.
Reputational Assurance	Earning the trust and confidence of external customers as well as employees.
Motivation	Promotes a culture that employees are excited to be part of.
Informs	Clearly communicates strategic direction with employees.
Quality	Continually improves based on performance, provides high quality reports, analysis and consulting.

Mayor & Council

Description:

Mayor and Council are elected representatives responsible for creating the vision for Calgary and working with Administration to execute that vision and deliver services to Calgarians. Audit Committee oversees the integrity of the City's annual financial statements; internal control processes; integrated risk management; Whistleblower Program and the performance of internal and external auditors. Integrity and Ethics Office ensures Members of Council meet the highest standards of conduct when carrying out their public functions, including acting with integrity; avoiding conflicts of interest and improper use of influence; and arranging private affairs in a way that promotes public confidence.

Customers:

All citizens of Calgary are served by the elected representatives of Council and benefit from the oversight provided by the Audit Committee and the Integrity and Ethics Office.

What is delivered to customers:

The Mayor and Council are elected to serve Calgarians and advocate for the best interests of the city. Audit Committee supports the City's commitment to increasing accountability and transparency. Integrity and Ethics Office ensures Members of Council meet the highest standard of conduct when carrying out public functions.

Partners:

Council partners with citizens, businesses, civic partners and community groups to provide direction to Administration on delivering services to Calgarians. Audit Committee partners with the City Auditor's Office, external auditors and civic partners. Integrity and Ethics Office partners with Members of Council to provide advice and guidance on matters of conduct or review complaints received.

Service Need (Value Proposition):

Mayor and Council are elected to serve the interests of Calgarians. They are integral to the governance of the City and setting the directives and priorities, based on public engagement. Citizens expect Mayor and Council to meet the highest standards of conduct when carrying out their public functions, a service need supported by the Integrity and Ethics Office. Members of Council are able to serve constituents and the public in a conscientious and diligent manner, while acting with integrity; avoiding conflicts of interest and improper use of influence; and, arranging private affairs in a way that promotes public confidence and will bear close public scrutiny. Audit Committee provides the oversight to ensure the integrity of the City's annual financial statements; internal control processes; integrated risk management; and Whistle Blower Program.

Current State Service Value

		<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support \$0 M \$0 M ■ Revenue ■ Internal Recoveries \$12 M <p style="text-align: right;">Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> <ul style="list-style-type: none"> A Well Run City  A Healthy and Green City  A City that Moves  A City of Safe and...  A Prosperous City  		<p>What the service includes</p> <p>Mayor's Office - \$ 1,941 Audit Committee - \$749 Office of the Councillors - \$9,144 Integrity and Ethics - \$371</p>
		<p>Key Capital Investments</p> <p>The CRM application for the Office of the Councillors is directly focused on supporting community engagement and activism while eliminating impediments to citizens who are trying to help make improvements in their communities.</p>

Municipal Elections

Description:

The service carries elections in a manner trusted by the public to elect a candidate to office and allow all eligible electors to cast a ballot. This service also administers the municipal census.

Customers:

- Voters;
- Candidates;
- Media.

What is delivered to customers:

A democratically elected body in accordance with legislation and a municipal census.

Partners:

- Information Technology;
- Transit;
- Communications;
- Administrative Leadership Team;
- Law;
- Corporate Security;
- Finance;
- Calgary Neighbourhoods – Diversity team;
- School Boards;
- Government of Alberta;
- Other Municipalities.

Service Need (Value Proposition):

Municipal Elections fulfill the need for a fair, transparent, & democratic process for selecting elected officials and/or voting on an issue. An annual census allows for accurate demographic information used in analysis and planning activities within and outside the organization.

