



## REVISED AGENDA

### PRIORITIES AND FINANCE COMMITTEE

April 27, 2021, 9:30 AM  
IN THE COUNCIL CHAMBER

Members

Mayor N. Nenshi, Chair  
Councillor S. Chu, Vice-Chair  
Councillor G-C. Carra (CPS Chair)  
Councillor J. Davison (T&T Chair)  
Councillor J. Gondek (PUD Chair)  
Councillor W. Sutherland (UCS Chair)  
Councillor E. Woolley (Audit Chair)

#### ***SPECIAL NOTES:***

*Public are encouraged to follow Council and Committee meetings using the live stream [Calgary.ca/WatchLive](https://calgary.ca/WatchLive)*

*Public wishing to make a written submission may do so using the public submission form at the following link:  
[Public Submission Form](#)*

*Council Members may be participating remotely.*

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
  - 4.1. Minutes of the Regular Meeting of the Priorities and Finance Committee, 2021 March 16
5. CONSENT AGENDA
  - 5.1. DEFERRALS AND PROCEDURAL REQUESTS
    - 5.1.1. Deferral – Working with Business Sector Task Force on further relief options returning to Council 2021 May, PFC2021-0622
  - 5.2. BRIEFINGS
    - 5.2.1. Status of Outstanding Motions and Directions, PFC2021-0576

5.2.2. Council Innovation Fund and Council Community Fund Status Update, PFC2021-0534

6. POSTPONED REPORTS  
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. Expense Investigation Follow-Up Ward 2 Hosting Expenses, PFC2021-0592

7.2. Resilient Calgary Strategy Update Report, PFC2021-0429

7.3. Resilient Roofing Rebate Program, PFC2021-0575

NEW MATERIALS

7.4. *Post-Pandemic Economic Recovery*, PFC2021-0579, PFC2021-0579

7.5. Real Estate Working Group Update (Verbal), PFC2021-0237

7.6. 2020 Year-End Accountability Report, PFC2021-0221

7.7. Designated Officer Bylaw and Banking Delegation of Authority, PFC2021-0559

7.8. Conclusion of Cash-in-Lieu Parking Program and Fund Allocation, PFC2021-0487  
Attachment 3 held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2036 May 10**

8. ITEMS DIRECTLY TO COMMITTEE

8.1. REFERRED REPORTS  
None

8.2. NOTICE(S) OF MOTION

8.2.1. Notice of Motion - Pilot Program - Public Consumption of Alcohol in Calgary Parks,  
PFC2021-0618  
Gian-Carlo Carra, Evan Woolley

8.2.2. Notice of Motion - Long Term Planning for the Bridgeland Place Building – 736  
McDougall Court NE, PFC2021-0619  
Gian-Carlo Carra

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES  
None

10.2. URGENT BUSINESS

11. ADJOURNMENT







## MINUTES

### PRIORITIES AND FINANCE COMMITTEE

**March 16, 2021, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:**

Mayor N. Nenshi, Chair  
Councillor S. Chu, Vice-Chair (Remote Participation)  
Councillor G-C. Carra (CPS Chair) (Remote Participation)  
Councillor J. Davison (T&T Chair) (Remote Participation)  
Councillor J. Gondek (PUD Chair) (Remote Participation)  
Councillor W. Sutherland (UCS Chair) (Remote Participation)  
Councillor E. Woolley (Audit Chair) (Remote Participation)  
Councillor G. Chahal (Remote Participation)  
Councillor D. Colley-Urquhart (Remote Participation)  
Councillor D. Farrell (Remote Participation)  
Councillor S. Keating (Remote Participation)

**ALSO PRESENT:**

City Manager D. Duckworth (Remote Participation)  
Acting General Manager K. Black (Remote Participation)  
General Manager S. Dalglish (Remote Participation)  
Deputy City Clerk J. Fraser  
Legislative Advisor A. de Grood  
Legislative Advisor D. Williams

**1. CALL TO ORDER**

Mayor Nenshi called the Meeting to order at 9:38 a.m.

**ROLL CALL**

Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Sutherland, Councillor Woolley and Mayor Nenshi.

**2. OPENING REMARKS**

Mayor Nenshi provided opening remarks and a traditional land acknowledgement.

**3. CONFIRMATION OF AGENDA**

**Moved by** Councillor Chu

That the Agenda for the 2021 March 16 Regular Meeting of the Priorities and Finance Committee be confirmed.

**MOTION CARRIED**

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2021 February 16

**Moved by** Councillor Chu

That the Minutes of the 2021 February 16 Regular Meeting of the Priorities and Finance Committee be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

**Moved by** Councillor Chu

That the Consent Agenda be approved as follows:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

- 5.1.1 Deferral Request – Reporting on Re-examination of City Asset Names Process to Q4 2021, PFC2021-0284
- 5.1.2 Deferral Request - Updates to the Procedure Bylaw due Q1 2021 to return on 20 July 2021, PFC2021-0226
- 5.1.3 Deferral Request - Resilient Calgary Strategy Update and Report Back (PFC2019-0617) to 2021 April 27, PFC2021-0310

5.2 BRIEFINGS

- 5.2.1 Status of Outstanding Motions and Directions, PFC2021-0352

**MOTION CARRIED**

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Calgary Mental Health and Addiction Community Strategy and Action Plan, PFC2021-0112

The following documents were distributed with respect to Report PFC2021-0112:

- Letters of Support; and
- Presentation entitled "Calgary Mental Health and Addiction Community Strategy and Action Plan".

The following speakers addressed the Committee with respect to Report PFC2021-0112:

1. Chris Eagle – Community Action on Mental Health and Addiction Stewardship Group Co-Chair
2. Karen Gosbee – Community Action on Mental Health and Addiction Stewardship Group Co-Chair
3. William Ghali – University of Calgary
4. Mark Fitzgerald – Petronas Calgary
5. Cat Van Wielingen – Viewpoint Foundation

**Moved by** Councillor Colley-Urquhart

That with respect to Report PFC2021-0112, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Endorse the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023.
2. Approve Attachment 3, *Calgary's Mental Health and Addiction Investment Framework* and authorize Administration to invest the remaining funds for Community Action on Mental Health and Addiction as per the attachment.
3. Direct Administration to convene stakeholders to implement the strategy and action plan over the 2021-2023 period.
4. Conclude the work of the Stewardship Group and thank the members for their contribution.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, Councillor Farrell, and Councillor Keating

**MOTION CARRIED**

## 7.2 Growth and Development Climate Framework, PFC2021-0121

The following documents were distributed with respect to Report PFC2021-0121:

- A public submission;
- A revised attachment 3; and
- Presentation entitled "Growth and Development Climate Framework 2021".

**Moved by** Councillor Carra

That with respect to Report PFC2021-0121, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Adopt the Growth and Development Climate Framework in Attachment 2;
2. Approve a one-time budget increase of \$250,000 in 2021 and \$450,000 in 2022 from the Fiscal Stability Reserve investment income to accomplish project deliverables; and report back to Council through the SPC on Planning

and Urban Development on the implementation of the associated projects by Q2 2022; and

3. Direct administration to develop a Carbon Budget and report back to Council as part of the updated Climate Resilience Strategy, by Q2 2022.

For: (9): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, Councillor Farrell, and Councillor Keating

Against: (1): Councillor Chu

**MOTION CARRIED**

### 7.3 Mitigating the Impacts of Severe Weather Events in Calgary, PFC2021-0194

The following documents were distributed with respect to Report PFC2021-0194:

- Letter from BILD; and
- Presentation entitled "Mitigating the Impacts of Severe Weather Events in Calgary, PFC2021-0194".

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Committee suspended Section 78(2)(a) of the Procedure Bylaw in order to complete Item 7.3, PFC2021-0194 prior to the scheduled lunch recess.

**Moved by Councillor Chahal**

That with respect to Report PFC2021-0194, Recommendations 1 and 2 be approved as follows:

That the Priorities and Finance Committee (PFC) recommend that Council:

1. Approve Administration's severe hail weather strategies and actions as identified in Attachment 2.
2. Approve the proposed resilient roofing rebate program in principle and direct Administration to return with full details to PFC in 2021 April.

For: (9): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Chahal, Councillor Colley-Urquhart, and Councillor Farrell

Against: (1): Councillor Chu

**MOTION CARRIED**

**Moved by Councillor Chahal**

That Recommendation 3 contained in Report PFC2021-0194 be approved, as follows:

That the Priorities and Finance Committee (PFC) recommend that Council:

3. Request that the Mayor write a letter to the Province of Alberta requesting funding to support the proposed resilient roofing rebate program; and a second letter to the Minister of Alberta Municipal Affairs seeking support for proposed code changes to roofing and siding materials in hail-prone areas.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Chahal, Councillor Colley-Urquhart, and Councillor Farrell

**MOTION CARRIED**

Committee recessed at 12:25 p.m. and reconvened at 1:25 p.m. with Mayor Nenshi in the Chair.

**ROLL CALL:**

Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Colley-Urquhart, Councillor Farrell, Councillor Keating, and Mayor Nenshi.

Absent from Roll Call: Councillor Woolley (joined the Remote Meeting at 1:29 p.m.)

**7.4 Benefit Driven Procurement Update, PFC2021-0395**

A presentation entitled "Benefit Driven Procurement Update" was distributed with respect to Report PFC2021-0395.

**Moved by Councillor Gondek**

That the Recommendations contained in Report PFC2021-0395 be amended by adding deleting Recommendation 4 and renumbering as a Recommendation 6 and adding a new Recommendation 4 and 5 as follows:

4. Revisit the benefit driven procurement questionnaire to streamline it for use with all future requests for proposal or expressions of interest, temporarily replacing it with an open ended form to be included with all upcoming requests for proposal or expressions of interest, as an effort to support businesses that demonstrate a commitment to ethical standards of employment and service delivery;
5. Direct Administration to return to the Priorities and Finance Committee no later than Q2 2021 with a verbal update that outlines the final revised version of the benefit driven procurement questionnaire, as well as a verbal update on development of a Council policy inclusive of Benefit Driven Procurement;

For: (5): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Gondek, and Councillor Keating

Against: (5): Councillor Davison, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, and Councillor Farrell

**MOTION DEFEATED**

**Moved by Councillor Carra**

That with respect to Report PFC2021-0395, the following Recommendations be approved as follows:

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration for procurement covered under the Procurement Policy valued less than \$5,000 that it is recommended Administration 'Support Local', effective 2021 May 1;
2. Direct Administration for procurement covered under the Procurement Policy for goods & services valued from \$5,000 to less than \$75,000 and for construction valued from \$5,000 to less than \$200,000 to obtain a minimum three (3) supplier quotes of which at least one (1) is from a local supplier, where possible, effective 2021 May 1;
3. Direct Administration for new procurements covered under the Procurement Policy for goods and services \$75,000 or greater, and for construction \$200,000 or greater, Supply Management is to recommend to the Procuring Entity including a Benefit Driven Procurement questionnaire with a minimum five per cent (5%) evaluation weighting; and
4. Direct Administration to return to the Priorities and Finance Committee with a Council policy inclusive of Benefit Driven Procurement no later than Q3 2021.

**MOTION CARRIED**

7.5 Enabling Construction of Calgary Catholic School District Rangeview High School, PFC2021-0324

The following documents were distributed with respect to Report PFC2021-0324:

- Letter from Brookfield; and
- Presentation entitled "Enabling Construction of Rangeview High School"

**Moved by** Councillor Keating

That with respect to Report PFC2021-0324, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration to pursue option 2 in Attachment 2, table 2 and further develop the detailed elements of an Off-Site Levy late payment relief program in support of construction of the Rangeview high school site; and
2. Direct Administration to report back to Council with a formalized program by July 2021.

For: (9): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, Councillor Farrell, and Councillor Keating

**MOTION CARRIED**

7.6 Attainable Homes Calgary Corporation Loan Guarantee, PFC2021-0177

**Moved by Councillor Gondek**

That with respect to Report PFC2021-0177, the following be approved:

The Priorities and Finance Committee recommend that Council:

1. Give first reading to Bylaw 17M2021(Attachment 3), being the proposed bylaw to amend Bylaw 41M2014, The City of Calgary authorizing a guarantee of a loan for Attainable Homes Calgary Corporation.
2. Give first reading to Bylaw 18M2021 (Attachment 2), being the proposed bylaw to amend Bylaw 31M2011, The City of Calgary authorizing a municipal loan to Attainable Homes Calgary Corporation.
3. Withhold second and third reading until the advertising requirements have been met;
4. Direct Administration to amend any existing agreements between The City and Attainable Homes Calgary Corporation as applicable and to reflect the Corporation's credit facility renewal with its financial institution in form and content per Credit Documentation – Loans and Loan Guarantees Policy and Procedures; and
5. Forward this report to the 2021 March 22 Combined Meeting of Council as an Item of Urgent Business.

For: (8): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, and Councillor Keating

**MOTION CARRIED**

7.7 Calgary Municipal Land Corporation New Borrowing and Loan Bylaws, PFC2021-0176

**Moved by Councillor Gondek**

That with respect to Report PFC2021-0176, the following be approved:

The Priorities and Finance Committee recommend that Council:

1. Give first reading to Bylaw 7B2021 (Attachment 2), authorizing The City to incur indebtedness by the issuance of debentures in the amount of \$85 million for financing capital projects for the Calgary Municipal Land Corporation;
2. Give first reading to Bylaw 19M2021 (Attachment 3), being a bylaw authorizing loans in the amount of \$85 million to Calgary Municipal Land Corporation;
3. Withhold second and third reading until the advertising requirements have been met;
4. Direct Administration to amend any existing agreements between The City and Calgary Municipal Land Corporation as applicable and in accordance

with the Credit Documentation – Loans and Loan Guarantees Policy and Procedures; and

5. Forward this report to the 2021 March 22 Combined Meeting of Council as an item of Urgent Business.

For: (9): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, Councillor Farrell, and Councillor Keating

**MOTION CARRIED**

## 8. ITEMS DIRECTLY TO COMMITTEE

### 8.1 REFERRED REPORTS

None

### 8.2 NOTICE(S) OF MOTION

#### 8.2.1 Notice of Motion - Encouraging Street Play, PFC2021-0417

**Moved by** Councillor Chahal

That with respect to Notice of Motion PFC2021-0417, the following be approved:

That Notice of Motion PFC2021-0417 be forwarded to the 2021 March 22 Combined Meeting of Council for consideration.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, and Councillor Keating

**MOTION CARRIED**

#### 8.2.2 Notice of Motion - Storm Pond Safety, PFC2021-0416

**Moved by** Councillor Chahal

That with respect to Notice of Motion PFC2021-0416, the following be approved:

That Notice of Motion PFC2021-0416 be forwarded to the 2021 March 22 Combined Meeting of Council for consideration.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, and Councillor Keating

**MOTION CARRIED**

## 9. URGENT BUSINESS

None



10. CONFIDENTIAL ITEMS**Moved by** Councillor Farrell

That pursuant to Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, Committee now move into Closed Meeting at 2:32 p.m. in the Council boardroom to discuss confidential matters with respect to the following items:

- 10.1.1 A New Direction for Public Art Q1 2021 Update (Verbal), PFC2021-0334

And further that Rebecca Carbin, Art + Public LTD be invited to attend the Closed Meeting.

Committee reconvened in Public Meeting at 3:40 p.m. with Mayor Nenshi in the Chair.

ROLL CALL:

**Moved by** Councillor Chu

That Committee rise and report.

**MOTION CARRIED**

## 10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 10.1.1 A New Direction for Public Art Q1 2021 Update (Verbal), PFC2021-0334

People in attendance during the Closed Meeting discussions with respect to Report PFC2021-0334:

Clerks: J. Fraser and A. Degroot. Advice: J. McLaughlin, K. Black, J. Thompson, K. McRae, and R. Carbin.

The following documents were distributed with respect to Report PFC2021-0334:

- A confidential presentation; and
- A confidential Attachment 1

**Moved by** Councillor Keating

That with respect to Report PFC2021-0334, the Priorities and Finance Committee:

1. Recommend that Council approve the recommendation in Confidential Attachment 1; and
2. Direct that Confidential Attachment 1, the Closed Meeting discussions and presentation be held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, until all agreements are finalized.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, Councillor Farrell, and Councillor Keating

**MOTION CARRIED**

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

**Moved by** Councillor Chu

That this meeting adjourn at 3:44 p.m.

**MOTION CARRIED**

The following items have been forwarded on to the 2021 March 22 Combined Meeting of Council:

CONSENT

- Calgary Mental Health and Addiction Community Strategy and Action Plan, PFC2021-0112
- Growth and Development Climate Framework, PFC2021-0121
- Mitigating the Impacts of Severe Weather Events in Calgary, PFC2021-0194
- Benefit Driven Procurement Update, PFC2021-0395
- Enabling Construction of Calgary Catholic School District Rangeview High School, PFC2021-0324
- A New Direction for Public Art Q1 2021 Update (Verbal), PFC2021-0334

ITEMS FROM OFFICERS, ADMINISTRATION, AND COMMITTEES

- Attainable Homes Calgary Corporation Loan Guarantee, PFC2021-0177
- Calgary Municipal Land Corporation New Borrowing and Loan Bylaws, PFC2021-0176
- Notice of Motion - Encouraging Street Play, PFC2021-0417
- Notice of Motion - Storm Pond Safety, PFC2021-0416

The next Regular Meeting of the Priorities and Finance Committee is scheduled to be held on 2021 April 27 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

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CHAIR

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ACTING CITY CLERK

UNCONFIRMED



# BRIEFING

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Item # 5.2.1

Chief Financial Officer's Briefing to  
Priorities and Finance Committee  
2021 April 27

ISC: UNRESTRICTED  
PFC2021-0576

## **Status of Outstanding Motions and Directions**

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### **PURPOSE OF BRIEFING**

Identify outstanding items for the Priorities and Finance Committee as of 2021 April 09.

### **SUPPORTING INFORMATION**

On 2012 April 03, the Priorities and Finance Committee directed Administration to provide the Committee with a schedule of Status of Outstanding Motions and Directions. This report is in alignment with the mandate of the Priorities and Finance Committee. This report tracks outstanding motions and directions from the Priorities and Finance Committee to Administration.

By continuing to maintain and update the monthly status of outstanding motions and directions, Administration is attempting to mitigate the risk of not responding to or losing track of, Committee and Council direction. Any risks associated with specific directions or motions in Attachment 1 will be dealt with in the context of the report on that specific direction or motion.

### **ATTACHMENT(S)**

1. Attachment 1 – Status of Outstanding Items for the Priorities and Finance Committee.



DATE BACK TO COMMITTEE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
As soon as possible	<b>COUNCIL EXPENSE AUDIT FOLLOW-UP</b>	2020 October 13	PFC2020-1143	That the Priorities and Finance Committee:  2. Direct the Council Expense Working Group to report back to the Priorities and Finance Committee as soon as possible on the findings related to certain hosting expenses where follow up or location of the named attendees is still outstanding for the PricewaterhouseCoopers (PWC) report.
	<b>EXPENSE INVESTIGATION FOLLOW UP – COUNCILLOR MAGLIOCCA WARD 2 HOSTING</b>	2021 February 16	PFC2021-0260	This item was referred back to Administration during Confirmation of Agenda.
2018 Q4	<b>PROPOSED CODE OF CONDUCT FOR ELECTED OFFICIALS BYLAW26M2018</b>	2018 May 28	PFC2018-0554	That with respect to PFC2018-0554, the following Motion arising be adopted:  That Council direct the Ethics Advisor to investigate how to enhance reporter protection, including but not limited Councillors staff and Report back to the Priorities and Finance Committee no later than Q4 2018.
2019 Q2	<b>ECONOMIC DEVELOPMENT INVESTMENT FUND GOVERNANCE AND TERMS OF REFERENCE</b>	2018 March 06	PFC2018-0187	7. As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2.

2021 (Revised under C2020-0698)	<b>OPPORTUNITY CALGARY INVESTMENT FUND GOVERNANCE STRUCTURE</b>	2019 July 02	PFC2019-0841	Deferral.
2022 Q1       2020 January (Revised under C2020-0698 2021 Q2)	<b>CITY PLANNING &amp; POLICY PRIORITIES AND WORKPLAN REPORT</b>	2021 February 08	PUD2021-0046	<p>The Standing Policy Committee on Planning and Urban Development recommend that Council direct Administration to adjust the reporting timelines for:</p> <ol style="list-style-type: none"> <li>5. New community full operating cost model (PFC2019-1062), to return to Council, through Priorities and Finance Committee, no later than 2022 Q1.</li> </ol> <ol style="list-style-type: none"> <li>5. Explore the phasing out of the growth management overlay, and report back to the Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary.</li> </ol>
2020 Q2  (Revised under C2020-0698) Q1 2021	<b>RESILIENT CALGARY</b>	2019 June 17	PFC2019-0617	<p>That with respect to Report PFC2019-0617, the following be adopted:</p> <ol style="list-style-type: none"> <li>2. Direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020.</li> </ol>



2020 Q4	<b>NOTICE OF MOTION PROCESS FLOW AND CHECKLIST</b>	2019 September 30	PFC2019-0913	That Council:
2021 March		2020 December	PFC2020-1374	4. Direct the City Clerk's Office to provide an update of this process to the Priorities and Finance Committee by Q4 2020.
2021 July	<b>DEFERRAL REQUEST – UPDATES TO THE PROCEDURE BYLAW DUE Q1 2020</b>	2021 March 16	PFC2021-0226	Deferral to 2021 March
				Deferral to 2021 July
2021 Q1	<b>NOTICE OF MOTION – RENAMING JAMES SHORT PARK AND JAMES SHORT PARKADE</b>	2020 July 20	PFC2020-0802	That Council:
				1. Direct Administration to revise the Municipal Naming, Sponsorship and Naming Rights Policy CP2016-01 as follows:
				2. DIRECT administration to develop a process by which citizen requests to re-examine an existing name of a city asset will be handled, ensuring that any such process involve community input with final decision-making by Council through the Priorities and Finance Committee as per the existing policy. In addition, this must also involve consultation with the Anti-Racism Advisory Committee once it is operational, with the report returning through the Priorities and Finance Committee no later than Q1 2021.
2021 Q4	<b>DEFERRAL REQUEST – REPORTING ON RE- EXAMINATION OF CITY ASSET NAMES PROCESS TO Q4 2021</b>	2021 March 16	PFC2021-0284	Deferral request.

2021 Q2	<b>UNIVERSITY OF CALGARY – CITIZEN SCIENTIST WEARABLES PROGRAM</b>	2019 September 30	PFC2019-1096	<p>That with respect to Report PFC2019-1096, the following be adopted: That Council:</p> <ol style="list-style-type: none"> <li>1. Approve this application for the Council Innovation Fund for the University of Calgary Citizen Scientist Wearable Program in the amount of \$57,500; and</li> <li>2. Direct Administration to report back to Priorities and Finance Committee indicating how the money was spent and the outcomes of the projects no later than Q2 2021, as per the Council Innovation Fund Terms of Reference.</li> </ol>
2021 Q2	<b>FINANCIAL TASK FORCE RECOMMENDATIONS – IMPLEMENTATION NEXT STEPS</b>	2020 December 01	PFC2020-1351	<p>That the Priorities and Finance Committee recommends that Council:</p> <ol style="list-style-type: none"> <li>2. Direct Administration to incorporate engagement plan implications in the 2021 Q2 Semi-Annual FTF Implementation Update Report to the Priorities and Finance Committee.</li> </ol>

2021 Q2	<b>NEW COMMUNITY GROWTH STRATEGY</b>	2020 November 01	PFC2020-0963	<p>That Report PFC2020-0963 be amended by adding the following:</p> <p>6. That Council direct Administration to work with Belvedere landowners and consider options for adjustments/ reallocation and sequencing of existing GMO removals and proposed Business Cases for targeted GMO removals along the 17 AV MAX Purple BRT transit corridor.</p> <p>That the following proposed amendments, Recommendations 7 and 8, be referred to Administration until early results are available from Recommendation 6 and to identify a funding source for this work to report to Council through the Priorities and Finance Committee as soon as possible:</p> <p>7. Establish a funding and timing framework for the prioritization of the 17 AV MAX Purple BRT transit corridor; and,</p> <p>8. Report back to Priorities and Finance Committee no later than Q2 of 2021.</p> <p>That with respect to Report PFC2020-0963, the following Motion Arising be adopted:</p> <p>Council directs Administration to report to Council through Priorities and Finance no later than Q1 2021 with a report on the development of the aforementioned framework, business case evaluation template, and any necessary resources to ensure strategic alignment between the City's approved climate targets and future growth decision-making.</p>
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2021 April	<b>NOM – PROVIDING INCENTIVE TO RESIDENTIAL DEVELOPMENT IN THE DOWNTOWN CORE</b>	2020 December 14	C2020-1439	<p>That with respect to Notice of Motion C2020-1439, the following be adopted, as amended:</p> <p>NOW THEREFORE BE IT RESOLVED that Council direct City Administration to explore the potential creation of regulatory and financial investment incentives for the development of new high-density residential complexes and the conversion of office buildings to various forms of residential occupancy or other uses within the downtown generally, but with a focus on the Downtown Core, to coordinate with the work of the Real Estate Working Group and Urban Initiatives Downtown Strategy team.</p> <p>AND FURTHER BE IT RESOLVED that Administration report to the Priorities and Finance Committee with its findings no later than the end of April 2021.</p>
2021 Q3	<b>OFF-SITE LEVY INVESTMENT INCOME Q1 UPDATE (VERBAL)</b>	2021 February 16	PFC2021-0246	That the Priorities and Finance Committee recommend that Council direct Administration to provide the final off-site levy investment income update to Council through the Priorities and Finance Committee no later than 2021 Q3.
2021 Q3	<b>BENEFIT DRIVEN PROCUREMENT UPDATE</b>	2021 March 16	PFC2021-0395	<p>That the Priorities and Finance Committee recommend that Council:</p> <p>4. Direct Administration to return to the Priorities and Finance Committee with a Council policy inclusive of Benefit Driven Procurement no later than Q3 2021.</p>

2021 September	<b>COUNCIL INNOVATION FUND APPLICATION FOR VIRTUAL REALITY FIRE AND LIFE SAFETY EDUCATION PILOT</b>	2020 July 14	PFC2020-0784	<p>That with respect to Report PFC2020-0784, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Approve this one-time application to allocate \$75,000 from the Council Innovation Fund for the Virtual Reality Fire and Life Safety Education Pilot.</li> <li>2. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by September 2021.</li> </ol>
2021 Q4	<b>HAWKWOOD OUTDOOR RECREATION FACILITY PROJECT</b>	2020 July 20	PFC2020-0696	<p>That with respect to Report PFC2020-0696, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Consider this application for the Council Community Fund for the Hawkwood Community Capital project in the amount of \$500,000 one-time funding request; and</li> <li>2. Direct Councillor Magliocca's office and the applicant to report back to the Priorities and Finance Committee within 12 months of project completion.</li> </ol>
2021 Q4	<b>COUNCIL INNOVATION FUND APPLICATION – HERITAGE CALGARY NAMING, RENAMING AND COMMEMORATION PROCESS DESIGN</b>	2021 February 16	PFC2021-0096	<p>That Council:</p> <ol style="list-style-type: none"> <li>2. Direct Administration to report back to the Priorities and Finance Committee on outcomes no later than Q4 2021.</li> </ol>

2021 Q4	<b>CIF APPLICATION – CALGARY ECONOMIC DEVELOPMENT LEARNING CITY COMMUNITY PILOT</b>	2021 February 16	PFC2021-0189	<p>That the Priorities and Finance Committee recommend that Council:</p> <p>2. Direct Administration to report back to the Priorities and Finance Committee on outcomes no later than Q4 2021.</p>
2021 Q4	<b>GOLF COURSE OPERATIONS EXPRESSION OF INTEREST &amp; REAL ESTATE ASSESSMENT</b>	2020 October 13	PFC2020-0952	<p>That the Priorities and Finance Committee recommend that Council receive for the Corporate record the results of the assessment of market interest in a long-term contract to provide public golf service, and direct Administration to:</p> <p>a. Direct RE&amp;DS to bring back a real estate feasibility assessment that substantiates Corporate needs at the remaining land at Richmond Green, and the Richmond Green Operations Workplace Centers (OWC), to determine further disposition opportunities and report to Priorities and Finance Committee (PFC) on or before Q4 2021;</p> <p>That Council add a new Recommendation #5, as follows, and renumber:</p> <p>5. Direct administration to develop a scoping report for the costs of the Request for Proposal for the contracting out of golf course operations, and a confidential Labour Relations Report returning to Council through the Priorities and Finance Committee for approval prior to proceeding and releasing the Request for Proposal as soon as possible.</p>

2021 Q4	<b>MOTION ARISING FROM GUIDEBOOK FOR GREAT COMMUNITIES</b>	2021 March 22	PUD2021-0015	<p>That Council: Direct Administration to develop a more user-friendly and inclusive Public Hearing process that includes but is not limited to:</p> <ol style="list-style-type: none"> <li>1. Creating a collaboration between the City Clerk and the Chief Information Technology Officer to identify the best method to implement an integrated and automated registration system for Public Hearings;</li> <li>2. Exploring the feasibility of holding Public Hearings at more accessible times; and</li> <li>3. Developing an endorsement statement for members of the public to sign when they register for Public Hearings which outlines the City of Calgary's commitment to anti-racism, equity, diversity and inclusion.</li> </ol> <p>Returning to the next Priorities and Finance Committee no later than end of Q4 2021 with the recommended approach.</p>
2021 Q4	<b>CITY OF CALGARY CITIZEN PRIVACY DATA PRACTICES: 2019-2021 PRIVACY FRAMEWORK WORKPLAN DELIVERABLES</b>	2021 March 22	C2021-0373	<p>That with respect to report C2021-0373, the following be adopted as amended:</p> <ol style="list-style-type: none"> <li>2. Direct the City Clerk to provide a status update on the <i>Privacy Management Program Framework</i> within the annual report to the Priorities and Finance Committee on The City's Privacy Management Program; and</li> <li>3. Report back to PFC with a work plan no later than Q4 2021 with the intention of bringing resource requests, if any, to the budget adjustment process in November 2021.</li> </ol>

ANNUALLY	<b>CITY OF CALGARY CITIZEN PRIVACY DATA PRACTICES</b>	2020 January 27	C2020-0039	2. Direct the City Clerk/FOIP Head to provide an annual report to the Priorities and Finance Committee on The City's Privacy Management Program.
2022 January	<b>2020 GROWTH STRATEGY MONITORING REPORT</b>	2020 October 19	PFC2020-0962	That with respect to Report PFC2020-0962, the following be approved:  That the Priorities and Finance Committee recommends that Council direct Administration to bring a Growth Strategy Monitoring Report to the Priorities and Finance Committee no later than 2022 January.
2022 February	<b>CITYWIDE GROWTH STRATEGY INDUSTRIAL</b>	2021 March 03	PUD2021-0150	That the Standing Policy Committee on Planning and Urban Development recommends that Council direct Administration to undertake the Citywide Growth Strategy: Industrial Action Plan as identified in Attachment 3, and report back to Council through the Priorities and Finance Committee no later than 2022 February.
2022 February	<b>MOUNT ROYAL UNIVERSITY – AI DIGITAL TWIN FOR TRUCKS</b>	2021 February 16	PFC2021-0025	That with respect to Report PFC2021-0025 the following be approved: That the Priorities and Finance Committee:  2. Direct Administration to report back to the Priorities and Finance Committee indicating how the money was spent and the outcomes of the project within 12 months of its end date, as per the Council Innovation Fund Terms of Reference.
2022 Q1	<b>HERITAGE CONSERVATION TOOLS AND INCENTIVES UPDATE REPORT</b>	2020 July 27	PUD2020-0758	That Council direct Administration to:  b. Return to the Priorities and Finance Committee no later than Q1 2022 with the residential tax credit financial incentive package for consideration in the 2023-2026 budget deliberations.



2022 Q2	<b>SUPPLEMENTAL REPORT – RESPONDING TO COUNCIL QUESTIONS ON THE COUNCIL INNOVATION FUND APPLICATION FOR DOWNTOWN ACCELERATOR PROGRAM – 1MILLION SQUARE FEET</b>	2020 May 25	C2020-0600	That with respect to Report C2020-0600, the following be adopted:  4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by Q2 2022.
2022 Q2	<b>WATER UTILITY INDICATIVE RATES – REVISED FOR 2021 AND 2022 AND FINANCIAL PLAN UPDATE</b>	2020 October 19	PFC2020-1140	c. Direct Administration to report back on rates and limits for Wastewater extra strength surcharge parameters by Q2 2022.
2022 Q4	<b>UPDATE ON MOVING TO AN EXTERNAL OPERATOR FOR CITY GOLF COURSES</b>	2021 February 16	PFC2021-0045	That Council:  Refer this Item to Administration to consider after the implementation of the Golf Course Sustainability Framework, returning to Council through the Priorities and Finance Committee with a recommendation on whether to continue with the contracting out of all or some golf course operations no later than Q4 2022.
2022 Q4	<b>CIVIC CENSUS REVIEW</b>	2020 February 03	PFC2020-0094	3. Direct the Returning Officer to report back with an evaluation of discussions with Statistics Canada and the provincial government and the ongoing value of a civic census by Q4 2022.

2023 Q1	<b>COUNCIL INNOVATION FUND REQUEST FOR THE FUTURE OF STEPHEN AVENUE – ACTIVATE + EXPERIMENT</b>	2020 March 10	PFC2020-0274	<p>That the Priorities and Finance Committee recommends that Council:</p> <p>1. Approve this application to the Council Innovation Fund for The Future of Stephen Avenue: Activate &amp; Experiment, in the amount of \$300,000; and</p> <p>2. Direct Administration to report back to Priorities and Finance Committee on the outcomes of this project by Q1 2023 as per the fund guidelines.</p>
2023 Q2	<b>ROADSIDE NATURALIZATION PILOT</b>	2020 February 24	C2020-0265	<p>That with respect to Report C2020-0265, the following be adopted:</p> <p>That Council:</p> <p>4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project no later than Q2 2023, with interim reports on project progress and return-on-investment as information becomes available.</p>

# BRIEFING

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Item # 5.2.2

**Chief Financial Officer's Briefing to  
Priorities and Finance Committee  
2021 April 27**

**ISC: UNRESTRICTED  
PFC2021-0534**

## **Council Innovation Fund and Council Community Fund Status Update**

### **PURPOSE OF BRIEFING**

To provide the financial update of the Council Innovation Fund and Council Community Fund as of 2020 December 31 and provide an overview of the Council approved projects.

### **SUPPORTING INFORMATION**

On 2019 April 29, Council approved the Proposed Approach to Council Innovation Fund Update report PFC2019-0381 which included the Terms of Reference for both the Council Innovation Fund and the Council Community Fund. One of the requirements of the Terms of Reference is to report back annually to Council through PFC on the overall status of the two funds.

This report is in alignment with the Terms of Reference.

These attachments provide a list of the Council approved projects, their status and the balance of both funds as of 2020 December 31.

### **ATTACHMENT(S)**

1. Attachment 1 - Council Innovation Fund
2. Attachment 2 - Council Community Fund



# Council Innovation Fund

2020 December 31

PFC2021-0534  
Attachment 1

			Budget				
			Budget 2011	5,000,000			
			Budget 2012	1,000,000			
			Budget 2015	1,894,000			
			Budget 2019	5,000,000			
			Budget Transfer to Council Community Fund 2019	-	1,085,406		
				<b>\$</b>	<b>11,808,594</b>	<b>A</b>	
Approved Projects	Sponsor	Approval Date	Budget Allocated	Actual Expenses	Savings on Completed Projects	Future Commitments	
Engagement Process	Ald. Lowe	2010 Dec 2	\$ 905,874	\$ 905,874	\$ -	\$ -	
Mission Road - Main Street	Ald. Carra	2011 Feb 14	300,000	285,250	14,750		
Cut Red Tape (Phase I)	Mayor Nenshi	2011 Apr 11	110,000	110,000	-		
International Ave Pilot Project	Ald. Chabot	2011 Apr 18	41,135	41,135	-		
Airport Express Bus	Mayor Nenshi	2011 May 16	336,000	336,000	-		
Bow to Bluff Corridor: Community Spaces	Ald. Farrell	2011 May 16	150,000	150,000	-		
Rectangular Rapid Flash Beacon (RRFB)	Ald. Demong/Pootmans	2011 June 20	200,000	186,241	13,759		
Calgary's Community Addictions Strategy	Ald. Colley-Urquhart	2011 July 25	150,000	83,252	66,748		
Initiative to Reduce Poverty in Calgary	Mayor Nenshi	2011 July 25	200,000	200,000	-		
1st Street SW Underpass	Ald. Mar	2011 Sept 19	100,000	93,823	6,177		
Calgary Food System Assessment & Action	Ald. Carra	2011 Nov 14	45,000	41,274	3,726		
Cut Red Tape (Phase II)	Mayor Nenshi	2011 Dec 5	125,000	86,613	38,387		
Social Innovation Calgary "Community Innovation Hub" (CIH) Project	Ald. MacLeod/Demong	2012 Mar 19	75,000	75,000	-		
Supporting Partnerships for Urban Reinvestment (SPUR)	Ald. Pincott	2012 May 7	232,000	202,000	30,000		
Cut Red Tape (Phase III)	Mayor Nenshi	2012 June 25	150,000	127,264	22,736		
S-Park Pilot	Ald. Mar	2012 July 30	20,000	12,959	7,041		
Roads On-Line Service Requests	Ald. Demong	2012 July 30	185,000	98,543	86,457		
Soul of Your Community Project	Ald. Mar	2012 Nov 19	225,000	182,347	42,653		
Bio-Energy Pilot Project	Ald. Carra	2012 Nov 19	170,000	170,000	-		
School Site Review	Ald. Lowe/Stevenson	2013 Jan 22	150,000	149,137	863		
Calgary Energy Efficiency Innovation Lab	Ald. Pincott & Ald. MacLeod	2013 Mar 18	120,000	113,318	6,682		
Off-Leash Ambassador Pilot Program	Ald. Macleod & Ald. Hodges	2013 May 27	75,000	74,922	78		
Neighbourhood Pace Car	Ald. Dale Hodges	2013 July 29	5,700	5,700	-		
Calgary Poverty Reduction Initiative-Transition Funding for Implementation	Mayor Nenshi	2013 July 29	117,841	-	117,841		
Affordable Housing Energy Efficiency Retrofit Demonstration Project	Ald. MacLeod	2013 July 29	124,000	120,565	3,435		
Citywide Approach to Retail/Commercial Planning and Development	Ald. Lowe	2013 July 22	375,000	358,354	16,646		
Interactive Park Mowing and Roads Map	Cllr. Demong & Cllr. Pincott	2014 April 22	300,000	258,198	41,802		
Census Online Data Capture	Mayor Nenshi	2014 May 26	250,000	224,036	25,964		
Legislative Governance Task Force Work Plan Implementation Project	Mayor Nenshi	2015 March 17	350,000	350,000	-		
The Heart of the New East - Incubation Project	Cllr. Chabot	2015 May 11	98,500	98,500	-		
Medical Response Unit Pilot	Cllr. Colley-Urquhart	2015 May 11	175,000	145,444	29,556		
Community Representation Framework Project	Cllr. Carra	2016 Nov 15	250,000	250,000	-		
WALK21 Community Microgrants	Cllr. Farrell, Carra, and Pincott	2017 Mar 21	172,500	97,923	74,577		
17th Avenue SW Pocket Plaza	Cllr. Woolley	2017 Apr 04	300,000	299,758	242		
Improving Budget Transparency	Cllr. Demong	2018 June 18	150,000	150,000	-		
Gender Equity and Diversity Baseline Assessment	Cllr. Carra	2018 July 30	170,000	148,324		21,676	
Calgary Community Court: Pilot Readiness	Cllr. Sutherland	2018 July 30	250,000	149,747	100,253		
On Demand Transit Service Pilot	Cllr. Gondek and Keating	2018 Nov 09	338,000	338,000	-		
One Calgary Policy Review	Cllr. Demong	2018 Nov 09	525,000	391,601	133,399		
Chinatown Cultural Plan and Local Area Plan	Cllr. Farrell and Chui	2019 Mar 18	250,000	-		250,000	
University of Calgary - Citizen Scientist Wearables Program	Cllr. Gondek	2019 Sep 30	57,500	57,500	-		
Greater Forest Lawn Governance and Communications Model	Cllr. Carra	2019 Dec 16	227,000	65		226,935	
City of Calgary Citizen Privacy Data Practices	Cllr. Colley-Urquhart	2020 Jan 27	75,000	30,850		44,150	
Roadside Naturalization Pilot	Mayor Nenshi & Cllr. Farrell	2020 Feb 24	450,000	10,660		439,341	
The Future of Stephen Avenue: Activate & Experiment	Cllr. Farrell, Woolley & Davison	2020 Apr 06	300,000	-		300,000	
Downtown Accelerator Program	Cllr. Farrell & Cllr. Woolley	2020 May 25	250,000	100,000		150,000	
Administrative Penalties System Start-up Costs	Cllr. Woolley	2020 Jul 20	275,000	-		275,000	
Virtual Reality Fire and Life Safety Education Pilot	Cllr. Gondek	2020 Jul 20	75,000	-		75,000	
Total as at 2019 December 31			<b>\$ 9,976,050</b>	<b>\$ 7,310,178</b>	<b>\$ 883,771</b>	<b>\$ 1,782,101</b>	
					<b>B</b>	<b>C</b>	
Total Budget			<b>A</b>	<b>11,808,594</b>			
Actual Expenses			<b>B</b>	<b>-7,310,178</b>			
Future Commitments			<b>C</b>	<b>-1,782,101</b>			
2020 Total Uncommitted Budget				<b>2,716,315</b>			



**Council Community Fund**  
**2020 December 31**

				Budget			
				Budget Allocation 2019	1,085,406		
					<u>\$ 1,085,406</u>	A	
Approved Projects	Report #	Sponsor	Approval Date	Budget Allocated	Actual Expenses	Savings on Completed Projects	Future Commitments
Hawkwood Outdoor Recreation Facility Project	PFC2020-0638	Cllr. Magliocca	2020 Jul 20	\$ 500,000	\$ -	\$ -	\$ 500,000
				-	-	-	-
				-	-	-	-
Total as at 2020 December 31				\$ 500,000	\$ -	\$ -	\$ 500,000
					B		C
Total Budget				A	1,085,406		
Actual Expenses				B	0		
Future Commitments				C	-500,000		
2020 Total Budget					<u>585,406</u>		





**Chief Financial Officer's Report to  
Priorities and Finance Committee  
2021 April 27**

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**Expense Investigation Follow-Up Ward 2 Hosting Expenses**

**RECOMMENDATION(S):**

The Coordinating Committee of the Councillors' Office, recommends that the Priorities and Finance Committee:

1. Confirm that of the \$1,380.99 in total hosting expenses for Councillor Magliocca identified on Attachment 2, that \$348.70 has been determined to be eligible as appropriate hosting expenses;
2. Confirm that of the \$1,380.99 in total hosting expenses for Councillor Magliocca identified on Attachment 2, that \$1,032.29 has been determined to be ineligible as appropriate hosting expenses; and
3. Recognize the receipt of \$3,762.88 in voluntary reimbursements for the \$1,032.29 ineligible hosting and \$2,730.59 for airfare upgrades. This amount concludes the financial obligations of Councillor Magliocca related to this investigation.

**HIGHLIGHTS**

- This report supports recommendation 1.a) contained in the PWC Forensic Investigation Report (PWC Report) for Ward 2 Expenses in relation to incorrect reporting of certain hosting attendees, which states:

**Recoveries**

- a) Based on our assessment of the Claims as against the Policies and consideration of all voluntary reimbursements made by Councillor Magliocca, there is no current calculated amount owing with respect to deemed ineligible expenses. There is a calculated overpayment in the amount of \$563.66; however, this amount does not include the PFC's determination of the amount of air fare upgrades and eligibility of certain hosting expenses to be reimbursed, if any. The City needs to attend to the calculation of the air fare upgrade reimbursement and eligibility of certain hosting expenses to assess the amount to be recovered, if any, from Councillor Magliocca.
- Reconciled final details are as follows:

<b>Details</b>	<b>Amount</b>
PWC calculated an overpayment before considering PFC's determination of the amount of air fare upgrades and eligibility of certain hosting expenses to be reimbursed, if any.	(\$563.66)
Council Expense Working Group recommends hosting expenses be determined ineligible and subject to reimbursement per Attachment 2.	\$1,032.29
PFC2020-1143 determined airfare upgrades be recovered, and the Council Expense Working Group's recommendation for recoverable airfare 2020 October.	\$ 3,294.25
Total owing	\$3,762.88
The City received a cheque 2020 March 11 resolving all outstanding financial issues related to the investigation.	\$3,762.88
Balance	\$0

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## **Expense Investigation Follow-Up Ward 2 Hosting Expenses**

- Councillor Magliocca was provided a copy of CCC2021-0452 on 2021 April 15, which went to the Coordinating Committee of the Councillors' meeting.
- What does this mean to Calgarians? This report supports The City's ongoing efforts to maintain effective accountability and transparency regarding use of Councillor and Mayor budgets.
- Why does it matter? This report supports ongoing efforts to close governance gaps and improve transparency associated with the management of expenses.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

## **DISCUSSION**

### **PWC Report Recommendations**

In 2020 July, The City received the PWC Report for Ward 2 Expenses. Among other things, the PWC Report identified gaps and potential gaps related to the requirement for Councillors to provide names of hosting attendees. The PWC Report identified a number of attendees could not be contacted or located in order to substantiate hosting expenses claimed. The PWC Report recommended that PFC should attempt to locate these attendees and follow-up with them to determine the eligibility of certain hosting expenses. The relevant portion of the PWC Report is as follows:

We have summarized our assessment of the Claims in accordance with the three categories set out in the table below:

Expense Details	Net Amount Per Claims (as of December 31, 2019)	Voluntary Reimbursements		PwC Findings		
		For the period of January 2020 – June 2020	Following Review of the Draft	Determined To Be In Accordance with the Policies	Determined Not To Be In Accordance with the Policies	To Be Determined by the Priorities and Finance Committee (the "PFC")
Air Fares	\$9,538.73	\$0.00	\$0.00	\$672.00	\$0.00	\$8,866.73
Taxi Fares	\$1,553.76	\$0.00	\$0.00	\$1,553.76	\$0.00	\$0.00
Car Rental	\$388.05	\$0.00	\$0.00	388.05	\$0.00	\$0.00
Room Accommodation	\$8,024.24	\$0.00	\$1,496.90	\$6,527.34	\$1,496.90	\$0.00
Personal Meals	\$936.79	\$196.65	\$0.00	\$678.06	\$258.73	\$0.00
Hosting	\$8,884.14	\$4,280.73	\$246.38	\$3,601.78	\$3,901.37	\$1,380.99 <sup>5</sup>
Miscellaneous	\$7,361.39 <sup>6</sup>	\$0.00	\$0.00	\$7,361.39	\$0.00	\$0.00
<b>Total</b>	<b>\$36,687.10</b>	<b>\$4,477.38</b>	<b>\$1,743.28</b>	<b>\$20,782.38</b>	<b>\$5,657.00</b>	<b>\$10,247.72</b>

<sup>4</sup> As of December 31, 2019.

<sup>5</sup> Hosting expenses to be determined: No response from attendee(s) \$853.49 + Unable to locate attendee(s) \$527.50.

<sup>6</sup> Miscellaneous expenses reflects: Tickets to official functions - \$183.55; Promotion items - \$6,821.61; Office supplies and equipment \$356.23.

There are two Council expense policies that specifically address requirements related to the disclosure of hosting attendees. They are PAC006 (Councillors' Expenses Allowances Policy) and PAC007 (Councillors' Expenses - Out of Town Travel Policy), which provide some direction to Councillors when travelling at the expense of the Office of the Councillors' Budget, and who

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2021 April 27**

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### **Expense Investigation Follow-Up Ward 2 Hosting Expenses**

incur hosting expenses. Both policies identify that Councillors are required to provide the name(s) of any party(ies) hosted, and either initial or sign the applicable receipts to confirm the veracity of the expenses submitted.

The PWC Report identified that current Council expense policies contain unclear and potentially confusing guidance that leaves room for personal interpretation of appropriate hosting practices and expenses. An excerpt from the PWC Report is included below for reference:

c) PAC006 & PAC007

i. Hosting

- The policies lack a definition as to what qualifies as hosting. For example, having drinks at a bar versus having a sit down meal. The City should provide clarity on what qualifies as hosting as it is left for personal interpretation.
- Councillors are required to provide the names of the attendees; however, there is no requirement in the policies to disclose the organization/company. The City should consider amending the policies to include this requirement as it will assist in the full disclosure of attendees and assist in identifying the nature of business.

### **Audit Recommendations**

In addition, an Audit Report (C2020-0658) prepared by the City Auditor's Office, and presented to Council in 2020 July, identified policy clarity as an issue that, if improved, would further support elected officials in making expense-related decisions. A recommendation was included to revise and update Council expense policy wording and supporting documentation requirements and processes to provide enhanced clarity, including but not limited to, hosting, alcohol, travel, gifts and donations, and office equipment expenses.

### **Administration Actions Taken**

Consistent with the recommendation provided in the PWC Report, Administration, on behalf of PFC, attempted to contact all attendees noted on the receipts or related documentation of the Ward 2 hosting events, and who were identified through the PWC Report for follow-up. Attachment 2 provides a detailed summary of the findings of type and number of items related to the hosting anomalies identified.

A lack of clear policy direction, as briefly described above, required Administration to establish an alternate framework with which to assess the eligibility of hosting expenses. In attempting to determine the eligibility of Ward 2 hosting expenses for reimbursement, Administration used the criterion of confirmed attendance to support grouping expenses into one of two categories:

1. Eligible hosting - if parties were identified as having been hosted by Councillor Magliocca, and their attendance was confirmed through Administration's follow-up work, the expense was deemed to be eligible for reimbursement. For those instances where there was vague (i.e. the attendees recall meeting, but could not recall the specific date of the meeting) or conflicting confirmation (i.e. hosting with multiple attendees where some attendees confirmed attendance, and others did not confirm), the benefit of the doubt was provided to Councillor Magliocca, and the expense was deemed to be eligible for reimbursement.
2. Ineligible hosting - seek reimbursement – if Administration was unable to contact

**Chief Financial Officer's Report to  
Priorities and Finance Committee  
2021 April 27**

**ISC: UNRESTRICTED  
PFC2021-0592  
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### **Expense Investigation Follow-Up Ward 2 Hosting Expenses**

attendees or attendance was not confirmed by the individual contacted, the expense was deemed to be ineligible for reimbursement.

Table 1 below summarizes the outcome of the determination of the eligibility of hosting expenses by the Council Expense Working Group. It is recommended that Priorities and Finance Committee ultimately determine the final amount of eligible and ineligible expenses based on this report being scheduled to be presented at the 2021 April 27 PFC Meeting.

Table 1 – Summary of Expense Eligibility from Attendee Contact Tracing

Status	Number of Items	Total Expenses
Eligible expense	3	\$348.70
Ineligible expense	8	\$1,032.29

Based on these findings, the Council Expense Working Group has determined \$1,032.29 in expenses have been identified as ineligible and require reimbursement from Councillor Magliocca, subject to direction from PFC. The combined status information regarding final recoveries from the PWC report can be found in attachment 3.

On 2021 March 11, The City received a cheque for \$3,762.88, resolving all outstanding financial issues related to the investigation.

In addition to supporting the investigative work associated with Ward 2 expenses, Administration is also working with Coordinating Committee of the Councillors' Office to rescind existing Council expense policies and develop new Council expense policies that better align with Administration expense policies. Once complete, the Chief Financial Officer will determine and execute the best way to make centrally disclosed expenses for Members of Council and Administration publically accessible going back to the beginning of the present Council's term in office. This work will support enhanced governance, accountability and transparency in the management of taxpayer dollars, and mitigate financial and reputational risk to The City.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

This report was shared with members of the Council Expense Working Group consisting of City Solicitor, the City Manager's Chief of Staff, Chief Financial Officer, and Ethics Advisor for approval and/or input. The report was also shared with the City Auditor who provides advisory support to the Council Expense Working Group. Councillor Magliocca was provided a copy of CCC2021-0452 on 2021 April 15 which went to the Coordinating Committee of the Councillors' meeting.

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**Expense Investigation Follow-Up Ward 2 Hosting Expenses**

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**IMPLICATIONS**

**Social**

The analysis determined that no social implications were applicable.

**Environmental**

The analysis determined that no environmental implications were applicable.

**Economic**

The analysis determined that no economic implications were applicable.

**Service and Financial Implications**

Under the current policies, discretion is with the Office of the Councillors to follow Administrative policies. Inconsistency in the perceived application of policy guidance can contribute to potential financial implications.

**Tax-supported funding**

**RISK**

Council Expense Audit C2020-0658 identified systemic issues specific to expense governance and related policy which if not promptly actioned could increase reputational and financial risk to Council and The City of Calgary.

**ATTACHMENT(S)**

Attachment 1 – Background & Previous Council Direction

Attachment 2 – Administration's Recommendations of Eligibility of Hosting Events

Attachment 3 – Final Summary of PWC Recommendation 1

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Chief Financial Officer – Carla Male	Chief Financial Officer's	Approve
City Manager – David Duckworth	City Manager's Office	Approve
City Solicitor – Jill Floen	Law	Approve
Emily Laidlaw	Ethics Advisor	Approve
Liz Ormsby	The Acting City Auditor	Consult



# Background & Previous Council Direction

This report is in response to the direction from report C2020-0658 that certain matters be referred to Priorities and Finance Committee (PFC) for consideration. This report provides information to support a PFC decision on the eligibility of hosting expenses identified in the PricewaterhouseCoopers (PWC) Forensic Investigation Report where attendees could not be confirmed.

## Context

In 2020 July, The City received the PWC Forensic Investigation Report for Ward 2 Expenses. The report recommended that PFC should attempt to locate those attendees who could not be contacted by PWC and follow-up with them to determine the eligibility of certain hosting expenses.

## Previous Council Direction

On 2020 February 24, Council approved the following recommendations contained in Notice of Motion C2020-0263 Closing the Governance Gap in Office of the Councillors Efforts at Public Disclosure:

NOW THEREFORE BE IT RESOLVED THAT:

- In order to address the issue of Ward 2 expense claim discrepancies, Council direct the City Auditor:
- To immediately conduct a forensic investigation into the Ward 2 City Councillor's expenses (including those incurred at FCM) to the beginning of the present Council's term in office,
- To be funded through the Fiscal Stability Reserve (FSR), and
- To be conducted by a specialist (internal or external) under the direct oversight of the City Auditor's Office in order to ensure independence, objectivity and an unbiased result, with recommendations to be presented to Council as soon as possible;
- In order to objectively and cost-effectively demonstrate adherence to expense policies by all members of Council (including the Mayor), Council direct the City Auditor to immediately determine and execute the best way to verify expenses for all ward council offices and Mayor's Office budgets for the present Council's term in office, to identify whether individual or systemic issues exist that require further attention;
- In order to make all event related expenses easily available to the public (similar to the publicly posted Ward Office expenses), Council direct the Chief Financial Officer to immediately determine and execute the best way to make all centrally disclosed expenses for **Members of Council** and Administration (e.g. FCM, AUMA, Grey Cup, etc.) publically accessible going back to the beginning of the present Council's term in office; and

- In order to address the governance gap that exists in some matters of Council oversight, Council direct the City Manager to work with the City Auditor and other appropriate parties to determine a better governance model for Council oversight that either enhances and/or replaces some processes or responsibilities presently residing with the CCCO to eliminate conflicts of interest for members of Council and ensure that staff within the Office of the Councillors are able to act independently of Council, with recommendations to be presented to Council as soon as possible.

On 2020 July 27 Council received Council Expense Audit C2020-0658 for the Corporate Record.

On 2020 October 13, with respect to Report PFC2020-1143, Recommendation 1 and 2 be approved, as follows:

That the Priorities and Finance Committee:

1. Determine that the amount of airfare upgrades to be recovered be the difference of the airfare expenses in question from the average expenses of the other Councillors and Officials who attended the various Federation of Canadian Municipalities (FCM) events, which totals a reimbursement in the amount of \$3,294.25 less the amount of a \$563.66 overpayment for a total amount of \$2730.59.
2. Direct the Council Expense Working Group to report back to the Priorities and Finance Committee as soon as possible on the findings related to certain hosting expenses where follow up or location of the named attendees is still outstanding for the PricewaterhouseCoopers (PWC) report.

On 2021 February 16, with respect to Report PFC2021-0260 the Priorities and Finance Committee referred the item back to Administration.

On 2021 April 13, with respect to Report CCC2021-0452 the Coordinating Committee of the Councillors' Office adopted the recommendations:

The Coordinating Committee of the Councillors' Office (CCCO) recommends that the Priorities and Finance Committee (PFC), at its 2021 April 27 meeting:

1. Confirm that of the \$1,380.99 in total hosting expenses for Councillor Magliocca identified on Attachment 2, that \$348.70 has been determined to be eligible as appropriate hosting expenses;
2. PFC confirm that of the \$1,380.99 in total hosting expenses for Councillor Magliocca identified on Attachment 2, that \$1,032.29 has been determined to be ineligible as appropriate hosting expenses;
3. PFC to recognize the receipt of \$3,762.88 in voluntary reimbursements for the \$1,032.29 ineligible hosting and \$2,730.59 for airfare upgrades. This amount concludes the financial obligations of Councillor Magliocca related to this investigation; and
4. Following CCCO review of this report and attachments, a copy be provided to Councillor Magliocca to allow him the opportunity to review and provide any additional information to PFC.



**Timeline:**

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2/24/2020	C2020-0263	<p>Closing the Governance Gap in Office of the Councillors Efforts at Public Disclosure</p> <p>This report directed Administration to undertake a number of initiatives to verify ward council office expenses; support public disclosure of expense data, and determine a governance model for Council oversight.</p>
07/27/2020	C2020-0658	<p>Council Expense Audit</p> <p>This report was provided to Council to be received into the Public Record.</p>
10/13/2020	PFC2020-1143	<p>Council Expense Audit Follow-up</p> <p>This report was provided to PFC to determine the eligibility of the amount of airfare upgrades to be recovered and direct the Council Expense Working Group to report back to PFC as soon as possible on the findings related to certain hosting expenses where follow up or location of the named attendees is still outstanding.</p>
02/16/2021	PFC2021-0260	<p>Expense Investigation Follow Up – Councillor Magliocca Ward 2 Hosting</p> <p>This item was referred back to Administration during Confirmation of Agenda.</p>

04/13/2021	CCC2021-0452	<p>The Coordinating Committee of the Councillors' Office (CCCO) recommends that the Priorities and Finance Committee (PFC), at its 2021 April 27 meeting:</p> <ol style="list-style-type: none"><li>1. Confirm that of the \$1,380.99 in total hosting expenses for Councillor Magliocca identified on Attachment 2, that \$348.70 has been determined to be eligible as appropriate hosting expenses;</li><li>2. PFC confirm that of the \$1,380.99 in total hosting expenses for Councillor Magliocca identified on Attachment 2, that \$1,032.29 has been determined to be ineligible as appropriate hosting expenses;</li><li>3. PFC to recognize the receipt of \$3,762.88 in voluntary reimbursements for the \$1,032.29 ineligible hosting and \$2,730.59 for airfare upgrades. This amount concludes the financial obligations of Councillor Magliocca related to this investigation; and</li><li>4. Following CCCO review of this report and attachments, a copy be provided to Councillor Magliocca to allow him the opportunity to review and provide any additional information to PFC.</li></ol>
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## Bylaws, Regulations, Council Policies

The following bylaws and policies inform Councillors' expenses.

### **Bylaw 26M2018 - Code of Conduct for Elected Officials**

### **PAC006 - Councillors' Expense/Allowance Policy**

### **PAC007 - Councillors' Expenses – Out of Town Travel Policy**

### **PAC008 - Office of the Councillors' Expenditure Authorization Policy**

### **CC008 - Council to Cover Expenses of Prospective Federation of Canadian Municipalities (FCM) Directors**

## Administration's Recommendations of Eligibility of Hosting Events

### Administration's Recommendation of Eligible Hosting Events

Item Number	Date of Hosting Event	Amount	Vendor Name	Location	Description	Eligibility	Status
1	11/23/2017	\$186.66	Mamma Teresa Restaurant	Ottawa	Hosting - FCM Ottawa 4 Guests	Eligible	Reimbursement not required
2	6/1/2018	\$137.99	Salty's	Halifax	FCM Hosting	Eligible	Reimbursement not required
3	9/24/2019	\$24.05	Fairmont Hotel	Edmonton AB	United Party Conservative	Eligible	Reimbursement not required

Total Eligible                      \$348.70

### Administration's Recommendation of Ineligible Hosting Events

Item Number	Date of Hosting Event	Amount	Vendor Name	Location	Description	Eligibility	Status
4	6/1/2018	\$94.94	Salty's	Halifax	FCM Hosting	Ineligible	Seek reimbursement
5	6/2/2018	\$165.98	Antojo Tacos' Tequila	Halifax	FCM Hosting	Ineligible	Seek reimbursement
6	2/7/2019	\$170.11	Bistro Bar L'Atelier	Quebec	Hosting- Que City Councillors	Ineligible	Seek reimbursement
7	2/8/2019	\$160.04	Bello Ristorante	Quebec	Hosting	Ineligible	Seek reimbursement
8	2/10/2019	\$60.00	L'Oncle Antoine	Quebec	Hosting	Ineligible	Seek reimbursement
9	6/1/2019	\$144.86	Café Hobbit 2000	Quebec	FCM Hosting Quebec City May 28 - Jun 4, 2019	Ineligible	Seek reimbursement
10	6/1/2019	\$216.66	Club Casablanca	Quebec	FCM Hosting Quebec City May 28 - Jun 4, 2019	Ineligible	Seek reimbursement
11	9/27/2019	\$19.70	Fairmont Hotel	Edmonton AB	Hosting	Ineligible	Seek reimbursement

Total Ineligible \$1,032.29

**Total per PWC report = \$348.70+\$1,032.29 = \$1,380.99**

## Final Summary of PWC Recommendation 1

Information has been taken directly from the Forensic Investigation Report Ward 2 Expenses 2020 July 24, as provided by PWC in PFC2020-1143 Attachment 2. Administration has added an Update Column to the table below.

We set out below, under the applicable headings, are our recommendations for the City's consideration.

### 1. Recoveries

- a) Based on our assessment of the Claims as against the Policies and consideration of all voluntary reimbursements made by Councillor Magliocca, there is no current calculated amount owing with respect to deemed ineligible expenses. There is a calculated overpayment in the amount of \$563.66; however, this amount does not include the PFC's determination of the amount of air fare upgrades and eligibility of certain hosting expenses to be reimbursed, if any.

		PWC	Admin
Details		Amounts Deemed Ineligible	Update
<b>Air Fares</b>			
i	The PFC <sup>(66)</sup> should conduct an assessment of Councillor Magliocca's premium/business class air fare charges and determine the cost of the upgrades; and, seek reimbursement, if applicable.	TBD	\$3,294.25
<b>Room Accommodation</b>			
i	FCM event, Halifax, NS: May 31 – June 3, 2018 Councillor Magliocca upgraded his room to a suite at the Delta hotel. The room upgrade was \$60 extra per night, totalling \$281.52 (including taxes and fees), which the City should attempt recovery.	\$281.52 <sup>(67)</sup>	
ii	FCM Director Debrief, Halifax, NS: June 3-5, 2018 FCM Halifax hosted a City Gala Reception and Dinner from 6:00 – 11:30 pm on June 3, 2018. This required Councillor Magliocca to stay in Halifax the night of June 3, 2018. Councillor Magliocca extended his stay 1 additional night (June 4, 2018) in Halifax, NS, to attend a FCM Director Debrief. On June 3, 2018, Councillor Magliocca checked out of the Delta Hotel (\$194/night + taxes) and into the Marriott (\$389 & \$319/night + taxes). The FCM's 2018 Director/1st Vice President advised us that there was no FCM Director Debrief held following the FCM Annual Conference and Trade Show held in Halifax, NS.	\$633.08 <sup>(69)</sup>	

	<p>Councillor Magliocca thought he may have had a meeting with [REDACTED] on June 4, 2018; however, [REDACTED] advised us that he was not in attendance.</p> <p>The increased cost incurred in staying at the Marriott on June 3, 2018, does not appear to be reasonable. In addition, we did not identify the additional travel costs related to City business or municipal government, which is the responsibility of the Councillor to clearly establish this relationship. As such, the increased cost and the additional night of travel totaling \$633.0868 which was expensed by Councillor Magliocca as lodging is deemed ineligible.</p>		
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(66) In accordance with PAC007, the PFC has the authority to consider appeals of CCCO decisions. As such, the PFC's assistance is required.

(67) Councillor Magliocca repaid this amount pursuant to his voluntary reimbursements.

(68) Total lodging cost \$860.64 at the Marriott less \$227.56 (\$194 + taxes) for stay at the Delta on June 3, 2018.

(69) Councillor Magliocca repaid this amount pursuant to his voluntary reimbursements.

Details		Amounts Deemed Ineligible	Update
<b>Room Accommodation</b>			
iii	<p>FCM event, Quebec City, QC: May 30 – June 2, 2019</p> <p>Based on the information that we were provided; we did not identify a City business related requirement to substantiate the additional travel costs outside of the date parameters of this FCM event, which is the responsibility of the Councillor to clearly establish this relationship. The City should attempt recovery from Councillor Magliocca the cost of 2 night's room accommodation.</p>	\$582.30 (70)	
<b>Personal Meals</b>			
i	<p>November 21, 2018</p> <p>Councillor Magliocca claimed a total amount of \$132.00 for meals. This is \$7.00 in excess of the maximum daily allowance and ineligible.</p>	\$7.00 (71)	
ii	<p>May 31, 2018</p> <p>Councillor Magliocca's personal decision to purchase a meal at Waterfront Warehouse when food is being provided by the FCM conference, does not appear to be reasonable and should be a personal cost.</p>	\$ 46.35	
iii	<p>June 1, 2018</p> <p>Councillor Magliocca's personal decision to purchase a meal at Sackville Street when food is being provided by the FCM conference, does not appear to be reasonable and should be a personal cost.</p>	\$14.95	
iv	<p>June 2, 2018</p> <p>Councillor Magliocca's personal decision to purchase a meal at McDonald's when food is being provided by the FCM conference, does not appear to be reasonable and should be a personal cost.</p>	\$6.89	

(70) Councillor Magliocca repaid this amount pursuant to his voluntary reimbursements.

(71) Councillor Magliocca repaid \$89.10 pursuant to his voluntary reimbursements.

Details		Amounts Deemed Ineligible	Update
v	June 3, 2018 Councillor Magliocca's personal decision to purchase meals at Bluenose II restaurant (\$23.40) and Baton Rouge (\$58.65) when food is being provided by the FCM conference, does not appear to be reasonable and should be a personal cost.	\$ 82.05	
vi	January 21, 2019 Councillor Magliocca submitted a meal for reimbursement from Baton Rouge that was purchased in downtown Montreal. Councillor Magliocca advised us that it was expensed by error as he has never been downtown Montreal. As such, the meal is deemed ineligible.	\$35.34 (72)	
vii	March 14, 2019 Councillor Magliocca's personal decision to purchase meals at Barking Parrot Bar when food is being provided by the FCM conference, does not appear to be reasonable and should be a personal cost	\$66.15	
<b>Hosting</b>			
i	No Attendee Names Policies PAC006 and PAC007 and the attestation/certification provided on the Expense Report or CCC Statement requires the name(s) of the party hosted. 16 hosting events did not reflect the attendee names and deemed ineligible.	\$1,478.34 (73)	
ii	Duplicate Submission A hosting event held on November 20, 2018, at BierMarket Restaurant, Ottawa, ON, was submitted and approved on 2 separate occasions. \$117.46 (excluding tip) was the 2nd expense submitted and deemed ineligible.	\$117.46 (74)	

(72) Councillor Magliocca repaid this amount pursuant to his voluntary reimbursements.

(73) Councillor Magliocca repaid \$402.98 pursuant to his voluntary reimbursements.

(74) Councillor Magliocca repaid a total of \$180.52 pursuant to his voluntary reimbursements. This represents the cost of the 1st expense submission of \$135.08 and \$45.44 with respect to alcohol on the 2nd submission.

Details		Amounts Deemed Ineligible	Update
iii	Attendees Not In Attendance 1) There were 6 hosting events where all attendees confirmed they were not in attendance totaling \$770.24 <sup>(75)</sup> .  2) The PFC should contact the reported attendees who have not responded to our request or whom we were unable to locate to ascertain whether they were in attendance in order to determine eligibility of the expense.	\$770.24 (76)  TBD	  \$1,032.19

iv	Attendees In Attendance and Social 2 attendees advised us that they were in attendance at Councillor Magliocca's hosting event; however, the purpose of the meeting was purely social. The total ineligible costs is \$240.87	\$240.87 (77)	
v	Excess of Hosting Event Maximum Allowance d) FCM Laval, QC – \$0.00 (78) e) FCM Halifax, NS - \$86.66 (79) f) FCM Quebec - \$1,207.80 (80)	\$1,294.46 (81)	
Sub-Total		\$5,657.00	\$4,326.44
Less: Councillor Magliocca's Voluntary Reimbursements Councillor Magliocca's Voluntary Reimbursements following his review of the draft Councillor Magliocca's Voluntary Reimbursement 2021 March 11		(\$4,477.38) (\$1,743.28)	  (\$3,762.88)
Total		(\$563.66)	\$563.66
Net Total		0	

(75) The 6 hosting events are number 1, 2, 3, 4, 7 and 9, as reflected in the table contained in the Hosting section of this Report.

(76) Councillor Magliocca repaid \$752.37 pursuant to his voluntary reimbursements.

(77) Councillor Magliocca repaid \$230.30 pursuant to his voluntary reimbursements.

(78) Prior to the determination of ineligible expenses due to lack of disclosure of attendee names, the total hosting expenses submitted in excess of the maximum allowance was \$234.78. Once these ineligible amounts are taken into consideration, to prevent double counting, the calculated excess amount is no longer applicable for recovery purposes.

(79) Prior to the determination of ineligible expenses due to lack of disclosure of attendee names, the total hosting expenses submitted in excess of the maximum allowance was \$518.78. Once these ineligible amounts are taken into consideration, to prevent double counting, the calculated excess amount for recovery is \$86.66.

(80) Prior to the determination of ineligible expenses due to lack of disclosure of attendee names, attendees not in attendance and attendees in attendance but the event was social, the total hosting expenses submitted in excess of the maximum allowance was \$1,480.12. Once these ineligible amounts are taken into consideration, to prevent double counting, the calculated excess amount for recovery is \$1,207.80.

(81) Councillor Magliocca repaid \$2,346.91 pursuant to his voluntary reimbursements.



## **Resilient Calgary Strategy Update Report**

### **RECOMMENDATION:**

That the Priorities and Finance Committee recommend that Council:

1. Release \$81 million in funding, previously committed for flood recovery within the Fiscal Stability Reserve, as a result of the completion of The City of Calgary's 2013 Southern Alberta Flood Disaster Recovery Program (DRP) submissions and recovery of funding from the Government of Alberta;
2. Receive this update report of the *Resilient Calgary* strategy for the Corporate Record; and
3. Direct Administration to provide an annual update report of the *Resilient Calgary* strategy to the Priorities and Finance Committee.

### **HIGHLIGHTS**

- This report is in response to Council's direction for Administration to provide an update in 2020 Q2 (PFC2019-0617) on the progress of implementing the Resilient Calgary strategy, approved by Council on 2019 June 17.
- What does this mean to Calgarians? It means that Calgarians live in a city with improved abilities to activate, assess, collaborate, implement and recover from chronic stresses and acute shocks.
- Why does this matter? Calgary will continually face disruptions that will impact the resilience of Calgary. The City needs resources, mechanisms and partnerships in place that will constantly scan for emerging threats, leverage opportunities and engage our communities, internal and external stakeholders for action.
- The Resilient Calgary Strategy Update Report 2021 (Attachment 2) details the progress of The City of Calgary and its partners towards achieving the five goals and 13 outcomes contained in the Resilient Calgary strategy.
- The City of Calgary was better prepared for the 2020-2021 disruptions of the pandemic, Black Lives Matter demonstrations, and climate related events by identifying the outcomes found in the Resilient Calgary strategy.
- Some initiatives in the strategy workplan were adapted to respond to the emerging needs and skills required in The City's response and recovery to the pandemic.
- Since the last report on resilience activities, the 2013 Southern Alberta Flood Disaster Recovery Program has ceased receiving submissions and has concluded recovery program payments. The City of Calgary has received \$137 million in flood recovery through the program, and is able to release \$81 million in funding previously committed for flood recovery within the Fiscal Stability Reserve.
- The most recent Council Direction from 2019 June 17, was to direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020 (deferred due to pandemic disruption).
- Strategic alignment to Council's Citizen Priorities: A prosperous city; a city of safe and inspiring neighbourhoods; a city that moves; a healthy and green city; and a well-run city.

## **Resilient Calgary Strategy Update Report**

- Background and Previous Council Direction is included in Attachment 1.

### **DISCUSSION**

This update report details the progress of implementing the Resilient Calgary strategy, approved by Council on 2019 June 17. The strategy, developed in collaboration with community groups, and internal and external stakeholders includes actions to address the economic downturn; rising issues of inequity; reduced funding from other orders of government; the growing importance of natural and traditional infrastructure investment; and the increased need for The City and communities to be future-ready.

Following the approval from Council, implementation of the strategy began. The Resilient Calgary Strategy Update Report 2021 (Attachment 2) details the progress to date on achieving the 13 outcomes in the five goal areas. This work provided a solid foundation for Calgary to respond to and be prepared for the stresses and shocks of 2020-2021.

During 2020, workplans were adapted to respond to the emerging needs and skills required in The City's response and recovery to the pandemic. Adapted efforts included leading strategic foresight work with Administration and Calgary communities; supporting the Economic Resilience Task Force and Downtown Strategy; and examining the psycho-social impacts of the pandemic on different communities.

As pandemic response and recovery continues, new opportunities have evolved. Examples include developing a resilience lens that was used to evaluate City infrastructure projects and ensuring that The City met the criteria for the provincial Municipal Stimulus Program (MSP). Efforts with resilience partners have resulted in funding from Microsoft Corporation to develop artificial intelligence to address climate resilience. The City of Calgary continues to participate as a member of the *Resilient Cities Network* (evolved from 100 Resilient Cities) and has shared resilience and pandemic recovery expertise among the four Canadian cities in a national network.

In support of the fourth pillar Future Ready Infrastructure, The City of Calgary has completed all submissions to the Government of Alberta to seek recovery funding from the 2013 Southern Alberta Flood Disaster Recovery Program. The total amount recovered from the Disaster Recovery Program, including recovery of operations response and infrastructure, was \$137 million and payment has been fully received from the Government of Alberta. This permits a release of \$81 million in the Fiscal Stability Reserve, previously committed for flood recovery for other purposes.

Collaborating with City colleagues, community partners and stakeholders, and national and international resilient networks, the Resilience team continues to place a lens on the most urgent resilience issues, lift awareness of each other's efforts to build resilience, and leverage our collective action.

### **Background of the Resilient Calgary Strategy**

The Resilient Calgary strategy has four pillars with one cross-cutting theme that contributes to a city that is more resilient in the face of chronic stresses and acute shocks, and advances the Rethink to Thrive Strategy:

## **Resilient Calgary Strategy Update Report**

- The Future Focused Calgary cross-cutting theme outlines ways in which to be future-ready and how to strengthen Calgary's abilities to be innovative and technologically savvy.
- The Infrastructure and Natural Infrastructure pillars promotes optimizing capital planning and infrastructure investment, reducing the cost of government, and leveraging data and analytics.
- The Inclusive Futures pillar furthers equitable governance and strong community relationships with diverse stakeholders, partners and equity seeking communities using innovation, collaboration, and futures thinking.
- Relationships with businesses are strengthened within the Economic pillar, which works with partners to champion business success and put a business-friendly lens to City services.

### **Relevant Concepts**

Urban resilience is the capacity of a city's systems, businesses, institutions, communities, and individuals to survive, adapt and grow, no matter what chronic stresses and acute shocks they experience.

Acute shocks are sudden, intense events that threaten a community, such as extreme weather events, economic recessions, and terrorist attacks. The impact of acute shocks is exacerbated by chronic stresses, such as recurrent flooding, high unemployment and increasing inequity that weakens the fabric of a community over time.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder or customer dialogue/relations were undertaken

Implementing the Resilient Calgary strategy is a collective journey with City services, community groups, leaders and partners. It is a journey that has included workshops and panel discussions with diverse Calgarians, and academic, public-sector, non-profit and business stakeholders. A commitment to strengthening community connections and collaborations include the strategic foresight Scan Club, the community partnership with the Downtown Strategy, the futures literacy learning series with community groups, conversations with equity-seeking communities on post pandemic recovery and diverse governance, and the exploration of municipal natural infrastructure management.

### **IMPLICATIONS**

#### **Social**

Implementing the Resilient Calgary strategy reflects all the principles of The City's Social Wellbeing Policy: equity, truth and reconciliation, culture and prevention. The strategy recognizes the unique identities, worldviews, and strengths of equity-seeking communities and Indigenous communities. The communities are part of co-creating resilience solutions to meet

## **Resilient Calgary Strategy Update Report**

the strategy outcomes. The Resilience team have regular conversations with communities and scan current research to identify and respond to the differential impacts of chronic stresses and acute shocks. Work has started to build community future readiness so that communities have more opportunities to shape and influence the futures they desire, prevent issues from arising, and bounce forward from the challenges they face.

### **Environmental**

The Resilient Calgary strategy includes both an environmental and climate lens. Climate change and severe weather events are a priority for the strategy. One strategy goal is that natural infrastructure assets are identified, protected, tracked, managed and used to inform investment and planning decisions. Another goal is that Calgarians are supported through strategic investment in future-focused and resilient infrastructure. This includes applying a climate lens to infrastructure investment decisions to support a resilient watershed.

### **Economic**

The Resilience team has applied for, and have been awarded, many grants and in-kind opportunities to support the implementation of the Resilient Calgary strategy. Examples of in-kind support came from the Global Network of Advanced Management (GNAM), Mount Royal University – Institute for Community Prosperity, United Way of Calgary and Area, ARUP, AECOM, and Evergreen with an estimated financial benefit of \$400,000. Grants included over \$200,000 from the Resilient Cities Network and these supports are being leveraged to support continued tool development and implementation within the organization and community.

The Resilient Calgary strategy aims to attract business, talent and investment and capitalize on Calgary's high quality of life, available commercial real-estate and educated workforce as Calgary continues to bounce back from COVID-19, the recent economic downturn and the downtown tax shift. Actions include developing the Downtown Strategy to address downtown vibrancy, securing funding to better understand digital disparity, delivering re-skill programming for our workforce and leveraging our Living Lab accelerate private and institutional innovation. The City's Infrastructure Recovery and Resilience: 2013 Flood was identified as a Resilience in Action (RIA.22) item within the strategy. The flood disaster recovery program is now concluded.

### **Service and Financial Implications**

No anticipated financial impact.

Opportunity cost of pursuing the recommendation: None

### **RISK**

The Resilient Calgary strategy is a Council-approved strategy within The City's service plans and budgets, under the Corporate Governance service. Its outcomes, goals and actions of the strategy support Citizen Priorities and Council Directives identified within the larger One Calgary 2019-2022 service plans and budgets. After experiencing the 2013 flood, The City of Calgary was intentional about understanding the things that could disrupt Calgary's quality of life. The journey to develop the Resilient Calgary strategy helped identify Calgary's greatest stresses and shocks, encouraged exploration of disruptors and gathered knowledge about readiness for them, and identified goals and actions to move forward toward our vision of Calgary as a sustainable, resilient city. These efforts helped The City pivot in response to events like COVID-19, anti-racism movement and severe climate events.

**Deputy City Manager's Office Report to  
Priorities and Finance Committee  
2021 April 27**

**ISC: UNRESTRICTED  
PFC2021-0429  
Page 5 of 5**

**Resilient Calgary Strategy Update Report**

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**ATTACHMENTS**

1. Previous Council Direction, Background
2. Resilient Calgary Strategy Update Report 2021


Department Circulation

General Manager	Department	Approve/Consult/Inform
Christine Arthurs	Deputy City Managers Office	Approve
Stuart Dalgleish	Planning and Development	Consult



# Previous Council Direction

PFC2021-0429  
ATTACHMENT 1

- 
- 2019, Jun 17** ●→ **Resilient Calgary Strategy Approved**  
With respect to Report PFC2019-0617, Council approved the *Resilient Calgary* strategy and provided the following instruction:
1. Direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020. (Report back deferred due to pandemic disruption).
- 2018, Mar 21** ●→ **Preliminary Resilience Assessment (PRA) Presented to Strategic Meeting of Council**  
As part of the One Calgary – Resilience, Research, Financial and Capital Update (C2018-0304)
- 2017, Jun 19** ●→ **March 3 Agenda Setting Workshop Presented to Strategic Meeting of Council**  
C2017-0553 – The Agenda Setting workshop brought together a diverse group of community stakeholders to discuss the concept of resilience and begin to identify the city's resilience priorities.
- 2015, Nov 25** ●→ **Capital Infrastructure Investment Strategy Approved**  
The Capital Infrastructure Investment Strategy was approved by Council (C2015-0855) and on 2017 March 6, Council directed that Infrastructure Calgary update this strategy as part of the capital planning for the 2018 budget process (C2017-0214).
- 2013, Jun 17** ●→ **Flood Recovery Task Force: 2014 Business Plan and Budget Adjustments Companion Report**  
Following the 2013 flood event, a recovery office was established to support the oversight and delivery of flood recovery efforts and organizational resilience toward future disruptive events.
- 2014, Nov Budget Deliberations** ●→ **Action Plan 2015-2018**  
Council approved the establishment of a resilience program to continue the efforts toward flood mitigation and overall resiliency.







# Resilient Calgary

## Strategy Update Report 2021

# URBAN RESILIENCE

“The capacity of a city’s individuals, communities, institutions, businesses, and systems to survive, adapt, and grow despite chronic stresses and acute shocks.”

100 Resilient Cities





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# Resilient Calgary Overview





# What is the Resilient Calgary strategy?

The Resilient Calgary strategy places a lens on four areas affected by stresses and shocks: our economy, inclusion, natural infrastructure and built infrastructure. Resilience based tools and foresight processes help to support service delivery and investment decisions. The strategy emphasizes the value of leveraging relationships and resources through collaboration locally, nationally and globally.

The delivery of the strategy is supported by The City's Resilience team, who guides resilience planning, information and strategy within The City and the Calgary community to support Calgary's vision of *a great place to make a living a great place to make a life*.

## **Background**

The City's resilience focus began with the 2013 flood, which impacted our physical infrastructure, businesses, and our community's mental health. We realized that addressing stresses and shocks requires collective effort, and that we have an opportunity to build on the community spirit so deeply felt during the flood response and recovery.

Our work began with identifying formal approaches for defining resilience, taking stock of what was happening in Calgary and other cities, and involving the community in discussions to build a Resilient Calgary strategy. Dozens of organizations representing all community segments identified stresses, shocks, risks, opportunities and challenges. The City began to incorporate resilience in decision making, by applying a resilience lens to inform the 2019-2022 One Calgary service plans and budgets. The City has continued to develop ways forward in overcoming the impact of key stresses and shocks.

- Economy - finding meaningful work during the evolution of an economy that supports innovation, technological growth and change and digital dependence;
- Inclusion – Building trusted and informed relationships between organizations and equity-seeking communities;
- Natural Infrastructure - Better understanding the value of our natural environment in a future that will be hotter, colder, wetter and dryer during different seasonal cycles that we have historically experienced;
- Infrastructure - Understanding how our infrastructure and assets can be best planned and managed to sustain quality of life and to support an evolving future of human behavior in the built environment, and access to water by a region dependent on glacier fed rivers.

## **Resilience as a Building Block for Action**

Discovery sessions and collaboration circles identified a cross-cutting theme and four key pillars that informed the Resilient Calgary strategy and continued to guide work in 2020.

- Future-focused Calgary – better decision-making tools for a future that is increasingly volatile, uncertain, complex, and ambiguous (VUCA).

Collective resilience action continues within our community and stakeholders, using models and tools to help audiences think about the future, create solutions that consider the impacts of stresses and shocks, and realize desired outcomes.

# Resilient Calgary Strategy

facilitates informed decision making for a prosperous, safe, green and equitable city, now and in the future

## How?



Facilitate strategic investment decisions



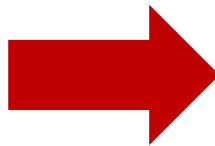
Help solve/ navigate the resilience challenges



Future focused thinking



Global, National & Local Partnerships



## What is Our Impact?



Solutions that meet current and future needs



Help Calgary to be prepared and resilient for future stresses and shocks



Elevate voices of communities in meaningful decision making



Calgary attracts and retains people



Value; transparency; benefit; resilient investment portfolio





## THE WORLD'S LEADING URBAN RESILIENCE NETWORK – BUILDING A SAFE AND EQUITABLE WORLD

Calgary is a member of the Resilient Cities Network (evolved from the momentum established in the 100 Resilient Cities network), a global city-led nonprofit organization that brings together knowledge, practice, partnerships, and funding to empower member cities. Resilience actions are focused on two pillars: circularity (including waste, infrastructure and food systems) and climate change (including water, community and energy resilience) as well as three cross-cutting themes: equity, economic opportunity and resilient recovery.





Initiatives include the Cities on the Frontline speaker series in partnership with the World Bank with 32 sessions delivered in 2020.

Calgary participates through the North American Network (NAM) which includes region specific initiatives such as a 2021 NAM Prospectus for funding, the 2020 Annual NAM Regional Convening held over 3 days focusing on Pandemic Response and Recovery with equity, financing and economic recovery themes, and a Racial Equity Community of Practice. There are 25 US and 4 Canadian cities in this network.

## Team Canada

Calgary is one of four cities participating along with Montreal, Toronto and Vancouver.

The four member cities meet regularly to:

-  Advance and illuminate the state of urban resilience in Canada
-  Share emerging learnings, best practices and innovations
-  Connect with national and international practitioners and thinkers to advance urban resilience in Canada
-  Begin the conception of a national Urban Resilience Agenda for Canada



# Calgary Timeline of Stresses and Shocks

**STRESSES**  
**SHOCKS**  
**OTHER**

## 2010s

- 2010** 2020 Sustainability Direction
- 2011** Economic Recovery  
Occupy Calgary
- 2012** Idle No More
- 2013** Major River Flood  
100% Increase in Insurance Premiums from Floods
- 2014** Barrel of WTI is up to \$107  
Snowtember  
52,000 AB jobs lost from December 2014-July 2016
- 2015** The City Becomes 100RC Member  
Economic Shift  
Affordable Housing Shortage  
Barrel of WTI down to \$42

## 2030s

- 2030** 2°C Increase in Annual Temperature
- 2033** End of 30-year Water Efficiency Plan; Reduce Water Use by 30% in 30 Years
- 2036** One in Two Calgarians will be an Immigrant / Child of an Immigrant\*\*\*  
40% of Working-Age Population will Belong to a Racialized Group\*\*\*\*

**2106**

City Motto:  
**Onwards**

100 Year  
Vision

- 2006** Imagine Calgary
- 2008** Oil Price Increase+ Economic Boom+  
Population 1.1M  
Plan for Ending Homelessness in 10 Years
- 2009** Decline in Physical Condition of City Infrastructure Assets

## 2000s

- 2016** Opioid Crisis  
Wildfires in AB, \$3.6 Billion  
10 Year Economic Strategy Plan: Update CED
- 2017** Total Value of Building Permits \$4.6B  
Indigenous Policy Framework  
Return to Pre-Flood Premiums due to Resilience Efforts
- 2018** 26.7% Office Vacancy Rate Downtown  
Advisory Committee on Accessibility Strategic Plan: 2026  
Modernized MGA  
City Charter Approved
- 2019** Resilient Calgary strategy Approved  
\$5.07B Infrastructure Funding Gap  
Economic Development Investment Fund One Calgary (2019-2022)  
Provincial budget reduces City of Calgary funding by 734 million

- 2020** COVID-19 Pandemic.  
Anti-Racism Demonstrations Globally and Locally  
Anti-Racism Public Consultation  
Massive Hailstorm Estimated at \$1.2B in Damage  
COVID Vaccine Distribution Begins  
500,000 Calgary's Projected Immigrant Population\*\*

- 2021** 0% Tax Rate Change  
Generation C (COVID-19) Emerging

## 2020s

- 2050** 5% Decrease in Summer Precipitation: Drought  
7% Increase in Winter Precipitation: Extreme Winter Storms
- 2060** 4°C Increase in Annual Temperature
- 2070** 5X Hotter Days (49)
- 2076** Calgary's Population will Double Between 2006 and 2076

## 2040s-2070s

PFC2021-0429 Attachment 2  
ICS: Unrestricted

\* WTI - West Texas Intermediate is a grade of crude oil used as a benchmark in oil pricing.

\*\* The immigrant population in Calgary—and throughout Canada—is growing and will continue to grow. Calgary's total immigrant population (both Permanent and Non-permanent residents) is projected to reach almost half a million by 2020.

\*\*\* 2036 - Based on projection scenarios, more than one in two people in 2036 would be an immigrant or the child of an immigrant in Calgary (between 56.2% and 63.3%).

\*\*\*\* 2036 the proportion of the working-age population (aged 15 to 64) who belong to a visible minority group would increase in all areas of the country, in all the scenarios. This proportion would surpass 40% in Toronto, Vancouver, Edmonton, Calgary, Winnipeg and Abbotsford



# Advancing the Rethink to Thrive Strategy

At the center of The City of Calgary's *Rethink to Thrive strategy* is planning and meeting our customers' needs within a new normal. Rethink to Thrive supports The City's vision – a great place to make a living, a great place to make a life.

Rethink to Thrive's central premise is that government can no longer work in siloed approaches, for example, with one business unit working on social well-being, another addressing infrastructure and another tackling pandemic recovery.








Cities are *systems*, experiencing rapid change and requiring integrated, risk-aware, forward-looking and inclusive actions.

The City of Calgary Administration, guided by its Rethink to Thrive Strategy, is realigning departments and business unit to get the work done more collaboratively, realizing synergies and being innovative as we move forward.


























As we implement the new way of working, a future-focused perspective will uncover complexities and drive resilience forward.

Business units are now focused on a “new normal, by being open, addressing new norms and trying new ways of doing things so that we truly thrive in our new reality. Together, with the direction of the Mayor and Council, and the leadership by the City Manager and Executive Leadership Team, Business Unit Directors, city leaders, community members, stakeholders and partners will work to create a resilient Calgary that thrives.

## Symbol Legend

-  Future Focused Calgary
-  Future of Calgary's Economy
-  Inclusive Futures
-  Future of Natural Infrastructure
-  Future Ready Infrastructure

# Advancing the Rethink to Thrive Strategy

CITY MANAGER GOALS											
Develop a trusting relationship with Council (individually and collectively) to support the delivery of council priorities		Optimize financial management of operating and capital budgets and reduce the cost of government		Improve service value and deliver major capital projects		Strengthen employee trust and confidence through the delivery of organizational strategy, alignment of corporate resources, and inspirational leadership		Hold leaders and employees accountable to a work environment that fosters safety, pride, innovation, respect, inclusion, trust, empowerment, diversity, and fun		Strengthen public and business trust and confidence	
OBJECTIVES											
Improve our reputation			Reduce cost of government			Strengthen employee engagement			Increase our capacity		
STRATEGIES											
Provide organizational focus and good governance		Protect financial sustainability and optimize investment		Inspire a proud and engaged workforce		Build strong relationships through collaboration and communication		Be innovative, tech savvy and future-focused			
<ul style="list-style-type: none"><li>• Provide Council with the best professional advice in a timely and effective manner</li><li>• Empower decision making at the right levels of the organization</li><li>• Review organizational alignment and focus senior leaders on managing strategic risks</li><li>• Review corporate governance and find opportunities to identify duplication, reduce or consolidate work and reporting, and clarify accountability</li><li>• Focus on the corporation's capacity, resiliency and agility to respond to emerging issues</li></ul>		    	<ul style="list-style-type: none"><li>• Increase service efficiency and effectiveness</li><li>• Work collaboratively to find permanent savings in The City's operating base budget</li><li>• Optimize capital planning and infrastructure investment</li><li>• Advance <a href="#">The City's</a> interests with Provincial and Federal governments and the Calgary Metropolitan Region Board</li><li>• Continue service planning and budgeting with a focus on putting citizens at the center of our service delivery</li></ul>	     	<ul style="list-style-type: none"><li>• Focus the organization on safety (physical and psychological), respect, and inclusion</li><li>• Modernize our workforce practices and create a clear connection between business needs and policy</li><li>• Provide opportunities for learning and development</li><li>• Drive individual and team performance</li><li>• Continue to reinforce the Code of Conduct//</li></ul>	     	<ul style="list-style-type: none"><li>• Share timely and relevant information with citizens, businesses, and employees, and actively correct misinformation</li><li>• Develop a corporate communications strategy focused on investment and value, and encourage employees to be ambassadors of City information</li><li>• Foster positive, collaborative and productive relationships with key stakeholders and partners</li><li>• Provide great customer service by being open and accessible and responding to requests in a timely manner</li></ul>	     	<ul style="list-style-type: none"><li>• Encourage innovation and experimentation and promote a "fail fast" mentality</li><li>• Create a Calgary that is more resilient in the face of stresses and shocks</li><li>• Leverage technology, data and analytics to make better decisions and work smarter</li><li>• Be champions for business success and apply a business-friendly lens to planning and service delivery</li><li>• Enable others to innovate and be innovative by creating the right mindset and conditions for success</li></ul>	         	

# Resilient Calgary Strategy Overview



## **Cross-Cutting Theme: A Future-Focused Calgary**

All pillars use a future focused lens when advancing resilience outcomes and actions



### **PILLAR 1**

#### **The Future of Calgary's Economy**

All community members are encouraged and able to participate in a diverse and strong economy



### **PILLAR 2**

#### **Inclusive Futures**

Institutions have trusted and informed relationships with Calgary's equity-seeking communities



### **PILLAR 3**

#### **The Future of Calgary's Natural Infrastructure**

Natural infrastructure assets are identified, protected, tracked, managed, and used to inform investment and planning decisions



### **PILLAR 4**

#### **Future Ready Infrastructure**

Calgarians are supported through strategic investment in future focused and resilient infrastructure



A nighttime photograph of a city skyline, featuring a prominent cylindrical skyscraper with a grid-like facade and many lit windows. The sky is dark blue with some light clouds. A semi-transparent red rectangular overlay covers the middle portion of the image, serving as a background for the title text.

# Resilient Calgary Strategy Update: Pillars and Initiatives

# A Future-Focused Calgary

SF Strategic Foresight

Progress: ○ ○ ○ ○

● = approx. 25% done

Project:



Activated Completed On Hold Upcoming



Globally, cities are evolving with a future that is increasingly volatile, uncertain, complex and ambiguous (VUCA). If we want Calgary to have a resilient and prosperous future, we will benefit from better tools to engage with and consider numerous complex choices.