Current State Service Value

<p>58% Voter turnout (2017)</p> <p>2,826 Election workers hired & trained (2017)</p>	<p>35% Online Census Completion Rate (2017)</p> <p>15,778 Elections Calls Answered (2017)</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support \$0 M ■ Revenue \$0 M ■ Internal Recoveries \$2 M <p>Service Cost Ratio TBD</p> <p><i>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</i></p>
<p>Connections to Citizen Priorities</p> <ul style="list-style-type: none"> A Well Run City A Healthy and Green City A City that Moves A City of Safe and... A Prosperous City 		<p>What the service includes</p> <ul style="list-style-type: none"> •Elections = \$379 (2018); •Census = \$2,174 (2018) <p>*Estimates are as of March 30, 2018, therefore the 2018 estimates do not include the upcoming Vote of Electors (plebiscite).</p> <ul style="list-style-type: none"> •Elections = \$4,371 (2017); •Census = \$2,174 (2017) <p>Key Capital Investments</p> <p>Capital investments are required to continue to modernize the administration of elections, including the use of technology to count ballots efficiently and effectively and to support election and census-related software.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Positive feedback has been received from citizens completing the online census. With respect to elections, in 2013 and 2017, positive feedback was received from the public on new advance voting opportunities, such as the Vote Bus and the Drive-Through voting initiative. However, feedback from the public, candidates and media following the 2017 election demonstrated general dissatisfaction with the administration of the election and the publication of results. Business Process Reviews were conducted to identify and correct issues. Specific feedback was received from voters with respect to the lack of accessibility at some voting locations.

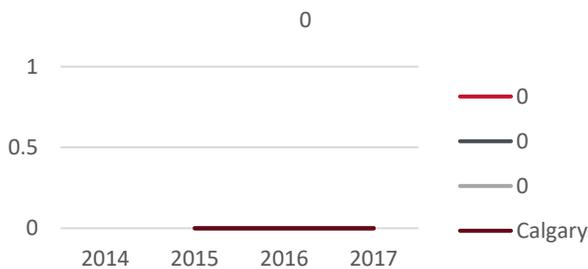
What council has directed: Council's Directives related to the service

- W1 - The election of a Municipal Council provides the decision-making structure through which The City of Calgary is directed to serve Calgarians.
- W2 - The Municipal Elections service will work to be more collaborative and provide opportunities for process improvement.
- W3 - Municipal Elections allow Calgarians to express their priorities and make improvements to their communities.
- W4 - Opportunities for innovation and experimentation in the Municipal Election service will be investigated throughout 2019-2022 within the bounds of legislation.

What are we watching

There is a growing trend towards completion of the census using the online self-complete option. Greater expectation for real-time tabulation and publishing of results will continue to drive process and other changes. Communication strategies will increasingly need to account for the changing way in which citizens receive information, whether on the election process, candidates, or the results. As Calgary continues to grow, there is an increasing demand for services in a variety of languages, and for better accommodation of individuals' needs. Overall, expectations from citizens, candidates and the media is towards greater transparency of process. Failing to meet that expectation would jeopardize the public trust in the electoral process.

Benchmarking



Benchmarking the election service in a quantifiable way is difficult, given the differing governing legislation in each province and the differing scale of operations from municipality to municipality. However, efforts are ongoing to learn best practices from other jurisdictions, particularly as it relates to their use of technology in the voting process and use of supply and distribution chains. Comparisons of census practices are difficult as Calgary administers an annual census, unlike most jurisdictions.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Accessibility	Locations and methods of casting a ballot are physically accessible.
Quality	The votes are counted accurately and the voter experience is satisfactory.
Informs	The electoral process is open to observers and scrutineers.
Responsiveness	The results of each election are available promptly.
Legislative Compliance	The election was carried out in a manner that followed all legislation and regulation.

Property Assessment

Description:

The Property Assessment service assesses properties within the corporate limits of the city of Calgary as a mechanism to fairly and equitably allocate property taxes. This directive is provided by the Government of Alberta's Municipal Government Act, its regulations, and associated civic bylaws. This legislation largely directs the Property Assessment service's activities which, while broad and complex, can be summarized as the preparation, communication, and defense of property assessments.

Customers:

The Property Assessment service's customers can be summarized into four main groups:

- The City of Calgary
- The Government of Alberta
- Residential property owners
- Non-residential property owners

What is delivered to customers:

The main outputs of the Property Assessment service are property assessments themselves.