To accomplish this, City services need future-focused information and resources to innovate and thrive in an ever-changing world. Scenarios can help us identify opportunities, risks and gaps to achieving our goals. By working to address these elements, The City can be flexible, innovative and future-focused on creating a Calgary that is more resilient to stresses and shocks.

GOAL

A coordinated set of foresight practices and products are developed for City strategists, service owners and decision makers to think about the future of Calgary, develop insights and apply this thinking to their strategies.

3

Activities

7

Key Initiatives

**A**  
Calgary Foresight  
Planning

**B**  
Resilience Dividend

**C**  
Triple Bottom Line  
Policy

OWN

PARTNER  
WITH COC

ENCOURAGE

S1. Strategic Foresight Capacity &  
Awareness  
● ○ ○ ○ ○

S1. Horizon Scanning Practice  
● ○ ○ ○ ○

S1. Insights Toolkit  
● ○ ○ ○ ○

S2. Resilience Dividend  
● ○ ○ ○ ○

S2. Dividend Integration into City Practices  
○ ○ ○ ○ ○

S2. TBL Policy Review & Implementation Plan  
UNDER REVIEW  
○ ○ ○ ○ ○





## What's Next?



Formalize the Strategic Foresight Community of Practice & the FYI Calgary Scan Club, update the Future Focused Calgary 2035 Trends & Scenarios and pilot the Toolkit to be ready for Next Cycle.



Advance the Resilience Dividend Project with Evergreen and other Resilient Cities partners to explore The City's current prioritization models, best practices and the application of a resilience screen for investment.



Review the TBL Policy for needed updates or changes under the recently launched policy review program.

## Applying a Strategic Foresight Methodology During COVID-19

---

In early April 2020, a Future Focused Calgary project began to:

- identify the complex range of changes that have the potential to impact the future of Calgary in the next 15 years, and;
- to build strategic foresight capacity in the organization.

The “FYI Calgary Scan Club” (Scan Club) launched with staff from each department and conducted a horizon scan to identify possible changes occurring and being accelerated that have the potential to impact Calgary. This scan was completed over four weeks and identified 200+ signals which were distilled down to 26 of the most relevant and impactful trends.

Following the horizon scanning process, Scan Club ran an exercise to understand the interconnections between signals of change and uncover major driving forces and critical uncertainties. The critical uncertainties were used to provide a framework and foundation for exploratory and plausible future scenarios based on a world-building framework of four scenarios.

These summary of trends and scenarios are available to the organization to evaluate our planning strategies and inform The City's next business plan and budgeting cycle (2023-2026). The application of these scenarios can identify opportunities, risks and gaps towards achieving targeted goals. This will enable The City to be nimble, innovative and future-focused to create a Calgary that is more resilient to stresses and shocks.

# Economic Resilience

Progress: ○ ○ ○ ○ ○

● = approx. 25% done

Project:

Activated Completed On Hold Upcoming



The resilience of a city improves when all are encouraged and able to participate in a diverse and strong economy. This enhances the community’s ability to attract business, talent and investment.

Calgary can capitalize on its high quality of life, available commercial real-estate and educated workforce as it continues to bounce back COVID-19, the recent economic downturn and downtown tax shift.

GOAL

All community members are encouraged and able to participate in a diverse and strong economy

4  
Outcomes

7  
Key Initiatives

	OWN	PARTNER WITH COC	PARTNER WITH COMMUNITY	ENCOURAGE
A Workforce Readiness				1A.1 Develop talent for emerging economies ● ● ● ○
B Addressing Digital Disparity			1B.1 Understand Digital Disparity ○ ○ ○ ○ ○ 1B.2 Be 5G-Ready ● ○ ○ ○ ○	
C Business Continuity				1C.1 Business Continuity Planning ● ● ○ ○ ○
D Grow and Attract Business	1D.1 Attraction, Growth and Resilience Dividend ● ○ ○ ○ ○	1D.2 Implement a Living Lab Strategy and Governance Model ● ● ● ○ 1D.3 Future of Calgary’s Centre City ● ● ● ○ ○		



## What's Next?



Continue to partner with internal and external leads to identify and address emerging issues and opportunities in the downtown core



The Connect pillar of the Downtown Strategy is supported by the Resilience team directly, as part of the intent to support economic vibrancy by connecting people, goods, information and ideas



The Downtown Strategy will present the second State of the Downtown Report to Council and the community in 2021

## Establishing the Downtown Strategy and the State of the Downtown Report

---

In support of action 1D.3, Future of Calgary's Centre City, The City has established The Downtown Strategy and interdisciplinary team, supported by resilience resources. This is a concentrated focus and coordinated effort to create economic and cultural opportunities in the downtown to drive a thriving local economy. The Downtown Strategy includes four pillars important to a vibrant downtown and our city's economic resilience. These working areas are built on the four areas of focus in Calgary's economic strategy, Calgary in the New Economy:

Place — accelerating urbanization and connectivity  
Work — increasing opportunities to work, study, and run a business  
Live — making Calgary a more attractive place to live in and to visit  
Connect — connecting people, goods, information, and ideas

It brings together The City of Calgary ("The City"), our Civic Partners, community partners, and Business Improvement Areas (BIAs) in a coordinated and collaborative effort to make life better every day for citizens, customers, residents and businesses as it relates to the downtown. This strategy brings new energy to a future-focused, collective approach to align existing projects and initiatives, thereby increasing the impact of our work. – State of The Downtown



# Inclusive Futures

ESCs Equity-Seeking Communities

Progress: ○ ○ ○ ○ ○  
● = approx. 25% done

Project:   
Activated Completed On Hold Upcoming



The resilience of a city improves when ESCs are regarded as strengths to society, have meaningful voices in decision-making and leadership; are connected and feel empowered to act; interact with systems where power is fairly distributed; and are valued for their differing opinions that challenge our thinking.

Communities and partners agreed that a key resilience challenge in Calgary was the lack of equity and inclusion in leadership and decision-making. The best way forward is for Calgary institutions to recognize ESCs' strengths and focus on building trusted relationships with them.

GOAL

Institutions have trusted and informed relationships with Calgary's ESCs.

4

Outcomes

9

Key Initiatives

OWN

PARTNER  
WITH COC

PARTNER WITH  
COMMUNITY

ENCOURAGE

A

Inclusive  
Decision  
Making

2A.1 Diversify representation on boards

● ○ ○ ○ ○

2A.3 Establish a community futures-thinking practice

● ○ ○ ○ ○

2A.2 Co-create post pandemic community  
informed strategic recovery plan  
(Canadian Poverty Institute)

● ○ ○ ○ ○

B

Relationships  
with Indigenous  
Communities

2B.1 Support to revitalize Indigenous  
cultures and languages  
(Indigenous Groups)

● ○ ○ ○ ○

2B.2 Walk parallel paths together  
(United Way of Calgary & Area)

● ● ● ○ ○

C

Diverse  
Governance

2C.1 Establish equitable decision-  
making processes

● ● ○ ○ ○

D

Equitable  
Economic  
Development

2D.2 Develop a benefit driven  
procurement policy  
(Supply Management)

● ● ○ ○ ○

2D.3 Explore guaranteed basic income  
options (Basic Income Calgary)

● ● ○ ○ ○

2D.1 Encourage business investments  
addressing inclusion (TBD)

○ ○ ○ ○ ○



## What's Next?



Design and conduct workshops with Equity Seeking Communities in 2021 to build community futures thinking practice



Establish community informed principles for an equitable governance paradigm



Determine feasibility of a city-wide community prosperity dashboard to support future decisions



Publish report on Equity Seeking Communities perceptions of Calgary's new normal post pandemic

## Calgary's New Normal Post Pandemic: A Virtual Conversation with Community

---

In December 2020, The City of Calgary, Canadian Poverty Institute, Vibrant Communities Calgary with the Canadian Urban Institute, hosted an equity-seeking community (ESC) conversation about the post pandemic and what ESCs imagine Calgary's new normal may look like over the next decade. 78 people and 14 community facilitators participated in a two hour zoom session that immersed them in three future scenarios.

The overall feedback from participants was positive. Community members appreciated that they were involved in these important conversations. This session was a great first step for them to be resilient and better prepared for different plausible futures and to also think of ways to create the futures they want. They asked for more of these discussions where they could dive deeper into the possibilities. A summary report of the session was sent to all participants in May 2021.

# The Future of Calgary's Natural Infrastructure



Natural infrastructure is the range of assets from natural landscapes through engineered solutions that harness ecological and hydrological processes and that provide services and other resilience benefits. Natural infrastructure can provide recreational opportunities, contribute to our physical and mental well-being, reduce water treatment needs, reduce the impacts of flooding, improve air quality, reduce the urban heat island effect, provide wildlife habitat and more.

As Calgarians, we enjoy the services as well as the social, economic and environmental advantages these spaces provide. In Calgary, we have an opportunity to integrate natural infrastructure into our traditional infrastructure and asset management frameworks. A shared understanding of the value of natural infrastructure and the multitude of services and benefits they provide will assist decision makers in making choices related to investment and planning.

GOAL

Natural infrastructure assets are identified, protected, tracked, managed and used to inform investment and planning decisions.

3

Outcomes

6

Key Initiatives

- A  
NI Awareness
- B  
NI Valuation
- C  
NI Investment

PARTNER WITH COC	PARTNER WITH COMMUNITY
3A.1 NI Awareness ● ○ ○ ○ ○	3A.2 NI Inventory ● ○ ○ ○ ○
3B.1 NI Valuation Toolkit ● ○ ○ ○ ○	3B.2 NI Integration into City Processes ● ○ ○ ○ ○
	3C.1 NI Valuation Toolkit ● ○ ○ ○ ○
	3C.2 NI Implementation Support (School Site Naturalization) ● ○ ○ ○ ○





## What's Next?



Include Natural Assets as an asset class in Calgary's Asset Management Program



Understand the range of service values provided by natural infrastructure in Calgary



Explore how to support naturalization projects on school site land with the Calgary Board of Education

## Advancing Municipal Natural Infrastructure Management in Alberta Workshop

On 2019 September 19-20 more than 70 representatives from Alberta local governments, water stewardship groups, not-for-profits, research institutes, and private sector stakeholders gathered to discuss approaches to municipal natural infrastructure management. A public evening event allowed for continued discussion with additional attendees from the development industry, academia, and other sectors. This workshop was the first of its kind to bring multiple jurisdictions across Alberta together to discuss how natural infrastructure could be more fully considered in municipal decision-making and service delivery.

The purpose of the workshop was to provide Alberta local governments with emerging evidence on the value of municipal natural infrastructure management and to develop a roadmap to expand the practice in Alberta based on local context. Experts and municipalities from across Canada that have already formally integrated natural infrastructure in their decision-making shared experiences and worked with participants

to co-develop a framework to embed natural infrastructure into municipal decision-making in Alberta municipalities.

Findings were that natural infrastructure and the services they provide are a fundamental part of municipal infrastructure. A growing number of local governments are now incorporating natural infrastructure into core decision-making and asset management processes. Evidence shows that this can save money, reduce risk and result in cost-effective and reliable service delivery.

Through actions identified in the Resilient Calgary strategy, The City of Calgary is on our way to include natural assets as part of our asset management framework and to better understand the services and other benefits they provide to inform planning and infrastructure investment decisions.

# Future Ready Infrastructure

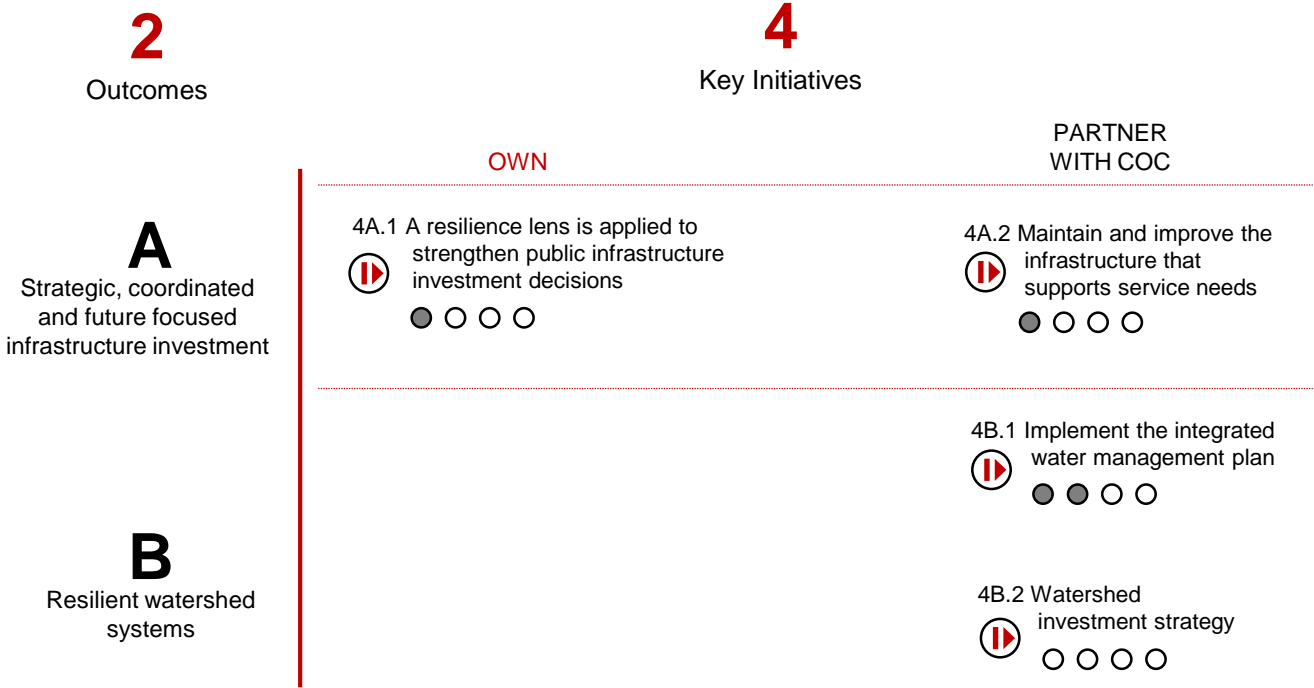


Strategic investment and management of all infrastructure assets (hard, natural, community) will be one of the municipality’s most challenging undertakings.

If well managed, this will result in significant benefits to the community (return on investment) and improved community, city and regional resilience.

GOAL

Calgarians are supported through strategic investment in future-focused and resilient infrastructure.





## What's Next?



Continue flood feasibility and barrier extensions, deliver riparian restoration, update Stormwater Management Strategy, release Drought Management Plan, socialize Source Water Protection Policy and implement Business Water Efficiency Program.



Support the Government of Alberta in advancing the Springbank Offstream Reservoir (SR1) project.



Release next Infrastructure Status Report, complete Asset Management plans for all business units and implement an infrastructure investment planning management system.



Source additional funding / financing to compensate for provincial reductions. Pilot resilience dividend tool and apply to next service plans and budget cycle

## Inglewood Bioengineering Project

The City of Calgary is committed to exploring innovative solutions for supporting watershed health, biodiversity, and flood mitigation. One of these innovative solutions is the Bioengineering Demonstration and Education Project (BDEP) located in the community of Inglewood.

Bioengineering is the use of vegetation and natural materials for slope stabilization, erosion reduction and vegetation establishment. Bioengineering is more ecologically beneficial than hard riprap designs — the practice of armoring and stabilizing banks with rock. For example, willow stakes and shrubs can act as structural and mechanical elements to stabilize and naturally protect vulnerable slopes. The plant roots help to grab and hold soil, while the plant vegetation helps to slow the flow of water – a twofold approach preventing further bank erosion. The advantage of bioengineering techniques is that they achieve a number of bank stabilization goals while also creating critical wildlife habitat and improving water quality.

The project is a joint effort between The City of Calgary and Alberta Environment and Parks and aims to improve fish habitat while also stabilizing slopes between Pearce Estate Park and the Inglewood Bird Sanctuary. A major goal of the project is to increase awareness and understanding of how soil bioengineering structures are built, as well as the benefits they can bring to our watershed. Several different bioengineering techniques were used to demonstrate a range of soil bioengineering techniques and their applicability to different site conditions.

In 2019, The BDEP entered its monitoring phase. Monitoring of the site aims to assess the effectiveness of the various bioengineering techniques and to ensure the fish habitat and wildlife goals are being met. Several education opportunities have also been piloted to increase awareness and understanding around bioengineering and facilitate knowledge transfer, research and partnerships between The City of Calgary, the Province, Industry and the public. This won the Award of Excellence in the category of Water Resources and an Award of Merit in the category of Sustainability at the Consulting Engineers of Alberta Awards.





## Leveraging the Municipal Stimulus Program to Improve Quality of Life for Calgarians

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On July 28, 2020 the Government of Alberta announced funding for infrastructure investments as part of Alberta's Recovery Plan to help with the COVID-19 recovery. The Municipal Stimulus Program is intended to provide funding that will create and sustain local jobs, enhance provincial competitiveness and productivity, position communities to participate in future economic growth, reduce municipal red-tape and promote job-creating private sector investment. Infrastructure Calgary coordinated and successfully applied for \$152.8 million of stimulus funding for capital investments in 2020 and 2021.

The City of Calgary proposed projects that will provide new and improved infrastructure, local job creation, more equitable services, an increase in Affordable Housing, reduction in operating costs, economic diversification support for the downtown, alignment with The City's Growth and Change Strategy and a more resilient, competitive and prosperous city.

- Affordable Housing
- Critical Road & Fiber Infrastructure Renewal
- Cultural Building Envelope Upgrades
- Facility Upgrades
- Park System Upgrades
- Stormwater Community Drainage Improvements
- Transit Infrastructure - 52nd St

Council Policy and Quality of Life Outcomes that will result from the proposed investments are:

- Increase jobs by 882
- Addition and repair of Affordable Housing units to support vulnerable residents during this time of hardship
- Reduce operating costs of City services
- Support Calgary in the New Economy and attract investment
- Stimulate vibrancy in the Downtown through facility revitalization to attract patrons and support adjacent business and residential activity
- Rehabilitate historic buildings
- Reinvest in critical City infrastructure to support mobility, accessibility and inclusion
- Foster climate and resilience outcomes through innovation, technology, year-round access and improve community drainage
- Support Civic Partner facility upgrades, recreation, park and pathway systems to support quality of life for Calgarians, attract tourism and economic vibrance

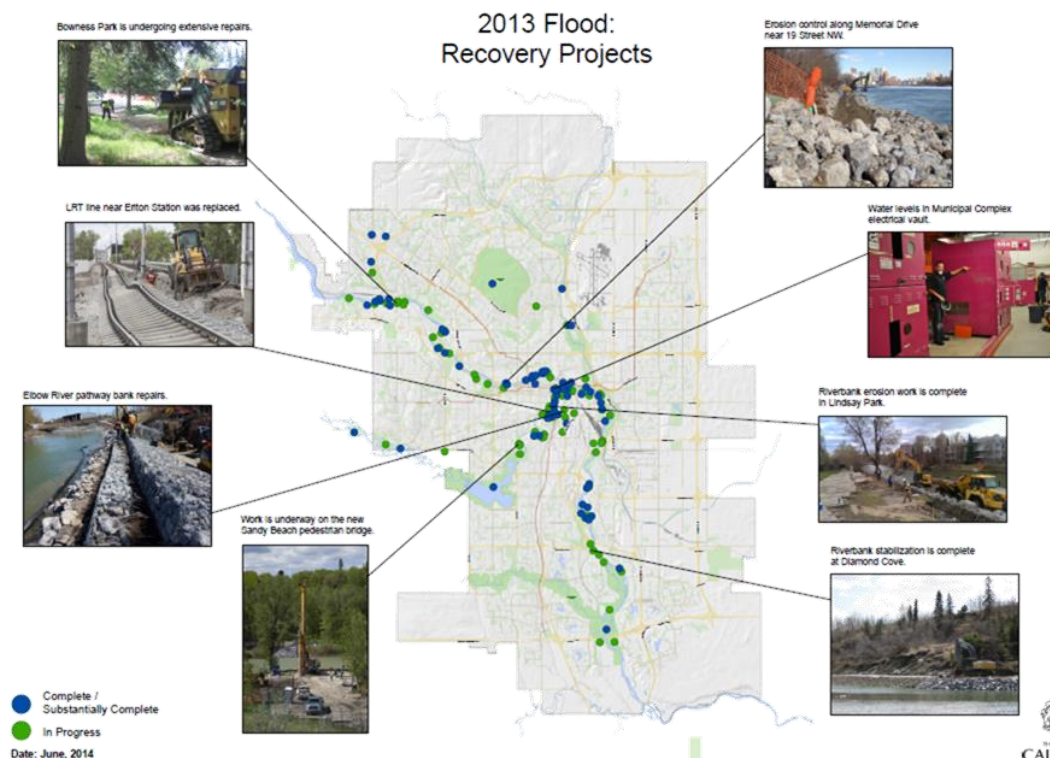
# Completion of The City of Calgary's 2013 Southern Alberta Flood Disaster Recovery Program

In June 2013, Calgary's Bow and Elbow rivers simultaneously flooded the downtown core and residential neighbourhoods resulting in the most expensive natural disaster in Canadian history. The full impact to City infrastructure encompassed 252 projects totalling \$295 million in damages sustained as a result of the flood.

Following the 2013 flood, The City of Calgary applied to the Province's Disaster Recovery Program (DRP), a conditional grant program run by the Government of Alberta to assist public companies, not for profits, businesses and residents in the aftermath of a disaster situation. This program was put in place to assist in covering costs from losses and damages for which insurance was not readily available and costs for recovery and rebuilding.

The Government of Alberta closed submissions to the 2013 Southern Alberta Flood DRP in 2020 June 19, and completed review and payment of recovery to The City of Calgary in 2021 March.

- Total number of projects: 252 (including Emergency Operations recoveries)
- Recovery rate for Emergency Operations was 99.2%
- Recovery rate for Infrastructure was 80.2%
- Total DRP costs recovered by The City of Calgary (including Emergency, Recovery and Infrastructure): \$137 million
- Funding previously committed for flood recovery within the Fiscal Stability Reserve not required: \$81 million







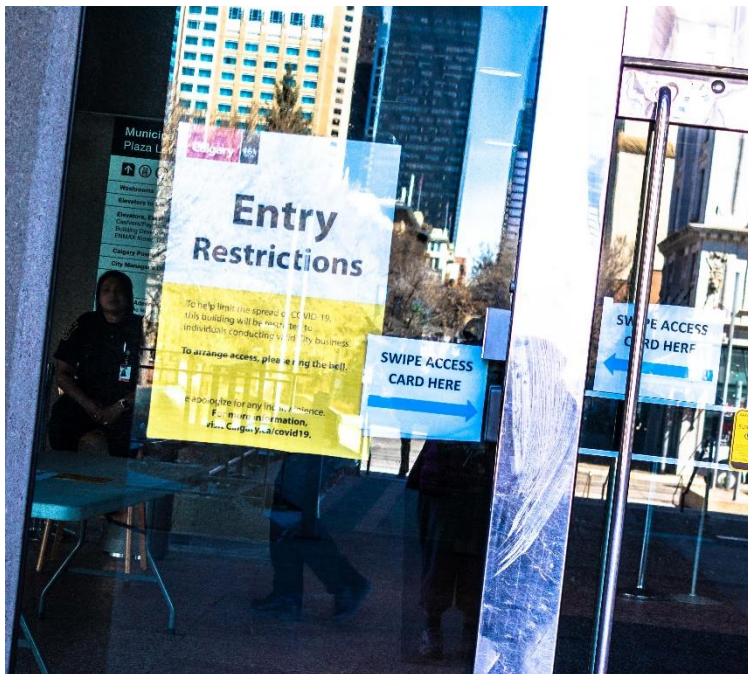
# Resilient Calgary Strategy

## Responding to Shocks in 2020



# COVID-19 Pandemic

COVID-19 is an intersectional crisis that amplifies community and economic risks already impacting Calgarians. Mental health, addiction and poverty, along with racial and gender inequalities have compounding effects on individuals as a result of isolation, limited access to services and social supports. The economy, already suffering from market volatility and tax shifts, now must struggle with business continuity issues and activity restrictions.



*The City of Calgary was better prepared for this shock by identifying these outcomes in the strategy*

**Outcome S.1:** Deliver a Calgary Foresight Planning Method

**Outcome 1C:** Strengthening resilience through business continuity

**Outcome 2A:** Calgary institutions include equity-seeking communities in decision making processes

**Outcome 2D:** Calgary institutions invest in equitable economic development

**Outcome 3C:** Calgarians are supported through strategic investment in natural infrastructure

**Outcome 4A:** Calgary infrastructure investment is strategic, coordinated and future focused

Calgary has always been an entrepreneurial city and entrepreneurs thrive on challenges. This is testing us, but we will endure — even if it's at a distance for a while — because of our relationships, our sense of community and our ability to take on big challenges.

~Mary Moran, President and Chief Executive Officer for Calgary Economic Development.

## Resilience Supportive Actions

COVID-19 dramatically altered workplans across the City. Many projects were delayed or cancelled. The Resilience team was able to pivot and support emerging response actions. Our work in developing the original strategy identified stresses that would be vulnerable to shock. Issues of social inclusion, downtown office vacancy and lack of understanding of the value of natural assets were all intensified during the pandemic as we saw the rise in Black Lives Matter, business closures and greater use of our natural areas. Our existing efforts to better understand these issues established the organizational foundation required to pivot resources in response to the compounding crisis. Our work to expand our collective knowledge and develop community capacity to address issues stressors proved invaluable.

### Economic Resilience Taskforce

- The community taskforce is Identifying priority projects that support economic recovery for all, while strengthening social and environmental resilience

### Calgary's Social Recovery and the New Normal

- Distributed six ESC psycho-social & employment impacts of COVID-19 reports, to inform recovery decision-making. Reports written by the Canadian Poverty Institute, Ambrose University.
- Conducted a community post-pandemic virtual conversation to discuss what Calgary's new normal could look like over the next decade. Partnered with Canadian Urban Institute, Vibrant Communities Calgary, and the Canadian Poverty Institute.

### Natural Infrastructure Awareness

- Parks and open spaces play a critical supporting the physical and mental well-being of Calgarians during COVID-19. We are only beginning to understand the benefit of these spaces during pandemic response and recovery.

### Future Focused Calgary

- Identify the complex range of changes that have the potential to impact Calgary's future in the next 18 months to 15 years; identify high-level actions to mitigate risk and inform our recovery efforts, and to build strategic foresight capacity in the organization.

### Responding to Infrastructure-Related COVID-19 Risks and Issues

- Monitored and reported on impact of COVID-19 to capital investments
- Addressed and fast-tracked solutions for pandemic related delays (e.g., procurement of steel).
- Accelerated infrastructure investments relating to vacant facilities, reduced road traffic.

### Water Resources:

- The 2020 annual flood readiness campaign included messaging on COVID-19, including how Calgarians should prepare for a potential flood during the pandemic.
- 2020 flood response plans considered how COVID-19 would require us to do some things differently. This included ensuring staff and citizens would be able to continue practicing physical distancing during a potential response.
- 2020 Summer Outdoor Watering Campaign highlighting practices that citizens could implement in their yards to be prepared for a variety of weather conditions and situations.



# Black Lives Matter Demonstrations

Starting in June 2020, thousands of Calgarians peacefully came together to support the global demonstrations against anti-black racism and racism against Indigenous and racialized communities. It began in the wake of the murder of American George Floyd and other victims of police brutality and violence. Protests continue with collective calls for anti-racism systemic changes.

Over 60,000 signatures were collected to ask The City of Calgary to host a public consultation on anti-racism to establish an Anti-Racism Advisory Committee to Council. Over 150 Calgarians registered and 120 Calgarians participated in the July 7-9 consultations. Approximately 60 letters were submitted to the consultation.



*The City of Calgary was better prepared for this shock by identifying these outcomes in the strategy*

**Outcome 2A:** Calgary institutions include equity-seeking communities (including BIPOC) in decision making processes

**Outcome 2B:** Calgary institutions have trusted and informed relationships with Indigenous communities in a good way

**Outcome 2C:** Calgary institutions value diverse governance paradigms

## *Resilience Supportive Actions*

### **Community Outreach and Support**

- Co-created with community groups a social media campaign to encourage BIPOC to participate in consultation
- Consulted with BIPOC in how to effectively present their stories at the consultation
- Advised City consultation planning group on racial equity processes, recommended panel members and informed the criteria for anti-racism advisory committee members

### **Principles for a Preferred Future of Governance**

- Developing principles of an equitable governance with the Institute for Community Prosperity, Mount Royal University

“Our experiences in Calgary are evidence of the overwhelming presence of systemic racism throughout this city. Racism exists and is insidious within the foundations of a city we love and call home. It has limited my career and caused trauma in my children.”

~Participant from Public Consultation on Anti-Racism



# Hailstorm 2020

On 13 June 2020, northeast Calgary was devastated with a catastrophic hail and rainstorm that caused substantial damage to public and private infrastructure including businesses, homes, and automobiles. The City's Climate Change Resilience Strategy looks to implement risk management measures to reduce the impact of extreme weather events and climatic changes on infrastructure and services (adaptation)



*The City of Calgary was better prepared for this shock by identifying these outcomes in the strategy*

**Outcome 2A:** Outcome 2A Calgary institutions include ESCs in decision making and democratic processes

**Outcome 3A:** Calgarians are aware of our key natural infrastructure and its role in providing community benefits.

## *Resilience Supportive Actions*

### **Accelerated Permitting**

- Immediately approve and support any building, demolition or development permits related to the severe event

### **Development and building industry stakeholders engagement**

- Supporting a comprehensive examination of building and planning standards including building codes and material standards for more climate resilient, sustainable, and affordable

### **Community Risk Profiles and Cultural Competence**

- Supporting development of culturally appropriate engagement strategies based on community risk profile

“Winter is coming. How do you feel? How do Calgarians feel to see communities like this damaged in our city, and after four months they have not seen the uptake in repairs?”

~Ward 5 Councilor, George Chahal

# Economic Recession / Downturn

The Calgary economy has experienced adverse impacts from three shocks:

1. The impacts of decreased oil and gas activity and organizational downsizing prompted a sharp drop in the property values of downtown office buildings and led to a shift in nonresidential property.
2. Supply shock due to a global oil supply glut as a few oil-producing countries struggle for market share. It compressed oil prices and the oil industry profitability suffered.
3. Chronic demand shock: decreased demand for many goods and services is causing adverse impacts on businesses and workers that provide the goods and services, especially the travel and tourism-related sectors.

*The City of Calgary was better prepared for this shock by identifying these outcomes in the strategy*

**Outcome S.1:** Deliver a Calgary Foresight Planning Method

**Outcome 1D:** Calgary is able to coordinate efficiencies, levers and incentives to grow and attract business

**Outcome 2D:** Calgary institutions invest in equitable economic development

**Outcome 3C:** Calgarians are supported through strategic investment in natural infrastructure

**Outcome 4B:** Calgary services are supported by shock and stress resilient watershed systems



"It's going to take a lot of growth, maybe a few years of growth, to absorb all of that excess labour and make sure everyone finds jobs. So, it's going to take us a while and we don't think we're going to be back into single digits probably until 2022 or even later,"  
~ATB Financial chief economist Todd Hirsch



## *Resilience Supportive Actions*

### **Municipal Stimulus Program**

- Coordinated and successfully applied for \$152.8 million of stimulus funding to support job creation and contribute to economic recovery.
- Applied a resilience lens to score potential investments for submission

### **Future Focused Calgary**

- Dedicated meetings were hosted to identify the signals of change that are most impactful to small and medium enterprise businesses in Calgary.
- Signals of change were shared with the Business-Friendly Task Force and Business Improvement Area (BIA) leaders

### **Economic Resilience Task force**

- Short-term emergency financial aid priorities shift to establishing medium and long-term resilience for The City and community, leveraging the Resilient Calgary strategy.
- Use diagnostic work on economic shocks and stressors to screen and evaluate approvals moving forward.

### **Downtown Flood Barriers**

- The Downtown barrier is one of several community level flood barriers projects that are currently underway with funding support of the Province. Upon completion, it will greatly increase the resilience of Calgary's downtown economic core by providing protection from another 2013-level flood.



# Climate Change

Climate change, driven by the continued rise in anthropogenic greenhouse gas emissions, is impacting every facet of human society; from the built environment, the natural environment, and human well-being to our interconnected socio-economic systems. Global and local stresses and shocks related to climate change were witnessed in 2020 and will continue to occur with increasing frequency and severity into the future.



*The City of Calgary was better prepared for this shock by identifying these outcomes in the strategy*

**Outcome 1A:** Calgary's workforce is ready for emerging economies

**Outcome 1D:** Calgary is able to coordinate efficiencies, levers and incentives to grow and attract business.

**Outcome 2D:** Calgary institutions invest in equitable economic development.

**Outcome 3A:** Calgarians are aware of our key natural infrastructure and its role in providing community benefits.

**Outcome 3B:** Calgarians are supported through sound analysis of natural infrastructure value that informs decision-making.

**Outcome 3C:** Calgarians are supported through strategic investment in natural infrastructure.

**Outcome 4A:** Calgary infrastructure investment is strategic, coordinated and future-focused.

**Outcome 4B:** Calgary services are supported by shock and stress resilient watershed systems.

"We have a situation with climate change which will involve every country in the world and from which we can't self-isolate."  
~Mark Carney



## *Resilience Supportive Actions*

### **Natural Infrastructure Awareness and Policy Alignment**

Natural infrastructure can mitigate greenhouse gas emissions by absorbing carbon dioxide and reduce climate risk through environmental adaptation. Services provided include flood protection, water purification, urban heat island reduction and community open space.

Presentations describing how nature-based solutions can address climate risk were delivered to hundreds of participants. Natural Infrastructure language was included in The Next20 update and the Regional Growth Strategy as a tool for climate adaptation

### **Community Climate Risk Assessment**

Climate change impacts will affect equity seeking communities (ESC) most strongly. Climate resilience efforts (from insurance costs and resilient materials to energy efficiency) can be directed to better protect the most vulnerable from climate risk.

A Community Climate Risk Assessment will detail communities in Calgary that are most vulnerable to the impacts of key climate hazards. This information can then be leveraged to improve outcomes for ESC through policy, programs, and education.

### **Corporate Infrastructure Climate Lens Assessment**

Civic infrastructure must be able to withstand a future climate that is more volatile than in the past.

A process has been developed to assess corporate infrastructure projects for greenhouse gas emission reductions and climate risk. This supports a low-carbon, diversified economy that attracts investment, and building infrastructure that is future-ready.

### **Water Resources**

Water Utilities action areas including flood and drought resilience, water efficiency and source water protection contribute to managing critical operations and supporting customers that may be impacted in a changing climate.

Since the 2013 flood, steps have been taken to reduce Calgary's exposure to flood damage with support from Provincial and Federal funding. These actions have reduced our flood risk by about 50%.

Our future climate is being considered in new land use and development policies and tools.

Proactive investments in source water protection will contribute to maintaining and enhancing the resiliency of drinking water supplies.



# Unpredictable, Unstable and Insufficient Funding Structures Threaten Infrastructure Gap

Certainty contributes to better infrastructure planning, however many of the City of Calgary's funding structures have recently been reduced or eliminated at the same time as Calgarians are dealing with the downturn in Oil & Gas and economic implications of COVID-19.



PFC2021-0429 Attachment 2  
ICS: Unrestricted

*The City of Calgary was better prepared for this shock by identifying these outcomes in the strategy*

**Outcome 4A:** Calgary infrastructure investment is strategic, coordinated and future focused

**Outcome 4B:** Calgary services are supported by shock and stress resilient watershed systems

## *Resilience Supported Actions*

### **Securing Alternative Funding Structures**

- Seeking Public Private Partnerships (P3)
- Ongoing discussions with Canada Infrastructure Bank
- Innovative financing solutions

### **Rebalancing the Capital Portfolio**

- Least harm approach taken to identify reductions necessary to meet reducing funding

### **Used a resilience lens to score potential investments for the Municipal Stimulus Program**

- Criteria included contribution to a resilient city, facilitating equitable service, etc.

### **City of Calgary response to the Government of Alberta on the Alberta Infrastructure Act and 20-Year Strategic Capital Plan**

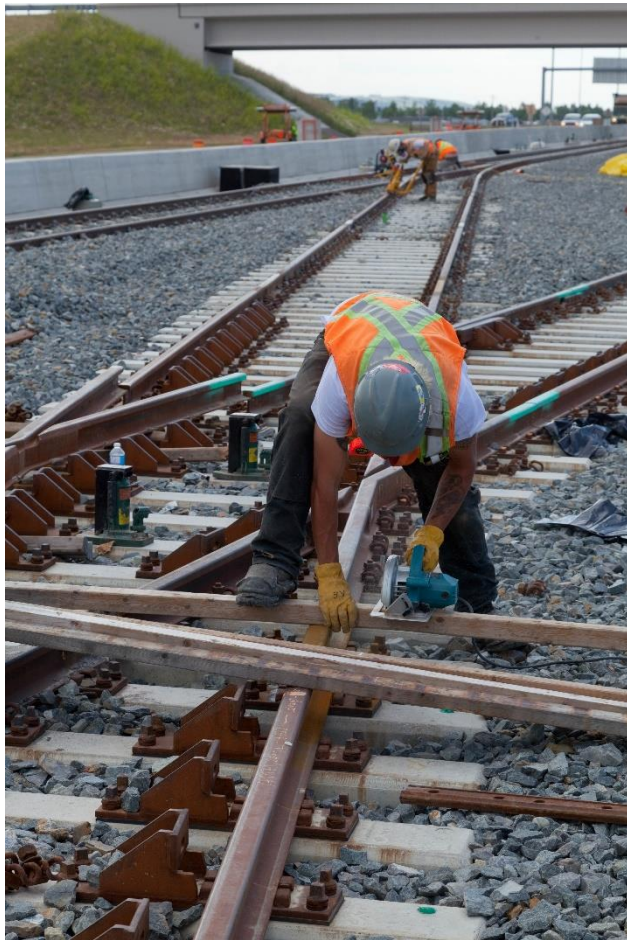
- Provided recommendations for best practices in Capital Planning Governance, capital prioritization criteria, future trends.

"...municipalities will be left behind from an inflationary perspective," states the letter signed by Calgary Mayor Naheed Nenshi and Edmonton Mayor Don Iversen as well as the presidents of the Rural Municipalities of Alberta and the Alberta Urban Municipalities Association on proposed changes under the Local Government Fiscal Framework Act.



# Rethinking Infrastructure for a COVID-19 and Post-COVID World

COVID-19 could change the way cities look and operate, how infrastructure is used or pivoted to new uses, and even what is considered essential.



PFC2021-0429 Attachment 2  
ICS: Unrestricted

*The City of Calgary was better prepared for this shock by identifying these outcomes in the strategy*

**Outcome 4A:** Calgary infrastructure investment is strategic, coordinated and future focused

**Outcome 4B:** Calgary services are supported by shock and stress resilient watershed systems

## *Resilience Supportive Actions*

### **Future Focused Calgary**

- Strategic Foresight initiative to identify the complex range of changes that have the potential to impact the future of Calgary in the next 15 years; identify high-level actions to mitigate risk, and to build strategic foresight capacity in the organization

### **Developing Resilience Dividend to strengthen the resilience lens used to prioritize infrastructure investments**

- Make every dollar invested in infrastructure do more “work” by insisting on multi-functionality
- Infrastructure investment and equity seeking communities
- Recognize the relation between built networks and shared living environments

### **Infrastructure Status Report**

- 2021 publication to include Natural Infrastructure for the first time

### **Employee Support and Service Delivery Task Force (ESSD), Economic Resilience Task Force, Downtown Strategy**

- Resilience support provided

“...Over the short and long term, certain aspects of city life will shift,” said Rachel MacCleery, senior vice-president at the Urban Land Institute, a city planning think-tank in Washington, D.C., from the use of streets and transit to the design of spaces inside buildings.

# Resilient Calgary Strategy

## Looking Forward

As Cities face increasingly volatile, uncertain, complex and ambiguous futures, Resilience activities such as horizon-scanning and capacity and awareness building will ensure we are identifying opportunities, risks and gaps.

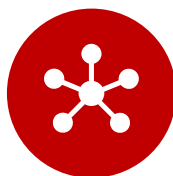
As we further implement our Resilient Calgary strategy, we will integrate equity, economic diversification and climate change to inform all Corporate decision making.

We are excited about the work ahead as we contribute to organizational learning, provide timely information for decision makers, and foster collaboration between key stakeholders.

Lastly, as a team we will continually demonstrate the qualities of resilience and advocate for them in our organization and in Calgary.



Reflective



Resourceful / Connected



Diverse



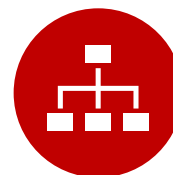
Flexible



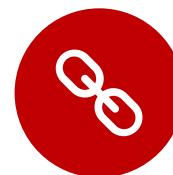
Inclusive



Integrated



Redundant



Robust  
Yet Able to Fail Safely

## Resilient Roofing Rebate Program

### RECOMMENDATION(S):

That the Priorities and Finance Committee recommend that Council:

1. Approve \$2.175 million from the Fiscal Stability Reserve investment income for one time operating budget to fund year one of the Resilient Roofing Rebate Program.
2. Approve the Resilient Roofing Rebate Program as identified in Attachment 2, and direct Calgary Building Services to return to Priorities and Finance Committee no later than Q2 2022 with a monitoring report on the program's progress, lessons learned, and approach for the subsequent years of the program.

### HIGHLIGHTS

- In response to Notice of Motion PFC2020-0828 *Disaster Relief and Mitigation*, Calgary Building Services had prioritized a suite of actions with external and internal stakeholders that will assist in the mitigation of damage to buildings from severe weather events in Calgary, and as a result build a more resilient city. One of those actions was to develop a resilient roofing rebate program which is detailed in this report.
- What does this mean to Calgarians? This rebate program will support Calgarians in building a more resilient city.
- Why does this matter? A resilient roof will help Calgarians build a more resilient city, reduce long-term costs, increase property protection and personal safety, and reduce stress and social impacts related to building repairs.
- This rebate program is a phased, three-year program that will provide eligible homeowners with a \$3,000 fixed rebate for installing resilient roofing. The program will support up to a maximum of 660 homes in Calgary in year one. \$175,000 of the funding will be used in year one for the educational campaign to increase awareness of environmental hazards, promotion of resilient roofing practices and materials, and the administration of the program.
- The lessons learned from year one will inform the approach for the second and third years of the program.
- Council approved the proposed resilient roofing rebate program in principle at the 2021 March 22 Combined Meeting of Council and directed Administration to return with full details to the Priorities and Finance Committee in 2021 April.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included as Attachment 1.

### DISCUSSION

In response to Notice of Motion PFC2020-0828 *Disaster Relief and Mitigation*, Calgary Building Services has prioritized a suite of actions with external and internal stakeholders that will assist in the mitigation of damage to buildings from severe weather events in Calgary; and therefore, build a more resilient city. Details can be found under report PFC2021-0194 *Mitigating the Impacts of Severe Weather Events in Calgary*. One of those actions was to develop a resilient roofing rebate program.

Calgary Building Services is requesting \$2.175 million from the Fiscal Stability Reserve investment income for one time operating budget to fund year one of the Resilient Roofing Rebate Program. \$2 million will be for the roofing rebate, (which has the potential to support up

## **Resilient Roofing Rebate Program**

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to 660 homes in the first year), and \$175,000 will be for the educational campaign and to administer the program. The program will be phased over three years and will provide eligible homeowners with a \$3,000 fixed rebate for installing resilient roofing. Calgary Building Services intends to encourage the insurance providers to match this rebate program, as one of the mitigation actions identified in PFC2021-0194 *Mitigating the Impacts of Severe Weather Events in Calgary* was to explore additional insurance incentives for using resilient materials on homes.

At the direction of Council, following the approval of PFC2021-0194 *Mitigating the Impacts of Severe Weather Events in Calgary*, the Mayor wrote a letter to the Premier, requesting that the provincial government match The City's financial commitment to this program. Administration will continue to pursue this request with the provincial government.

The purpose of the program is to educate Calgarians on the benefits of resilient roofing materials and to support Calgarians in building a more resilient city against environmental risks by:

1. Encouraging the installation of resilient roofing materials to limit the damage to property and potential increase of insurance premiums,
2. Educating homeowners and industry on the value of resilient materials and roofing best practices,
3. Creating a sample group of more resilient properties to inform and support additional insurance incentives, and
4. Influencing the growth in demand for higher standards of materials and practices to drive down costs.

The program will begin on 2021 June 1 and will be rolled out as follows:

### **Year 1: Rehabilitation/Repair**

- *Group A (until the end of 2021):*  
For eligible homeowners impacted by the 2020 hailstorms.
- *Group B (starting 2022):*  
Eligible existing homes.

### **Year 2: Resilience of existing homes**

- Eligible existing homes.

### **Year 3: Resilience of homes**

- Eligible new and existing homes.

Eligibility will be for full roof replacements (Year 1 and Year 2 of the program) or new roofs (Year 3) using a Class 4 rated shingle on single family homes, semi-detached homes, or duplexes, which are installed by an approved roofing contractor and certified installer. Applications will be accepted for resilient roof replacement costs incurred as of 2020 June 13. Homeowners who have already replaced their roofs prior to the start of this program may still qualify for the rebate retroactively. Please see Attachment 2 for full details on the eligibility criteria and application requirements.

Year one of the program will contain a stage gate process to provide answers to the unknowns and to manage the risks. The program will be monitored and reviewed by Administration on an ongoing basis. Calgary Building Services will return to the Priorities and Finance Committee

**Planning & Development Report to  
Priorities and Finance Committee  
2021 April 27**

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## **Resilient Roofing Rebate Program**

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within the first year of the program to report back on the progress, lessons learned, and recommendations which may inform the approach for the second and third years of the program.

The success of year one of the program will be measured on the following:

- Building awareness: at least 200 participants at each of the resilient roofing webinars.
- Increased public interest: average of 100 website visits per week on resilient roofing.
- Usage: rebate awarded to 500 homes by the end of year one of the program.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

Engagement work is ongoing with external and internal stakeholders.

### **IMPLICATIONS**

#### **Social**

Repairing buildings after severe weather events resulting in damage is a source of considerable stress for citizens. The time to assess and action repairs, manage financial costs, and the potential disruption of daily schedules all negatively impact the long-term social wellbeing of communities.

#### **Environmental**

Reducing the need for repairs after severe weather events has several positive environmental benefits, including reducing the release of embodied Greenhouse Gas (GHG) in construction materials, and operational GHG reductions in shipping, material handling, and installation as identified in the Climate Resiliency Strategy. Avoided repairs also reduces landfill waste generation.

#### **Economic**

Reducing repair after severe weather events has positive impacts for the economy; homeowners would benefit tremendously from avoided costs related to repairs (including uninsured losses), avoided lost wages and productivity, and potential reductions in insurance premiums. As the rebate program would be applicable to all districts in Calgary by the third year, there is also economic benefits and resiliency in avoiding damages incurred from storms.

### **Service and Financial Implications**

#### **Other:**

\$2.175 million

Calgary Building Services is requesting \$2.175 million from the Fiscal Stability Reserve

**Planning & Development Report to  
Priorities and Finance Committee  
2021 April 27**

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## **Resilient Roofing Rebate Program**

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investment income for one time operating budget to fund year one of the Resilient Roofing Rebate Program.