Partners:

Property Assessment's primary partners are:

- The Government of Alberta which provides legislative direction and delivers services
- External assessment jurisdictions who we exchange benchmarks and best practices with
- Industry groups who we exchange real estate data and analysis with
- City of Calgary services such as Building Approvals, Taxation and Financial Support, and Legal Counsel & Advocacy

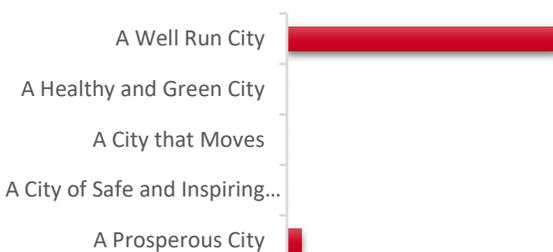
Service Need (Value Proposition):

The service addresses the Corporation's and Government of Alberta's legislated requirement for market value property assessments. These assessments provide a basis for the fair and equitable distribution of property taxes which are used for the provision of public services.

From the residential and non-residential property owners perspective the property assessment service is particularly important as it ensures that they understand and will only pay their fair share of the property tax base.

The Property Assessment service also allocates appropriate tax status to not for profit organizations.

Current State Service Value

<p>522,225 2018 Annual Property Assessment Accounts</p> <p>7,573 2018 Customer Review Period Inquiries</p>	<p>50% Property Taxes as % of City Op. Revenues</p> <p>3,003 2018 Annual Tribunal Property Complaints</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ■ Internal Recoveries  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>The Property Assessment service does not break down into any further sub-services.</p> <p>Key Capital Investments</p> <p>Preparing, communicating, and defending over half a million property assessments across Calgary is only possible via sophisticated computer software. Capital investments in the Property Assessment service focus entirely on this software.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

A customer service survey is administered once every two years. While overall satisfaction has stayed consistently over 80% since 2010, non-residential results have lagged behind. This is a theme the Property Assessment service will concentrate on during 2019-2022. Non-residential properties do not make up a large proportion of overall properties by count but they do comprise a significant proportion by assessed value which is what ultimately affects property tax dollars.

What council has directed: Council's Directives related to the service

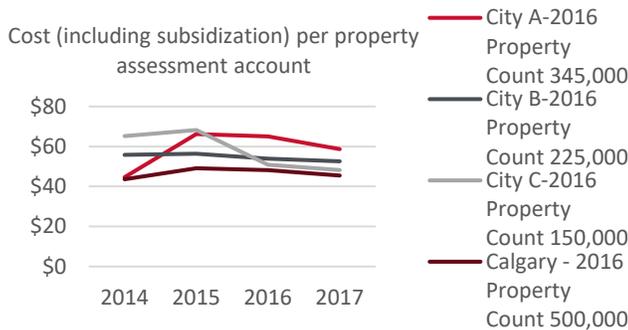
The Property Assessment service aligns primarily with directives contained within the 'A Well Run City' Council Priority which notes 'Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.'

There is also minor alignment with a directive contained within the 'A Prosperous City' Council Priority which notes 'Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.'

What are we watching

- Recent legislative changes are expected to have long term and significant impacts on processes and products.
- Property Assessment will potentially have to operate in an increasingly complex environment due to an increased interest in tax relief programs.
- Amplified attention in Property Assessment from all levels of stakeholders will require a continued focus on accountability and transparency.
- Volatility in the real estate market may result in a spike in inquiry and complaint volumes which could result in a workload increase and a corresponding financial risk to The City of Calgary.
- The replacement of the primary software application that is used to provide the Property Assessment service could have major impacts if conducted improperly.
- Attraction, retention, and succession management of key talent will be a key contributor to service success.