- \$2 million will be for the roofing rebates, up to a maximum of 660 homes, based on the following:
  - Eligible homes in Calgary are estimated at 320,000
  - Average number of roof replacements per year is estimated at 7% or 22,000 rooftops
  - Estimated number of homes upgrading to resilient roofing in year one would be 3% or 660 roofs
- \$175,000 for the educational campaign to increase awareness of environmental hazards, promotion of resilient roofing practices and materials, and the administration of the program.

Any unused funds by the end of the program will be transferred back to the Fiscal Stability Reserve.

### **RISK**

A number of risks have been identified:

- Participation levels will be strongly affected by what insurance providers offer for incentives.
- Rebate amount may not fully fund an upgrade to resilient material; therefore, we risk not capturing a segment of the population who do not have the means to upgrade to resilient materials.
- Negative public reaction to the rebate program and funding source during this economic time.
- Demand exceeds the allotted \$2 million in year one.

### **ATTACHMENT(S)**

1. Previous Council Direction, Background
2. Resilient Roofing Rebate Program

### **Department Circulation**

Stuart Dalglish	Planning and Development	Approve
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## Previous Council Direction and Background

### Previous Council Direction

The *Mitigating the Impacts of Severe Weather Events in Calgary* (PFC2021-0194) report, in response to Notice of Motion PFC2020-0828 *Disaster Relief and Mitigation*, was approved at the 2021 March 22 Combined Meeting of Council with the following.

1. Approve Administration's severe hail weather strategies and actions as identified in Attachment 2.
2. Approve the proposed resilient roofing rebate program in principle and direct Administration to return with full details to PFC in 2021 April.
3. Request that the Mayor write a letter to the Province of Alberta requesting funding to support the proposed resilient roofing rebate program; and a second letter to the Minister of Alberta Municipal Affairs seeking support for proposed code changes to roofing and siding materials in hail-prone areas.

### Background

Because of the visibility of the damage from the 2020 June 13 hail event, it is often assumed that the majority of the damage was done to exterior walls of homes, when in fact, the greatest damage in terms of dollars was to the roofs. Of the \$1.4 billion in damages, \$800 million of the damage was on roofs.

Notice of Motion PFC2020-0828 *Disaster Relief and Mitigation* directed Administration to engage with development and building industry stakeholders to identify mitigation actions that will increase resiliency of residential buildings to severe weather events in Calgary, with the focus largely on exterior building components. Through the review of the information with stakeholders, hail was identified as the most immediate threat to residential buildings in Calgary; therefore, actions related to hail will be accelerated for immediate implementation, such as: education for citizens/stakeholders/City Administration, exploring the resilient roof rebate program, exploring additional incentives with the insurance industry, advocacy of code change requests with the province, and policy review.



# Resilient Roofing Rebate Program

## Terms and Conditions

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The Resilient Roofing Rebate is a phased, three-year City of Calgary rebate program that will provide eligible homeowners with a \$3,000 fixed rebate for installing resilient roofing.

### Purpose

The purpose of the program is to educate Calgarians on the benefits of resilient roofing materials and to support Calgarians in building a more resilient city against environmental risks.

### Benefit provided

1. Encourages the installation of resilient roofing materials to limit the damage to property and potential of increasing insurance premiums
2. Educates homeowners and industry on the value of resilient materials and roofing best practices
3. Creates a sample group of more resilient properties to inform and support additional insurance incentives
4. Influences the growth in demand for higher standards of materials and practices to drive down costs

### Eligibility

**Program rollout:** The rebate program will begin on 2021 June 1 and will be rolled out as follows:

#### Year 1: Rehabilitation/Repair

- *Group A (June 1 – December 31, 2021):*  
For eligible homeowners impacted by the 2020 hailstorms
- *Group B (January 1 – May 31, 2022):*  
Eligible existing homes

#### Who can apply?

- Owners of eligible properties, or authorized agent of the owner
- Owners in good standing on property tax roll

#### Year 2: Resilience of existing homes

- Eligible existing homes

#### Year 3: Resilience of homes

- Eligible new and existing homes

**Eligible properties:** Eligibility will be determined by The City of Calgary through review of the completed application form, and applications will be accepted and awarded on a first-come, first-served basis.

- Property must be located within Calgary's city limits
- Dwelling types: Single family, semi-detached, or duplex properties
- Full roof replacement (Year 1 and Year 2 of the program) or new roof (Year 3) using a material with a UL or FM Class 4 rating
- Roof installation must be completed by an approved contractor and certified installer
- Roof installation must comply with the **Resilient Roofing Installation Checklist** (best practices and acceptable materials)
- Applicants can apply for more than one property provided they have proof of ownership

- One rebate per property, applicable to the primary dwelling only
- Homeowners may request conditional rebate pre-approval from The City prior to roof replacement to ensure eligibility; conditional approvals will expire after 90 days

**Ineligible properties:**

- Accessory buildings (eg. detached garage or shed)
- Condominiums, co-ops, rowhouses, townhouses, multi-unit residential buildings, mixed-used buildings, and commercial buildings
- Partial roof replacements/repair or roofing accessories
- Properties with a tax recovery notification registered on title

**Procedures**

All rebate applications must include the following:

- Completed application form submitted by email to [ResilientRoofingRebate@Calgary.ca](mailto:ResilientRoofingRebate@Calgary.ca)
- Applications will be accepted for resilient roof replacement costs incurred by any hailstorm in 2020
- Proof of roof installation purchase is required
- Resilient roof installation details, including contractor and roofing material information are required to complete the pre-approval, and rebate application
- For roof replacement costs incurred between 2020 June 13 and 2021 June 1, homeowners may qualify by having their roof inspected by an approved roofing contractor (The City will cover \$300 of that inspection in addition to the roofing rebate) to verify the proper installation of resilient materials; an inspection report and proof of purchase is required
- Year 1 Group A applicants must provide record of insurance claim from 2020 hail damage or similar documentation of 2020 storm related damages
- Rebates will be issued by cheque to the property owner
- If there are outstanding taxes from 2020 or prior, the rebate will be applied towards the property tax account and applicable penalties will be applied to the property tax per [Penalty Bylaw 8M2002](#), otherwise, the rebate will be issued towards the property owner
- The City will issue a formal participation letter to the property owner to provide to their insurance company for potential insurance premium reductions

**Rebate funding**

Year 1 of the rebate will be funded through an allocation of \$2.175 million from the Fiscal Stability Reserve investment income for one time operating budget:

- \$2 million for rebates, supporting up to a maximum of 660 homes, based on the following:
  - Eligible homes in Calgary are estimated at 320,000
  - Average number of roof replacements per year is estimated at 7% or 22,000 rooftops
  - Estimated number of homes upgrading to resilient roofing in Year 1 would be 3% or 660 roofs

- \$175,000 for the educational campaign to increase awareness of environmental hazards, promotion of resilient roofing practices and materials, and the administration of the program

## Accountability and Monitoring

Year 1 of the program will contain a stage gate process to provide answers to the unknowns and to manage the risks. The program fund will be monitored by a program administrator on an ongoing basis and reviewed monthly by the Director of Calgary Building Services. A quarterly report will be prepared and reviewed by the General Manager of Planning & Development. Administration will return to the Priorities & Finance Committee and Council within the first year of the rebate program to report back on the progress, lessons learned, and recommendations which may inform the approach for the second and third years of the program, which is scalable.

Administration will also continue to work with the provincial government on matching The City's financial commitment to this program.

**Program Success:** The success of the program will be measured on the following:

- Building awareness: at least 200 participants at each of the resilient roofing webinars
- Increased public interest: average of 100 website visits per week on resilient roofing
- Usage: rebate awarded to 500 homes by the end of year one of the program

## Frequently Asked Questions

### 1. What will happen to any remaining money from the program?

Within Year 1 of the program, Administration will return to the Priorities & Finance Committee and Council to assess the approach for the second and third years of the program. By the end of the program, any remaining funds will be transferred back to the Fiscal Stability Reserve.

### 2. Can both homeowners apply for the rebate on a semi-detached home?

Yes, both owners of a semi-detached home are eligible to apply for the rebate so long as the entire roof was replaced or constructed (Year 3) in accordance with the program.

### 3. Who is an approved roofing contractor? How do I find a certified installer?

Approved roofing contractors must be a member of either the Alberta Roofing Contractors Association (ARCA) or the Alberta Allied Roofing Association (AARA) and must have a valid business licence to operate in Calgary. Certified installers must have completed training offered by the manufacturer for the product being installed and are required to indicate such on their portion of the application form. Both ARCA & AARA have roofing contractors listed on their websites.

### 4. Does the program apply only to asphalt shingles?

Any resilient material with a Class 4 rating from either UL2218 (Underwriters Laboratories Inc.) or FM4473 (Factory Mutual Approvals) are eligible, including clay tiles, asphalt shingles, metal, rubber, etc - so long as they are Class 4 impact rated.

### 5. Why are rowhouses/townhouses ineligible for the rebate?

Clarity of ownership. Condominium Boards are often responsible for the replacement roofs and not individual owners.

### 6. Can someone receive the rebate for their property more than once in the three years?

No. This is a one-time rebate.





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**Post-Pandemic Economic Recovery**

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**RECOMMENDATIONS:**

That the Priorities and Finance Committee, Direct Administration:

1. Through the Service Owner Network, to track progress on Calgary's post-pandemic economic recovery support, including communication with the broader Calgary community;
2. To report on economic recovery progress, including benefits realized, every six months starting with a 2021 November update; and
3. To incorporate concluding recommendations of the Economic Resilience Task Force (ERTF) in the 2021 November update.

**HIGHLIGHTS**

- By 2021 February, there was significant depth, breadth and variety to The City of Calgary's (The City's) plans, programs and initiatives supporting Calgary's economic recovery. Future updates to the Priorities and Finance Committee (PFC) would assess the success of these efforts in supporting a return to strong and sustained economic growth.
- The coronavirus pandemic led to lower aggregate demand for goods and services, the deepest recession in 34 years of uniformly reported data, and adverse impacts on Calgary businesses and the workforce.
- Many enterprises in the Calgary business community are facing financial vulnerability and the risk of business closures. Similarly, Calgary residents are tackling job losses and associated insecurity.
- Short-term or temporary relief and stimulus measures by all orders of government have provided only a buffer with numerous economic indicators below pre-pandemic levels by the end of 2021 Q1.
- Investments, Innovation and Jobs – are three opportunity channels for supporting post-pandemic economic recovery and growth through municipalities where The City is active.
- There were 63 City-specific plans, programs and initiatives in five categories using these channels to address the profound economic challenges at the end of 2021 February.
- These activities are at various stages of progress. Some approved activities are yet to commence, a few may be facing challenges, and many others are advancing progressively.
- The activities include four programs recommended by the Council directed Economic Resilience Task Force (ERTF).
- Through semi-annual Priorities and Finance Committee updates, City Administration would assess progress and identify enhancements for effectiveness and success.
- There is Strategic Alignment with the 'Prosperous City' Citizen Priority.
- Background and Previous Council Direction is available in Attachment 1.

**DISCUSSION**

Calgary's sluggish economic growth in recent years turned into a deep recession last year. By 2020, economic activity (measured by the Gross Domestic Product (GDP)) was set back to a pre-2014 level. Public health restrictions, targeted at slowing the spread of the coronavirus, led to lower aggregate demand for goods and services. The result was adverse impacts on businesses

## **Post-Pandemic Economic Recovery**

and the workforce that supports providing the goods and services. Today, the Calgary business community and residents are facing:

- Heightened level of financial vulnerability: A steady decline in Calgary region business insolvency filings from 2011 to 2015 got disrupted by structural change due to the 2015-16 Calgary recession. Not only have filings for insolvency increased, but there is also a significant increase in the magnitude of financial vulnerability. At the insolvency filing, net liabilities increased from a decade-long low of \$71 million in 2013 to \$1.02 billion in 2019.
- Substantial drop in business enterprises: The number of businesses with employees operating in the city declined from 53,603 in 2015 (peak) to 51,696 in 2020. Medium-sized enterprises and large firms got hit harder than small businesses and micro-enterprises primarily in five industries: (a.) professional, scientific and technical services; (b.) construction; (c.) mining, quarrying, oil and gas extraction; (d.) business, building and other support services; and (e.) finance, insurance, real estate and leasing.
- Significant job losses and declining job market fortunes: At 11.7 per cent, the Calgary region's 2020 unemployment rate is the highest in 34 years of uniformly reported data. 110,400 Calgarians were willing to work and searching for work but unable to find jobs in 2020. That's 26,200 more unemployed than at any time in Calgary's history. Temporary extensions to unemployment insurance and other relief measures served as a buffer for many Calgarians.

Strong municipal government efforts are a consistent feature of successful attempts at powering economic progress from deep recessions. Three opportunity channels for supporting post-pandemic economic recovery and growth are available to municipalities. They are, in descending order of the ability of municipal authorities to directly influence changes, the following:

- I. Investment: direct infrastructure investment is beneficial because each dollar of municipal government capital spending yields more than one unit of economic growth. Government spending and tax relief are indirectly beneficial when it supports private sector investment.
- II. Innovation: municipal policies could encourage innovation and higher productivity to indirectly spur advances in production techniques, knowledge, and the efficient provision of goods and services.
- III. Jobs: municipalities can implore post-secondary institutions and provincial government authorities to address the shifts in skills for the evolving economy and the impact of an ageing workforce on the pool of available skills and talent.

Recently, and through support from the Service Owner Network, City Administration completed an inventory of the volume of ongoing post-pandemic economic recovery activities. The outcome is a list of 63 City-specific plans, programs and initiatives in five categories aligned with the opportunity channels at the end of 2021 February (Attachment 1). Many of the plans, programs and initiatives have strong support for economic recovery because it is their specific focus. Others have low or moderate support because economic recovery considerations are a by-product of the work. The five categories are:

1. Identifying necessary City-building investment
2. Enabling environment for business investment and innovation
3. Direct support for innovation in the business community
4. Investment in local community's economic wellbeing
5. Direct spending and Investment or taxpayer relief to spur the economy.

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## **Post-Pandemic Economic Recovery**

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This report focuses on City-specific post-pandemic recovery work. Response and recovery work is also underway through the investment of operating and capital funds and City-owned assets in partnerships. Through partnership, The City benefits from partners' knowledge and expertise and their ability to leverage and multiply The City's investment. Detailed information about Civic Partners program and services, including their current state, will be available as part of the *Civic Partner Annual Report* to the Standing Policy Committee on Community and Protective Services on 2021 May 27, and the Wholly Owned Subsidiaries annual general meetings to be held on 2021 June 15 and 2021 June 29. A full update on the implementation of - Calgary in the New Economy: An economic strategy for Calgary - will be presented by Calgary Economic Development to the Priorities and Finance Committee on 2021 May 18.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

The work on post-pandemic economic recovery includes two categories of stakeholder engagement. The first category allowed The City to receive external stakeholder perspectives through the ERTF. Many members engaged with others in the community to inform ERTF discussions. The second and still-ongoing category allows City Administration to gather details on economic recovery efforts underway through Civic partners.

Further engagement with the business community would leverage existing relationships established by the Business and Local Economy Team, including the Business Advisory Committee. Following Committee and Council review, there would be public communication of The City's post-pandemic economic recovery activities.

### **IMPLICATIONS**

#### **Social**

The recovery activities target aspects of the Social Wellbeing Policy:

- Meeting people's diverse needs, strengths and social realities (i.e. equity).
- Advancing an active and shared process to reconciliation through mutually respectful and beneficial relationships between indigenous and non-indigenous people.
- Supporting and growing culture in Calgary by providing an opportunity to express the broader Calgary society's unique identity.
- Preventing social issues and problems before they start.
- Improving our understanding of the needs in the Calgary society.

#### **Environmental**

The recovery activities target aspects of the Climate Resilience Strategy:

- Reducing community greenhouse gas (GHG) emissions in both the short and long term.
- Evaluating the effectiveness of GHG reduction using carbon abatement costs or investment associated with actions to reduce, avoid, or sequester GHG emissions.

## **Post-Pandemic Economic Recovery**

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- Limiting local environmental impacts by caring for the environment and promoting resilient neighbourhoods where residents connect and live active, healthy lifestyles.
- Advancing the low carbon economy through actions and partnerships that drive energy and GHG reductions and stimulate innovation, clean development and jobs.

### **Economic**

The activities target economic growth and aspects of the Calgary in the New Economy strategy:

- Increasing employment opportunities for Calgarians and contributing to the Calgary Region's economic growth.
- Increasing the ability to retain, develop, and attract talented and educated individuals and, by extension, increase the local supply of educated and talented individuals.
- Enhancing value creation (i.e. economic value added) through the activities.
- Enhancing opportunities for higher wealth across all segments of the population.

### **Service and Financial Implications**

#### **Other:**

The impact on The City's operating budget from all 63 activities is available in Council progress reporting. There are no specific operating budget requirements requested through this report. However, specific activities may require funding support. Council would receive updates on capital and operating (capital portion) budget changes as they arise.

### **RISK**

To mitigate further risk to the Calgary business community and workforce due to the coronavirus pandemic and adverse economic events, The City has identified numerous economic recovery activities. There is a substantial economic risk to The City if it does not provide adequate support for these activities and remains vulnerable to future economic stresses and shocks.

There is a capacity for change risk arising from the number of plans, programs and initiatives. There are many City staff involved. Some activities are approved but not started because of the workload on existing staff. Mitigation would require exploring alternative governance, resourcing, coordination, sequencing and execution approaches in a value-driven, more efficient manner.

There is a reputational risk to The City from not communicating efforts to support the economy, unlike other big Canadian cities. Provincial and federal government post-pandemic economic recovery objectives are outlined in the 2020 June Alberta Recovery Plan and the 2020 September Federal Speech from the Throne. Failure to outline the approach to supporting Calgary residents and businesses through the most severe recession in decades could generate political risks.

### **ATTACHMENTS**

1. Previous Council Direction, Background
2. Plans, Programs and Initiatives for Post-Pandemic Economic Recovery
3. Survey Findings on Oversight and Implementation Team Composition

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**Post-Pandemic Economic Recovery**

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Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Chief Financial Officer	Approve
Jennifer McMurtry	Customer Service & Communication	Consult





# Background

## Context

The global coronavirus pandemic declared on 2020 March 11 is Canada's second most deadly natural disaster in over 120 years. The death toll is second only to the 1918 Spanish Influenza. The negative impact extends beyond health and quality of life losses to include significant economic losses, social issues, and environmental impacts. Although this report's focus pertains to the economic impact, it does not mean that economic losses outweigh other impacts.

Calgary's sluggish economic growth in recent years turned into a deep recession last year. It was due to a coronavirus-induced lower demand for goods and services. Calgary experienced a significant decline in the Gross Domestic Product (GDP) from 2019 to 2020. It was due to restrictions to normal business activities targeted at slowing the spread of the virus. The result was adverse impacts on businesses and workers that support providing the goods and services.

Through past Council direction across multiple departments and the recommendations of the ERTF, City Administration is undertaking a significant body of work to support Calgary's post-pandemic economic recovery.

In 2021 February, and through support from the Service Owner Network, City Administration issued a survey to complete an inventory of the volume of ongoing post-pandemic economic recovery activities. The outcome is a list of 63 City-specific plans, programs and initiatives.

## Previous Council Direction

On 2018 November 14, C2018-1158 Council approved the One Calgary Service Plans and Budgets. Council direction on the 'Prosperous City' Citizen Priority confirmed that 'Calgary is open for business.' Council identified a prosperous and resilient economy as one of seven quality of life themes for Calgarians. The goal was to support making Calgary a great place to make a living and a great place to make a life.

On 2020 March 16, C2020-0390 Council approved the Economic Resilience Task Force (ERTF) as one of five Task Forces in the COVID-19 Corporate Governance structure. The mandate was to address Calgary's economic challenges and mitigate unfavourable impacts through recommendations. The recommendations would target economic resilience through coordinated response, recovery and resilience-building activities.





### Category 1



#### Identifying necessary City-Building Investment

1. Calgary's Greater Downtown Plan
2. Chinatown Local Area Plan
3. Municipal Development Plan/Calgary Transportation Plan Implementation
4. Modernized Community Planning
5. Chinook Blast
6. Resilience Strategy: Economic Resilience Workplan
7. Providing Incentives to Residential Development in the Downtown Core
8. Downtown Strategy
9. Field House Development & Conceptual Master Plan (Foothill Athletic Park & McMahon Stadium Lands)
10. Event Centre

### Category 2



#### Enabling Environment for Business Investment and Innovation

11. The Future of Stephen Avenue
12. Main Streets Program
13. Better Value for City Assets (ERTF Program)
14. City wide Environmental Strategy and Action Plan
15. Citywide Growth Strategy - Industrial
16. Subdivision and Development Regulation Setbacks, C2018-1337
17. Industry/City Collaboration Opportunities (including the Development Advisory Committee)

### Category 3



#### Direct Support for Innovation in Business Community

18. The 9-block Implementation
19. Living Labs
20. Film Friendly
21. Benefit Driven Procurement
22. Market-Led Procurement
23. Innovation through Public Procurement (ERTF Program)
24. Support Local Campaign
25. Green Investments and Financing (ERTF Program)
26. Financial Task Force Recommendations - Implementation
27. Minimizing Negative Impacts of Waste and Recycling Sites, PFC2021-0222
28. Renewed Land Use Bylaw
29. Enabling Streamlined Approvals – Change of Use and Renovation Exemption Area Pilot
30. City Tenant Relief Program
31. COFLEX Program
32. Business Improvement Area (BIA) Tax Relief Credit
33. Business Improvement Areas Governance, Strategic & Operational Support

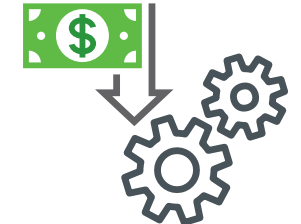
### Category 4



#### Investment in Local Community's Economic Wellbeing

34. City Festivals and Events
35. Bridging Digital Inequity
36. 5G Readiness
37. Youth and Community Spirit (ERTF Program)
38. Citywide Growth Strategy - Established Areas
39. Balancing Policy to Achieve Great Communities
40. BMO Expansion
41. Arts Commons Transformation Project
42. Chinatown Cultural Plan
55. Calgary Mental Health and Addiction Community Strategy and Action Plan
56. Calgary Commitment to Anti-Racism Notice of Motion
57. Fair Entry
58. Gender Equity, Diversity and Inclusion Strategy
59. City of Calgary Accessibility Strategy
60. Youth Employment Services offered through Youth Employment Centre
61. White Goose Flying Report related initiatives
62. Calgary Local Immigration Partnership Strategic Plan (CLIP)
63. Community Social Work Program – Community based economic development strategy

### Category 5




#### Direct Spending and Investment or Taxpayer Relief to Spur the Economy

43. Transportation Capital Project Review – Right-sizing & Standards Review
44. Long Range Financial Plan
45. Solutions for Achieving Value and Excellence (SAVE) Program
46. Infrastructure Investment Plans
47. Green Line
48. Municipal Stimulus Program (due to COVID-19)
49. Citywide Growth Strategy - New Communities
50. Phased Tax Program
51. Tax Deferral and Relief Work
52. Rapid Housing Initiative
53. Other Financial Relief
54. Arts and Culture Microgrant Program



Survey Findings on Oversight and Implementation Team Composition

		Identifying necessary City-Building Investment		Enabling Environment for Biz Investment & Innovation		Direct Support for Innovation in Businesses Community		Fostering Local Community's Economic well-being		Direct Spending, Investment & Tax Relief to Spur Economy	
		(A.) Downtown Focus	(B.) City Wide Focus	(C.) Optimal Distribution of Investment and Activity	(D.) Accessibility to and optimal use of Public Assets	(E.) Expanding the local business community	(F.) Business Retention (e.g. ongoing benefits from City spending)	(G.) Promoting Quality of Life	(H.) Addressing Inequities and Promoting Durable Economic Growth	(I.) Achieving Financial Sustainability	(J.) Spending and Investment to spur economic activity
Strategy and Oversight†	Related City Strategies	Downtown Strategy	City-wide Growth Strategy, The Guidebook for Great Communities, ImagineCalgary	City wide Environmental Strategy	City wide Growth Strategy - Industrial, Transit Oriented Development Implementation Strategy	Calgary in the New Economy	Resilient Calgary Strategy	Social Wellbeing Strategy, Climate Strategy, Winter City Strategy	Established Area Growth and Change Strategy (EAGCS), Community Economic Development Strategy	Business Plans and Budgets	New Community Growth Strategy (NCGS), Infrastructure Investment Strategy
	Administrative Stewards (i.e. Responsible and Approve)	Planning and Development GM	Planning and Development GM, Transportation GM, UEP GM, Community Services GM, CFO	Planning and Development GM, Transportation GM, UEP GM, Community Services GM, CFO	Planning and Development GM, Deputy City Manager's Office, CFO	Calgary Economic Development, Community Services GM	CMO (Business and Local Economy)	UEP GM, Community Services GM	Deputy City Manager's Office	Chief Financial Officer (CFO)	Deputy City Manager's Office, Green Line GM, CFO, Transportation GM, UEP GM, Community Services GM
	Council Committee	Planning and Urban Development (PUD) and Priorities and Finance Committee (PFC)	Planning and Urban Development (PUD)	Planning and Urban Development (PUD), Utilities and Corporate Services (UCS)	Utilities and Corporate Services (UCS), Planning and Urban Development (PUD)	Priorities and Finance Committee (PFC)	Priorities and Finance Committee (PFC), Planning and Urban Development (PUD)	Community and Protective Services (CPS), Planning and Urban Development (PUD)	Priorities and Finance Committee (PFC), Gas, Power and Telecommunications (GPT), Community and Protective Services (CPS)	Priorities and Finance Committee (PFC)	Priorities and Finance Committee (PFC)
City-Specific Plans, Programs and Initiatives	Citizen Priorities, City Plans, City Regulation and Council Recommendations (ensuring progress toward strategy)	(01) Greater Downtown Plan, (02) Chinatown Local Area Plan,	(03) MDP/CTP Implementation; (04) Modernized Community Planning	(14) City wide Environmental Strategy (Action Plan)	(17) Subdivision and development Regulation Setbacks (C2018-1337)	(26) Financial Task Force Recommendations, (29) Enabling Streamlined Approvals - Change of use and Renovation Exemption Area Pilot	(27) Minimizing Negative Impacts of Waste and Recycling Sites (PFC2021-0222), (28) Renewed Land Use Bylaw	(39) Balancing Policy to achieve Great Communities, (42) Chinatown Cultural Plan, (55) Community Action on Mental Health and Addiction Strategy and Action Plan	(38) City wide Growth Strategy - Established Areas, (56) Calgary Commitment to Anti-Racism Notice of Motion	(44) Long Range Financial Plan (LRFP)	(46) Infrastructure Investment Plans
	Traditional or Major Programs/ Initiatives	(08) Downtown Strategy Implementation, (10) Event Centre	(06) Resilience Strategy Implementation (Workplan), (09) Field House Development and Conceptual Master Plan.	(13) Industry/ City Collaboration Opportunities (including the Development Advisory Committee)	(11) Future of Stephen Avenue, (12) Main Streets Program, (16) City wide Growth Strategy - Industrial (Implementation)	(19) Living Labs, (20) Film Friendly, Partnerships (e.g. Platform Calgary), Living Labs, Film Friendly	(21) Benefit Driven Procurement, (22) Market-Led Procurement Proposals; (33) BIA Governance, Strategic & Operational Support	(34) City Festivals and Events, (40) BMO Expansion, (41) Arts Commons Transformation Project, (59) City of Calgary Accessibility Strategy related initiatives, (63) Community Social Work Program	(35) Bridging Digital Inequity, (36) 5G Readiness, (57) Fair Entry, (60) Youth Employment Services, (61) White Goose Flying Report related initiatives, (62) Calgary Local Immigration Partnership related initiatives	(45) Solutions for Achieving Value and Excellence (SAVE) Program, (50) Phased Tax Program	(43) Transportation Capital Project Review - Right sizing & Standards Review, (47) Green Line, (49) City wide Growth Strategy - New Communities, (52) Rapid Housing Initiative; (53) Arts and Culture Microgrant Program
	*New* Initiatives (to achieve economic recovery goals during and post-pandemic)	(05) Chinook Blast Implementation; (07) Providing incentives to Residential Development in Downtown			(13) Better Value for City Assets Program (ERTF)	(18) The 9-block implementation	(23) Innovation through Public Procurement (ERTF), (24) Buy Local Campaign, (25) Green Investments and Financing (ERTF); (30) City Tenant Relief Program; (31) COFLEX Program; (32) BIA Tax Relief Credit		(37) Youth and Community Spirit Program (ERTF), (58) Gender Equity, Diversity and Inclusion Strategy Implementation	(51) Tax Deferral and Relief Work, (53) Other Financial Relief	(48) Municipal Stimulus Program (due to COVID-19)
Governance and Implementation Teams	List of Working Groups directing implementation (with External members)	(a.) Downtown Strategy Leadership Team, (b.) Greater Downtown Plan Stakeholder Advisory Group	(a.) CMLC, (b.) University of Calgary, Sport Calgary, CMLC, McMahon Stadium Society (for Field House)	(a.) Developer Advisory Committee	(a.) Calgary Downtown Association (Future of Stephen Avenue), (b.) Community Associations (Main Streets), (c.) Economic Resilience Task Force (ERTF)	(a.) Real Estate Working Group, (b.) Financial Task Force Steering Committee, (c.) Calgary Economic Development, Platform Innovation, and Rainforest Alberta	(a.) Business Advisory Committee, (b.) Economic Resilience Task Force, (c.) Business and Local Economy Steering Committee, (d.) BIA Board of Directors, (e.) Climate Panel, (f.) Low Carbon Finance Advisory Group	(a.) Developer Advisory Committee, (b.) Tomorrow's Chinatown Advisory Group, (c.) Community Action on Mental Health and Addiction Stewardship Group, (d.) City Festivals and Events Steering Committee, (e.) Calgary Exhibition and Stampede, (f.) CMLC, (g.) Arts Commons Advisory Committee, (h.) Advisory Committee on Accessibility (ACA)	(a.) EAGCS Advisory Group, (b.) Vibrant Communities Calgary, (c.) Calgary Public Library, (d.) Economic Resilience Task Force (ERTF), (e.) Social Wellbeing Advisory Committee, (f) Calgary Aboriginal Urban Affairs Committee, (g) Calgary Local Immigration Partnership (CLIP) Council	(a.) Long Range Financial Plan - External Peer Reviewers, (b.) Real Estate Working Group, (c.) Financial Task Force Steering Committee, (d.) Economic Resilience Task Force	(a.) Green Line Board, (b.) Community Initiated Public Art Selection Committee, (c.) Artist Initiated Public Art Selection Committee, (d.) Festival and Event Advisory Committee
	List of Working Groups directing implementation (with only internal members)	(a.) Downtown Strategy Working Group, (b.) Greater Downtown Plan Steering and Technical Committees	(a.) MDP/CTP 20 Team, (b.) Local Area Plan Working Groups/ Technical Advisory Committees	(a.) ELT	(a.) Future of Stephen Avenue Steering Committee (asset owners) and Advisory Committee, (b.) Main Streets Program Steering Committee, (c.) ERTF Implementation Network	(a) Financial Task Force Advisory and Technical Committees	(a) Benefit Driven Advisory Task Force, (b) ERTF Implementation Network	(a.) Balancing Policy Steering Committee, (b.) Chinatown Corporate Alignment Program Team, (c.) Community Action on Mental Health and Addiction Implementation Teams (to be convened in 2021), (d.) Festival and Event Advisory Committee, (e.) Interdepartmental Event Team, (f.) Emergency Response Plan Review Team	(a.) EAGCS Working Groups - CIT, Utilities, and Market Trends, (b.) DTS, (c.) DIGC, (d.) GMSGC, (e.) ERTF Implementation Network Team, (f.) Digital Inequity Working Team, (g.) 5G Readiness Steering Committee, (h.) Gender Equity, Diversity and Inclusion Subcommittee of the Social Wellbeing Advisory Committee	(a.) Long Range Financial Plan Steering Committee and Working Group, (b.) Economic Monitoring by Corporate Economics Team	(a.) Infrastructure Calgary Steering Committee, (b.) Infrastructure Investment Planner Committee, (c.) Transportation Capital Project Review Technical Committee, (d.) DIGC, (e.) DTS, (f.) GMSGC, (g.) New Communities Working Group, Government Advocacy Team

Notes:  
†The definition of 'strategy' that is applied here is adapted from Roger L. Martin's 2013 publication in the Harvard Business Review titled "Don't Let Strategy Become Planning."  
\*Strategy is an integrated set of choices to address five questions: (1.) what is our winning aspiration?; (2.) where will we play?; (3.) how will we win?; (4.) what capabilities need to be in place?; and (5.) what management systems must be instituted?"  
While some elements identified as strategy in this section do not explicitly indicate that they are strategies, they nevertheless address these five (5) questions.





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## **2020 Year-End Accountability Report**

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### **RECOMMENDATION:**

The Priorities and Finance Committee recommends that Council receive this report for the Corporate Record.

### **HIGHLIGHTS**

- The 2020 Year-End Accountability Report demonstrates to citizens and Council, The City of Calgary's (The City's) progress towards delivering the One Calgary 2019-2022 Service Plans and Budgets in 2020.
- **What does this mean to Calgarians?** In a time of personal and financial challenge for both citizens and businesses they know how tax dollars entrusted to The City were spent, including service accomplishments and challenges.
- **Why does this matter?** The COVID-19 pandemic created a challenging environment; however, services were able to deliver value for citizens and achieve results for our community.
- The combination of our commitment to transparency and our drive to continuously improve and deliver more value is why this report is important for Council and Administration.
- The City's favourable variance of \$219.3 million was the result of MOST funds received by The City in 2020 and other COVID-19 impacts and savings that will be used in 2021 for continued pandemic response and recovery.
- Capital investment was \$1.2 billion, and Infrastructure Calgary successfully applied for \$152.8 million of Municipal Stimulus Program (MSP) funding.
- Despite adjustments to service delivery, 82 per cent of strategies and 52 per cent of performance measures remained on track.
- The City Manager deferred the 2020 Mid-Year Accountability Report, as authorized by Council 2020 June 15 (C2020-0698), combining mid-year results within the 2020 Year-End Accountability Report.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

### **DISCUSSION**

The 2020 Year-End Accountability Report provides:

- A high-level overview of The City's status for Citizen Priorities, performance, capital and operating budgets, and debt (Attachment 2);
- Individual service overviews including key highlights, performance measures and budget results compared to the approved Service Plans and Budgets (Attachment 3);
- An update on the strategies in the Service Plans and Budgets (Attachment 4); and
- A list of the awards won by The City in 2020 (Attachment 5).

Achieving Council's direction against a projected background of uncertainty regarding the extent and duration of COVID-19 impacts, rapidly changing public health orders, a projected financial gap due to decreased revenue from altered service demand and changing costs was a challenge. We strived to maintain the right balance, supporting citizen and business needs while protecting public health by adapting services and service levels and by making fiscally responsible choices. Support from other orders of government including Municipal Operating

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**2020 Year-End Accountability Report**

Support Transfer (MOST) was not announced until later in the year. As such, The City managed the uncertainty around the evolving situation with prudent fiscal management. The City's favourable variance of \$219.3 million was a combined effect of: COVID-19 impacts of (\$114.4) million resulting from cost increases and revenue declines offset by \$146.2 million from savings initiatives as well as \$187.5 million from the Municipal Operating Support Transfer (MOST). This led to a contribution of \$55.8 million to the Operating Budget Savings Account (BSA) and \$163.5 million to the Fiscal Stability Reserve (FSR) to be used for ongoing pandemic needs and economic recovery.

Amounts in millions	Revenue Loss	Incremental Expenses	Savings	Total
COVID-19 Impacts (Tax-Supported Services)	(246.5)	(25.6)	187.3	(84.8)
COVID-19 Impacts (Corporate Programs)	(21.8)	(8.0)	0.2	(29.6)
Other Savings Initiatives and Costs Avoided (Tax-Supported Services)				94.1
Other Savings Initiatives and Costs Avoided (Corporate Programs)				52.1
MOST for 2020				187.5
<b>Sub-total</b>				<b>219.3</b>
MOST for 2021				15.0
<b>Funding to Address On-going Pandemic Needs and Economic Recovery</b>				<b>234.3</b>

The COFLEX program will enable Administration to optimize both Municipal Operating Support Transfer funding and savings from other ongoing expenditure management initiatives to address ongoing impacts of COVID-19. All eligibility and stipulation criteria for MOST funding was met.

The City's capital investment was \$1.2 billion (55.2 per cent of the \$2.1 billion budget). Throughout 2020, services have adapted to supply and material limitations, increased COVID-19 health and safety guidelines, and human resources constraints. COVID-19 has also presented opportunities to accelerate projects due to facility closures and reduced road usage.

In 2020, the capital portfolio was rebalanced to accommodate the \$73 million Municipal Sustainability Initiative reduction. Further, we successfully applied for \$152.8 million of Municipal Stimulus Program (MSP) funding to support job creation and contribute to economic recovery.

Even within the current environment, progress was made on the Citizen Priorities included in the four-year Service Plans and Budgets, delivering services that matter to Calgarians and businesses every day.

## **2020 Year-End Accountability Report**

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**A Prosperous City:** As the local economy was beginning to gain momentum in early 2020 after modest growth between 2017 and 2019, the COVID-19 pandemic made it even tougher on local businesses. The City provided support to businesses and communities as they navigated a fluctuating environment.

**A City of Safe & Inspiring Neighbourhoods:** Feeling safe within the community was on the forefront of Calgarian's minds more than ever in 2020. The City continued to deliver programs and services to support Calgarians through this challenging period.

**A City that Moves:** The City tailored service delivery to keep Calgarians moving as safely and efficiently as possible meeting their rapidly changing needs.

**A Healthy & Green City:** Providing opportunities to support Calgarian's health while staying safe was a focus of 2020. We accelerated work to meet the increase demands for outdoor activities and changes in customer needs.

**A Well-Run City:** Services adapted quickly and efficiently to the changing needs of Calgarians while continuously striving to be fiscally responsible. Throughout 2020, we maintained our commitment to progress towards Modernizing Municipal Government.

## **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder or customer dialogue/relations were undertaken

This report enables Council and citizens to ensure results are being achieved, providing a springboard for future recovery and resilience.

Focused and engaging communications will showcase 2020 highlights of support and service value to citizens and businesses during an unprecedented year.

All City services collaborated to produce this report.

## **IMPLICATIONS**

The 2020 Year-End Accountability Report provides details of The City's accomplishments and challenges in 2020, including social, environmental and economic impacts.

### **Social**

Not applicable.

### **Environmental**

Not applicable.

### **Economic**

Not applicable.

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## **2020 Year-End Accountability Report**

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### **Service and Financial Implications**

No anticipated financial impact

This report complements The City's 2020 Annual Report, published in April providing audited consolidated financial statements, detailed financial information in compliance with public sector accounting standards and Government Finance Officers Association best practices.

### **RISK**

In 2020, The City experienced a heightened and volatile risk environment, due to two (2) significant systemic risks happening at the same time in the form of an economic shock and global pandemic.

These systemic risks impacted The City's risks in two areas: 1) potentially needing to reduce service levels; and 2) meeting Citizen's expectations to contribute to Calgary's economic recovery. Responding to these risks required the organization to test its existing risk controls and to try new ways of doing things. For example:

- developing and moving towards a realigned organizational structure and strategic direction, as outline in the Rethink to Thrive Strategy;
- presented cost savings, efficiencies and modernizing municipal government to leverage the organization's capacity to offset citizen's tax burdens through The City's Mid-Cycle Adjustments and the SAVE Program; and
- reported monthly on COVID-19 Service and Financial Impacts to ensure close monitoring and managing of the potential service and financial impacts.

The 5 Priority Risks for 2020 are the Economic Risk, Financial Risk, Health, Safety and Wellness Risk, Reputation Risk, and the Social Impact Risk. The City closely monitors and manages these risks to deal with the increased pressure of the economy and the pandemic on The City and Calgarians. The City reports bi-annually on these risks to the Audit Committee and Council.

### **ATTACHMENTS**

1. PFC2021-0221 Attachment 1 – Previous Council Direction Background
2. PFC2021-0221 Attachment 2 – 2020 Year-End Accountability Report
3. PFC2021-0221 Attachment 3 – 2020 Year-End Accountability Report Service Pages
4. PFC2021-0221 Attachment 4 – 2020 Year End-Accountability Report Strategy Progress Report by Citizen Priority
5. PFC2021-0221 Attachment 5 – 2020 Year End-Accountability Report The City of Calgary Awards in 2020

Department Circulation

General Manager	Department	Approve/Consult/Inform
Carla Male, General Manager	Corporate Planning and Financial Services	Approve
David Duckworth, City Manager	City Manager's Office	Inform

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Chris Arthurs, Acting General Manager	People, Innovation and Collaboration Services	Inform
Katie Black, Acting General Manager	Community Services	Inform
Stuart Dalgleish, General Manager	Planning and Development Services	Inform
Doug Morgan, Acting General Manager	Operational Services	Inform
Michael Thompson, General Manager	Infrastructure and Engineering Services	Inform



# Background

## 2020 Year-End Accountability Report

### Context

The 2020 Year-End Accountability Report fulfills Council's policy requirement for reporting as outlined in the Multi-Year Business Planning and Budgeting Policy (CFO004). In addition, this year-end report also comprises the results which would have been presented to Council as part of the 2020 Mid-Year Accountability Report.

### 2020 Year-End Accountability Report Timeline

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
06/15/2020	C2020-0698	<b>Defer 2020 Q3 and Q4 Reports to Later Date in 2021.</b> Authorized Administration, through the City Manager and appropriate General Manager, to defer any Council or Committee report due Q3 or Q4 2020 to a later date in 2021, without further Council approval, unless Council or Committee approval is required by legislation.

### Previous Council Direction

#### 2020 Mid-Year Accountability Report

The City Manager deferred the 2020 Mid-Year Accountability Report, as authorized by Council on 2020 June 15 (C2020-0698). Direction was to combine mid-year results with the 2020 Year-End Accountability Report, to be presented to Council in 2021.

### Bylaws, Regulations, Council Policies

In exercising taxation power there is an accompanying responsibility to be open and forthright with how the proceeds have been used. Further, the ability to improve our services rests on understanding where we are, where we are going, and where we need to improve.

Accountability reports ensure that Administration regularly demonstrates value and remains accountable to Council and citizens. We've done so by providing detailed information on the status of Citizen Priorities, approved performance measures and The City's financial situation.

### Multi-Year Business Planning and Budgeting Policy (CFO004)

The 2020 Year-End Accountability Report fulfills section 5.6 Linking Plans, Budgets and Measures of policy CFO004:

- a. Provide Mid-year and Year-end reports to the Priorities and Finance Committee as the means by which Council is informed about the performance of the Corporation in relation to approved business plans (including Council Priorities and performance targets) and budgets.





**Calgary**



PFC2021-0221  
Attachment 2



## **2020 Year-End Accountability Report**

# Reporting on the One Calgary 2019-2022 Service Plans and Budgets

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## Executive Summary

2020 was a challenging year. However, we remain committed to delivering the One Calgary 2019-2022 Service Plans and Budgets, even while responding to the changing needs of citizens and businesses during the COVID-19 pandemic and through an economic downturn. The Year-End Accountability Report demonstrates The City of Calgary's (The City's) progress towards delivering our four-year Service Plans and Budgets.

Achieving Council's direction against a background of uncertainty regarding the extent and duration of COVID-19 impacts, rapidly changing public health orders, a projected financial gap due to decreased revenue from altered service demand, and changing costs were a challenge. However, even in 2020's changing environment, services were able to make progress on the Citizen Priorities identified in the One Calgary Service Plans and Budgets.

- Performance measure results for 2020 demonstrated 52 per cent of measures were meeting or exceeding forecast expectations.
- For 2020, 82 per cent of our strategies were on track or completed, and 14 per cent identified challenges.

The 2020 operating variance for the City is \$219.3 million and comprises COVID-19 impacts of (\$114.4) million resulting from cost increases and revenue declines offset by \$146.2 million from savings initiatives and cost avoidance as well as \$187.5 million from the Municipal Operating Support Transfer (MOST) which was announced later in the year. This led to a contribution of \$55.8 million to the Operating Budget Savings Account (BSA) and \$163.5 million to the Fiscal Stability Reserve (FSR) to be used for ongoing pandemic needs and economic recovery.

The COFLEX program will enable Administration to optimize both Municipal Operating Support Transfer funding and savings from other ongoing expenditure management initiatives to address ongoing impacts of COVID-19. All eligibility and stipulation criteria for MOST funding was met.

The City invests in infrastructure projects and programs to support service delivery and to help build a great city. Throughout 2020, services have adapted to supply and material limitations, increased COVID-19 health and safety guidelines, and human resources constraints. COVID-19 has also presented opportunities to accelerate projects due to facility closures and reduced road usage. Actual capital investment in 2020 was \$1.2 billion (55.2 per cent of the \$2.1 billion budget). Capital budget savings of \$1.5 million were the result of budget refinements and projects being completed under budget.

In 2020, the capital portfolio was rebalanced to accommodate the \$73 million Municipal Sustainability Initiative reduction. Further, we successfully applied for \$152.8 million of Municipal Stimulus Program (MSP) funding to support job creation and contribute to economic recovery.

The 2020 Year-End Accountability Report enables citizens and Council to ensure objectives are being achieved and provides a springboard for future recovery and resilience. This report contains:

- an overview of our COVID-19 response;
- summaries that describe how we are delivering on Citizen Priorities;
- tracking of approved performance measures;
- updates on how our strategies are progressing; and
- comparing budgeted expenditures to actual expenditures and explaining any variances.

The complete 2020 Year-End Accountability Report is available on [calgary.ca](https://calgary.ca).

## The City's COVID-19 Response

A State of Local Emergency (SOLE) was declared on 2020 March 15 to 2020 June 12, and a second SOLE started on 2020 November 25, which remained in effect through the end of the year. The Calgary Emergency Management Agency (CEMA) worked collaboratively with City services, community organizations, and our provincial and federal partners to coordinate The City's COVID-19 response, and to deliver prevention programs and intervention activities.

With Council's endorsement, The City put in place a COVID-19 governance structure. This structure allowed us to be nimble and agile in our emergency response while planning for medium and long-term impacts. Throughout 2020 the four objectives of our COVID-19 response remained consistent.



Since the onset of COVID-19, we have maintained a flexible approach to changing service demands and public health orders. Throughout much of 2020, The City's Relaunch Working Group took a measured approach to staging program and service resumptions in accordance with provincial orders.

The COVID-19 Executive Response Group guided The City's non-emergency response to the COVID-19 pandemic. In November, we announced the COFLEX Program, which manages the Municipal Operating Support Transfer (MOST) funding from other orders of government, The City of Calgary's response and recovery efforts as well as expenditure and investment management initiatives. The program ensured that funding decisions were optimized for maximum benefit to citizens and businesses in Calgary.

Through the four response areas (Coping with COVID-19, Preparing for uncertainty around COVID-19, Supporting our Partners during COVID-19, and Planning for life with and after COVID-19), the COFLEX program assessed opportunities with a lens for future operations to best serve Calgarians.

Administration used an agile, variance-based approach to manage the impacts of COVID-19, demonstrated through the use of temporary service changes and associated savings. This allowed us to quickly respond to the evolving situation by closing and reinstating services as soon as possible, focusing efforts on supporting citizens and businesses.

Throughout the year, we delivered six updates to Council on service and financial impacts due to COVID-19, providing important context for decision-making and for longer-term strategic choices throughout the year. COVID-19 reporting was an important public record of our decisions as we moved through this evolving situation. It was an opportunity to share current and projected service and financial (operating and capital) impacts, as well as commitments to savings with Council, leadership and the public.