Benchmarking



Comparing "Cost (including subsidization) per Property Assessment Account" is difficult via the Canadian Property Assessment Network as each province has different legislation. Calgary and City A are quite comparable although City A contains Taxation services on top of Property Assessment services which are hard to split out. Calgary, City B and City C are also comparable although there are differences in size. Also, City B is on a two year reassessment cycle, City C is on a three year reassessment cycle and Calgary is on a one year reassessment cycle.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Legislative Compliance	Valuations meet all quality standards, pass all required audits, and are prepared and issued in accordance with the MGA.
Quality	Valuations are accurate and equitable when originally mailed to property owners.
Fairness	Properties with the same characteristics are assessed in the same manner using mass appraisal.
Reduces risk	The assessment base remains within tolerances throughout the year and strategies are used to minimize complaint impacts.
Informs	Knowledgeable staff can answer questions from property owners.

Records Management, Access & Privacy

Description:

Records Management, Access and Privacy provides the framework and tools for the effective management, protection, preservation and release of records by the Corporation.

Customers:

- Every City of Calgary employee;
- Requestors under FOIP;
- Business Unit Records Management and Information specialists.

What is delivered to customers:

This service provides managed documents, processes FOIP requests, investigates privacy breaches, completes privacy impact assessments and delivers records-related training and support.

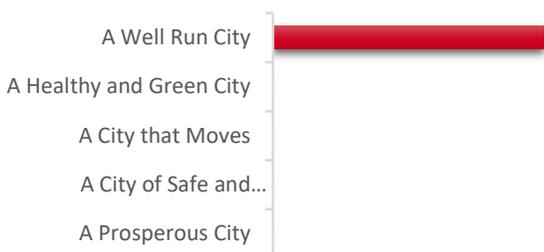
Partners:

- Information Technology;
- Information Security (Corporate Security);
- Business Unit Records and Information Specialists;
- FOIP (Freedom of Information and Protection of Privacy) Program Administrators in all business units.

Service Need (Value Proposition):

This service ensures The City is able to provide, protect, and preserve its records in order to meet operational, legal, fiscal, and archival requirements. It also ensures a balance between the public's right to know and an individual's right to privacy.

Current State Service Value

<p>97.9% FOIP On-Time Rate (2016)</p> <p>95% Records Management Training satisfaction</p>	<p>14 FOIP training volume (2017)</p> <p>1,022 Records Management Training Volume</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <ul style="list-style-type: none"> •Records Management = \$1,521; •Archives = \$804; •Information Access = \$702; •Privacy = \$365. <p>Key Capital Investments</p> <p>Capital funding will allow the Corporation to better manage electronic records, including developing and implementing processes and procedures, training users, and developing effective document repositories.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Customers interviewed during an internal engagement expressed an increasing desire to see greater support, tools, and training on the management of electronic records. Internal customers have also expressed a desire for more training on the administration of the FOIP Act, as well as more information with respect to privacy obligations. Internal and external Archives users desire more online archival records. In 2017, requestors of information through FOIP Act have expressed dissatisfaction with both the timeliness of responses and the content made available through release, as well as the user fees assessed.

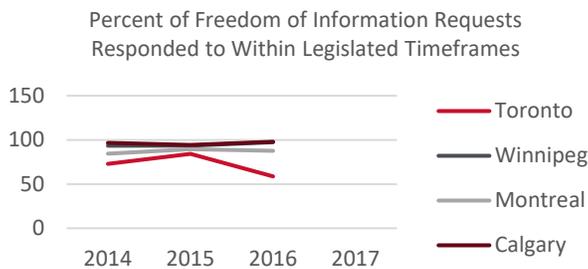
What council has directed: Council's Directives related to the service

- W2 - This service supports all business units and services to be as efficient and effective as possible though streamlined management of records and information.
- W3 - Available records and access provides citizens with information to be used in making improvements to their communities.
- W4 - By providing the framework for Records Management, Access and Privacy this service allows The City to make informed decisions on risk and to innovate through service delivery.

What are we watching

The growing use of technology will lead to the creation of more electronic records, with much of it in unmanaged repositories such as email. The public increasingly expect greater transparency and access to information while also expecting privacy to be appropriately protected. As unmanaged records and information increase in volume, the corporation's exposure to legal and compliance risk increases.

Benchmarking



The FOIP Program has seen an increase to the number of requests in recent years, and an increase to the complexity of requests in general. More resources have been required to address the volume, while also dedicating resources to administer Privacy Impact Assessments for the Corporation and investigate privacy breaches.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Availability	City employees are able to locate, provide, protect and preserve records in order to meet requirements.
Informs	The City releases information in accordance with legislation and engages in proactive disclosure where appropriate.
Reliability	Employees and the public can rely on the expertise of staff in matters of privacy, records, and information access.
Legislative Compliance	Employees comply with the legislation, regulation, and policies governing records management, access, and privacy.
□	

Taxation

Description:

This service is provided to external customers and The City of Calgary, and ensures property taxes are properly billed and collected, and that customers receive timely and accurate information on property tax matters.

Customers:

The Corporation
Residential and Non-Residential Property Tax Account Holders
Business Improvement Areas and Business Revitalization Zones

What is delivered to customers:

Property tax account paid, and timely and accurate tax-related information is provided.

Partners:

Finance
Information Technology
Customer Service & Communications
Business Improvement Areas
Assessment

Service Need (Value Proposition):

Timely and accurate billing and collection of property taxes provides The Corporation with certainty regarding the amount and timing of a significant component of its total revenues. Accurate billings give citizens certainty in their expenditures and confidence in The City's ability to provide prudent fiscal management. This certainty enables The City to confidently deliver services, programs and infrastructure expected and valued by Calgarians.

Accuracy in billing ensures confidence in the amount of taxation revenue that will be collected, while proactive and innovative collection efforts ensure the risk of uncollectible revenue remains low. Active promotion and enhancement of the Tax Instalment Payment Plan (TIPP) provides The City with stable and predictable cash flow to fund operating and capital requirements, and provides property owners with a convenient payment option.

Current State Service Value

<p>522,000 Number of property tax accounts served</p> <p>180,000 Number of annual citizen interactions</p> <p>100 % of Service Requests closed on-time</p> <p>\$1.8 billion Municipal property tax billed in 2018</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support \$0 M ■ Revenue \$0 M ■ Internal Recoveries \$6 M <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> <ul style="list-style-type: none"> A Well Run City A Healthy and Green City A City that Moves A City of Safe and... A Prosperous City 	<p>What the service includes</p> <p>Tax Billing and Systems (\$2,090), Tax Advisory Services (\$2,077), Tax Account Maintenance (\$1,202), Collections (\$926)</p> <p>Key Capital Investments</p> <p>Billing and collection of property tax is supported by the PTWeb system. Investments are required to ensure legislative compliance and to ensure ongoing system viability and performance.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

In 2017, Tax facilitated 180,000 customer interactions. While there is not currently a formal process to capture feedback, anecdotal observations support that citizens appreciate the services provided by Taxation in helping them understand and resolve tax matters. Occasionally, customers indicate that they would like to see more flexibility in such matters as payment deadlines and the application of penalties. While matters such as these are directed by City bylaws under the authority of the MGA, and not subject to discretionary application, Taxation endeavours to be responsive to customer requests for enhanced levels of service.

What council has directed: Council's Directives related to the service

W1 - We need to speak in a collective voice that improves communication to help Calgarians understand: services; how taxes are invested; municipal government functions to serve Calgarians; and that municipal government is well-run and efficient.

W2 - We need to shift our understanding and focus from how services are delivered to why services are delivered. We must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing services The City should not be providing.

W4 - We need to recognize that we miss opportunities for innovation because of a culture of risk avoidance. We need to create a culture, that embraces appropriate risk, innovation, experimentation, and lessons learned as opportunities to improve.

What are we watching

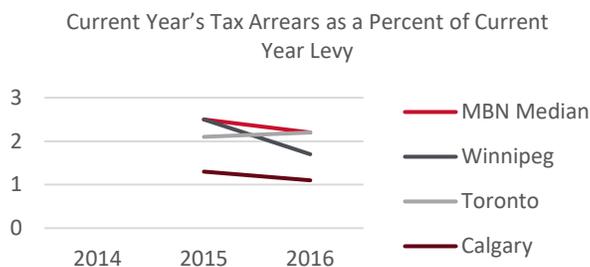
There are a number of external trends that Tax is monitoring and responding to as appropriate:

- The legislative environment (i.e. Municipal Government Act) contains actual and proposed changes which will directly impact the capacity and functioning of our systems and resources;
- How citizens/customers expect to engage with The City (e.g., electronic tax notices, 24 hour access to information);
- Proactively monitoring the economic environment to identify sectors at risk to manage tax accounts that may be at greater risk of non-collection.