## Modernizing Municipal Government

Administration's Rethink to Thrive strategy was approved by Council in June 2020. Rethink to Thrive is directed at our internal employee audience and is intended to help provide focus to Administration, provide opportunities to grow and strengthen our culture, and outline how we will work together to support the delivery of Council's direction.

In November 2019, Council directed the Solutions for Achieving Value and Excellence (SAVE) program to target a reduction in tax-supported operating budgets of \$24 million in 2021 and \$50 million in 2022 to deliver modern and affordable municipal lines of service within our City mandate. To deliver this work, The City partnered with Ernst and Young (EY) to form a unified program team in 2020. Informed by feedback from Calgarians, Council, front-line employees, and working closely with service owners, the team undertook a rigorous and strategic approach to savings that reduced the need for the across-the-board reductions.

The program prioritized opportunities which support modernization, have limited citizen impacts, and have the ability to produce tangible savings in 2021. The program surpassed the \$24 million target, identifying \$26 million in net base budget savings, \$1 million in revenue and additional one-time savings. Budget adjustments related to these were approved by Council during the Mid-Cycle Adjustments in November 2020. The team continues to work collaboratively across the organization to implement the approved savings in 2021 while also progressing work towards the 2022 target, which was subsequently revised to \$51.2 million.

# Service Plan Performance

Up-to-date performance data, key highlights, and operating and capital budget information for each service are available in Attachment 3 – Service Pages.

## Performance Against Plan



- Performing as Planned
- Challenge in Achieving Forecast
- Not Available

Performance measure results for 2020 demonstrate 52 per cent of measures were meeting or exceeding forecast expectations, and 31 per cent were experiencing challenges in achieving expected performance. A sizable proportion of performance measures (17 per cent) were not available to report due to factors such as the inability to offer certain services due to COVID-19 restrictions or unavailable data sources such as the 2020 Civic Census and Corporate Employee Survey.

Performance measures such as timeliness in customer service, public trust and confidence, and falling revenues continue to be monitored closely.

## Progress of our Strategy Against Plan

For 2020, 82 per cent of our strategies were on track or completed, and 14 per cent identified challenges. Only 1 per cent had not yet started and were planning to start in 2021, and 3 per cent of the strategies had stopped due to 2019 and 2020 budget adjustments processes. Given current COVID-19 impacts, the continuing local economic challenges our city faced and the reductions from original spending plans, this is an accomplishment to be proud of.

Progress of the 622 strategies in the Service Plans and Budgets for 2020 sorted by Citizen Priority is available in Attachment 4 – Strategy Progress Report.



- Completed/Progressing as planned
- Emerging Challenges
- Challenges Materialized
- Strategy stopped
- Not Started

In 2020, The City received over 26 internal and external awards. A list of our collective accomplishments is in Attachment 5.



# Contributing to Citizen's Priorities

The City is advancing Citizen Priorities every day by delivering services that matter to Calgarians like water supply, parks, waste and recycling, public transit and emergency services. The status of each Citizen Priority is summarized in the following pages with 2020 highlights noted below.

The City is always aspiring to be one of the most livable cities in the world. In 2020, The City was able to pivot the majority of service delivery to Calgarians with little to no disruption. Work continued cross-corporately to meet citizen priorities while continually supporting Calgarians.



## How we supported local business:

- Created the #BuyLocalYYC campaign to encourage Calgarians to shop locally.
- Offered temporary 15-minute grace period parking in ParkPlus zones and afternoon rush hour relaxations for on-street parking to support restaurant and business pick-up and delivery.
- Provided no-cost sidewalk patio permits to mitigate the impact of social distancing requirements on restaurants.
- The Local Deals feature on the MyParking app allowed businesses to offer coupons for products and services to ParkPlus users, driving traffic to their businesses while encouraging contact-less service options.
- Made changes to policies and rules to enable businesses to operate outdoors and in vacant spaces, and parking requirements were removed for commercial uses.

## How we supported the local economy:

- Major capital projects continued including the BMO Centre expansion, the Event Centre development and the Green Line project.
- Designed and built multiple major transportation projects such as the Crowchild Trail Upgrades and Ring Road connectors, as well as other upgrades in our city. This created approximately 1,900 construction jobs.
- Initiatives to offer tax penalty and deadline relief were provided to property owners and business operators through the pandemic. In addition, refinements were made to the TIPP program to allow property owners to join the program with more flexibility and less initial cost.
- A digital intake process was launched which allowed more customers to apply for building permits online.
- The Youth Employment Centre recorded over 22,000 youth visits in 2020, a significant increase from the 13,000 figure from 2019. The increase can be attributed to COVID-19 as the unemployment rate for youth in Calgary is now sitting at roughly 22 per cent.

## How we protected the public and the environment:

- Developed a mobile app to help monitor and act when parks became too crowded as Calgarians used our parks more than ever.
- River flood damage resiliency work mitigated an estimated \$90 million per year in damages to City assets and private property.
- The [Calgary.ca/athome](https://calgary.ca/athome) portal was quickly launched following recreation facility shutdowns due to COVID-19, in order to continue to provide programs and activities for Calgarians to stay active, creative and connected.
- To mitigate needle debris across communities, a partnership with the Alpha House Needle Response team was formed ensuring the safety of citizens and promoting safe neighbourhoods.
- Steps were made towards Calgary's commitment to anti-racism with the first public consultation on systemic racism taking place in 2020 July, along with recruitment and selection of the Anti-Racism Action Committee members.
- Accelerated the lead replacement program, which will work with customers to replace all known lead services on public and private property.

All of the above were accomplished while maintaining a strict focus on balancing service levels with the need to keep municipal tax rates low. Our achievements won 21 awards from external organizations in 2020.

# A Prosperous City

## Citizen Priority Status



- Completed/Progressing as planned
- Emerging Challenges
- Challenges Materialized
- Strategy stopped
- Not Started

67 per cent of strategies that align to A Prosperous City were on track or completed in 2020.

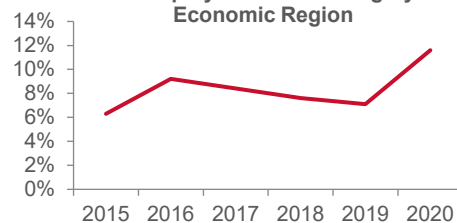
## How is Calgary doing?

Growth of Real Gross Domestic Product



Source: Corporate Economics

Unemployment Rate - Calgary Economic Region



Source: Corporate Economics

## Economic disruption

In 2020, the compounding effects of plunging oil prices and the disruption stemming from the COVID-19 pandemic has contracted economic growth in the Calgary Economic Region by an estimated 5.4 per cent. This is in contrast to the average growth from 2017 to 2019 due to firmer oil prices and employment growth.

## Employment struggles

The 2020 unemployment rate was 11.6 per cent, with a peak of 15.0 per cent in 2020 June. Five consecutive months of employment growth occurred between July and November before the provincial government re-declared a state of public health emergency in December. The 2020 December unemployment rate of 10.1 per cent is well above the 6.8 per cent rate in 2019 December.

## What did The City do in 2020?

As the local economy was beginning to gain momentum in early 2020, after modest growth between 2017 and 2019, the COVID-19 pandemic made it even tougher on local businesses. The City provided support to businesses and communities as they navigated a fluctuating environment.

- ★ City inspectors worked with the business community to maintain safety code compliance as many operations pivoted to different business models and products, including brewery and distillery hand sanitizers and outdoor patio spaces.
- ★ The City secured \$52.5 million in provincial and federal funding to repair 260 existing City affordable homes and develop 263 new affordable homes.
- ★ Calgary Public Library developed and expanded virtual services in response to COVID-19. Despite closures and other restrictions, the Library network delivered over 10.8 million circulations, and digital events were watched over 400,000 times.
- ★ The Multi Agency School Support Team maintained essential prevention and intervention supports to at-risk children and youth while schools were shut down. As schools reopened in the fall, The Multi Agency School Support Team was one of the few programs allowed in person access to students, a testament of the value these professionals provide to children and youth and to the community.
- ★ Opened 16 new affordable homes in Rosedale for Calgary Housing Company tenants with a virtual grand opening in the summer of 2020. The project was delivered through modular construction and leveraged remnant parcels of land.



# A City of Safe & Inspiring Neighbourhoods

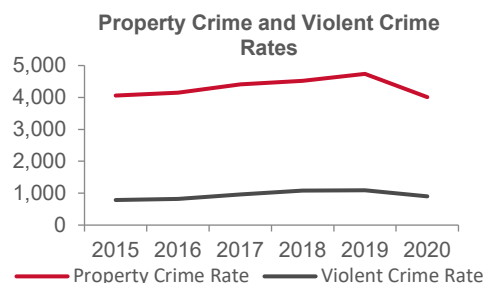
## Citizen Priority Status



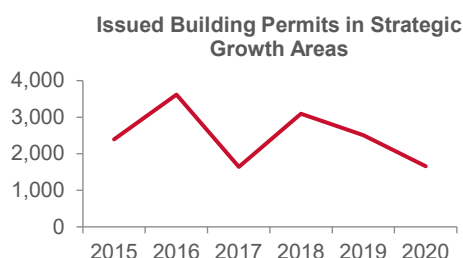
- Completed/Progressing as planned
- Emerging Challenges
- Challenges Materialized
- Strategy stopped
- Not Started

83 per cent of strategies that align to A City of Safe & Inspiring Neighbourhoods were on track or completed in 2020

## How is Calgary doing?



Source: Calgary Police Service



Source: Planning & Development

## Safety remains a focus

The rate of violent crime in 2020 dropped to pre-2017 levels. The Calgary Police Service has undertaken many initiatives to mitigate higher-severity violence, including shootings and firearms-involved crime. Property crime rates dropped to 2015 levels, where vehicle crime and break and enters were driven down across the city. In 2020, The Calgary Police Service implemented enhanced online crime reporting to provide safer reporting options for both citizens and police officers.

## Strategic growth slows

Strategic growth areas include greater downtown, main streets, and activity centers. In 2020, the number of building permits issued in these areas declined to 2017 levels, due in large part to the economic climate and COVID-19 pandemic. Several new apartment buildings were completed or near completion, resulting in unabsorbed units creating less incentive for large multi-family projects.

## What did The City do in 2020?

**Feeling safe within the community was on the forefront of Calgarians' minds more than ever in 2020. The City continued to deliver programs and services to support Calgarians through this challenging period.**

- ★ Community groups were able to access \$2.7 million in COVID-19 relief funds from The City to offset the negative impact of facility closures due to public health restrictions. Neighbourhood Partnership Coordinators were key to supporting these groups and 95 per cent of Community Associations and Social Recreation Groups felt their Neighbourhood Partnership Coordinators positively impacted their overall level of functioning.
- ★ The Historic Resource Grant Program supported owners of historic buildings with \$259,000 in grant funding in 2020, bringing the total grant support to date to \$4.3 million. In 2020 a further seven historic buildings were granted legal protection by Council, bringing the city's total to 106.
- ★ Fire Prevention Week was entirely virtual in 2020 and reached a wider audience than previous years (300,725 Calgarians). Engagement included a quiz on Instagram, Facebook posts targeting areas with higher levels of fire risk, and collaborations with community partners and restaurants to promote fire safety education.
- ★ As a first step to address systemic racism, the Calgary Police Service and Calgary Neighbourhoods co-developed the Community Safety Investment Framework to fund initiatives to address crisis prevention and response in our city and shift demand away from police as the default first responders to Calgarians experiencing mental or emotional distress.



# A City That Moves

## Citizen Priority Status

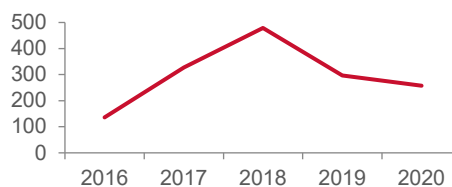


- Completed/Progressing as planned
- Emerging Challenges
- Challenges Materialized
- Strategy stopped
- Not Started

86 per cent of strategies that align to A City that Moves were on track or completed in 2020.

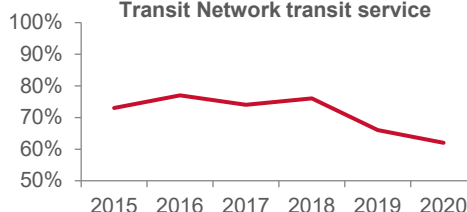
## How is Calgary doing?

Snow and ice control service requests for sidewalks and pathways per 100,000 population



Source: Transportation

Percent population within walking distance of Base and Primary Transit Network transit service



Source: Transportation

## Enhanced winter mobility

In 2020 the enhanced snow response pilot improved accessibility and increased mobility of pedestrians along sidewalks and pathways. The enhanced funding was used to clear pedestrian infrastructure within 24 hours of snow stopping, contributing to reduced pedestrian slips and falls.

## Reduced network access

In 2020 there was a reduction in transit service associated with the COVID-19 ridership decrease that impacted the total base and Primary Transit Network service investments. Service reduction on bus and Ctrain routes due to decreased demand directly affected this indicator.

## What did The City do in 2020?

Due to COVID-19, the way people worked and moved around the city changed in 2020. The City tailored service delivery to keep Calgarians moving as safely and efficiently as possible to meet their rapidly changing needs.

- ★ The MyFare app was launched, enabling use of electronic fares on Calgary Transit. Coupled with this launch, installation of barriers/shields onboard Calgary Transit Vehicles enabled return to normal fare payment system.
- ★ The City converted 10.3 kilometres of roadway into 14 adaptive roadways, making room for people to walk, wheel and scoot while keeping a safe distance.
- ★ An increase in our roadway network monitoring was undertaken to better understand changes to traffic volumes and patterns, using a variety of tools already in place.
- ★ The Accessible Taxi Incentive Program enabled over 6,800 accessible trips through the on-demand centralized dispatch pilot and generated approximately \$1.6 million to help reduce the financial burden for Accessible Taxi Plate Licence owners and to improve customer service for individuals using on-demand wheelchair accessible taxis. Improved pedestrian accessibility, removing 136 obstacles from pathways, retrofitting more than 300 curb cuts, and adding 700 new tactile pads. Tactile pads are a universally accessible change in the texture of the walking surface to cue people to an approaching edge requiring proceeding with caution. As part of Active and Safe Routes to School program, curb extensions and crosswalks were added near schools to improve safety for students walking and wheeling to school.
- ★ Three main streets projects completed phase 1 of construction in 2020 (17th Avenue SW, 37 Street SW, and Bowness Road Montgomery), building social and economic focal points for communities with safe, sustainable and beautiful streets for residents and businesses.





# A Healthy & Green City

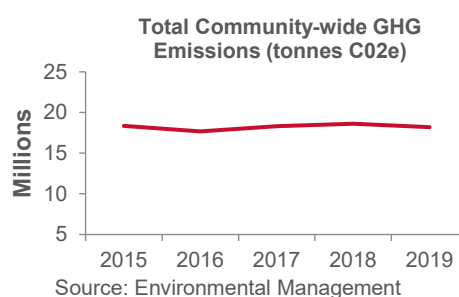
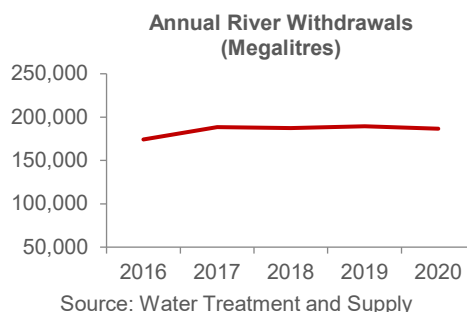
## Citizen Priority Status



- Completed/Progressing as planned
- Emerging Challenges
- Challenges Materialized
- Strategy stopped
- Not Started

83 per cent of strategies that align to A Healthy & Green City were on track or completed in 2020.

## How is Calgary doing?



## Wise water use

Focusing on the long-term sustainability and resilience of rivers is essential to meet the immediate and future needs of a growing city and region. Calgarians continue to be water-wise, reducing water usage over the last 17 years. In 2020, 186,571 megalitres were withdrawn from the Bow and Elbow Rivers, staying below the 2003 Water Efficiency Plan benchmark of 212,500 megalitres.

## Reduced emissions

In 2020, COVID-19 restrictions impacted energy use across all sectors. Vehicle fuel use decreased by 18 per cent, which was due to drops in public transit and private vehicle use for daily commuting. A full update will be available in 2021 Q3.

## What did The City do in 2020?

**Providing opportunities to support Calgarians health while staying safe has never been more important. We accelerated work to meet the increase demands for outdoor activities and changes in customer needs.**

- ★ Glenmore Dam Gates were completed in 2020, helping bring Calgary's flood risk exposure down to half of what it was in 2013. The Glenmore Dam increases The City's water supply resiliency to better manage low river flows in the winter and high river flows in the spring and improves recreational experience for pathway users.
- ★ With the acquisition of land on the border of the city, a future regional park and cemetery for north central Calgary is one step closer to reality.
- ★ Held the first virtual Mayor Environmental Expo, which drew 10,000 participants, more than double the participants in 2019. The City also provided 22 live-streamed sessions and 20 pre-recorded sessions throughout the month of 2020 June for students of all grades.
- ★ New features were introduced in parks including: a firepits pilot project (bookable with free permits), ice bikes (at Bowness Park), expanded cross-country ski trails, two new outdoor rinks (at Barb Scott and Tomson Family Parks) and skating trails (at North Glenmore and Bowness Parks).
- ★ The Canopy Expansion Seedling pilot project explored where there may be opportunities to plant seedlings instead of more mature nursery-hardened trees across the city. These seedlings can be planted at a lower cost in strategic areas, such as along roadways where they reduce mowing costs. In 2020, 116,000 seedlings were planted.
- ★ Expanded the landfill gas management system to reduce greenhouse gas emissions.



# A Well-Run City

## Citizen Priority Status

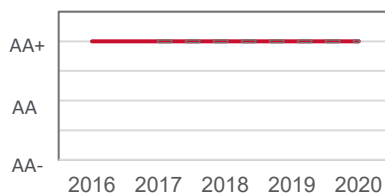


- Completed/Progressing as planned
- Emerging Challenges
- Challenges Materialized
- Strategy stopped
- Not Started

85 per cent of strategies that align to A Well-Run City were on track or completed in 2020.

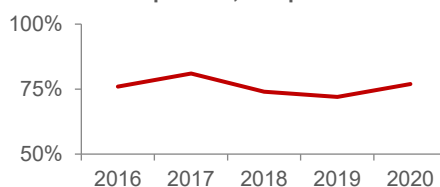
## How is Calgary doing?

City of Calgary's Credit Rating



Source: Standard & Poor's

Percentage of Calgarians who say The City has communicated well about its services, programs, policies, and plans



Source: Communications

## Strong financial management

The City maintained its AA+ and AA (high) ratings with Standard & Poor's Global Ratings and the Dominion Bond Rating Service, respectively, throughout the downturn and uncertainty resulting from the COVID-19 pandemic. Strong budgetary performance, particularly debt and reserve management practices, were cited as key contributors.

## Effective Communications

Slightly more than three-quarters (77 per cent) of citizens agreed that The City has communicated well about its services, programs, policies and plans in the past six months. This marked a 5-point jump from fall 2019 and was a positive result considering the COVID-19 pandemic. This measure warrants close monitoring as citizen reaction and City response to the pandemic evolves over time.

## What did The City do in 2020?

2020 required services within The City to adapt quickly and efficiently to the changing needs of Calgarians, while continuously striving to be fiscally responsible.

- ★ Together with Treaty 7, Metis Nation of Alberta Region 3 and Indigenous Calgarians, Calgary began the work to co-create an Indigenous relations governance model. This will be a first in Canada.
- ★ The City continued to implement best practices for citizens and employees' health and safety, including managing COVID-19 impacts through safety protocols.
- ★ The City implemented the Tag-A-Bag program in 2020 October to take a first step towards greater fairness in our garbage collection fees. Encouraging Calgarians to reduce the amount of garbage put out for collection helps contribute to our goal to divert 70 per cent of waste from City landfills by 2025.
- ★ Calgary completed the City's largest solar power plant at Shepard Landfill in 2020 (4.3 megawatts), producing enough electricity to power 800 average Calgary homes while producing over \$400,000 in net savings and 3,300 tonnes of Compressed Hydrogen Gas greenhouse gas (GHG) reductions per year.
- ★ Calgary Fire Department opened Station 43 in Walden, the first modular temporary station in the city. The structure can be transported and redeployed as needed, lowering capital spending requirements for future temporary stations.
- ★ Upgraded video surveillance at over 60 City sites, improving safety monitoring and crime prevention.



# Measuring Overall Corporate Performance

Our citizens' opinions and satisfaction are an important element in decision-making and building trust for The City. The overall results from the Citizen Satisfaction survey indicated the quality of life in Calgary remains strong, and two-thirds of residents were satisfied with the overall level and quality of City services and programs; however, the results showed there was an overall downward trend and decline of performance.

Administration's Rethink to Thrive strategy was introduced in 2020 with objectives to improve our reputation and reduce the cost of government. There are a number of strategic initiatives underway, such as the Solutions for Achieving Value and Excellence (SAVE) program and Organizational Realignment to help address citizens' concerns.

The COVID-19 pandemic and Calgary's continued economic downturn had a significant impact on the community and reduced revenues for the organization and its partners. The City responded by shifting its focus to emergency response, supporting the community and reducing costs.

In 2020, we took bold action in managing our budgets to support Calgary's economic recovery and COVID-19 response. Taking a least-harm approach to those services citizens continue to rely on every day, we worked hard to further reduce costs while continuing to modernize services and invest in key priorities to better serve the changing needs of Calgarians. Despite fiscal pressures and increased demand for City services, The City has maintained its AA+ credit rating.

	Overall Corporate Performance Measure	2015	2016	2017	2018	2019	2020
<b>Vision</b>	Calgary is a great place to make a life	84%	82%	81%**	83%†	79%	77%
	Calgary is a great place to make a living	80%	65%	68%**	71%	63%	58%
	On the right track to being a better city 10 years from now	88%	86%	82%**	84%	76%	70%
<b>Strategy</b>	How much do you trust or distrust The City of Calgary? (percentage of citizens who trust The City of Calgary)	NA	NA	62%**	60%	52%	48%
	The City of Calgary's credit rating	AA+	AA+	AA+	AA+	AA+	AA+
<b>Value</b>	Overall satisfaction with level and quality of City services and programs	80%	79%	73%**	77%	74%	67%
	Satisfaction with the overall level and quality of customer service	80%	80%	78%*	78%	74%	75%
	The City does a good job of providing citizens with information about how their property tax dollars are invested in various City services	65%	63%	60%**	60%	55%	56%

\*Fall: August-September 2017

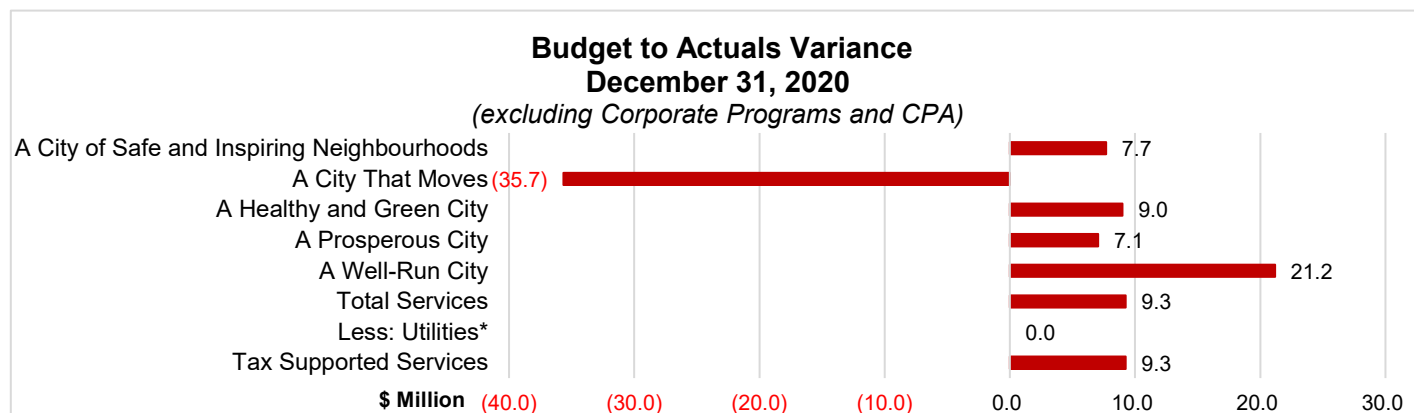
\*\*Late fall: November 2017

† Fall 2018

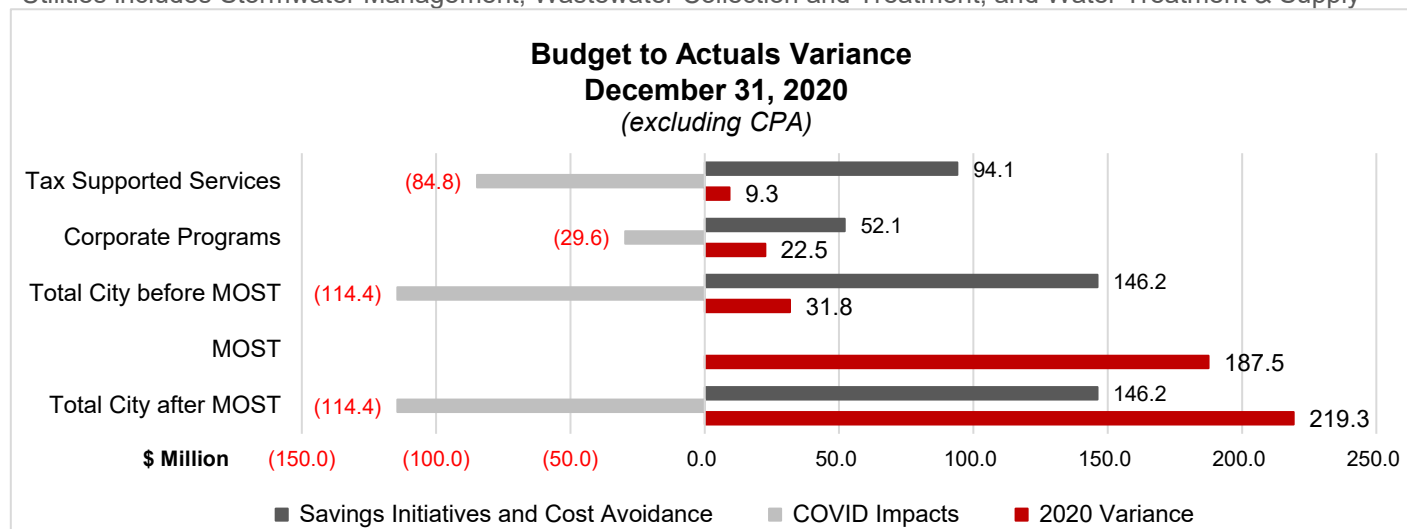
Source: 2020 Citizen Satisfaction Survey, Standard & Poor's Global Ratings



# Operating Budget Overview



\*Utilities includes Stormwater Management, Wastewater Collection and Treatment, and Water Treatment & Supply



The City's favourable variance of \$219.3 million was a combined effect of:

(1) Tax supported service variance of \$9.3 million:

- COVID-19 impacts of (\$84.8) million primarily relating to the closure of recreation facilities, reduced transit ridership and lower building permit and fine revenue as well as incremental expenses for facility cleaning, IT equipment and pandemic supplies;
- Offset by \$94.1 million from savings initiatives and cost avoidance such as delayed hiring and temporary service changes.

(2) Corporate Programs' variance of \$22.5 million:

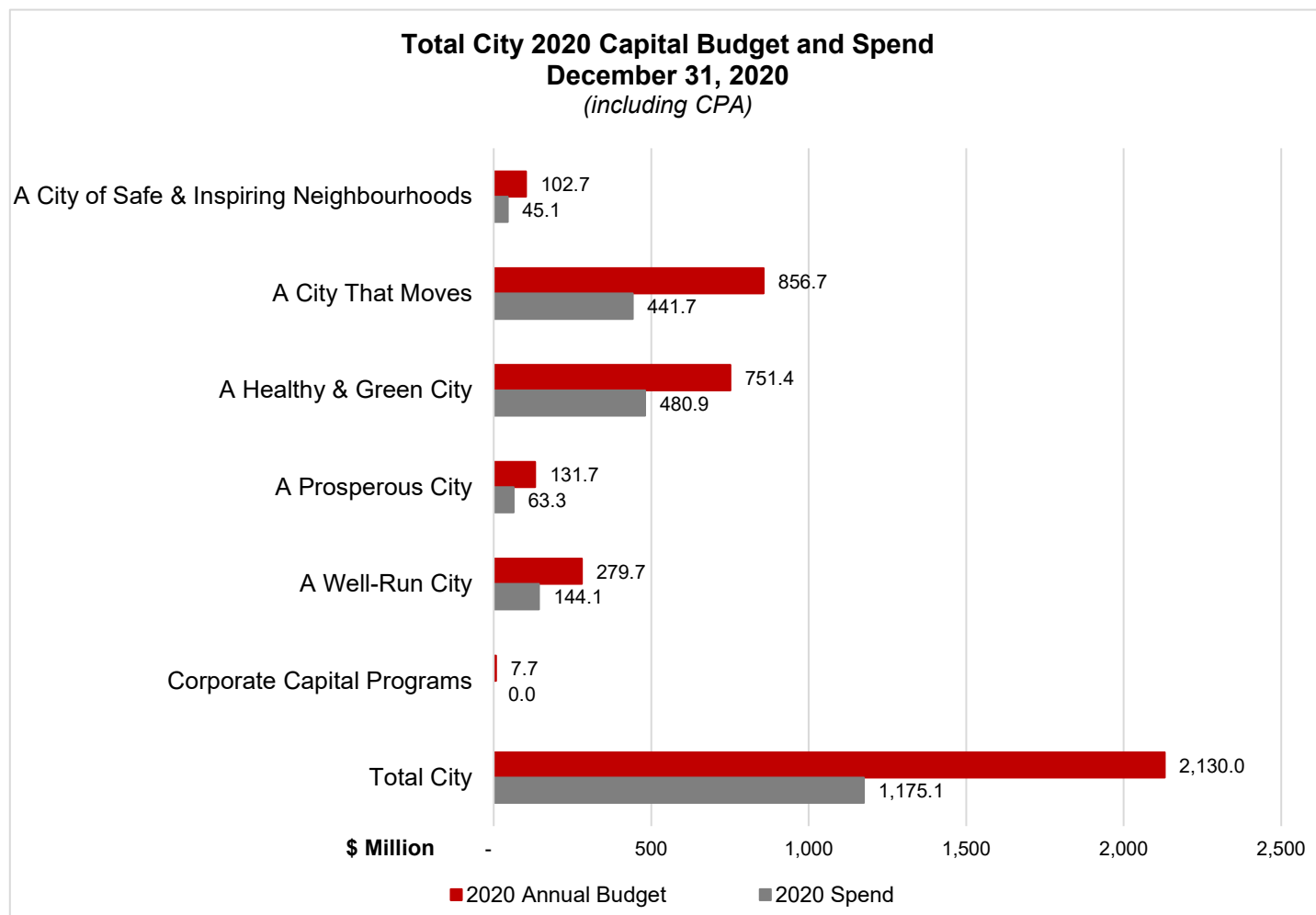
- COVID-19 impacts of (\$29.6) million primarily driven by lower dividend and enforcement revenue from Calgary Parking Authority and waived fines and penalties in the Taxation program;
- Offset by \$52.1 million from savings initiatives to intentionally manage corporate contingencies and centralized service budgets that were not allocated during the year.

(3) Municipal Operating Support Transfer (MOST) of \$187.5 million.

Of the \$219.3 million, \$55.8 million was transferred to the Operating Budget Savings Account (BSA) and \$163.5 million was transferred to the Fiscal Stability Reserve (FSR).

The COFLEX program will enable Administration to optimize both Municipal Operating Support Transfer funding and other ongoing expenditure management initiatives to address ongoing impacts of COVID-19.

# Capital Budget Overview



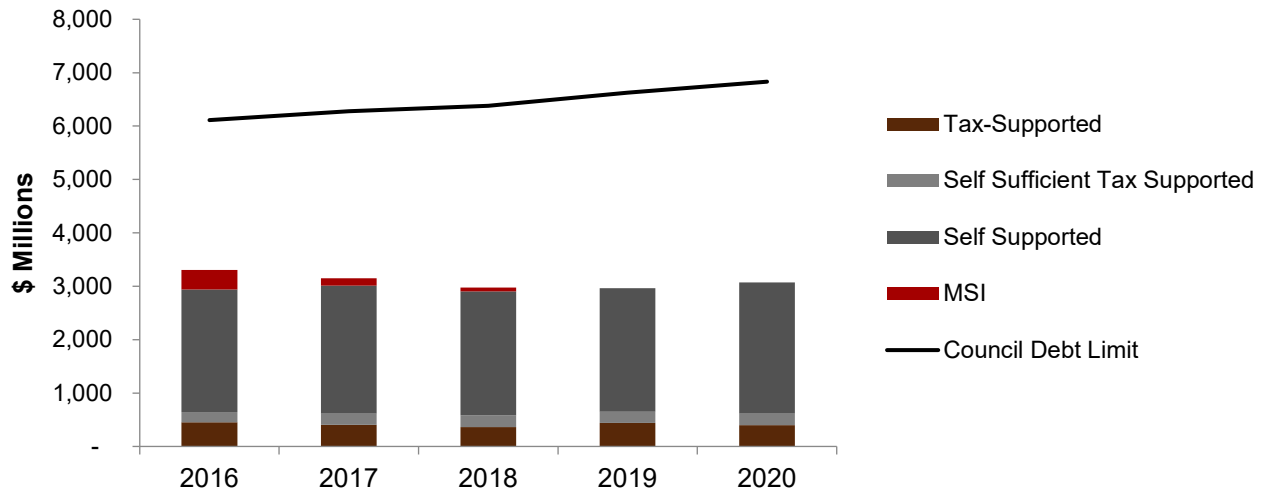
In 2020, The City's capital investment was \$1.2 billion (55.2 per cent of the \$2.1 billion budget). The tax supported component of The City's 2020 investment represents approximately \$0.8 billion of \$1.2 billion.

Corporate Programs holds capital funding previously transferred to Capital Budget Savings of \$7.7 million which will be reprioritized to other capital investments. 2020 contributions to Capital Budget Savings equal \$1.5 million.

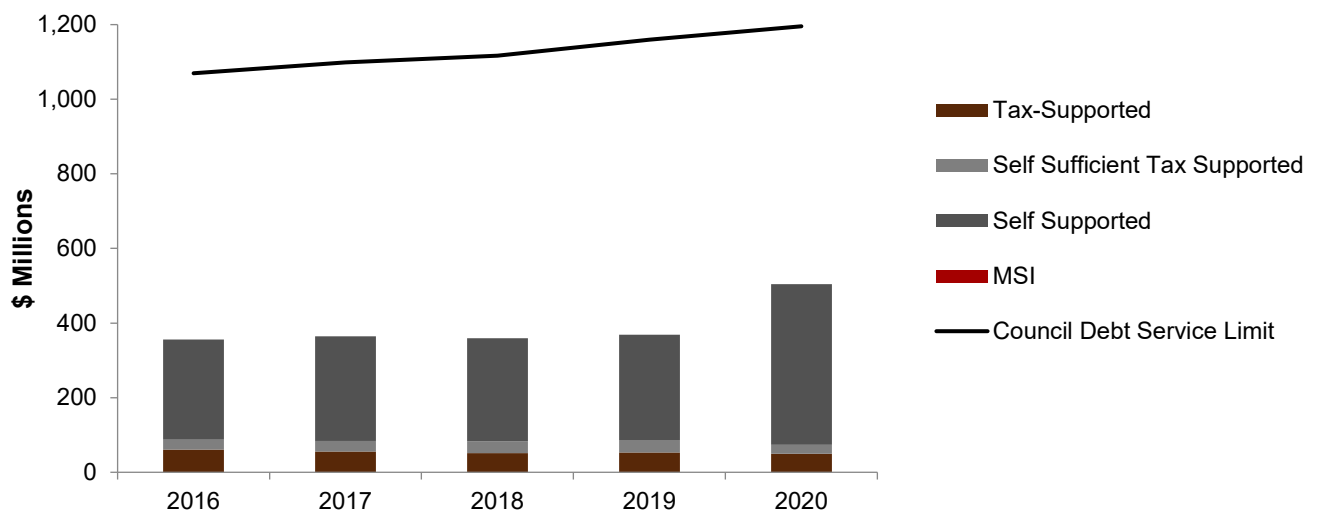
COVID-19 has resulted in many changes to City services and facilities. Services have adapted to supply and material limitations, increased COVID-19 health and safety guidelines and human resources constraints. COVID-19 has also presented opportunities: upgrades to 26 recreation facilities and many roads were accelerated due to facility closures and reduced road usage.

# Debt Overview

**Total Debt Outstanding 2016-2020**



**Debt Service (Principal & Interest) 2016-2020**



Total debt outstanding remains relatively steady in 2020 with an estimated outstanding balance of \$3.0 billion.



## 2020 Year-End Accountability Report

# Service Pages

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# Affordable Housing

Led by: Calgary Housing

## Description:

Great cities are places where everyone can afford to live and work. Affordable housing is a critical component of our great city and a vital contributor to our citizens' successes, making Calgary's communities affordable, inclusive and accessible for all. The Affordable Housing service improves outcomes for individuals and families by transforming the housing system through stakeholder collaboration and contributing to increase the non-market housing supply by using every municipal lever to fund, develop, enable, partner and leverage. The service also provides 2,450 City-owned non-market homes for low and moderate income Calgarians, helping to prevent and reduce poverty in Calgary.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Coordinated a COVID-19 Housing Provider's Committee in Q3, bringing together over 40 stakeholders to share best practices and create an advocacy plan to bring over 5,400 new non-profit affordable homes for up to 12,000 Calgarians. Cities across Canada echoed this plan and collective advocacy resulted in Canada Mortgage and Housing Corporation's new Rapid Housing Initiative.

Secured \$52.5M in provincial and federal funding for the repair and regeneration of 260 existing City affordable homes, and development of 263 new affordable homes, including \$24.6M in Rapid Housing Initiative funding to create 176 new, non-profit affordable homes for Calgarians experiencing homelessness.

Released lands from the second Non-Market Land Disposition Sale in Q1 with the goal of producing up to 70 affordable homes for almost 300 vulnerable Calgarians. The City's \$2.3M land contribution is anticipated to leverage over \$16M in additional investment.

Opened 16 new City affordable homes in Rosedale through a virtual grand opening in Q3.

Successfully negotiated a new provincial operating agreement in Q2 for 1048 units of City-owned social housing and provided input for the provincial Affordable Housing Review Panel.

### Service Challenges

Reduced certainty in provincial funding commitments to support City affordable housing development.

Temporary delays in construction and maintenance of City affordable homes due to supply and materials limitations, and increased project management time and effort to adapt to COVID-19 health and safety regulations.

The Province indicated that negotiations on over 2,700 provincially owned social housing units, including almost 870 units on City land, would be delayed until the public release of the Affordable Housing Review Panel's recommendations which came at the end of Q4. These operating agreements begin to expire in 2028.

### What are we watching?

Provincial funding and role in affordable housing: implications due to implementation of the provincial Affordable Housing Review Panel report recommendations.

New partnership opportunities: shifting funding priorities in other orders of government may lead to new operating models and public/private partnerships, and sub-population prioritization.

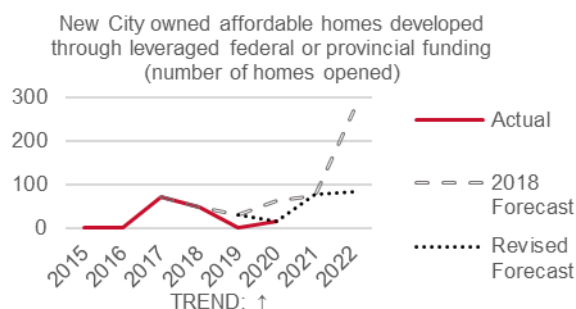
Condition of existing affordable housing supply: The City and other housing providers face aging properties, outdated programs and expiring agreements.



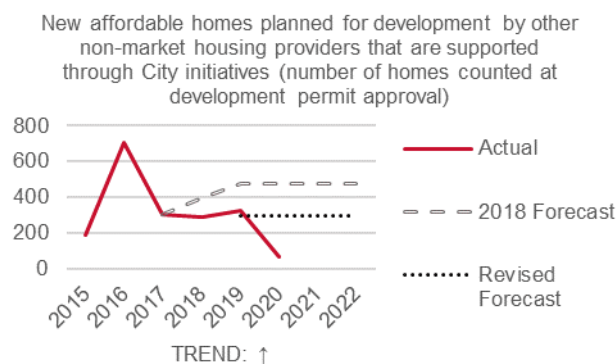


## How is the Service performing against plan expectations

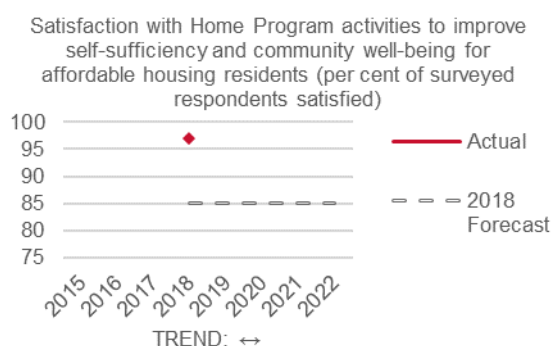
### Story behind the curve



**New City affordable homes:** 16 new homes were opened in Rosedale in Q3. Construction continued in 2020 despite COVID-19; only one project, the 62-unit Bridlewood housing project, was delayed due to constrained availability of materials and tradespeople. Five projects in the design development phase were not impacted by the pandemic. Full funding was secured for projects in Mount Pleasant (16 units) and Rundle (145 units), both in development permit stage. There are currently five projects planned to deliver over 450 affordable homes, in concept design phase.



**New non-profit affordable homes:** Overall the number of affordable homes planned and developed by non-market housing providers is increasing but has been impacted by external factors. Economic challenges, COVID-19 and the lack of operating and capital funding from other orders of government constrained development applications from non-market providers in 2020, with only one development permit for 65 units issued by Q4. However, several development permits are pending or are anticipated to be issued in 2021. 545 new affordable homes are in the non-market housing development pipeline as a result of The City's below-market land sale program, the new federal Rapid Housing Initiative and The City's capital development program. Due to 2020 data tracking improvements, the number of units counted in 2017 and 2018 were corrected, removing duplications and private sector developments.

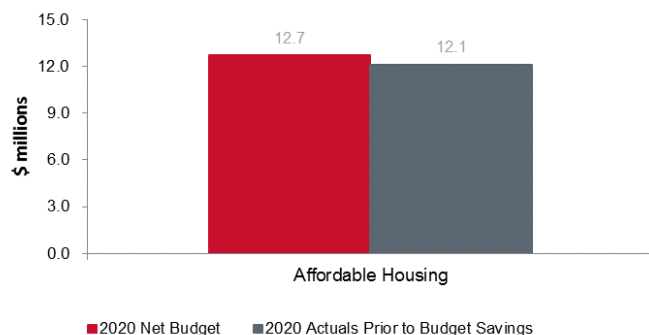


**Improved resident outcomes:** \$300K in Home Program grants were used to support 16 community projects, serving an estimated 3,400 affordable housing residents to help achieve housing stability and successful tenancies. The program broadened in Q2 to assist non-profit housing organizations' COVID-19 response. All 2020 grants were executed in Q3/Q4 and recipients have 13 months to complete projects and submit a final report. As such 2020 data will not be available until Q4 2021. 2019 project data was planned to be reported by Q4 2020 however many 2019 grantees received project implementation extensions due to COVID-19. Interim reporting indicates that 100% of those surveyed felt satisfied or very satisfied with Home Program activities.

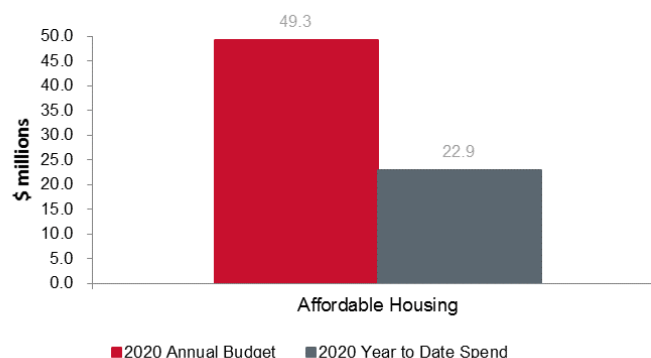


## Operating & Capital Budgets

**Net Operating Budget and Actuals  
as of December 31, 2020**  
*2020 Operating Budget Savings is \$0.6 million*



**Capital Budget and Spend  
as of December 31, 2020**  
*2020 Capital Budget Savings is \$0 million*



## Highlights

**Operating Budget:** Affordable Housing is tracking on budget, spending 95% of its operating budget. Operating spending was slightly less than budgeted due to hiring delays for staff vacancies.

**Capital Budget:** Affordable Housing's capital budget was 46% spent in 2020 because The City was awarded \$24.6M of new federal Rapid Housing Initiative (RHI) funding in November 2020. This funding will be used in 2021 to support three non-profit housing providers to develop 176 new affordable homes for Calgarians experiencing homelessness.

The 2020 capital spend rate was 93% excluding the RHI funding. The majority of this spending was to increase affordable housing supply on new projects underway in Rosedale, Bridlewood, Mount Pleasant, and Rundle communities.

# Arts & Culture

Led by: Calgary Recreation

## Description:

We contribute to building Calgary's cultural landscape, creating vibrant communities and inspiring people to live creative lives by investing in the arts and culture sector. With partners across the community, we provide arts and culture experiences to Calgarians and visitors by supporting the production and delivery of festivals and events; commissioning, acquiring and maintaining public art; and planning for publicly accessible art and cultural spaces and facilities. Together with Calgary Arts Development Authority (CADA) we support a variety of visual and performing arts programming.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The COVID-19 pandemic presented exceptional challenges for Arts & Culture; at the same time, these challenges inspired creative service delivery.

The impact of provincial health guidelines meant that demand for planned services was replaced with demand for new services and processes to support organizations. Festivals and Events, Culture and Public Art saw an increase in requests for support in creation of new social and community initiatives to support changing community needs. Working cross-corporately, we supported partners through the new microgrant program, supporting the development of winter placemaking with Calgary Parks Foundation. The development and implementation of the COVID-19 Recreation Partner/Relationship Action Plan has ensured a consistent approach to communicating with and supporting partners, ensuring all actions are evaluated, tracked and provided through a centralized structure.

Long-standing events were reimaged. Canada Day delivered pre-recorded content that was rolled out locally and as part of Canadian Government National Broadcast. Culture Days presented "Cultural Intersections" showcasing local artists of various mediums to celebrate cultural opportunities in unique spaces.

Progress continued to move Public Art to an external organization, with a Request for Proposal closed and continuing to update Council. Development of the Festival and Event Strategy progressed, with workshops to create strategy framework completed.

### Service Challenges

COVID-19 and the subsequent provincial health guidelines that were put in place severely impacted Arts & Culture's service delivery. Festivals, events and arts centres experienced extended closures and reduced capacity to provide access to programs, amenities, and opportunities.

Most work planned for 2020 to realize Council Priorities and Directives was deferred to 2021 as resources were redeployed to attend to the COVID-19 response.