Risk Section

- PTWeb has increasing demands on system capacity and the resources which support it (e.g., PTP, MGA changes, BIA levy collection).
- Other internal systems are undergoing significant changes which will require integration to be actively managed (e.g., CIAO+).

Benchmarking



The current year's tax arrears as a percent of the current year levy is supported by several factors related to the provision of taxation services: •Accuracy of annual and supplementary tax billings; •Timeliness of annual and supplementary tax billings; •Speed with which payments are processed; •Ability to communicate effectively with taxpayers (ease of understanding taxpayer obligations, payment options, due dates, penalties, etc.); •Ability to resolve taxpayer inquiries; •Ability to collect outstanding taxes; •Responsiveness of systems and resources to increasing capacity demands.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Sustainability	Tax bill payments are received in a timely manner
Reliability	Tax bills are timely and accurate
Responsiveness	Tax bill inquiries are resolved in a timely manner
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Appendix 1: Council Directive Reference

Council Directive Code	Council Directive	Council Priority	Council Priority Text
P1	The City needs to continue building a local economy that is more resilient to changes in commodity prices. Although Calgary continues to diversify its economy and reduce dependency on the resources sector, Council acknowledges that more work is required. We need to update and implement Calgary's economic development strategy while maintaining support for our energy and technology industries.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
P2	Recently Calgary Economic Development identified six potential industries that will drive economic growth and spur job creation. These all require attention and nurturing. For example, one of those growth industries, travel and tourism, needs to move to a new level with an enhanced focus on arts, culture, festivals, and winter activities.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
P3	Accordingly, Calgary's new economic strategy must include policies that will attract these growth industries to Calgary, support Calgary's existing businesses, enhance support for entrepreneurs, and revitalize the city's downtown core. At the same time, The City needs to methodically remove red tape and barriers that impede businesses from locating to Calgary or interfere with existing businesses and new business startups. Attracting and retaining new talent must remain an important cornerstone of our economic strategy.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
P4	Many Calgarians continue to struggle with housing, income, and food instability. We must continue to implement Enough for All, Calgary’s Poverty Reduction Initiative. Enhancing our partnerships with other orders of government, the non-profit sector and businesses, will be critical to fully implement this initiative, and provide equitable access to services for all Calgarians.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
P5	Finally, The City needs to work with other orders of government, nonprofit and private sector partners to deliver programs to provide sufficient supply of affordable housing, while maintaining the safety and quality of the existing affordable housing stock. Further, The City must advocate to the provincial and federal governments to adequately fund their responsibility for affordable housing.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
N1	Calgarians want neighbourhoods and public spaces that are safe, accessible and inclusive for all Calgarians, including seniors and the disabled. The City needs to work with community partners to address social issues impacting older Calgarians enabling them to receive the services they need to age in place.	A City of Safe and Inspiring Neighbourhoods	Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
N2	Our current method of relying on the community associations as the voice of the community must be re-examined. We need to engage Calgarians at the neighbourhood level in a way that encourages local community connections and active participation in civic life across all ages, cultures and stages of life. Calgarians have a vibrant community oriented culture that The City will support by improving connections among neighbours through community hubs and partnerships that support vulnerable families.	A City of Safe and Inspiring Neighbourhoods	Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.
N3	Cherishing and protecting our heritage will enrich the sense of place in our communities. We need to ensure that The City's heritage processes are suitable to improve the protection and enhancement of heritage assets.	A City of Safe and Inspiring Neighbourhoods	Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.
N4	We must also ensure that all communities are complete communities. Greenfield communities need to quickly, sustainably and sensitively grow to a scale where they can support community services such as transit. Developed communities need to be encouraged to re-develop sustainably and sensitively, in a way that accommodates changing community needs, and supports the public investment in them. Making it easier to build development that meets our Municipal Development Plan and the Calgary Transportation Plan will be essential to achieve this.	A City of Safe and Inspiring Neighbourhoods	Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
N5	Growth of the city needs to be managed in a way that achieves the best possible social, environmental and economic outcomes within financial capacities. The cost of growth needs to be minimized for The City while maximizing housing choice and affordability within these constraints.	A City of Safe and Inspiring Neighbourhoods	Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.