### What are we watching?

A new model for Public Art: With the Public Art RFP closing, we are monitoring the procurement, negotiation and transition to the external organization.

Sector impact of COVID-19: We are monitoring the impact of COVID-19 on arts and culture sector communities, including the festival and event, artist and cultural communities, for how support is needed and can be provided.

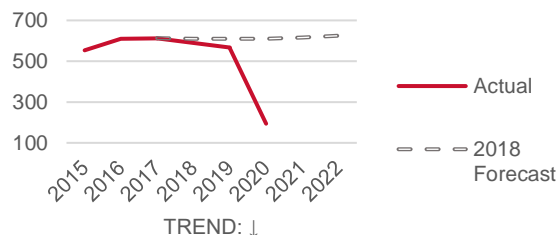
Staff capacity: The COVID-19 pandemic has significantly increased pressure on staff's capacity and stress loads. We are monitoring staff's wellness and workload management.



# How is the Service performing against plan expectations

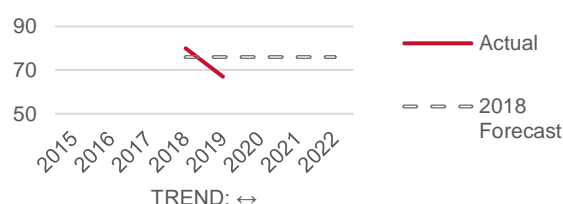
## Story behind the curve

Number of City-supported festival and event days.  
(Days)



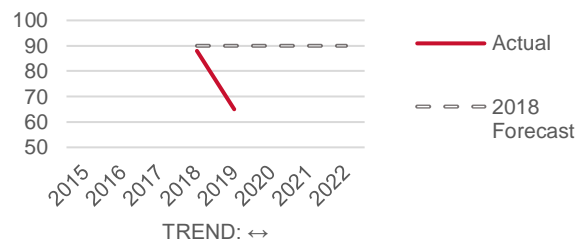
COVID-19 and the subsequent provincial health guidelines and restrictions severely impacted delivery of Arts and Culture opportunities. Restrictions on public gatherings forced the cancellation of both City-supported and City-delivered Festivals and Events.

Customers that agree The City provides access to a wide variety of products, services and amenity offerings. (Percentage)

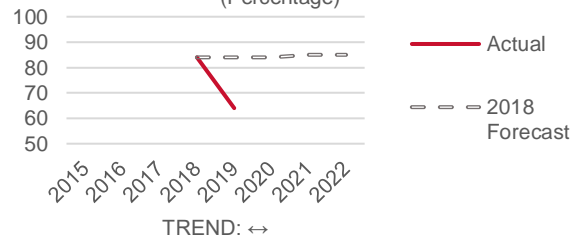


No 2020 measure for "Customers that agree The City provides access to a wide variety of products, services and amenity offerings" or "Customers that agree they receive good value for money". Customer Experience surveys are conducted using intercept data (i.e., with people at facilities). The closure of arts centres meant that the data was not able to be collected for 2020.

Customers that agree they receive good value for money. (Percentage)



Percentage of customer households who report arts and culture opportunities create stronger communities. (Percentage)

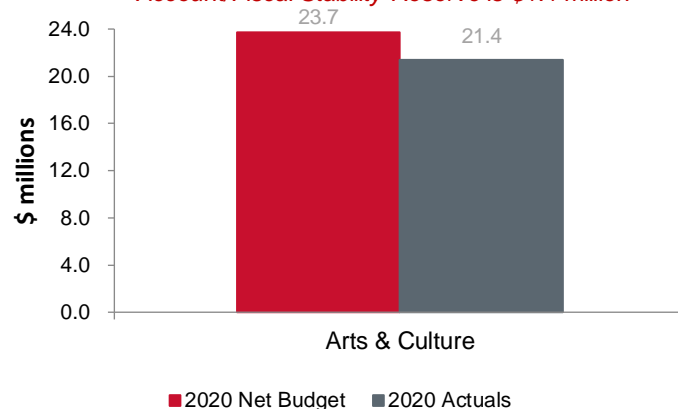




## Operating & Capital Budgets

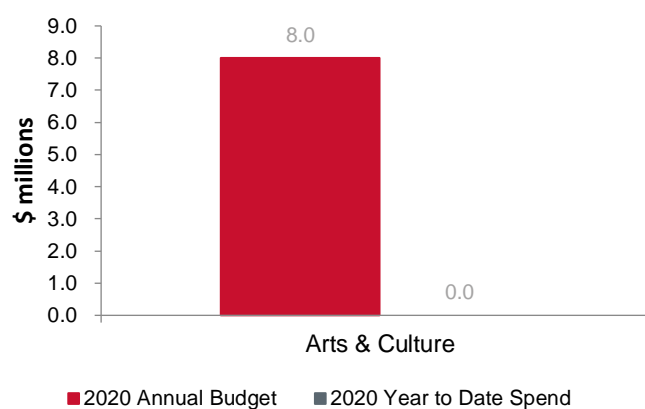
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$1.1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Arts & Culture savings of \$2.3M are mainly due to savings associated with cancelled festival and events due to COVID-19 related health orders.

Approximately 55% of the Arts & Culture budget is the \$13.1M annual operating grant paid to Calgary Arts Development Authority

**Capital Budget:** No capital activity during the year.

\$8M has been allocated through matching funding for partners; however partners have not been able to secure funding and therefore funds were not spent (e.g. Calgary Opera Art Centre).

# Business Licensing

Led by: Calgary Community Standards

## Description:

Business Licensing oversees 40 types of businesses that do not fall under any other regulations, ensuring citizen's expectations for safe and ethical businesses are met. Business License peace officers play a key role in the service by investigating business operations to ensure compliance of bylaws and provincial statutes.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Investment is being directed towards service improvements such as a customer online access system for information related to bylaw rules and approval timelines. In 2020, changes to the myBusiness portal and the creation of a digital license increased effectiveness of service delivery. These enhancements have improved the business customer experience and set a new standard for Business Licensing.

Business Licensing adapted processes by issuing business licenses to low risk categories prior to the fire inspection being complete. The project started with the retail license category as this was identified as low risk. Over 15 other license categories were identified which could qualify for this streamlined approval. Three business licensing categories were removed through the elimination of legacy rules.

Business Licensing has adopted customer-centric training to foster a culture of customer service as an internal improvement. Complimenting staff training is an ongoing investigation of licensing cost and value to determine how future improvements can be achieved. Business Licensing is working jointly with Planning and Development to create a case manager position which will improve the licensing experience by addressing approval requirements and timelines for applicants.

### Service Challenges

Business Licensing waived renewal fees from 2020 March 17 to 2021 March 16 to address the negative impacts created through the COVID-19 business restrictions. Business Licensing will need to assess the potential decrease in revenue through 2021.

Prolonged economic conditions can lead to an increase in the number of home-based businesses and businesses operating unlawfully. Business Licensing will need to evaluate online resources to support proactive licensing outcomes while assessing staff capacity to deliver education and enforcement. Continued development of digital resources for businesses will need to be thoughtfully integrated into the customer online journey as online service offerings need to remain versatile and support positive licensing outcomes and experiences.

### What are we watching?

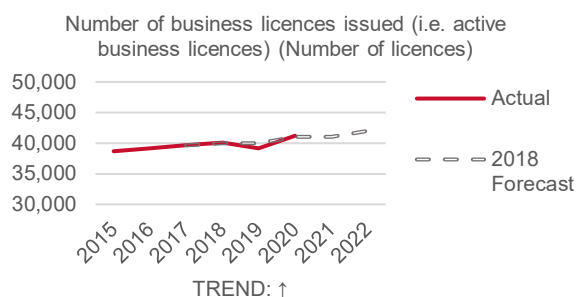
Lasting economic impacts combined with health restrictions have prolonged recovery for businesses. COVID-19 continues to provide additional complexity as small business closures and companies consolidate real estate holdings based on loss of staff and business.

Short-term rental operators generated over 1000 licenses through 2020 but uncertainty exists with respect to the number of renewals that will occur with health/travel restrictions possibly extending into 2021 Q3.

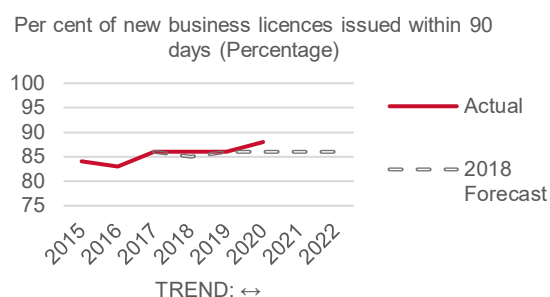


# How is the Service performing against plan expectations

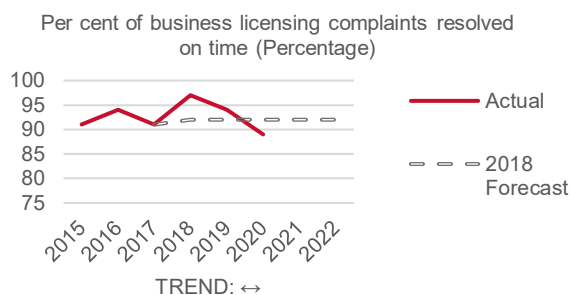
## Story behind the curve



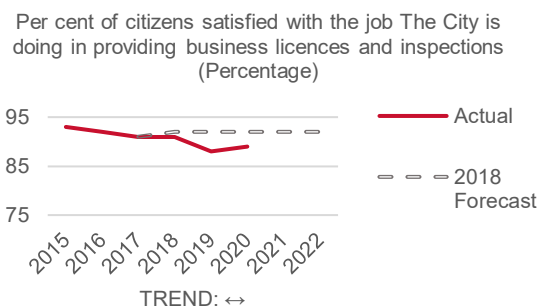
Forecasted trends anticipated new growth for licensing, specifically in cannabis and short-term rentals.



Initiatives directed to improve licensing processes and license structures have improved citizen outcomes. Digital and conditional licenses have allowed Business Licensing to increase their responsiveness without comprising the customer's experience.



Historic trends demonstrate a high-resolution rate with minor fluctuations as the service contends with expanded responsibilities. Prioritizing COVID-19 health orders and limitations of staffing resources created challenges with resolving complaints on time



Trends demonstrated improved satisfaction from delivery of online licensing and past efficiencies; ongoing improvements will continue to improve customer experience.

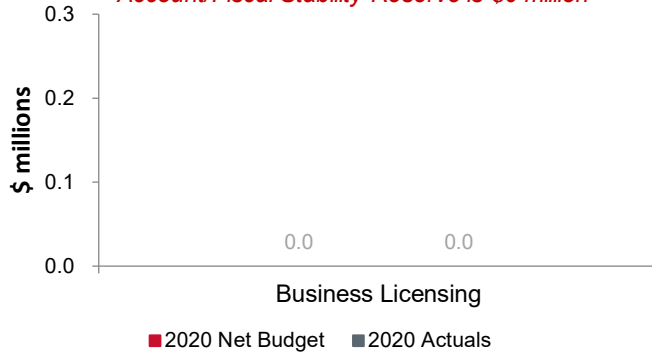




## Operating & Capital Budgets

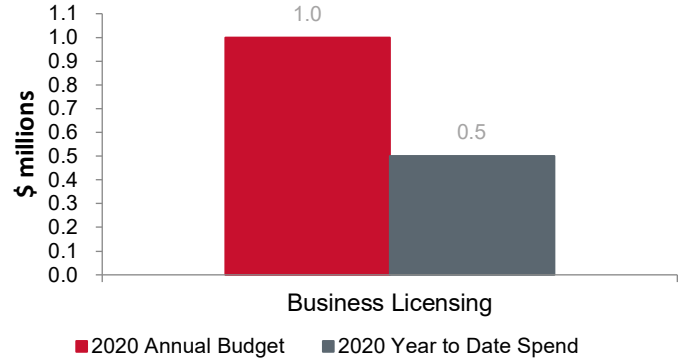
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Business Licensing is a self-supported service line. Due to COVID-19 a relief package waiving business license renewal fees was approved by Council in May. The loss in revenue of approximately \$3.4M was partially offset by salary savings from intentionally managing the workforce. The net result was covered by a draw from the Business License Sustainment Reserve.

**Capital Budget:** Business Licensing had a capital spend rate of 52% in 2020. COVID-19 resulted in delays on the procurement of equipment and resource redirection for pandemic planning and response caused challenges for system projects such as One City Record Management System. The Short Term Rental project was completed in January with the renewal phase finalized in the Fall.

# Community Strategies

Led by: Calgary Neighbourhoods

## Description:

Community Strategies creates policies and strategies that are used by City departments, community partners, non-profit social service providers, industry and the public to advance common goals and vision around social wellbeing. We are responsible for implementing Council-approved strategies including the Enough For All poverty reduction strategy, the Seniors Age Friendly Strategy and the White Goose Flying report. In addition, support is provided to the Advisory Committee on Accessibility, the Calgary Aboriginal Urban Affairs Committee, the Social Wellbeing Advisory Committee and the Calgary Local Immigration Partnership to advance strategic plans aimed at furthering social wellbeing.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Based on feedback from the three-day public consultation on systemic racism, Community Strategies stewarded the launch and development of an anti-racism program, including the establishment of governance structures, resource models, and the Anti-Racism Action Committee. As part of this work, about \$550K was distributed to collaborative, community-based capacity-building initiatives that work to address systemic racism.

The Indigenous Relations Office started the work of co-creating an Indigenous relations governance model, with Treaty 7, Metis Nation of Alberta Region 3 and Indigenous Calgarians, which will be a first in Canada.

Community Strategies work was adjusted to respond to COVID-19. As part of this work, significant advancement in collaboration with the seniors' sector has emerged by identifying and addressing systems gaps for isolated and vulnerable seniors. Other pandemic response areas included the Indigenous, settlement, disability and health-related (focused on psycho-social wellbeing) sectors.

### Service Challenges

In 2020, the service had limited capacity to advance One Calgary Strategies due to reprioritization of work and resources to the COVID-19 response. During this time, Community Strategies focused on supporting various community sectors to address emerging needs. Important milestones were reached, just at a slower pace than originally planned. In 2021, Community Strategies will need to continue to balance supporting Calgary's most vulnerable populations in the COVID-19 response and recovery work while advancing the strategies laid out in One Calgary 2019-2022 and new work directed by Council.

### What are we watching?

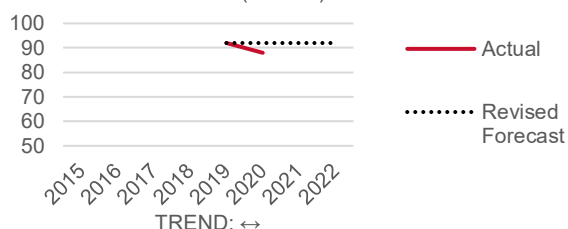
Many Calgarians continue to experience financial hardship due to the COVID-19 pandemic and we expect to see an increase in the number of citizens living in poverty in 2021. The pandemic has also intensified challenges with mental health and addictions. Community safety, homelessness and racism concerns are also expected to continue irrespective of recovery. Community Strategies will continue to be adaptive and prepared to reprioritize emerging needs within the community over internal strategy development and implementation while applying the Social Wellbeing principles as we work in the community and with partners.



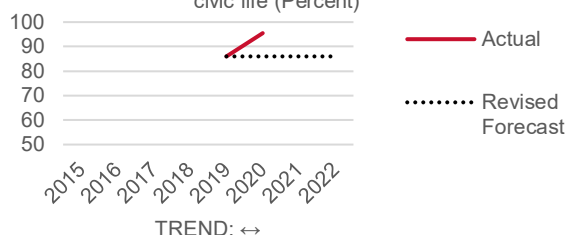
## How is the Service performing against plan expectations

### Story behind the curve

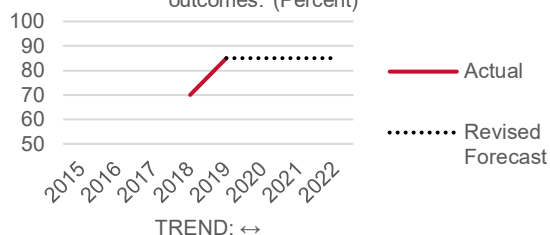
Community Strategies' stakeholders who agree the strategy is helping prevent social/community issues (Percent)



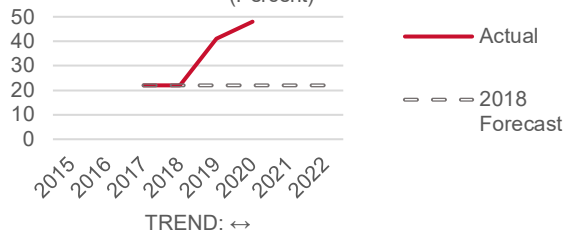
Community Strategies' stakeholders who agree the strategy is helping remove barriers to participation in civic life (Percent)



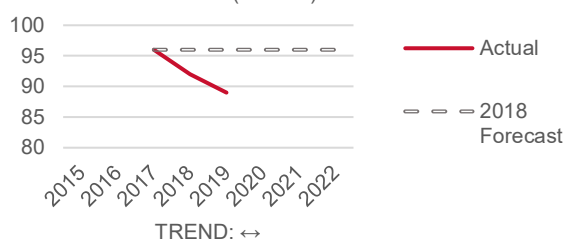
Community Strategies' stakeholders who agree that the service is advancing truth and reconciliation outcomes. (Percent)



Program participants that report being currently financially better off than they were a year ago (Percent)



Planned actions Community Strategies initiated (Percent)



Community Strategies works with partners and stakeholders to develop and implement strategies to respond to social issues faced by Calgarians, work to prevent future negative impacts to their wellbeing, and promote equity and social. In 2020, Seniors Age Friendly Strategy and Calgary Local Immigration Partnership were the strategies for which stakeholders' and partners' feedback was collected. There was a slight decrease in the number of stakeholders who agree that the strategy is helping prevent social/community issues as well as a slight increase in the number who agree the strategy is helping remove barriers to participation in civic life.

The results for these measures are encouraging for a year when implementation of the strategy work was challenged by COVID-19. They highlight the important bridging and coordination role played by City staff during the pandemic, resulting in positive perceptions of The City's impact. Indeed, as The City worked with address systems gaps for isolated and vulnerable seniors, significant advancement in collaboration and coordination within the sector has emerged.

The first year we reported on work to advance truth and reconciliation was in 2019 and 85% of City of Calgary stakeholders who collaborated on Indigenous-related work as part of the Seniors Age Friendly Strategy and White Goose Flying felt that the service was advancing truth and reconciliation. With the Indigenous Relations Office's formal establishment in 2020, new measures to capture performance are under development and will be reported in the Mid-Year Accountability report.

Improving the social wellbeing of Calgarians is integral to our service and is at the core of the Enough For All poverty reduction strategy. Family & Community Support Services funds a variety of community-based programs focused on financial empowerment. In 2020, 48% of participants felt they would be financially better off a year later, an 7% increase from the percentage reported by participants in the previous year (2019).

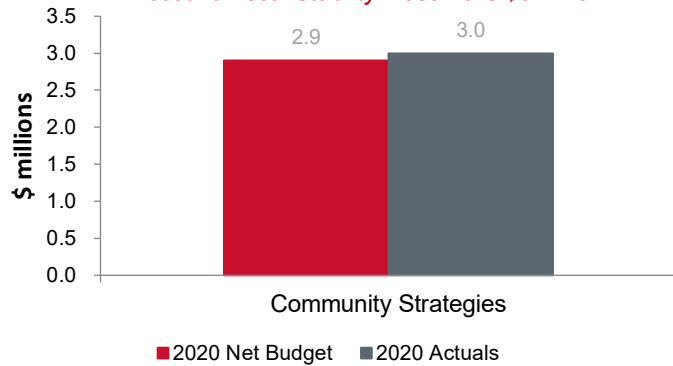
The last measure was developed to capture performance on planned actions in Community Strategies and was first reported on in 2019. With the service's shift to support the COVID-19 emergency response, emerging issues and new work directed by Council in 2020, the measure has become more difficult to track and to interpret. Work is currently underway to find a more meaningful measurement tool.



## Operating & Capital Budgets

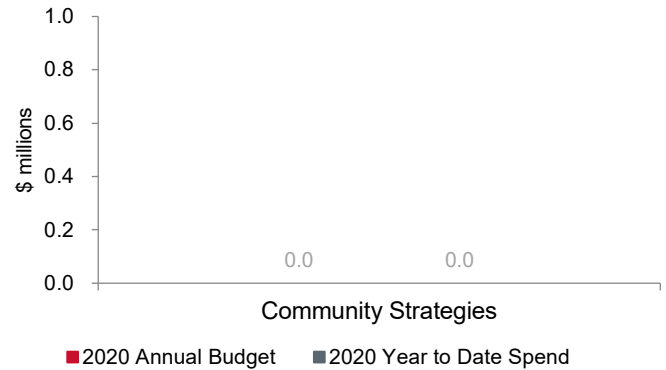
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** The unfavorable operating budget variance is due to staff overtime associated with the COVID-19 response

# Economic Development & Tourism

Led by: Calgary Neighbourhoods

## Description:

Calgary in the New Economy: An update to the Economic Strategy for Calgary stewarded by Calgary Economic Development and approved by Council in 2018 June, guides this service's initiatives and investments including the \$100 million Opportunity Calgary Investment Fund. The service supports a diversified and resilient economy including a vibrant centre city, encourages employment growth, helps build Calgary's global reputation, encourages business investment, and supports entrepreneurship and innovation. Through this service, tourism and convention centre strategies attract businesses and visitors to Calgary, and Calgarians and visitors have access to world-class attractions.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Delivery of services and programs was significantly impacted by the pandemic in 2020. Civic Partners adjusted their operations by seeking efficiencies and cost savings; shifting to digital and contactless options, and offering outdoor events and self-guided tours and programs. The impact was also mitigated through \$3.4 million in Emergency Resiliency Fund grants to Civic Partners delivering this service.

COVID-19 significantly impacted operations, with the full closure of the Calgary TELUS Convention Centre, Arts Commons and others; and reduced operations for others including Platform Calgary, the Calgary Zoo and Heritage Park.

*Calgary in the New Economy: An economic strategy for Calgary* continued to advance in 2020, with adjustments to strategies and approaches to address COVID-19 challenges. For example, destination marketing shifted to promotions to local and regional audiences, including a #BuyLocalYYC campaign. Tourism Calgary pursued new event opportunities and secured Calgary as the hub city for curling in 2021.

### Service Challenges

COVID-19 significantly reduced earned revenues Civic Partner leverage to delivery this service. Reduced operations and full closures of cultural attractions and convention services impacted ticket sales, food and beverage revenue, program revenue, and other sources. Where available, federal wage subsidies and other support were critical, but it was not available to all partner operations.

The City's investment of close to \$5 million in Council-approved Emergency Resiliency Fund grants provided some support, but did not meet the full funding needs identified by Civic Partners.

To adapt to the challenging environment, Civic Partners reduced staff, sought efficiencies and savings, and focused on core operations.

### What are we watching?

Civic Partners continue to adapt to align with health orders and meet the changing needs of Calgarians and stakeholders.

Continue to monitor the impact of COVID-19 restrictions on the financial health and sustainability of Civic Partners and the availability of subsidies and other supports available from other levels of government.

Risks related to this service are monitored and reported as part of the Principal Corporate Risk: Partnership Risk, in particular financial risk and impact on service delivery.

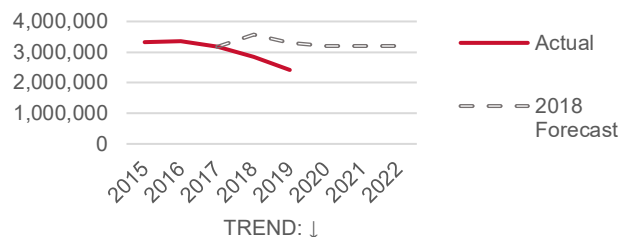
Continue to identify opportunities to evolve economic development strategies to leverage the changing business and tourism environment.



## How is the Service performing against plan expectations

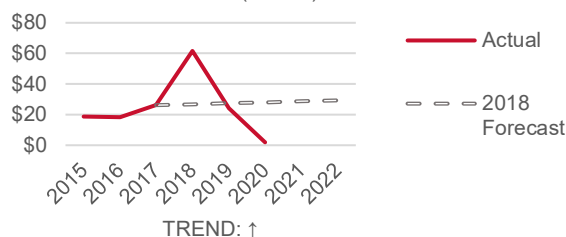
### Story behind the curve

Cultural Attraction Attendance (Number)



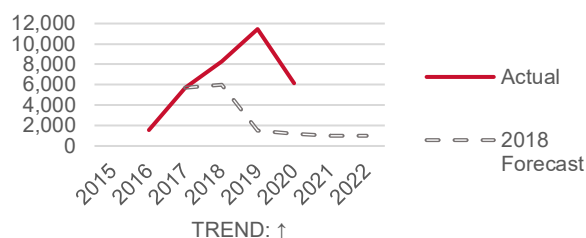
Cultural Attraction Attendance reports data from five Civic Partners managing and operating City-owned assets. Cultural Attractions are unique destinations offering educational programs and opportunities for Calgarians and visitors to learn about history, science, aviation and conservation. Changes to data collection practices account for the reported decline in attendance from 2018, rather than significant changes to actual attendance. Updated data will be available after the Civic Partner Annual Report to the Standing Policy Committee on Community and Protective Services in Q2 2021.

Economic Impact of Convention Centre Delegates (Dollars)



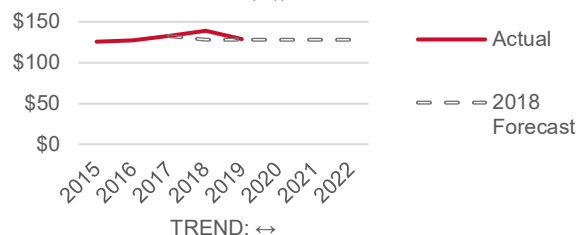
The Calgary TELUS Convention Centre contributes to economic development results by attracting delegates to the downtown core that generate direct, indirect and induced economic benefits, and being a centre of excellence for innovators and thought leaders. The decline in the Economic Impact of Convention Centre Delegates measures in 2020 was due to the impact of COVID-19. In 2020 March, the facility closed to the public and events were rescheduled into 2021 or beyond, or cancelled.

Number of jobs created/retained (Number)



Calgary Economic Development Ltd. is a City of Calgary wholly-owned subsidiary that stewards the collaborative implementation of Calgary in the New Economy: An economic strategy for Calgary. Economic development work reaches out to local businesses, businesses from other jurisdictions looking to expand or relocate; entrepreneurs, innovators; visitors, meeting planners and tourism industry members. 2020 results for the number of jobs created were significantly impacted by COVID-19.

Leverage: Funds Contributed by Partners (Dollars (M))



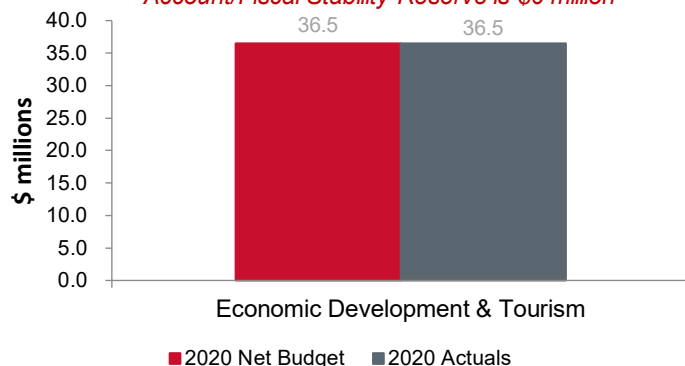
Partnering to deliver economic development services is mutually beneficial for The City and our Civic Partners, as captured in the *Leverage of City Funding* measure. Partners are able to leverage The City's operating and capital funding through other sources including earned revenues, grants, sponsorship and donations. The leverage measure demonstrates how much all Partners bring to the table to deliver these services. Updated data will be available after the *Civic Partner Audit Report* in Q2 2021.



## Operating & Capital Budgets

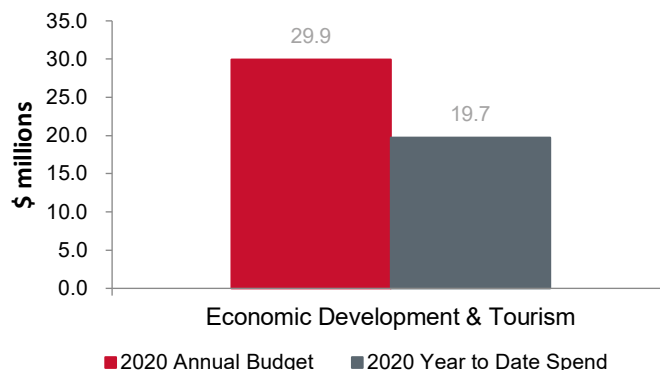
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Capital Budget:** 2020 capital funding in this line of service focused on investment in lifecycle and maintenance of City-owned assets managed and operated by Civic Partners. This work has been informed by the results of The City's asset management program for Civic Partners that provides a baseline assessment of current conditions and an estimate for lifecycle repairs that will be required in the next 25 years. Asset Management Plans, including Building Condition Assessments inform investment decisions by identifying lifecycle priorities that support safe and high performing City-owned assets.

In 2020, The City invested \$8.3 million in lifecycle funding that Civic Partners matched with \$2.8 million through the Civic Partner Infrastructure Grant. The line of service ended 2020 with no significant operating variance and a capital spend rate of 65 per cent. The City invested \$5.9 million in convention centre lifecycle and upgrade projects based on priorities identified by the Calgary Convention Centre Authority and confirmed by Asset Management Plans. This was a 158 per cent spend rate, including \$2.2 million in funds advanced from the 2021 capital budget allocation.

In terms of major capital projects under this line of service, construction continued on the new Events Centre project in Victoria Park that was approved by Council in 2019 July in partnership with the Calgary Sport and Entertainment Corporation. \$294 million in funding is allocated to this project starting until 2019 until project completion in 2024.



# Land Development & Sales

Led by: Real Estate & Development Services

## Description:

Our core service is the development and sale of industrial lands with the purpose of economic diversification, optimizing value and maximizing the financial return on City-owned land under City stewardship. In response to strategic corporate needs and significant public transit investments by The City and other levels of government, our service will direct resources to leverage strategic redevelopment opportunities. The same business driver underlies all three development programs: maximize the economic, social and environmental benefits by growing the non-residential tax base and generating economic investment and employment opportunities.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

As part of the service's development agreement obligations, the infrastructure improvements to the Glenmore and 68th Street intersection project achieved 80% completion in 2020. When the intersection becomes fully operational, this upgrade will contribute to further industrial development and economic growth in southeast Calgary.

In 2020 Midfield Heights redevelopment project achieved a major milestone by resolving all land use and outline plan issues and received Administration approval to proceed to Calgary Planning Commission approval in 2021 Q1. This progress is an important step towards policy alignment with the North Hill Communities Local Area Plan and with the sustainability goals of the Municipal Development Plan by creating a walkable environment fronted by mix of higher intensity land uses and exceeding the minimum threshold for 200 jobs per gross developable hectare upon full build out.

In response to the in-depth review undertaken by the service on the redevelopment opportunities for City-managed golf courses, Council directed the service to undertake a corporate-wide needs assessment for over 26 acres of land at Richmond Green. The results of this extensive investigation will inform the future redevelopment potential of this prime inner-city location.

### Service Challenges

The continued economic uncertainty created by the oil price collapse and COVID-19 has had a detrimental effect on market demand and consequently on industrial sales. Potential customers have informed the service, the high cost of industrial land development in part due to high development levies has resulted in unaffordable land prices relative to prices offered in surrounding municipalities. The issue of regional competition due to a more favourable tax environment for land developers and end users alike is another significant challenge this service faces.

### What are we watching?

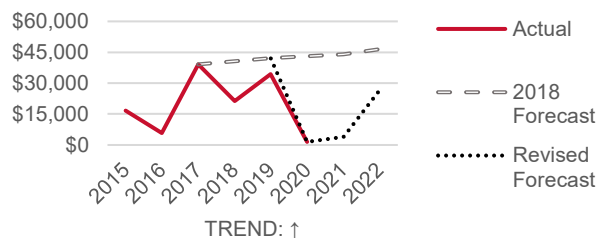
Given the impact of taxes and development levies on industrial sales, the service will be closely monitoring the 2021 non-residential tax rate and development levy rates for Calgary and the surrounding municipalities. New industrial land development projects in conjunction with lease rates for distribution and e-commerce facilities in the region will also be a focus. As a potential effort to diversify our target market, the service is also monitoring growth opportunities in emerging industries that require heavy industrial land uses.



## How is the Service performing against plan expectations

### Story behind the curve

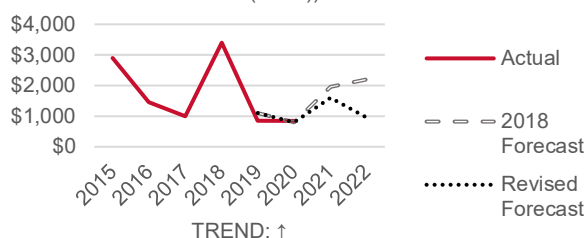
Gross Industrial Sales Revenue (\$ (000's))



Continuing slow market conditions have impacted market demand for industrial land which is expected to continue through 2021. While the market was significantly affected by the economic downturn, the pandemic worsened investor confidence.

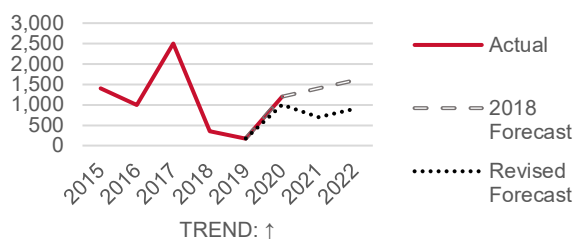
A large transaction did not close in 2020 as anticipated. The prospective client cited high municipal taxes and land costs as the primary reasons. As a result industrial sales revenue for 2020 was \$1.5 million, significantly lower than the forecast of \$43 million. Delivery of future industrial land continues but at a much slower rate.

Add'l Non-Residential Tax Base Contribution (\$ (000's))



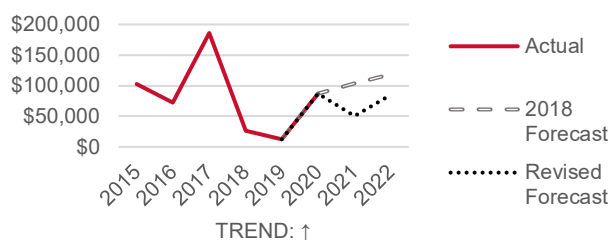
As noted in previous reports, measuring sales performance on an annual basis can be misleading when the transaction value can vary dramatically from year to year as evidenced in 2020. By referencing a rolling 10-year average of sales per year, we are now averaging \$33.7 million a year despite slow sales in 2020. Several large transactions are currently being negotiated with the hope of stronger industrial sales in 2022 and beyond.

Permanent Job Creation (# of jobs)



Gross Industrial Sales Revenue informs the performance of the three remaining metrics shown. Since a land sale generates sales revenue, we assume this revenue leads to new building construction within three years. New buildings expand the tax base, create jobs and support business investment. If sales revenue increases, we assume the number of new buildings constructed should increase. This direct relationship means the related graphs should mirror the activity of the Gross Industrial Sales Revenue graph.

Business Investment in Industrial Land (\$ (000's))



The Additional Non-Residential Tax Base Contribution graph differs because it reflects a three year lag. The reporting year is based on sales revenue earned three years earlier, to account for the time to construct a new building.

Surrounding municipalities' lower tax environments make it challenging for the service to compete. Their lower taxes and lower land costs are better aligned with American investor expectations for the cost of development. It is for this reason that many of the large United States based companies such as Walmart and Amazon have chosen to locate outside of Calgary.

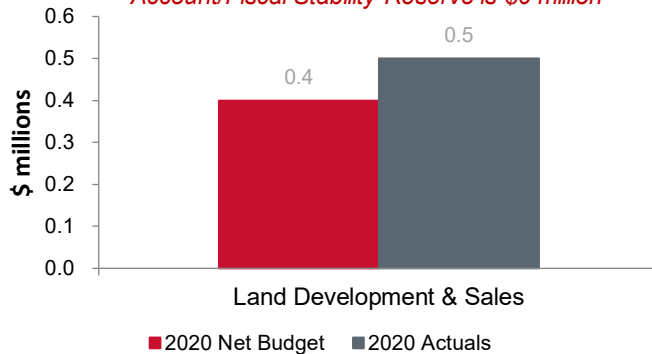
While Calgary remains a strategic location for the distribution of goods to western Canada and offers certainty in a range of municipal services and amenities including utility servicing and public transit; in this current market, the main driver for industrial investment decisions is financial.



## Operating & Capital Budgets

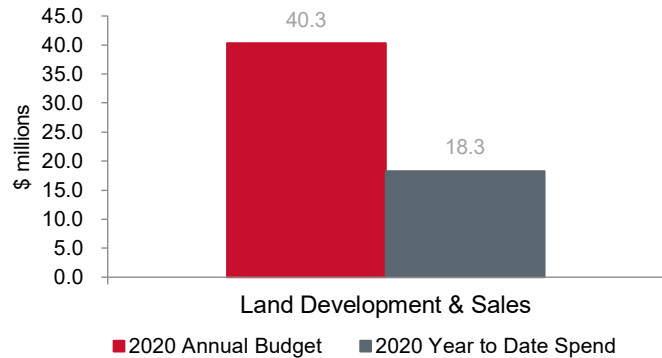
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Approved mill-rate supported portion of the operating budget was \$397 thousand for shared governance, operating and administrative costs for Real Estate & Development Services. The budget shortfall of \$136 thousand is due to the streamlining of cost allocation and funding principles for these shared costs.

**Capital Budget:** The Glenmore & 68th Street Intersection project is progressing as planned, achieving 80% completion. Market conditions continue to impact development activity. Point Trotter Phase 2A is continuing but at a slower rate with the completion of surface improvements including roads and sidewalks in 2020. Requests for service connection and driveway installations were also down due to lower than projected sales and a general lack of business confidence.

Several industrial and strategic redevelopment projects including Great Plains Starfield, Midfield Heights and South Hill could not proceed with planned construction activity due to delays related to development application approvals. The portfolio also includes longstanding projects with some parcels still not sold or remain in planning due to market conditions. As a result, expenditures for all these projects were primarily incurred on planning, preliminary engineering investigations and ongoing site maintenance in adherence to by-law and development authority requirements. Due to the slower rate of development activity together with some project delays contributed to an overall spend rate of 45%.

For the Foothills Athletic Park redevelopment project, in 2020 the consultant contract was awarded for concept design with stakeholder engagement to begin in 2021.

# Library Services

Led by: Calgary Neighbourhoods

## Description:

Calgary's libraries are community hubs that promote learning, discussion, invention and action. The City's investment of operating/capital grants and assets is leveraged by the Calgary Public Library Board through volunteer support, partnerships, and donations. The Calgary Public Library Board is an independent City of Calgary Civic Partner. It is a separate legal entity set up in accordance with the Libraries Act (Alberta) and bylaw 38M2006. As a separate legal entity, costs for governance and corporate services (Human Resources, Information Technology, Financial Services, Security and Facility Management) are included in the Library's operating budget breakdown.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Calgary Public Library responded to the challenges of 2020 through innovation and a commitment to providing as much public service as safely possible.

#### Development and expansion of virtual products

- Thousands of free programs and events for all ages
- Enhanced digital library with a 34 per cent increase in usage
- Continuous content creation on digital platforms

#### Service innovation

- City-wide contactless pickup of holds, printing, and computers
- Contactless delivery of collections to community partners serving those facing increased barriers to access
- Facilities modifications and health and safety measures
- Knowledge and relationships leveraged to support students, families, and educators
- Virtual outreach to classes and online supports for school readiness and success

#### Supporting community mental wellness

- The new Wellness Desk at Central Library, in partnership with Wood's Homes, offers a safe and cost-free opportunity for people to seek help with mental health concerns and responds to the increasing need for mental health and addictions supports during the pandemic.
- 97 per cent of Wellness Desk clients report having a clear next step and feeling better equipped with support and knowledge.

### Service Challenges

Library strategies revolve around access – to physical materials; computers, printers; spaces; and community services. Community connection and the impacts of social isolation were also important considerations.

Access continues to be severely restricted by public health measures. While contactless and digital access options continue to be expanded, the Library cannot attain its fullest impact on the well-being of the community due to these restrictions.

Ongoing challenges include lower visitor capacity limits and service hours, and elimination of group-oriented services, all resulting in reduced public access to library spaces and services.

### What are we watching?

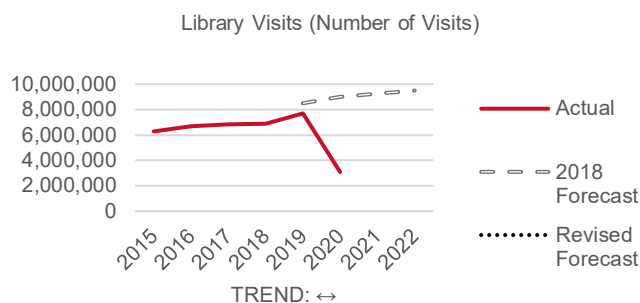
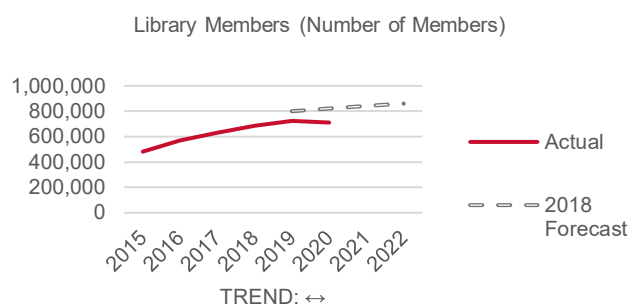
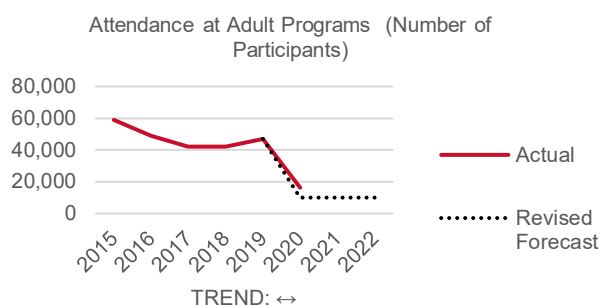
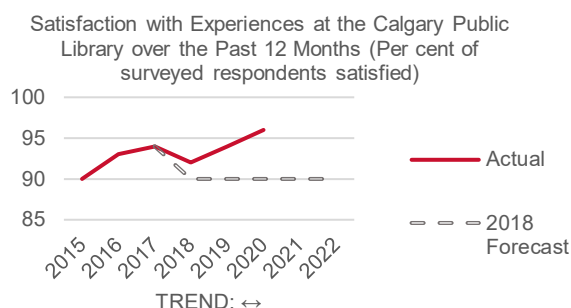
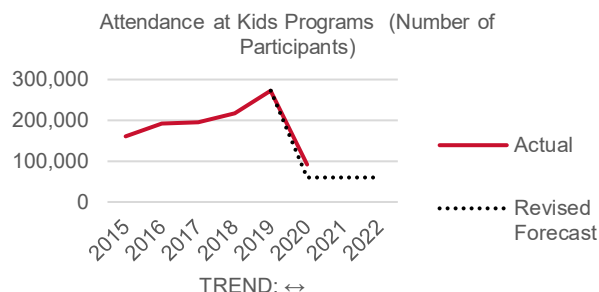
Public health measures and restrictions have compounded two existing barriers. First, the shift of many services to a digital-only delivery, including schooling, has increased the existing digital divide within in our communities. Secondly, strict limits on gathering increased social isolation and its detrimental effect on access and mental and physical well-being.

The Library has, and will continue in 2021, to prioritize its development and implementation of new approaches to service and program delivery that aim to mitigate the effect on community well-being of these heightened threats to inclusive and equitable outcomes.



## How is the Service performing against plan expectations

### Story behind the curve



The Library uses in-person and digital-only programs and events to impart information, and to create opportunities for community members to meet each other and share their respective voices and perspectives on topics of shared interest. This sharing enables not only individual capacity-building but also facilitates conditions for the development of connection and empathy between people of different backgrounds or viewpoints. Thus, gathering is an essential tool for the Library to achieve its desired impact on quality of life.

The pandemic-inspired restrictions imposed in 2020 negatively impacted the number of community members who could be reached through organized gatherings. Attendance achieved while the Library was open to the public, and through online programs all year, was approximately 35 per cent of pre-pandemic levels.

Attendance did, however, exceed revised forecasts by a wide margin. This success was the result of the rapid development of digitally delivered programs after the mandated closure in March 2020. This kind of program delivery is effective in imparting information and knowledge but is of limited effectiveness in building connectedness and empathy. Thus, digital programming is not anticipated to comprise the majority of effort in a normalized operating environment.

Library visits and memberships are indicators of the relevance and reach of the Library, in that the impact on the community is partly determined by how many community members are active in Library activities. The closure of libraries early in the pandemic, and the progression to a limited-service curbside model, impacted the achievement of targets in visits and memberships. Visits attained only 40 per cent of pre-pandemic levels while memberships fared better at 98 per cent of pre-pandemic levels and the revised forecast.

Notwithstanding the decline in visits, the circulation of reading materials (not a reported result) was strong, on the back of a 34 per cent increase in the use of digital delivery products.

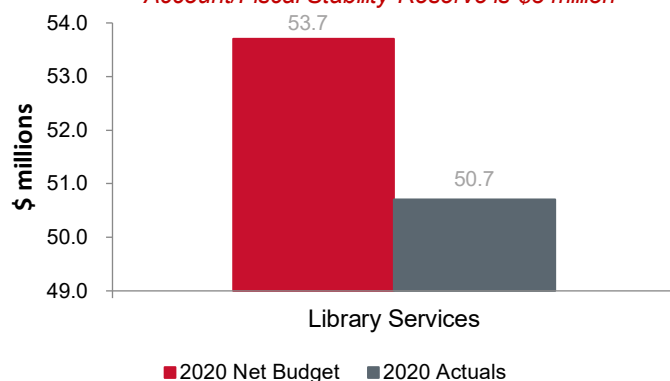
Finally, satisfaction with user's Library experience, continued to be very high in 2020, continuing a long-established trend.



## Operating & Capital Budgets

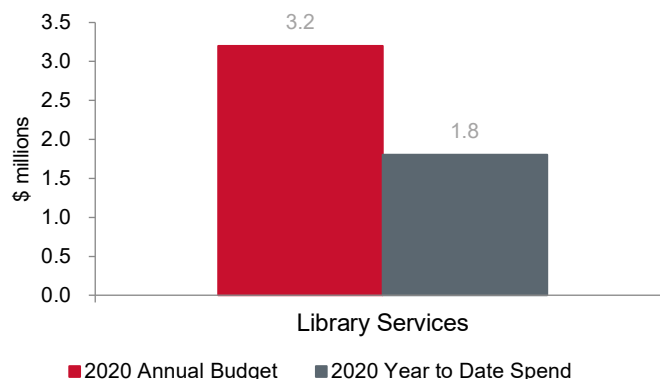
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$3 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** The Library Services ended 2020 with an operating budget reduction resulting in a variance of \$3 million related to the reduction of expenses at the Calgary Public Library related to service adjustments implemented to comply with COVID-19 health measures. The Library was severely impacted by pandemic response measures, including a suspension of all in-person service for several months, followed by a period of contactless, or curbside, service.

**Capital Budget:** At year-end 2020, there was a capital budget variance of \$1.4 million attributed to delays in the execution of life cycle projects at the Calgary Public Library associated with COVID-19. Capital funding was focused on investment in lifecycle and maintenance of City-owned assets managed and operated by the Calgary Public Library Board. The City invested \$2.3 million in capital funding to improve library facilities and equipment informed by the Asset Management Plan. Progress was slowed by pandemic-related supply chain delays, resulting in the postponement of several projects into 2021.

# Social Programs

Led by: Calgary Neighbourhoods

## Description:

Social Programs provides equitable access to programs and services that give Calgarians the skills to build resiliency and capacity. We leverage funds from other orders of government through contractual agreements and collaborative partnerships. We offer social recreational programming for children and youth; career planning and employment support for youth; youth justice services; and seniors home maintenance services. In addition, we administer the Fair Entry Program and fund preventive social services provided by nonprofit partners. These programs and services provide Calgarians with the supports they need to thrive.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Social Programs adapted its programming streams in step with changing public-health restrictions to maintain service delivery and access to Calgarians in need. When schools and facilities were closed and Calgary AfterSchool (CAS) was unable to run in-person programs, a web-based online programming platform was set-up and over 300 activities kits delivered. When the Province announced partial re-opening of facilities, the service responded to need in the community by collaborating with other business units to modify 62 programs and delivery them safely to 2422 participants in 34 communities.

When sworn officers from The Multi Agency School Support Team (MASST) and Youth At-Risk Development program were re-deployed to emergency response, social workers adapted to ensure at-risk youth had stability and the additional structural support they needed in the face of uncertainty. These teams were physically allowed back by the School Boards as essential support, when schools reopened in the fall, a testament to their perceived value.

Over 22,000 youth visited or accessed services through the Youth Employment Centre in 2020, more than double the number from the previous year (2019). The increase is attributed to COVID-19 with unemployment rates for Youth now sitting at roughly 22%.

Finally, the Prevention Investments team worked in close collaboration with other orders of government and other funders to efficiently administer COVID-19 related funding to programs and services to reach more Calgarians.

### Service Challenges

Increased uncertainty in provincial funding commitments to support Family and Community Support Services, and federal funding commitments to Calgarians experiencing vulnerabilities arising from the economic downturn and subsequent pandemic.

Social Programs collaborates with community partners to deliver programs to help achieve outcomes. In 2020, community partners faced significant capacity challenges in 2020 resulting in an increase in unmet needs and create a gap in service.

While we continue to reach our clients virtually, the longer the pandemic persists, the efficacy of existing programs and their outcomes is being challenged. Vulnerable populations such as at-risk youth, those on low-income, and seniors are being more adversely affected.

### What are we watching?

Funding and budget announcements from other orders of governments. With more than half the Social Programs budget funded by the provincial government, changes in their funding commitments and priorities impacts the service directly. Changes in funding to individuals, families, children and youth impact the social conditions of Calgarians and how emerging needs are addressed. Given the uncertainty around provincial funding, we are watching for shifting gaps in service, paying attention to emerging geographic and demographic needs. We are also closing monitoring the provincial health guidelines and information about re-opening in order to appropriately plan for the spring and summer seasons.

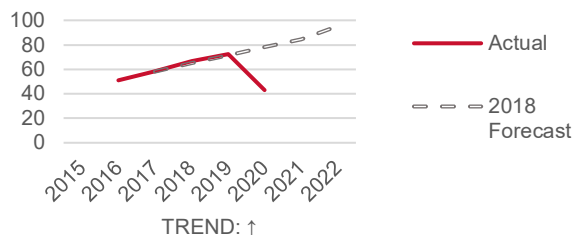




## How is the Service performing against plan expectations

### Story behind the curve

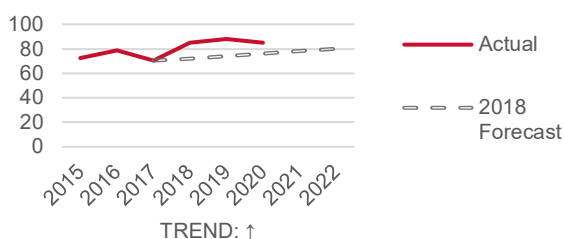
Low Income Calgarians served through Fair Entry (Percent)



Fair Entry provides low income Calgarians with one window access to reduced rates for eligible City services. Since the program was initiated in 2016, the percent served has been trending upwards.

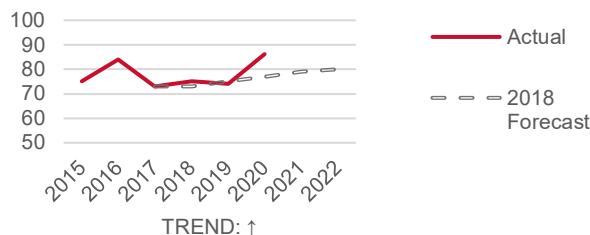
In 2020 that percentage fell from the previous year's high of 72% to 43%. This decline is directly attributed to the pandemic. Public health measures and restrictions impacted employment patterns (for example, more people working from home and high unemployment) and reduced use of services covered by Fair Entry (e.g., recreation facilities, Transit).

Youth who agree YEC has increased their ability to find employment (Percent)



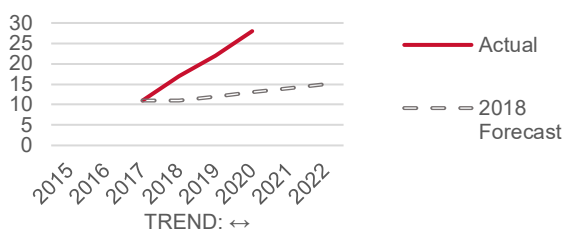
The Youth Employment Centre provides training to youth in gaining employment. With the lack of employment opportunities for young people due to COVID-19 and the economic downturn that began in 2016 (closure of business or lack of hiring) the fact that 85% of youth who accessed services agreed that the Youth Employment Centre increased their ability to find employment is very significant and a testament to the quality of employment and career services provided. In 2020, Youth Employment Centre staff adapted the way they connect with youth through social media, virtual workshops and in-person appointments. A modified approach to the 2021 Hiring Fair has been developed in consultation with partnering employers.

Youth Probation clients who have completed successfully (Percent)



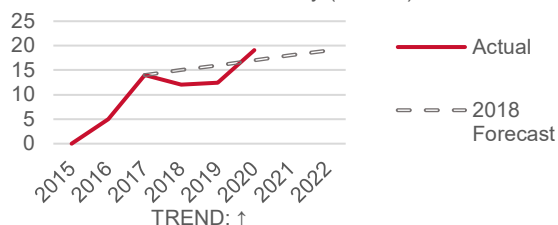
A strong social support network is important to mental health and wellbeing, social inclusion and resiliency, particularly during times of uncertainty. Calgarians involved in Family and Community Support Services-funded community programs are increasingly making those connections. In 2020, there was a 6% increase in the number of participants reporting having someone to turn to for personal advice upon completion of a program. Year over year we continue to see significant improvements for the people in these programs, including many newcomers to Canada.

Change of participants who report having someone to turn to for advice with a personal problem (Percent)



The connection between youth justice program staff and families of clients was further strengthened in 2020 as social workers conducted regular virtual check-ins with parents along with sharing resources.

Change in youth justice program participants who have knowledge of programs and services to help them/their family (Percent)

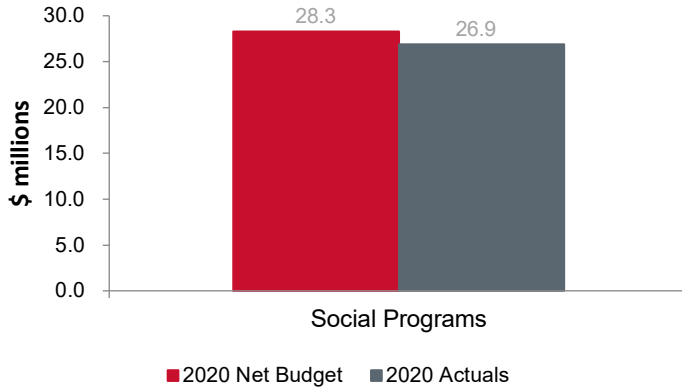




## Operating & Capital Budgets

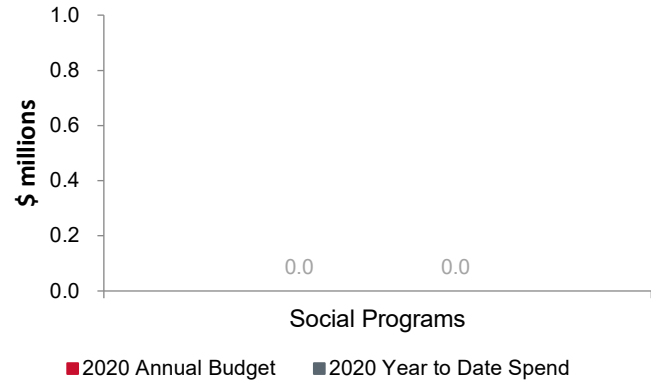
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.9 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Social Programs ended 2020 with a positive variance of \$1.4 million in the operating budget. These savings were a result of COVID-19 and the impact of associated public health restrictions on Calgary AfterSchool and Summer Programs.

# Building Safety

Led by: Calgary Building Services

## Description:

The Building Safety service provides Calgarians with the assurance that the buildings they live, work, and play in, are safe. This service reviews building plans submitted to ensure compliance with provincial and national safety codes prior to issuing a permit, then follows up with site inspections to ensure construction also complies. The service responds to building and construction site safety concerns reported by first responders, citizens, and partner agencies providing guidance and direction to ensure a safe resolution. The service works proactively with industry and partner agencies to identify, educate, and promote safety best practices to reduce incidents and public safety concerns.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Planning & Development implemented video inspection protocol for occupied homes in response to COVID, which will be enhanced for qualified contractors in 2021. Resulting in financial and time savings for contractors and homeowners.

2020 also saw an increase in utilization of digital intake processes, allowing more customers to apply for building permits online, instead of having to spend time and money to submit applications in person. Online building permit applications increased by 43%.

The department is using an innovative approach to inspections for renovations and additions, which is having several benefits for citizens.

- Safe, legal and affordable secondary suites are being added to the market faster - over 4000 secondary suites added to the City's registry in 2020
- Landowners are seeing an earlier benefit from the revenue associated with these secondary suites
- Homeowners, who may be having to spend more time at home due to the pandemic, are able to enjoy their renovation or addition faster

### Service Challenges

COVID impacted efforts to align approval timelines with customer expectations due to a 30% increase in building permits for home renovations. Certain types of building permit files (COVID testing centres, field hospitals, restaurant patios) were expedited, further challenging expectations for other applications.

Online service offerings resulted in reduced quality of building permit applications, creating challenges with approval timelines. Customer education and system enhancements are planned to address this challenge.

Due to health concerns, inspection teams pivoted to video inspections to serve residential customers. This created some operational challenges that will ultimately enhance our ability to employ this alternate method of verifying safety.

### What are we watching?

The Service will continue to be poised to serve our customers well as they navigate the challenges of the pandemic. We continue to be ready to adapt to changing circumstances in order to maintain a high level of service.

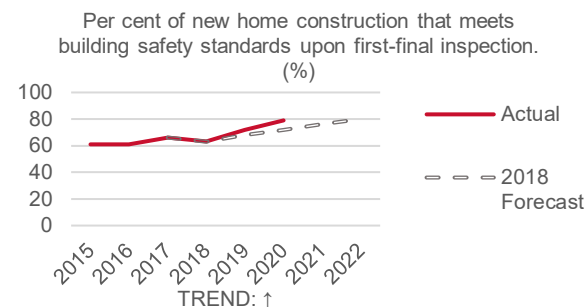
Climate Strategy adaptation and mitigation will involve development of Energy Codes towards 'net-zero ready', use of passivhaus standard for energy code compliance, electrical requirements for vehicle charging, resiliency of buildings to extreme weather, and financial incentives to encourage climate conscious design.

Risk Management will see us expanding to use data to reward deserving professionals, builders and trades with faster approval timelines and fewer inspections. It will also involve conducting regular audits so that the quality of work remains high and buildings are safe.

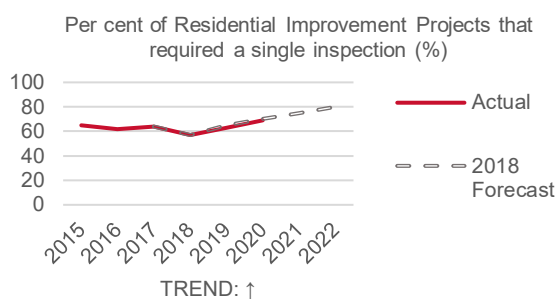


## How is the Service performing against plan expectations

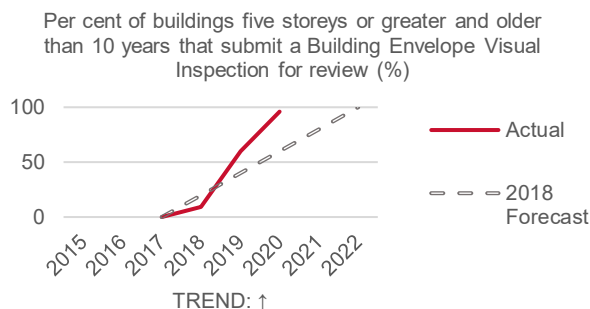
### Story behind the curve



**New Home Construction:** Many new homes that passed their first final inspection were deemed “acceptable with conditions”, which enabled contractors to assume accountability for addressing remaining deficiencies without the need for inspectors to return to site for an additional inspection. In 2020, 79% of new homes did not require additional final inspection, an improvement of seven points above the 2019 result of 72%.



**Residential Improvement Projects:** The percent of Residential Improvement Projects that required a single inspection reached 69% in 2020, six points above the 2019 result of 63%. The number of completed secondary suite alterations more than doubled compared to 2019. There was also a surge of homeowner-initiated detached garages and decks in the summer. As homeowners are not as familiar with the permitting process as contractors, the need for additional educational support contributed to the need for additional final inspections in the latter part of the year.



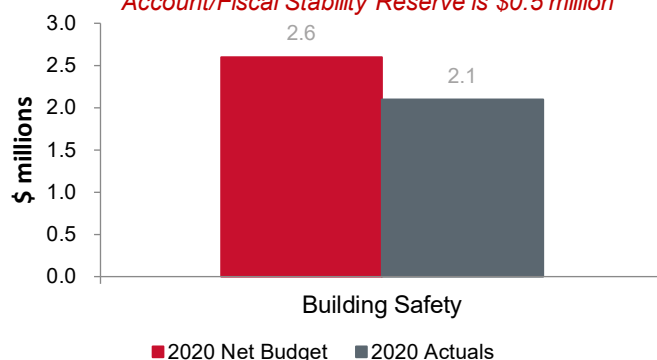
**Building Envelope Visual Assessments (BEVA):** Many building owners have been receptive of the initiative and will continue to provide their BEVAs when requested and within the specified timelines. An additional 205 assessments were submitted in 2020, resulting in 96% of identified buildings having made their submissions, which is well ahead of the targeted pace of 60%. With only a few outstanding assessments required, it is expected that the pace of submissions will slow over the coming months.



## Operating & Capital Budgets

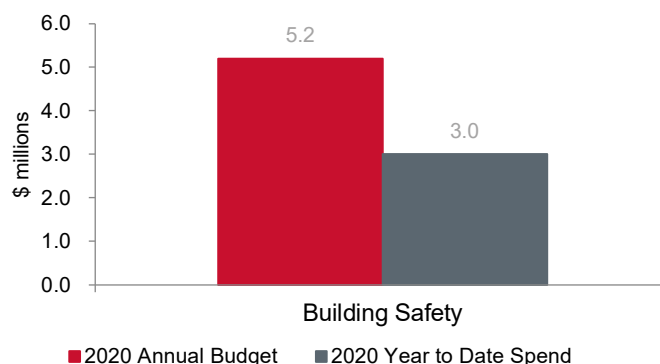
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.5 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Due to COVID and economic downturn, Building Safety revenue is \$15.35M below budget. The decrease in revenue has been fully absorbed by higher than budgeted deferred revenue recognition of \$13.88M, higher than budgeted investment income of \$1.03M and \$5.94M savings in expenditure net of recoveries. Higher than budgeted deferred revenue recognition is due to revenue recognition of major projects from prior years. Savings in expenditure is mainly in salary and wages from intentionally managing the workforce and overhead expenses. Although Building Safety has seen a decrease in revenue, higher than budgeted deferred revenue and expenditure savings have resulted a higher contribution to the PD sustainment reserve than budgeted. More than budgeted contribution to the PD Sustainment reserve has also resulted in more than budgeted investment income earned in the PD Sustainment reserve.

In 2020, Building Safety has also completed the Kensington Manor demolition project. This project is funded by corporate savings. Upon completion of the project, there is a saving of \$478K.

**Capital Budget:** The Capital spend was \$2.2M below budget. Major groundwork was laid in 2020 for upcoming years including:

- Analysis was completed on developing an overarching solution for improved Field Service Management.
- A digital infrastructure strategy was completed to improve business planning around system platforms.
- The transition to POSSE web was completed for Inspections services.

# Bylaw Education & Compliance

Led by: Calgary Community Standards

## Description:

Bylaw Education & Compliance develops and maintains community standards in Calgary to promote healthy and safe communities and help citizens live in harmony with neighbours. The service includes enforcement of municipal bylaws, provincial statutes and bylaw education that encourage compliance. Peace officers actively enforce bylaws and seek to create resolutions between citizens, creating safe communities.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Bylaw Education & Compliance prepared a business case for the Solutions for Achieving Value and Excellence program for the implementation of a customer service request cloud-based application that streamlines peace officers' responsibilities. The business case was successful and planning is underway to acquire the technology to implement the application and streamline service processes, allowing officers to work more efficiently.

In preparation for the transition of all Community Peace Officers to Level 1 designations, Bylaw Education & Compliance began the physical fitness evaluation testing to ensure all Community Peace Officers meet physical requirements mandated by the Solicitor General. Uniform and vehicle branding will undergo updating to reflect the new designations and responsibilities.

### Service Challenges

COVID-19 has accelerated modernization needs as the service is contending with increased service demands and a decrease in resources. Improvements through training allowed the service to maintain standards for citizens but future improvement will be driven by enhancements offered through technology. Staff will be required to adopt additional responsibilities, needing to update past processes with new toolsets which will require training and proficiency.

### What are we watching?

The time required to transition all Community Peace Officers to level 1 designation has been rescheduled to Q2 2022 due to provincial delays in programming requirements.

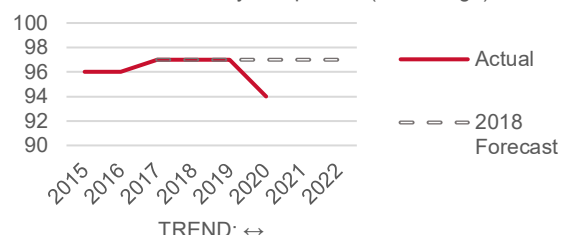
A One City Record Management System is being assessed to identify options for sharing of information across enforcement/regulatory agencies through the integration of new case file management solutions. The integration of information would offer new opportunities to improve cross service partnerships.



## How is the Service performing against plan expectations

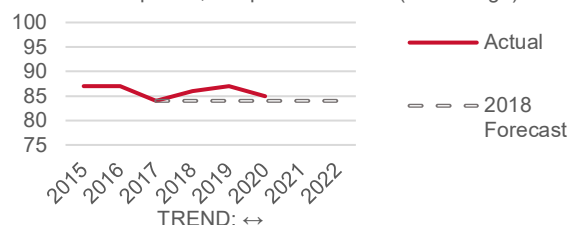
### Story behind the curve

Per cent of bylaw calls for services resolved through education and voluntary compliance (Percentage)



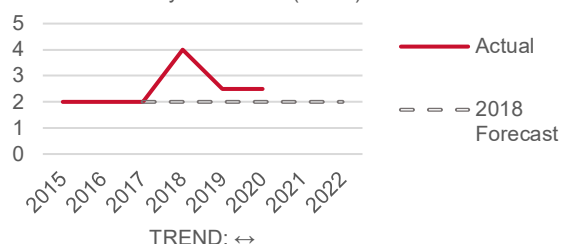
A changing city creates new service needs which will require new levels of engagement, education, and enforcement. A change in directive to snow and ice complaints resulted in enforcement for repeat offenders.

Per cent of citizens satisfied with the job the City is doing in providing bylaw services for issues such as noise complaints, fire pits and weeds (Percentage)



Impacts from competing/emerging priorities create new demands, placing a high demand on resources. Efficiencies created through the Hybrid Officer model and community zone updates have enabled the service to maintain responsiveness to citizens, while taking on additional responsibility.

Average response time to priority one 311 calls by bylaw officers (Hours)



Citizen response to imposed public health regulations related to COVID-19 have created a complex operating environment. Response time remains stable but could face challenges in the future as Community Peace Officers responsibilities change and population growth occurs.

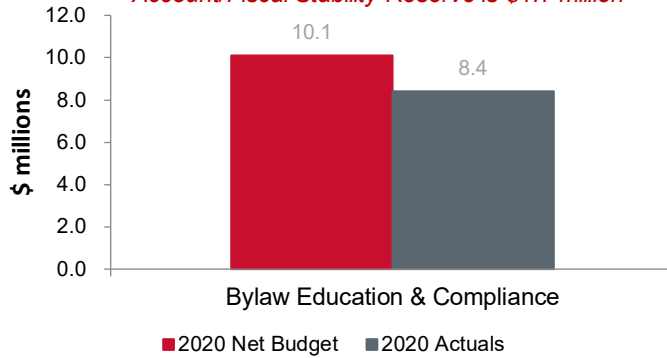




## Operating & Capital Budgets

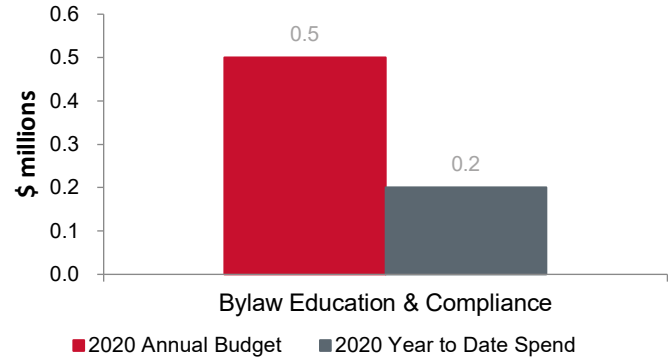
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$1.7 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Bylaw Education and Compliance operational savings of \$1.7M were achieved as the result of intentionally managing the workforce, higher recoveries for project work, lower manageable expenses and the cancellation of community cleanups due to COVID-19.

**Capital Budget:** Bylaw Education and Compliance had a capital spend rate of 50% in 2020. COVID-19 resulted in delays on the procurement of equipment and resource redirection for pandemic planning and response caused challenges for systems projects such as One City Record Management System.

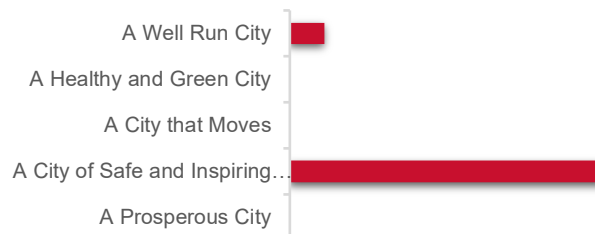
# Calgary 9-1-1

Led by: Calgary Community Standards

## Description:

Calgary 9-1-1 connects citizens with the emergency services they require by evaluating and dispatching 9-1-1 and non-emergency calls from within Calgary and for client agencies located outside of Calgary.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Calgary 9-1-1 is accelerating cross training to enable the delivery of police and fire functions which will support Public Safety Answering Point Optimization. Cross training will improve flexibility as our staff will be more agile to deliver across police and fire functions.

The development and testing of core infrastructure to enable Next-Generation 9-1-1 implementation has been successful and preliminary trials of Next-Generation 9-1-1 with TELUS and the Canadian Radio-television and Telecommunications Commission have occurred. Renovations of the 9-1-1 training facility and test lab are nearing completion, providing more capacity for staff training, ensuring readiness for Next-Generation 9-1-1.

### Service Challenges

Alberta Health Services announcement to consolidate EMS dispatch service created a redirection of resources as Calgary 9-1-1 performed an impact assessment for staff. Staff worked collaboratively with Alberta Health Services to support a smooth transition and ensure there was no degradation of service to citizens for the planned transition in 2021. Calgary 9-1-1 will focus on delivering improvements through technology and training to ensure standards for response are maintained. Staff capacity will be monitored as positions have been reduced resulting in increased workloads for remaining staff.

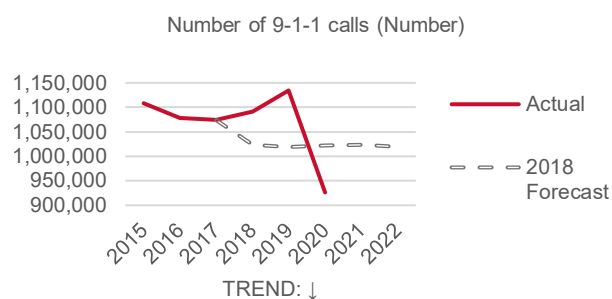
### What are we watching?

Calgary 9-1-1 continues to work alongside the Alberta Urban Municipalities Association to increase the wireless 9-1-1 levy. The levy provides funding for 9-1-1 to improve services to meet evolving 9-1-1 standards and to fund costly technology upgrades to deliver Next-Generation 9-1-1 services.

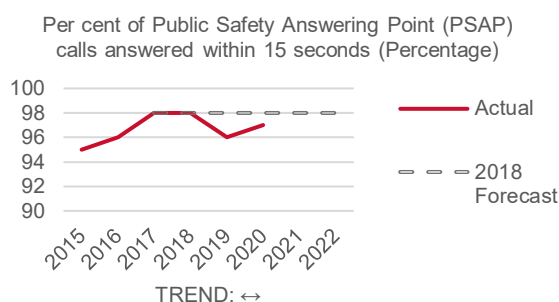


## How is the Service performing against plan expectations

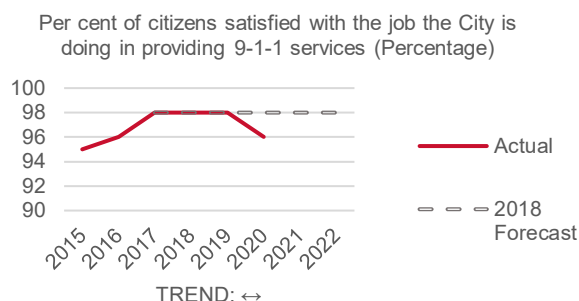
### Story behind the curve



The number of 9-1-1 calls is projected to decline as improvements to call centre configurations and dispatch models are realized over the next two years. COVID-19 has further decreased the volume of calls as social distancing, temporary business closures and other health orders have decreased the number of incidents where emergency response is required.



One Calgary expected service demands to increase, which will be managed by upgrading the 9-1-1 network to minimize risks and provide new options to achieve efficiencies.



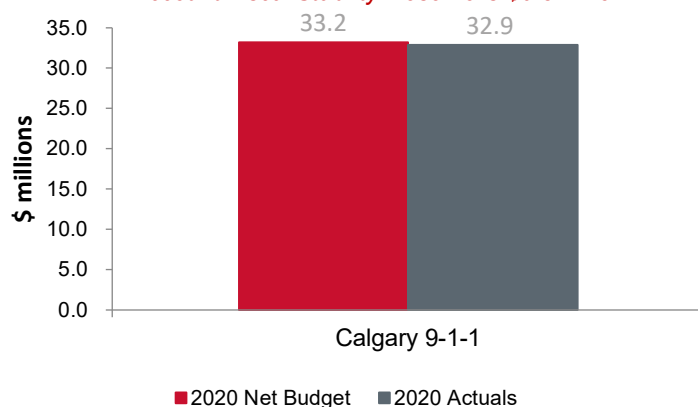
Citizen's expectations for services will be enhanced and satisfaction with 9-1-1 service response will be maintained in the future as improvements in technology and training are completed.



## Operating & Capital Budgets

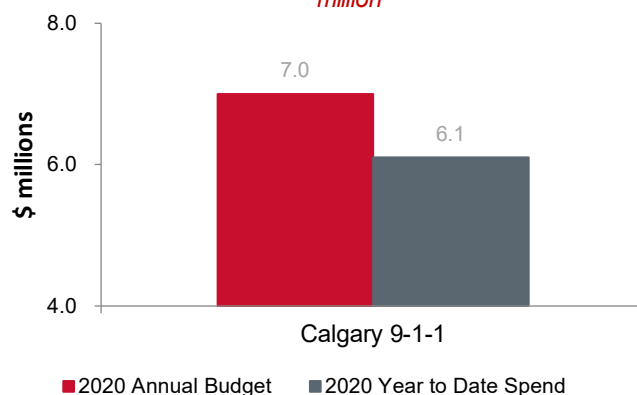
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.3 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0  
million*



## Highlights

**Operating Budget:** Calgary 911 had operational savings of \$.3M. This was achieved by salary savings from intentionally managing the workforce and lower manageable costs.

**Capital Budget:** Calgary 911 achieved an 88% capital spend rate in 2020. Major projects included the implementation of the Police Protocol System, the Fire module of Unified Computer Aided Dispatch (CAD) project and substantial completion of the Whitehorn Facility Renovations project.

# City Cemeteries

Led by: Calgary Parks

## Description:

The City has one active operating cemetery (Queen's Park), a new cemetery under development (in southeast Calgary) and four historic cemeteries (Union, Burnsland, Chinese and St. Mary's). The Government of Alberta's Cemetery Act states that only municipalities and faith-based organizations can provide new cemeteries. There is an obligation in perpetuity to maintain cemetery sites.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Calgary Parks is now providing cemetery tours online. Parks staff and passionate volunteers collaborated with Customer Service and Communications to develop an online series so Calgarians can learn more about our city's history using storytelling about our cemeteries. The videos can be viewed on [YouTube](#) or directly on the [cemeteries page on calgary.ca](#).

The city's new Prairie Sky Cemetery is scheduled to be operational in 2021, with significant construction progress in 2020. This new cemetery is located along the southeast edges of the city near Ralph Klein Park. As well, initial site development planning continued on newly acquired land for a future regional park and cemetery on the northern central border of the city.

City Cemeteries finalized a 2020-30 management plan to provide guidance and prioritize work for the coming decade.

### Service Challenges

The region's sluggish economy, plus COVID-19 restrictions, are contributing to lower monument sales and fewer advanced planning sales. As well, reduced casket burial spaces at Queen's Park (due to limited land supply) resulted in modest revenues.

Prairie Sky Cemetery is progressing, however construction in the complex context of the surrounding rural wetlands has presented challenges. With increased capital costs there is inadequate funding for a customer service building on site. As a result, cemetery customer service staff will operate out of the City building at nearby Ralph Klein Park.

### What are we watching?

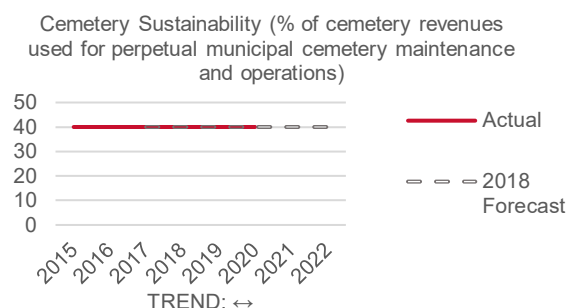
City Cemeteries staff continue to explore industry trends and future opportunities for more eco-friendly burials at the new Prairie Sky Cemetery.

Casket plot sales are meeting forecasts while cremation plot and niche sales declined in 2020. It is anticipated once COVID-19 restrictions are eased, there will be increased cremation related interment product sales. As well, cemetery customers continued the recent trend of lower-end inventory item purchases.



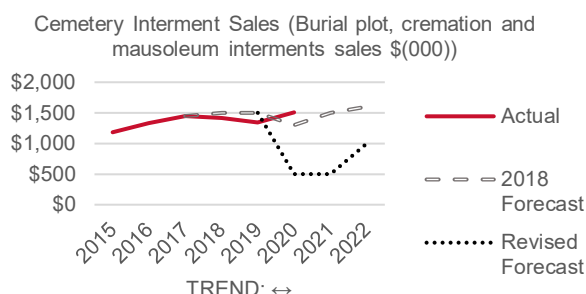
## How is the Service performing against plan expectations

### Story behind the curve



**Perpetual Care Fund** City Cemeteries aims to transfer 40 per cent of revenue (based on an industry best practice) to a Perpetual Care Fund each year. This fund contributes to the annual costs of cemetery maintenance, including turf care and monument rehabilitation.

The PCF was established in 1916. Growth of the fund was not substantial until annual contributions increased to 40% in 2005. From 2010-20, the PCF grew from \$8M to \$21M due in part to market-adjusted rates and fees, controlled capital spending and operational efficiencies. After this decade of steady growth, the PCF will likely decline in 2020-30 to help support constructing, opening and operating two new city cemeteries. With the contributions and interest the fund currently generates, it is unlikely the PCF will reach a level that could fully sustain cemetery operations this century.



**Revenues** This revenue represents burial plot, cremation and mausoleum interment sales. Revenues were higher than anticipated in 2020. Casket plot sales are meeting forecasts, while cremation plot and columbarium niche declined in 2020. Our burial plot and cremation niche fees remain on average with, or below, the competitive market.

Revenues were down slightly in 2018-19 due to lower casket and cremation interment sales. In light of a continued sluggish regional economy and COVID-19 restrictions in 2020, we continued to see fewer advanced-planning customers and more customers trending towards lower-cost inventory items.

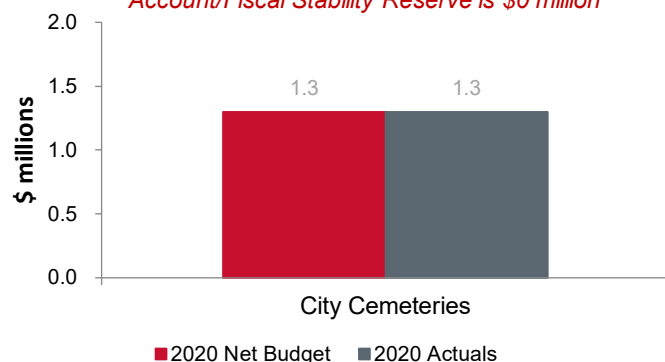
As planned, gradual price increases will continue to be implemented to specific products to help support cemetery operations and strengthen the Perpetual Care Fund. For 2021, our main challenge is transitioning to the new Prairie Sky Cemetery. Establishing our business in a new customer catchment area in 2021-22 will likely impact short-term revenues and this is reflected in our forecasts. We are working towards turning the curve with initiatives such as product price reviews and marketing opportunities.



## Operating & Capital Budgets

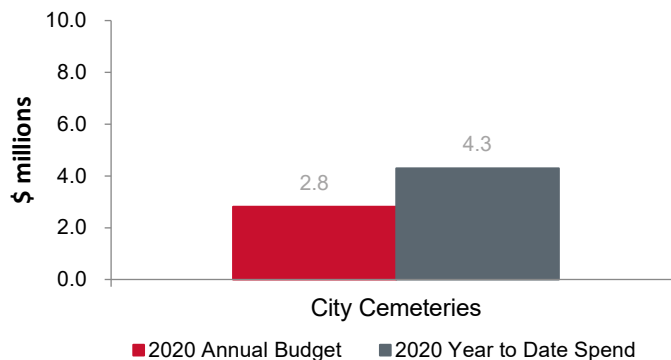
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operational Budget:** Operations were impacted by lower revenues as the result of COVID-19.

This was offset by intentionally managing the workforce and drawing from the Cemetery Perpetual Care Reserve.

**Capital Budget:** Capital highlights include:

- Phase 1 development of the new Prairie Sky Cemetery in southeast Calgary is 90% complete. The cemetery is expected to open in Summer 2021, and is envisioned to be a contemporary public space that offers Calgarians a peaceful place to lay their loved ones to rest, pay their respects and connect with nature. Prairie Sky will be the first new cemetery built by The City since 1940.
- Preliminary public engagement is complete on a new north cemetery development.



# City Planning & Policy

Led by: Calgary Growth Strategies

## Description:

The City Planning & Policy service provides specialized planning expertise to guide and enable growth and change in Calgary. The goal of the growth and change is to build a city of attractive communities that meet the various lifestyle choices of our diverse citizens and employment areas that support continued economic prosperity in Calgary. We engage with communities and the development industry to develop the long-range vision for the city and the detailed growth plans that reflect the goals of individual neighbourhoods. While looking forward, we also preserve and protect Calgary's unique heritage buildings and the sustainability of our environment.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Planning shifted to help businesses operate despite COVID-19 constraints and economic shifts. The service changed policies and rules to enable businesses to operate outdoors and in vacant spaces, and parking requirements were removed for commercial operations.

Public engagement continued online and the service continued to deliver policy to Council remotely. This shift has enabled broader and more inclusive participation of Calgarians in our initiatives.

The 10-year review of the Municipal Development Plan/Calgary Transportation Plan was approved by Council. Work advanced on the Guidebook for Great Communities and its first companion Local Area Plan to better implement the the Municipal Development Plan/Calgary Transportation Plan. Work also continued on the citywide growth strategy in new communities, the established area and in the industrial lands strategies. Council considered the service line's assessment and recommendations for 11 new community business cases and invited industry partners to return with their proposals at a future date.

The City's Historic Resource Grant Program supported owners of historic buildings with \$259,000 in grant funding in 2020, bringing the total grant support to date to \$4.3M. In 2020 a further seven historic buildings were also granted legal protection by Council, bringing the city's total to 106.

### Service Challenges

The key challenge for the service line in 2021 is to balance our commitment to our long-term strategy and city-building vision with the need to support Calgary's businesses and citizens through the pandemic hardships and ongoing economic downturn. Resources that are required to achieve the long-term objectives may be tasked with immediate relief initiatives, such as land use bylaw amendments to support business operations. This may delay some planned work. In this difficult economy it may also be further challenging to achieve policy objectives that may be perceived to place further financial burdens on the development industry or citizens.

### What are we watching?

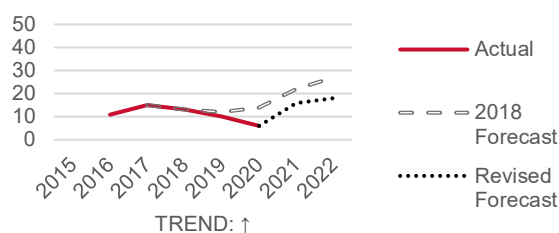
Cities are facing new challenges triggered by COVID and global economic shifts. Increasing population and economic diversification also presents new opportunities. This puts Calgary at a point of transformation. We'll be looking at what this means for our policies and plans and how our perspective is best shifted for success. For example, how does our vision for downtown and ongoing growth change? How can we best help business and economic recovery today? How do our plans and policies best enable and encourage equitable communities, climate resilience and continuing high quality of life for every Calgarian?



# How is the Service performing against plan expectations

## Story behind the curve

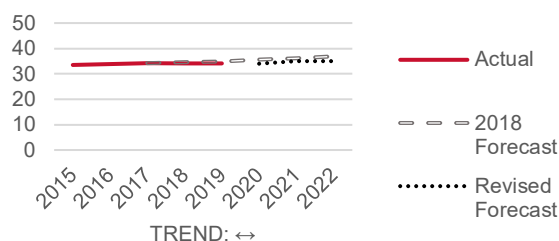
Per cent of Calgary's land area addressed in local area plans completed in last four years (%)



### Area Impacted by New Local Area Plans

Areas in multi-community plans in-progress include North Hill, Inglewood/Ramsay, Westbrook, Heritage, and Greater Downtown. There are currently 8 multi-community plans and one area development plan included in the 2021 workplan.

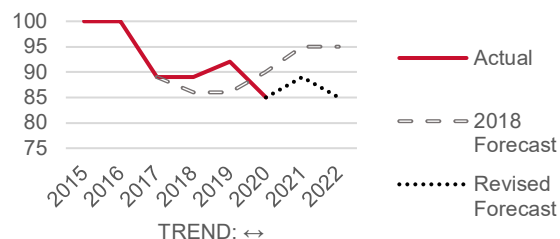
Per cent of MDP intensity targets reached in strategic growth areas (%)



### MDP Intensity in Strategic Growth Areas

Most population growth continues to occur in new communities, though development in established areas has proven resilient. We continue to see demand in strategic growth areas. However, weaker overall population growth in strategic areas may slow longer-term progress. When this measure was developed it was based on data from the Civic Census; the cancellation of the Civic Census until at least 2023 means the results will need to be estimated using other methods.

Per cent of Local Area Plans that did not need amendments within four years of approval (%)



### Amendments to Local Area Plans

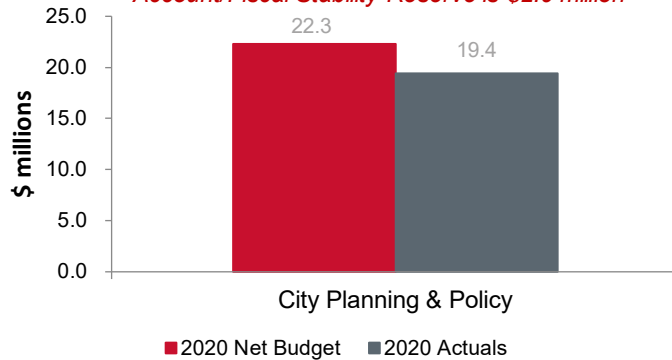
The measure has held constant at 85%, as only one amendment was added in 2020 (Springbank Hill Area Structure Plan), and one new plan was approved (West View Area Structure Plan).



## Operating & Capital Budgets

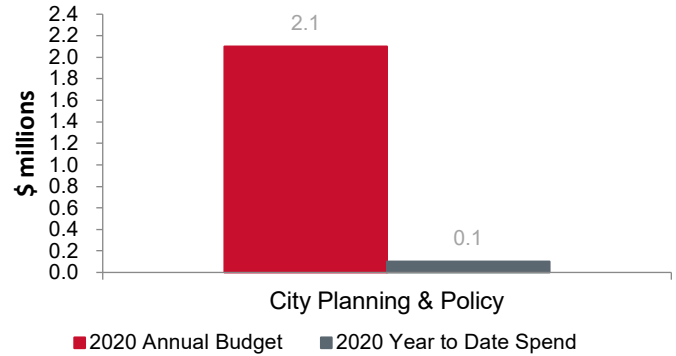
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$2.9 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** The 2020 favourable operating variance in City Planning & Policy is mainly due to reduced spending in contract & general service costs, as well as salary and wage savings from the shift in timing of the one-time funded Multi-Community Local Area Plans project work.

City Planning & Policy has contributed \$2.9M to the corporate budget savings account (BSA) for the year ended 2020.

**Capital Budget:** Capital expenditures in 2020 were \$2M below budget. The expenditure in Service Improvements for City Planning & Policy is for new planning, research and technology development for public engagement improvements and digitizing policies and plans. Spending was on hold due to the Triennial Reserve Review, plans will be defined once allowable spending is determined.

**Downtown Improvement Capital Project:** In 2020 the investment focused on design and construction of streetscape improvements.

# Development Approvals

Led by: Calgary Approvals Coordination

## Description:

The Development Approvals service reviews and approves all land development proposals to enable development and redevelopment within the City. This service works towards maintaining Calgary as a great place to invest in land development and redevelopment while ensuring those investments contribute to building a vibrant city. The positive contributions a development has to the urban fabric, context of the surrounding community along with proposed timelines and objectives of the customer are all taken into consideration when an application is reviewed to maximize benefits while meeting regulatory requirements.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Despite the challenges brought on by the pandemic and remote working, Development Approvals timeline and quality performance measures on complex applications reached historically high levels in 2020.

Planning & Development developed and deployed digital intake and review processes for multi-disciplinary development applications. Planning & Development now has a digital option for all development and building applications and permits.

The department also launched an initiative that will usher in a new decision-making model on the most complex land development applications. This model will streamline decision making and improve timeline performance and design quality.

Throughout 2020, the department ensured business continuity and high levels of performance despite COVID-19, while also accelerating changes to improve service delivery. This effort enabled over \$3 billion in construction investment and associated jobs to stay in Calgary's economy during this pandemic.

### Service Challenges

The residential and commercial markets are adjusting to the acute economic realities in Calgary and there is an influx of amendments to active and approved applications. This is challenging the staff to think differently, come up with cost effective solutions, and collaborate in new ways to maintain project viability without sacrificing quality. While we appreciate the need to respond to a changing market, these high effort / low revenue amendments are challenging to manage from a financial and resource perspective. There is also a concern with a degradation in quality as the market demands more value oriented products.

### What are we watching?

#### Focusing on our customers

As markets adjust to the economic and health challenges, Development Approvals is focused on the changing markets and evolving needs of our customers by being there to support a shifting real-estate landscape. Through collaboration and partnership, this service ensures all new and redeveloping communities are vibrant and sustainable.

Citizens and communities expect a consistent, fair, and transparent review of development applications and want to be meaningfully engaged on development proposals. By thinking and working differently, we will work to make our systems easier to access, our protocols less onerous, and our approach more customer-centric. Our goal is to become a world-class development approvals system – we will not be satisfied with simply 'best in Canada'.



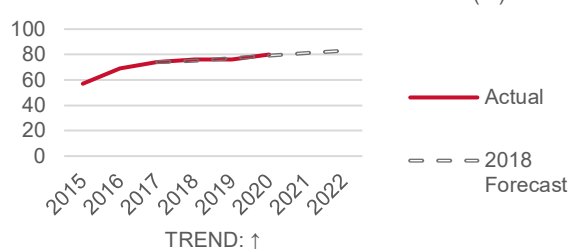
## How is the Service performing against plan expectations

### Story behind the curve

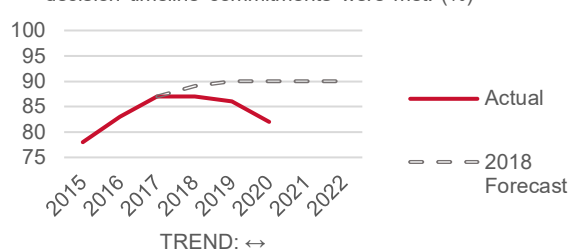
Per cent of significant development proposals that exceed expectations based on the Urban Design Rating at the time of decision. (%)



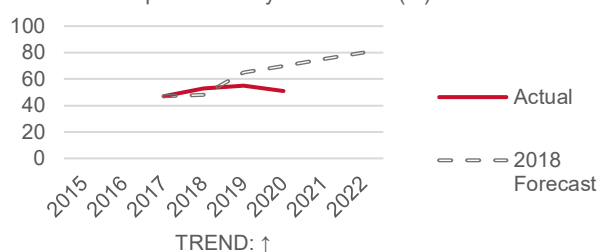
Per cent of multidisciplinary development applications where decision timeline commitments were met. (%)



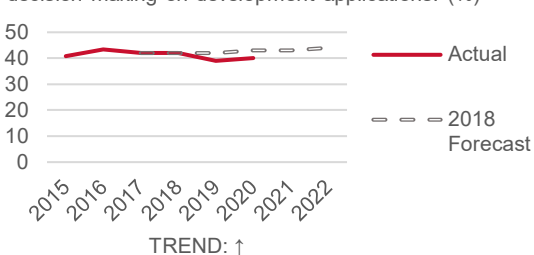
Per cent of technical development applications where decision timeline commitments were met. (%)



Per cent of development agreements that have been in place for six years or less. (%)



Per cent of public facing female staff involved in decision making on development applications. (%)



**Urban Design Rating – Expectations Met:** While nearly all approved applications met Urban Design expectations, the second half of the year saw a reduced number exceeding those expectations. The majority of significant projects that did not exceed expectations are in the lowest-performing built-form typologies: Housing Comprehensive (28%), Commercial Comprehensive and Housing Minor (21% each); and in geographic areas that tend to see development at the lower end of the market. Industry outreach and education has proven to be effective as 40% of applications exceeded Urban Design expectations at submission, compared to 23% in 2019. Ongoing work to refine definitions and communication of expectations is expected to result in continued improvement.