M1	Council's primary concern is with the safety of all Calgarians, therefore all modes of transportation must be safe.	A City That Moves	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.
M2	All options for mobility should be desirable. We want to make walking, cycling, and transit attractive choices for Calgarians while not unduly penalizing motorists.	A City That Moves	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.
M3	Innovative technology partnerships can help to build, fund and sustain a resilient transportation network. We need to recognize that The City cannot solve all transportation connectivity issues on its own – we need to identify and form partnerships with public, private sector and nonprofit entities in conjunction with The City, to deliver programs to improve our transportation network, adopt new transportation business models, and position Calgary as a city that moves into the future.	A City That Moves	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
M4	We need to develop and implement innovative and technological solutions with respect to existing and new transportation infrastructure that both enhances Calgarians' safety and reduces peak-hour traffic congestion.	A City That Moves	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.
H1	Calgary needs to address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people. We need to lever incentives that focus on the economic benefits of addressing climate change (such as business diversification, job creation, opportunities for small businesses and all Calgarians) and align The City's climate change strategies with other orders of government and industry initiatives.	A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.
H2	Calgary and The City should become nationally and internationally competitive by embracing a low carbon economy, fostering alternative energies and developing strategies to reduce adverse impacts and vulnerabilities resulting from climate change.	A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
H3	Integrated watershed management is essential to protect public health and the environment, while strengthening our resiliency to a changing climate. Calgary must develop our communities with a focus on achieving future water security and a sustainable water supply. Accordingly, watershed management must be integrated into our land use policies, plans and decisions. Accomplishing sustainable, effective watershed management within Calgary and the region will also require working collaboratively with other orders of government, adjacent municipalities, residents, landowners, developers, businesses, and the First Nations.	A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.
H4	We must also develop strategies to create communities that support healthy lifestyles and interaction amongst residents (walkability, pedestrian, bike and public transit connections) to reduce and prevent social isolation. Partnerships with community groups, not-for-profits and businesses will encourage the development of public meeting places that can be used by Calgarians of all ages, abilities and during all seasons.	A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.
H5	We need to continue to implement a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Continuous investment in indoor and outdoor recreation facilities that address the changing needs of Calgarians will be important to support healthy lifestyles for all.	A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
H6	Finally, we must continue to make parks and green spaces a priority and proactively seek to increase green space in neighbourhoods.	A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.
W1	Council and Administration need to speak in a collective voice that improves communication with Calgarians to help them understand: the services The City delivers; how their taxes are invested; that their municipal government functions to serve Calgarians; and that their municipal government is well-run and efficient. We need to learn from Calgarians through meaningful engagement to fully understand and respond to their service requirements and needs.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.
W2	We need to shift our understanding and focus from how services are delivered to why services are delivered. The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing. Beyond removing barriers, The City must move to a culture that actively promotes businesses.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.
W3	We need to validate those rules and processes that support community engagement and activism while eliminating impediments to citizens who are trying to help make improvements in their communities.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
W4	We need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. We need to create a culture, including City Council, that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.
W5	In concert with the recommendations of the Truth and Reconciliation Commission, The City must develop a positive, strong and enduring relationship with Treaty 7 First Nations, Métis Nation of Alberta Region 3, and all urban Indigenous Calgarians. Council is committed to developing a new vision that acknowledges historical issues and challenges and focusses on a future of trust and mutual respect. We recognize that true reconciliation is only possible within an ethical space of engagement and understanding of Indigenous-Canadian history. We will build capacity amongst City staff and all Calgarians to foster cultural humility and competency, understanding and sensitivity to support true partnership with our Indigenous partners.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.