**Multidisciplinary Timelines:** 2020 resulted in the best performance on multi-disciplinary timelines in Corporate Planning Applications Group's 23 year history. Staff dedication, a relatively seamless transition to work from home, and improved monitoring and management of files contributed to increased performance.

**Technical Planning Timelines:** Unprecedented volumes for residential relaxations, home occupations and outdoor cafés and associated pre-application inquiries significantly increased workloads on the Technical Planning team, as have continued high volumes for secondary suites. The performance level was hard-earned, given capacity challenges such as reduced staffing levels and a transition to a web-based permitting system.

**Development Agreements:** There has been relatively little activity closing out older development agreements, despite significant progress improvements. Given the unprecedented challenges facing the industry in 2020, capital was deployed to revenue generating activities and away from work to close out remaining deficiencies in built-out projects. Early on in the pandemic, industry discussed this approach which is supported by Development Approvals. As a result, no progress was made in 2020 towards closing older development agreements.

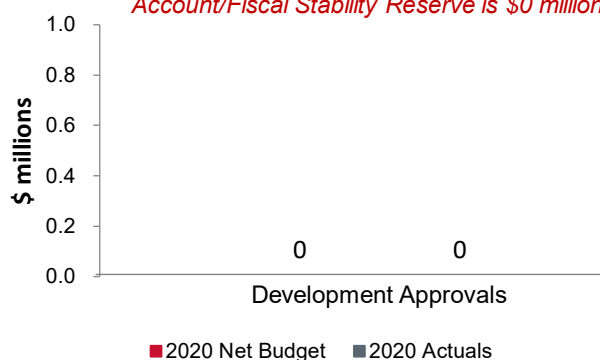
**Gender & Application Decision-Making:** The gender split has remained stable in 2020. There were numerous internal movements of women out of Corporate Planning Applications Group due to promotions and other opportunities, which may be viewed positively as career progression. The Women in Planning & Development committee is working on additional strategies to address inequality.



## Operating & Capital Budgets

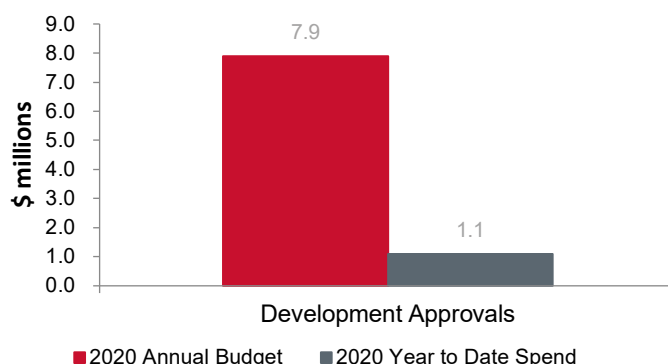
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Due to COVID-19 and economic downturn, Development Approvals revenue is \$3.29M below budget. The decrease in revenue has been fully absorbed by \$7.57M savings in expenditure net of recoveries. Savings in expenditure is mainly in salary and wages from intentionally managing the workforce and overhead expenses. Due to extra savings over revenue shortfall, withdraw from Planning & Development sustainment reserve is lower than budgeted.

**Capital Budget:** In light of the uncertainty about the post-pandemic environment, decisions were made to slow and defer capital projects not related to digital advancements. As a result, capital spending is below budget in part due to stages of project planning where IT resources were not required at the same level as in prior years. A new project management methodology implemented in 2020 created a steep learning curve but overall projects are on track for delivery. In 2020, consultants were hired to plan the Digital Collaboration project and COVID-19 accelerated plans to digitize the business and supported the realization of planned outcomes earlier than anticipated.

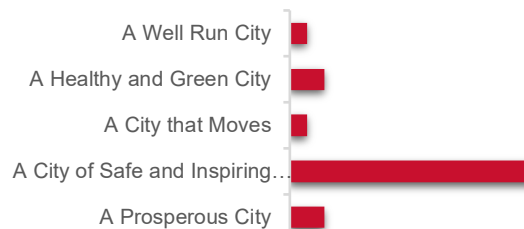
# Emergency Management & Business Continuity

Led by: Calgary Emergency Management Agency

## Description:

Beyond emergency response activities, our service is also legislated to ensure preparedness for and recovery from emergencies, disasters and business disruptions. Coordinating the efforts of The City, businesses, non-profit groups, government agencies and citizens, we help the city withstand emergencies. Collectively, we evaluate and educate on disaster risk, create preparedness networks, coordinate emergency planning and help represent public safety. We oversee business continuity planning in The City to support the delivery of essential services during and after an emergency. We support regional and national disaster response with Canada Task Force 2, Alberta's disaster response team.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The City's coordination of COVID-19 response began in January 2020 and involved complex relationships and continuous synchronization with a range of provincial and federal authorities throughout the year. While coordinating the City response, Calgary Emergency Management Agency moved to a virtual Emergency Operations Centre environment. The City also delivered COVID-19 prevention programs, supported the Province in targeted intervention activities, and assisted in initial recovery programs.

The City implemented the Corporate Business Continuity Plan and Infectious Disease Management Plan to lead the Corporation through the early stages of COVID-19. A review of the Business Continuity program resulted in new reporting measures to improve compliance with the program and will ensure continuation of City services during disaster events.

Calgary Emergency Management Agency formally joined the Corporate Planning Applications Group to advance disaster risk prevention and mitigation in the built environment. This formal representation in planning and development decisions is unique to Calgary, an essential element to true disaster risk reduction and a whole city approach to standards and guidelines in building excellence.

### Service Challenges

The City's ongoing coordination of the COVID-19 response must also balance the need to plan for COVID-19 recovery. The pandemic will leave individuals and governments increasingly vulnerable to disasters during the prolonged recovery. It also challenges the resiliency of City staff who have had to balance managing the impacts of COVID-19 with regular workloads.

National and international governance frameworks highlight the need for more holistic management of disaster risks in advance of events. Planning must include consideration for all dimensions of societal risk – such as capacity, vulnerability, and exposure - to increase resilience.

### What are we watching?

Sustained investment: The City's response to COVID-19 reinforces the need for sustained investment in corporate emergency management and business continuity programs.

Frequency, complexity & severity of disasters: The June hailstorm illustrated the need for adoption of disaster risk reduction principles and investment in disaster risk mitigation and community resilience-building activities. The frequency of disasters and complexity of impacts is increasing. Whether adapting to a changing climate or keeping pace with risks inherent in a modern urban centre, disaster risk reduction is critical to the health of citizens and vitality of our city.

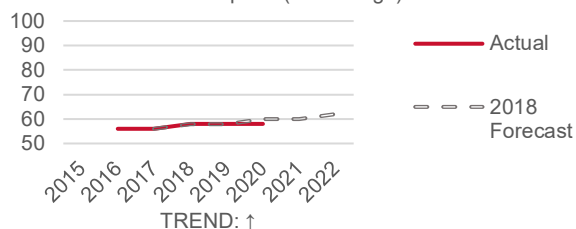




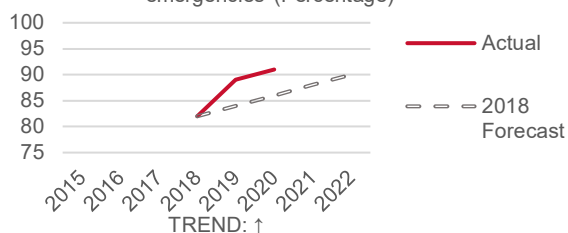
## How is the Service performing against plan expectations

### Story behind the curve

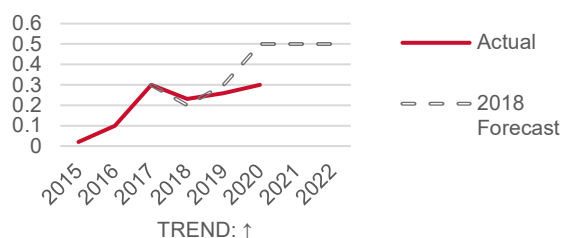
Resources with effective work arounds to allow City services to continue providing essential services after a disruption (Percentage)



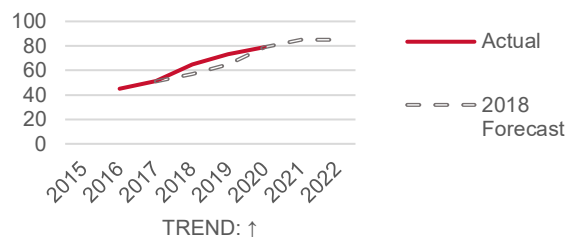
Percentage of citizens completing individual, family, and community preparedness courses through Ready Calgary who feel more prepared for emergencies (Percentage)



Population The City can provide basic needs for immediately following an emergency (Percentage)



Agency members who have three members trained in emergency operations (Percentage)



**Resources with effective workarounds:** The identification of shared resources used to deliver essential services across the Corporation provides common workarounds that benefit and improve service resilience. This integrated approach makes The City more efficient and results in cost savings as well as reduced down time of essential services for businesses and municipal government. The measure is expected to remain stable. Further gains are difficult to achieve as the most cost-effective and efficient workarounds have already been created and implemented, meaning even small incremental gains moving forward come at escalating costs.

**Percentage of citizens completing courses who feel more prepared for emergencies:** Ready Calgary supports the growth of community emergency preparedness networks. It directs neighbours to help their communities which reduces the load on strained City resources during an emergency. Citizen response to Ready Calgary has exceeded initial projections. In-person programming was adapted to deliver the courses virtually and became the primary means of delivery throughout COVID-19.

**Population for which The City can provide basic needs:** The way The City provides basic needs for citizens following an emergency is changing. In 2018, the focus was on building capacity to accommodate displaced citizens through procurement of bedding and supplies. To support sustainability of the program, the strategy has shifted to a multi-faceted approach that includes increased partnerships with Agency members, community groups and faith-based partners. Actual results were lower than originally forecast as a result of delays in purchasing due to COVID-19.

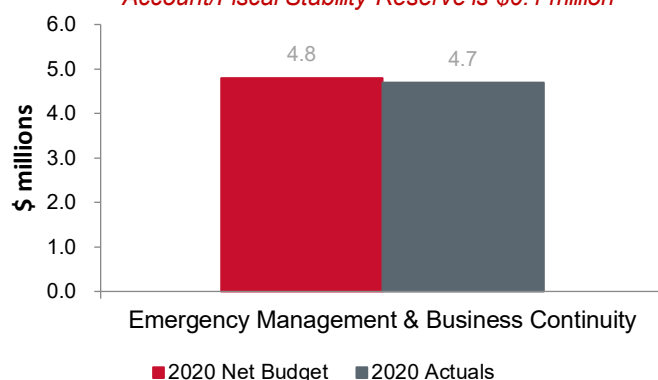
**Agency members with three trained members:** Agency members require continual training and exercising to maintain minimum trained staff levels. Regular training prevents the erosion of these skills. Original forecasts were based on expected staffing turnover in Agency member business unit and organizations. Actual results were higher due to less turnover than expected and the ability to maintain the same representatives in the Emergency Operations Centre over longer time frames. Due to the long-term response required by COVID-19 in 2020, these numbers may plateau or decline slightly due to reduced in-person training and increased pressures on internal staff and Agency members.



## Operating & Capital Budgets

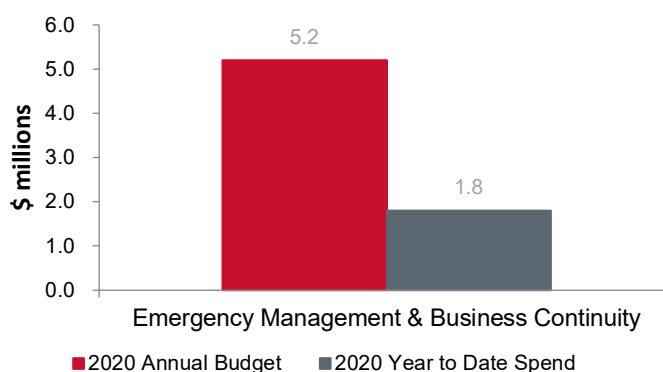
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Emergency Management & Business Continuity ended the year with a favourable variance. Additional COVID-19 related expenses of \$0.6M were offset with intentionally managed workforce and vacancies as well as savings in discretionary spending such as training, travel, and conferences.

**Capital Budget:** While 2020 brought many unforeseen challenges, Calgary Emergency Management Agency made some significant progress and accomplishments with the capital portfolio. The completion of the Incident Management System, a valuable Emergency Operations Centre asset, helped with the mobilization and procurement of resources. New virtual functionality was also introduced for the Emergency Operations Centre, which became critical due to COVID-19. Work began in November on enclosing a storage area to better protect vehicles, equipment and supplies and is anticipated to be completed by March 2021. While there was a variance in the capital budget for 2020, largely due to Calgary Emergency Management Agency's involvement in the COVID-19 response, most of these funds are committed through various purchase orders. As a result, some of the projects were delayed and will now be completed in the first and second quarter of 2021, instead of 2020.

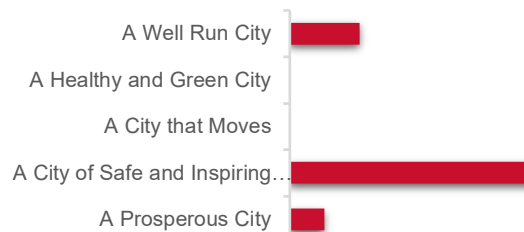
# Fire & Emergency Response

Led by: Calgary Fire Department

## Description:

Serviced by 41 fire stations and 1,298 firefighters, this service provides life-saving emergency assistance to 1.26 million Calgarians and visitors across 848 square kilometres. Service encompasses responding to fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues including water rescues, calls for public service assistance, and need for community risk reduction through fire prevention activities.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2020, the Calgary Fire Department (CFD) responded to 60,949 incidents, of which 29,996 were critical medical interventions. 91% of first-in unit responses at critical medical interventions and 85% of first-in unit responses at fire suppression incidents were within 7 minutes, exceeding annual forecasts. Response time performance improvements in 2020 can be attributed to a variety of factors, including COVID-19 safety protocols like the cancellation of multi-station training and closure of the Wellness clinic which minimized the need to redeploy apparatus during daily operations and improved crew availability. Other factors were better than expected staffing levels, less traffic congestion, improved data-driven deployment decisions and technology advancements.

Calgary Fire also opened Station 43 in Walden, the first modular temporary station in the city. The structure can be transported and redeployed as needed, lowering capital spending requirements for future temporary stations.

### Service Challenges

Calgary continues to experience population growth, new community development, changing demographics and new risks to communities. Due to the ongoing impacts of the COVID-19 pandemic, including shifting community risk profiles across the city, CFD saw a 12% increase in fire incidents compared to 2019, and a 30% decrease in motor vehicle collisions. Recent performance improvements stemming from pandemic-related changes may not be sustainable in the long-term. Finally, the cancellation of multi-station, large group training and the reduction in Wellness Clinic services due to COVID-19 safety protocols may have ramifications on the health, safety and wellbeing of employees.

### What are we watching?

Fires today spread faster, burn hotter, cause more damage to property, and pose a higher risk to firefighters and public due, in part, to changes in building design and construction. CFD Calgary Fire watches several trends, including response performance, technology opportunities, risk levels, growth areas (vertical and greenfield), population dynamics, demographics, weather, and construction types.

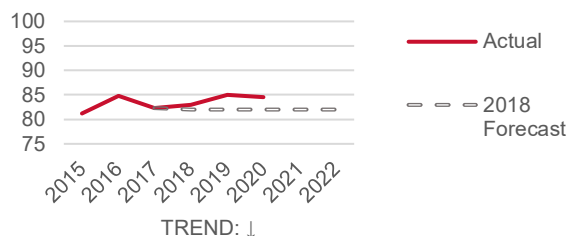
The COVID-19 pandemic is changing risk profiles across the city. For example, fewer Calgarians commuting daily is contributing to a sharp decline in vehicle collisions, but there is a higher risk of fire related incidents as people spend more time at home. CFD continues to analyze and redeploy resources to meet changing demands and risks.



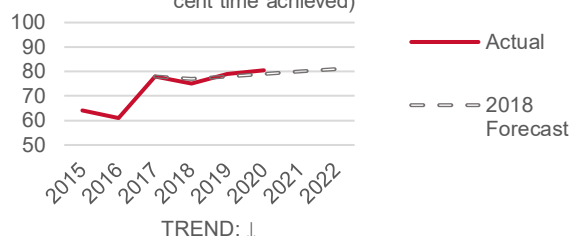
## How is the Service performing against plan expectations

### Story behind the curve

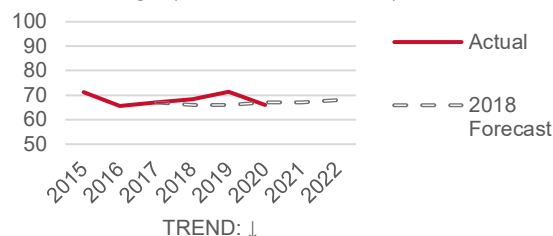
First-in unit emergency response within seven minutes to fire incidents (Per cent time achieved)



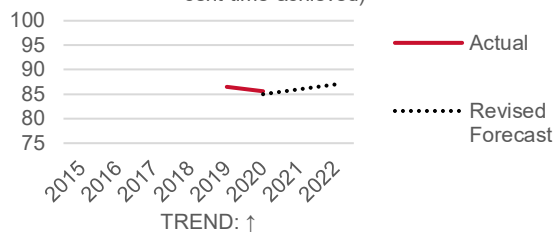
Arrival of 12 firefighters and necessary equipment within 11 minutes at serious and escalating fires (Per cent time achieved)



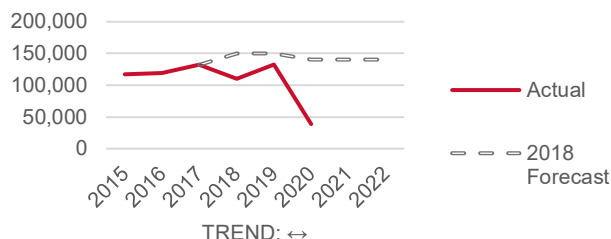
Flame spread limited to within the room or object of origin (Per cent time achieved)



First-in unit emergency response within six minutes thirty seconds at critical medical interventions (Per cent time achieved)



Fire prevention engagements by firefighters (Number of face to face citizen engagements)



The percentage of first-in unit emergency responses within 7 minutes is improving due to concerted efforts to leverage new technology and data-driven decisions. These efforts were complemented by pandemic conditions, including COVID-19 safety protocols like the cancellation of multi-station training and closure of the Wellness clinic, which minimized the need to redeploy apparatus and improved crew availability. While these improvements are unlikely to be sustained beyond the pandemic era, CFD continues to focus on performance elements within its control, including technology solutions and apparatus placements to continue advancing towards the long-term forecast of 90%.

There was a slight improvement in the effective response force (ERF) performance forecast of 11 minutes, 90 per cent of the time for serious and escalating fires, compared to 2019. As mentioned above, the improvement is most likely due to the compounding conditions resulting from the pandemic, including less road congestion and better than expected staffing levels which allowed the staffing of two additional engines for deployment, it is unlikely that this will be sustainable in the longer term. Historic trends, including resource and apparatus staffing constraints, increasing call volumes, and incident density are likely to factor heavily on performance in the future. The CFD will continue to monitor ERF performance as conditions stabilize.

Although the CFD exceeded response time performance forecasts in 2020, there was a slight decrease in the percentage of time flame spread was contained to room or object of origin. Possible explanations include structural design considerations, and the increase in serious fire incidents in 2020 as risks shifted increasingly to communities and neighbourhoods. Medical response time performance also decreased slightly. This is partially due to additional safety protocols and PPE precautions taken when responding to medical incidents during the pandemic, as well as a more accurate measure of performance stemming from the methodology change approved during adjustments.

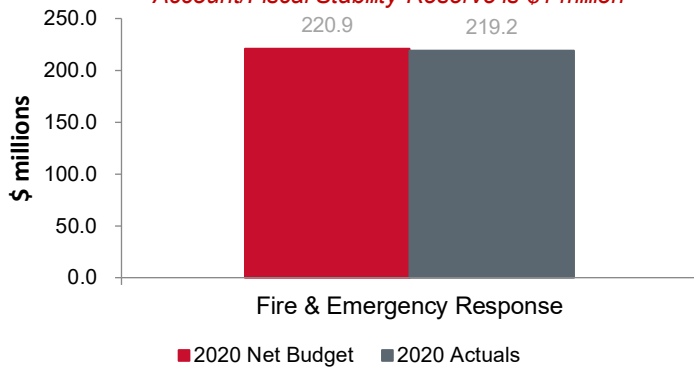
School closures, cancelled events and gatherings, and the closure of fire stations to the public reduced the number of face-to-face contacts with citizens by over 70% during the pandemic. The CFD recognizes that the best strategy for fighting fires is education that can prevent them from occurring and is investigating options to engage at the community level, including virtual education and outreach.



## Operating & Capital Budgets

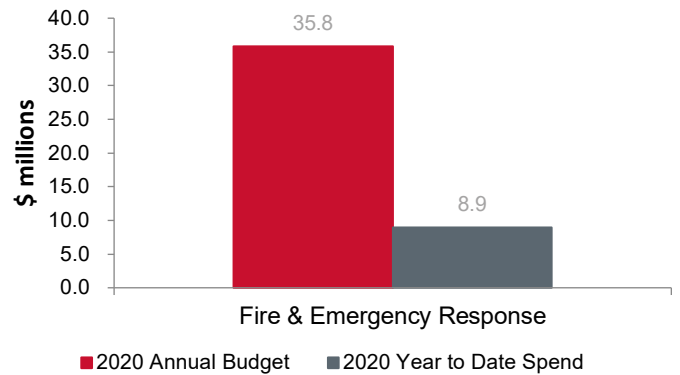
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Budget savings were driven by increased Sickness and Accident due to the COVID-19 pandemic and delaying the 2020 Fall recruit class to Q1, 2021.

**Capital Budget:** The pandemic has increased delivery times of supplies and apparatus. Delays in Integrated Civic Facility Planning process and construction of new fire stations due to slower city growth.

Fire Station 43 in Walden was opened In August 2020 serving citizens in the area.

The Livingston Station project is currently underway with the anticipated completion in Q1 2021.

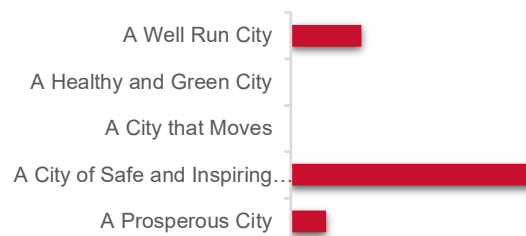
# Fire Inspection & Enforcement

Led by: Calgary Fire Department

## Description:

This service provides fire inspections of commercial, industrial and assembly structures, fire code consultation and related technical services to enhance public safety, compliance with legislation, minimize fire-related risks, and protect lives, property and the environment. All fires are investigated in accordance with the Safety Codes Act to identify trends, code changes and product recalls for community risk reduction efforts.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2020, fire inspectors undertook 16,505 inspections in addition to regular permit and compliance monitoring services to meet legislated obligations under The City's Quality Management Plan. The risk-based inspections pilot continues to advance with 338 risk-based inspections completed in 2020, as well as a targeted campaign on over 1000, higher-risk C-class occupancies not included in the original risk-based inspections pilot.

Even as the COVID-19 pandemic forced many businesses to suspend regular operations, inspectors worked with City of Calgary stakeholders and the business community to maintain safety code compliance as many operations pivoted to different models. The service also worked with Alberta Gaming and Liquor Corporation and Alberta Health Services to rapidly approve permits for outdoor spaces, including patios, during the pandemic.

### Service Challenges

While demand for Fire Inspections and Enforcement (FIE) services has increased over the past few years, the service experienced a slowing of this trend due to COVID-19 impacts in 2020. The number of inspections performed still increased year-over-year, although 3-1-1 Customer Service Requests (CSRs) decreased by 17%. As more commercial spaces remain closed or unoccupied, Fire Inspections and Enforcement will face challenges on multiple fronts. A decline in the number of new or existing businesses will lower demand for services that generate funding for vital positions within Fire Inspections and Enforcement. Many property and business owners are also allowing inspections and maintenance of life safety systems to lapse. Aside from the increased safety risk, there may be an overwhelming demand for inspection services once pandemic restrictions

### What are we watching?

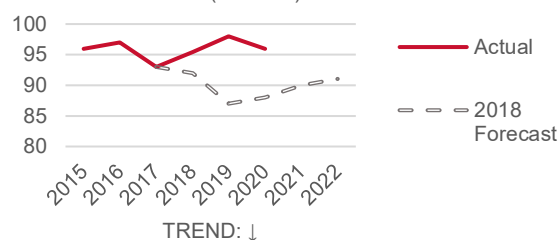
Fire Inspections & Enforcement is watching several trends and risks across Calgary. These include fire in buildings, code compliance and community risk levels. Risk is increasing due to several factors including reduced maintenance on building life safety systems following the economic downturn and COVID-19 restrictions, the increased vacancy rate, ageing infrastructure, fire-prone business activities (such as paint booths), and careless behaviours that increase the risk of fires (i.e. careless cooking and smoking). Community risk profiles are also changing as more Calgarian's spending time at home due to the COVID-19 pandemic.



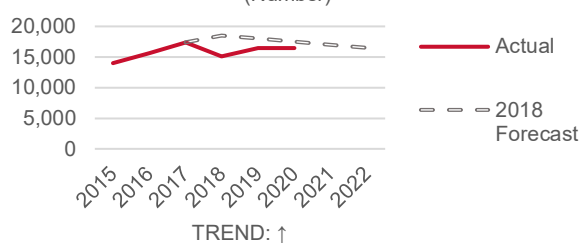
## How is the Service performing against plan expectations

### Story behind the curve

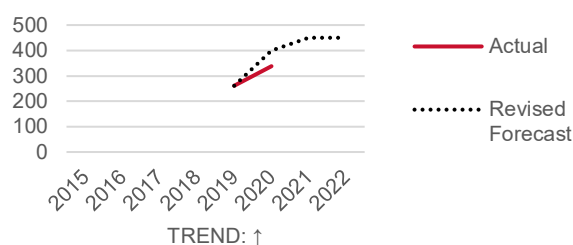
311 Customer service requests completed on time  
(Per cent)



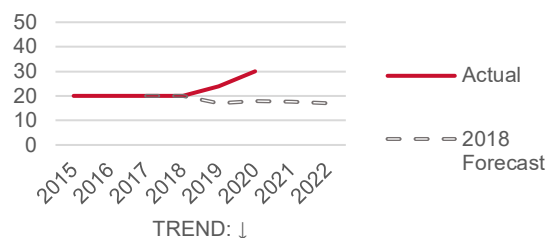
Fire safety inspections performed by Inspectors  
(Number)



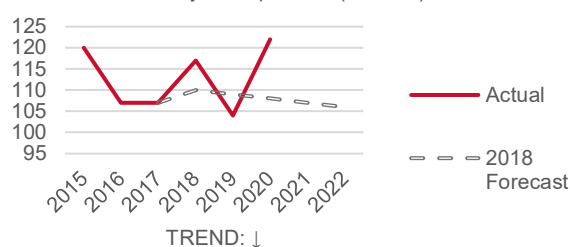
High-risk occupancy inspections completed (Number)



Re-inspection ratio (Per cent)



Number of Structure Fires in Commercial/Industrial/  
Multi-family Occupancies (Number)



The percentage of 3-1-1 Customer Service Requests (CSR) completed on time has been trending upward since 2017. Maintaining staffing levels to keep up with demand has historically been a challenge for Fire Inspections and Enforcement, but the COVID-19 pandemic resulted in a 17% decline in the number of incoming 3-1-1 CSRs compared to 2019, and the increase in number of inspections in 2020 was marginal compared to previous years. This temporary decline in service demand is not expected to continue beyond the end of the pandemic. The ability to maintain service levels and performance in the future will depend heavily on maintaining sufficient staffing levels to manage demand.

Despite the decrease in 3-1-1 CSRs in 2020, safety codes officers performed more inspections compared to 2019. While the Risk Based Inspections (RBI) pilot program increased the number of properties inspected compared to 2019, the trend is lower than expected due to lack of funding to hire the full complement of officers for the pilot program. Safety codes officers utilized capacity resulting from the decrease in CSRs to inspect approximately 1000 higher risk properties that were not in the original scope of the RBI program. These types of proactive inspections significantly reduce risk in communities, but are often limited by funding constraints and workforce capacity.

The upward trend in inspection activity is expected to continue as demand for inspection services increases alongside the expected implementation of a risk-based inspection model following the pilot. Demand for inspections is also likely to increase as COVID-19 restrictions are eased, with many building and property owners having deferred inspections and maintenance of life safety systems during the pandemic.

A reinspection fee was implemented to deter multiple reinspections, but the percent of occupancies requiring reinspection is now trending upward. The consequences of this trend include decreased capacity to inspect more properties, potentially lower completion rates for 3-1-1 CSRs and fewer proactive risk-based inspections. In 2020, there were more inspections performed on higher risk properties that had not been inspected in a long time, and these occupancies tend to have a higher rate of reinspection to achieve compliance. There is also concern that in some cases, the reinspection fee is not an effective deterrent, particularly if the cost of resolving code issues is substantially higher than the fee for multiple reinspections. FIE is currently investigating options for rectifying this situation.

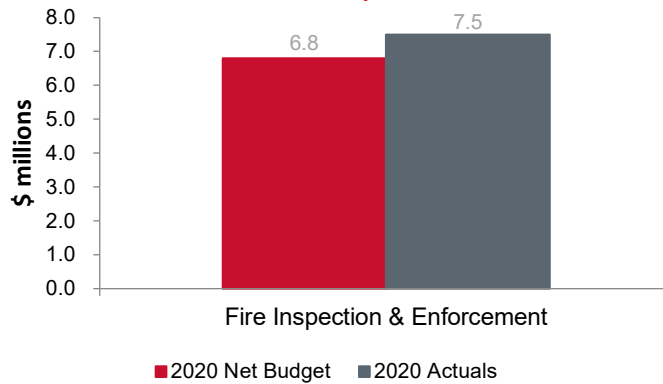




## Operating & Capital Budgets

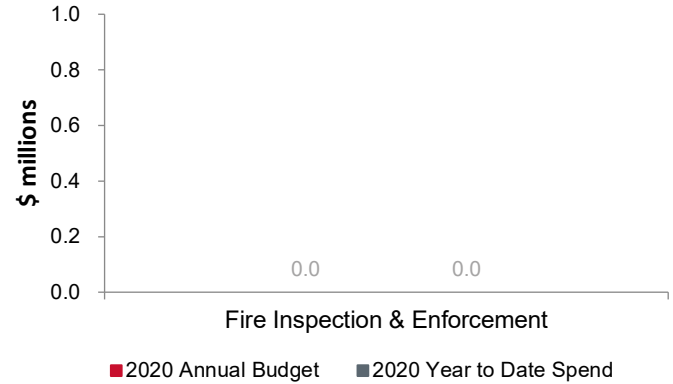
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** To help the business community due to the impact of COVID-19 pandemic, City Council approved a relief package which waived the business license collection along with fire inspection fees. Fire Inspections and Enforcement was able to draw on the Business Licenses Reserve and Fire and Emergency Response resources to address the revenue shortfall in 2020.

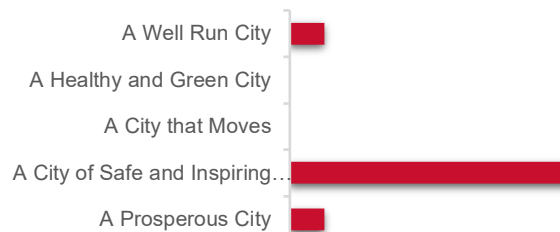
# Fire Safety Education

Led by: Calgary Fire Department

## Description:

This service provides fire and life safety education to prevent fires and reduce risk to citizens, property and the environment.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In response to the COVID-19 pandemic, Fire Safety Education has had to change the way it serves the community. In 2020, the team focused its efforts on identifying ways to delivery high quality fire and life safety education to Calgarians through virtual channels. Fire Prevention Week was entirely virtual in 2020 and reached a wider audience than previous years (300,725 Calgarians).

The service also partnered with the Calgary Public Library to design and develop a new fire safety activity book for children. In the past year, the service has been able to focus more resources on developing digital materials and virtual delivery channels, as well as on the training and development of frontline firefighters to better prepare them to engage Calgarians and deliver fire prevention and life safety education in their communities.

### Service Challenges

The primary challenge emerging for Fire Safety Education is the capacity and ability to design, develop and distribute high-quality, targeted education to Calgarians as a key strategy for fire prevention and life safety. The ratio of community safety officers to citizens in Calgary continues to be lower than other municipalities. The service is reliant on frontline firefighters to deliver the bulk of general education to the community, while targeted education for the most vulnerable populations is delivered in-person by Community Safety Officers. Restrictions during the COVID-19 pandemic have severely impacted the ability to provide public education through traditional means. While the strategy has always been to increase the digital presence of the service, resource constraints and competing priorities have slowed these efforts.

### What are we watching?

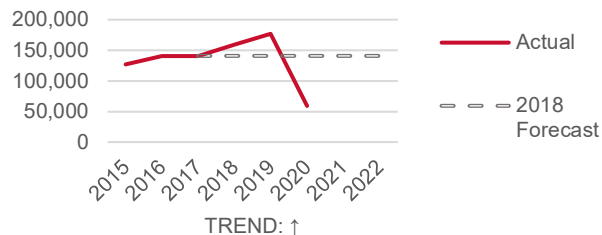
Fire Safety Education is watching several trends, and the needs of communities are evolving as evidenced by the increase in overall emergency incidents. Demographic shifts suggest a need to provide education to an ageing population and their support network, as well as continued focus on providing fire prevention and life safety education programs for older adults, low income families, children and new Canadians. Fire safety preparedness is more important now than ever before as fires in new construction homes burn faster, hotter and produce more toxic smoke due to design factors, construction materials and contents. The service is also monitoring the effectiveness of its efforts in the digital realm and observing advancements and developments in technology that will help improve engagement and service delivery.



## How is the Service performing against plan expectations

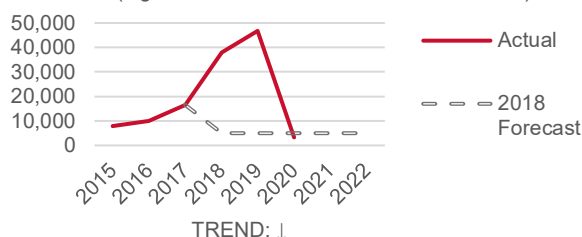
### Story behind the curve

Calgarians contacted annually about safety through non-emergency initiatives (Number)



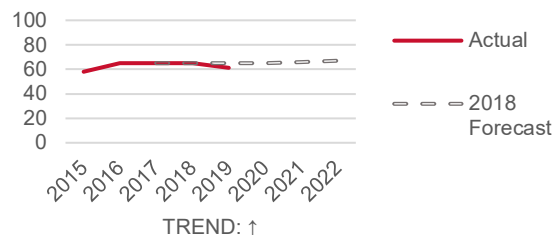
In 2020, there was a 67% decrease in the total number of citizen contacts and a 92% decrease in the number of Calgarians who received targeted education from Community Safety Officers. While the significant decrease in citizen contacts was primarily due to COVID-19 restrictions, it was compounded by continued staffing challenges for the service.

Number of higher risk Calgarians receiving fire safety lessons (e.g. seniors, new Canadians, children, etc.)



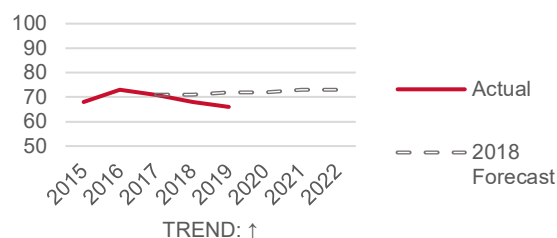
The service continues to be under resourced to manage the array of priorities and initiatives currently underway. In 2020, two of the three team members left the service for other roles or retirement, highlighting a key vulnerability of small teams. Current staffing levels do not align with the critical role of fire prevention and life safety education in ensuring safe communities and the increasing pressures to expand the reach and content delivered by the service.

Per cent of contacts who improved their knowledge of how to spot hazards and prevent fires



Due to the Citizen Perceptions and Expectations survey not being conducted in 2020, some performance data was unavailable. CFD recognizes the value of fire safety education and plans to continue working with internal and external partners to engage more Calgarians and influence them to adopt safer and more responsible behaviours. Combined with the increased focus on developing alternative methods of outreach and engagement through digital channels, Fire Safety Education expects to see a return to upward trends in increased awareness about general fire safety preparedness.

Per cent who said my family has discussed what to do in the event of a fire



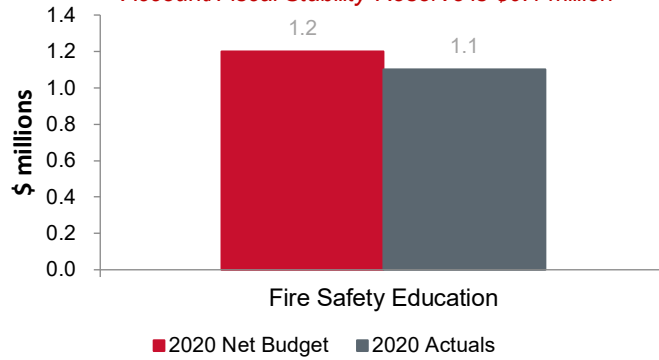
As community risks continue to emerge and evolve, it is critical that high-quality safety education continues to be delivered to Calgarians. Fire Safety Education is focused on identifying and developing new ways to reach citizens.



## Operating & Capital Budgets

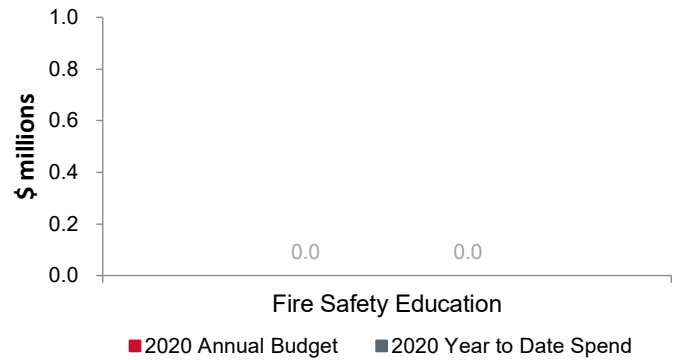
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Budget savings are due to lower discretionary spending in training and travel resulting from COVID-19 pandemic restrictions, and intentional management of the workforce and budget.

# Neighbourhood Support

Led by: Calgary Neighbourhoods

## Description:

We build the capacity of Calgarians in neighbourhoods by working with residents and other community stakeholders to foster social inclusion, economic participation and an increased sense of belonging. We support community groups operating on City-owned land, including contributing funding for capital maintenance of community facilities and amenities to ensure that all residents have a variety of public spaces in which to create and develop social connections with their neighbours. By supporting residents and stakeholders in navigating and aligning City resources, we work to address community needs. We apply an equity lens to guide our work so that no resident or neighbourhood is left behind.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Despite the pandemic, Social Workers supported residents to volunteer nearly 10,000 hours in 2020. 91 percent of resident volunteers felt they can make a difference in their neighbourhood, an increase of 4 percent over target.

Neighbourhood Partnership Coordinators (NPCs) supported community groups to access \$2.7 million in COVID relief funds to offset the impacts of facility closures due to public health restrictions. The vast majority of Community Associations and Social Recreation Groups (95%) indicated their NPC positively impacts their overall level of functioning.

Neighbourhood Support played a central role in the Calgary Neighbourhoods COVID-19 response, leading five streams of work:

- food security
- access to technology
- neighbours helping neighbours
- opening facilities for essential services
- support to community partners

Highlights include the development of a food resources map, which has been circulated widely and viewed over 60,000 times, and the distribution of over 400 Chromebooks and other urgently needed resources.

### Service Challenges

Community groups have faced restrictions and closures, leading to a drop in revenue and challenges delivering programs and services. COVID-19 delayed development of additional resident-informed Community Hubs. In-person event restrictions have made preventative economic development work in the community difficult; these activities will resume as public health orders are relaxed.

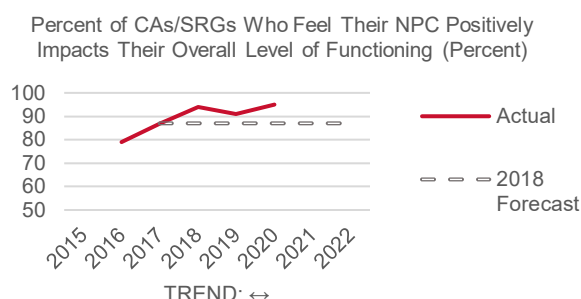
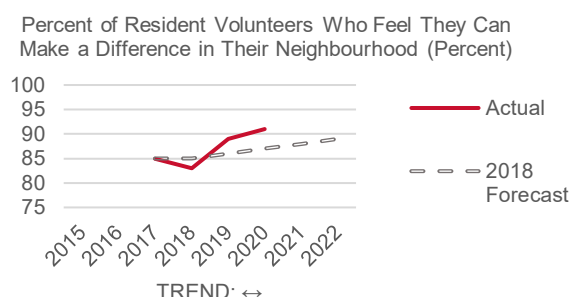
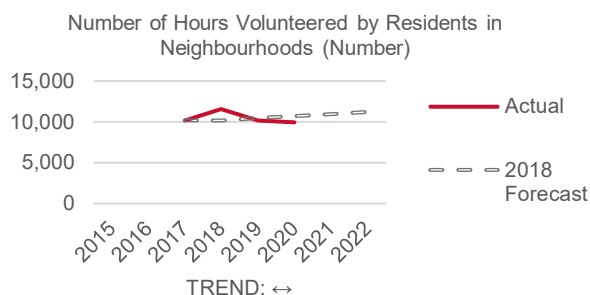
### What are we watching?

The long-term impact of the pandemic is not yet known, but it is anticipated that need in the community will be greater than ever before. Full reopening of Community Associations (CAs) and Social Recreation Groups (SRGs) will likely come after widespread COVID-19 vaccination. Neighbourhood Partnership Coordinators will continue to monitor the financial impacts on community groups and to use virtual service delivery to support relaunch planning and organizational sustainability for CAs and SRGs. When safe to do so, Community Social Workers will transition to in-person service delivery.



## How is the Service performing against plan expectations

### Story behind the curve



#### Volunteer Hours by Residents in Neighbourhoods:

Early in the pandemic Community Social Workers (CSWs) supported the Access to Technology, Neighbours Helping Neighbours and Food Security Community Support Task Force Response Streams' work. CSWs also provided crisis support to residents in their communities while they pivoted their work to comply with pandemic protocols. As such, for a time CSWs were unable to perform their traditional community development work. Once program adjustments were made, the loss of only 1000 volunteer hours from the 2020 target, and only 500 hours from the 2019 actual, speaks highly to the need of connection and the desire to still get involved in neighbourhood matters, despite the pandemic.

#### Volunteers Who Feel They Can Make a Difference:

In 2020, the need for social connection and participation in neighbourhoods heightened as a result of the isolating nature of the pandemic; the pandemic also made participation more challenging. In spite of this, resident volunteers found ways to feel like they were making a difference in their neighbourhood. The ambassador/leader and volunteer surveys were revised to be more visual and plain language to ensure that those with low literacy levels and for which English is a second language, can participate in the surveys. Additionally, we have moved from a one-month Summer and one month Fall administration of the surveys, to the surveys being available to complete at any time throughout the year. This will allow CSWs flexibility in collecting feedback from their ambassadors/leaders and volunteers when it is most appropriate.

#### CAs/SRGs Who Feel Their NPC Positively Impacts

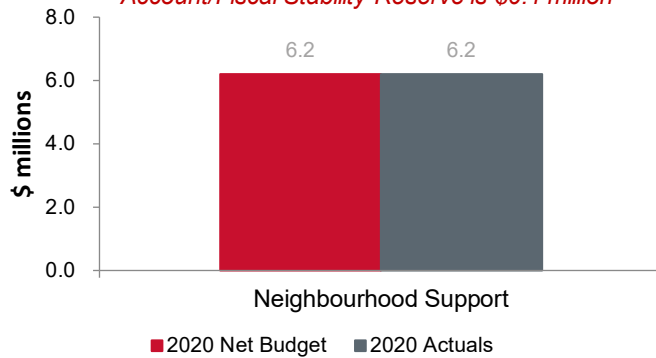
**Their Overall Level of Functioning:** The third performance measure was up this year. When asked about the support provided by Neighbourhood Partnership Coordinator (NPC), Community Associations (CAs) and Social Recreation Groups (SRGs) discussed how NPCs are knowledgeable, share information with their groups, and are readily available. Additionally, some groups commented how thankful they were for their NPC's support during the pandemic.



## Operating & Capital Budgets

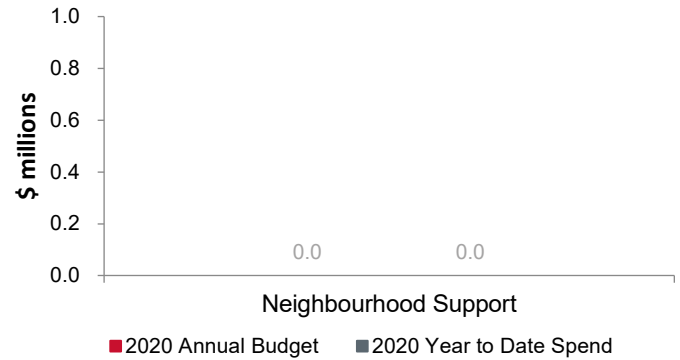
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Operating budget savings are attributable to workforce management.



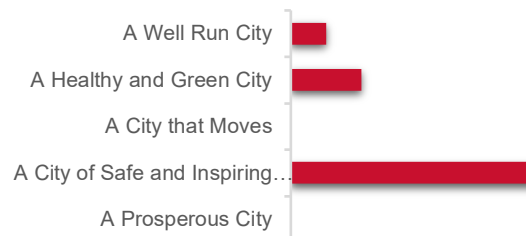
# Pet Ownership & Licensing

Led by: Calgary Community Standards

## Description:

Pet Ownership & Licensing provides citizen education on responsible pet ownership and regulates owners under the Responsible Pet Ownership Bylaw (RPO). Licensing and shelter services are directed to dogs and cats to ensure recovered animals are cared for and reunited with owners, or adopted into new homes. No-fee spay/neuter services are offered to qualified low-income pet owners as part of the Fair Entry program and support compliance of the RPO by reducing unwanted litters of animals. Peace officers create resolutions for citizens and safety by responding to animals complaints/concerns.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Pet Ownership & Licensing performed extensive public engagement for the Responsible Pet Ownership bylaw. The engagement was phased across two separate stages and included in-person pop-up engagement at parks, transit stations and recreation facilities. Complimenting in-person engagement was online sessions to promote inclusion for citizens who preferred to participate remotely or were unable to attend an in-person event.

With the emergence of COVID-19, public engagement was redirected to include only online options in an effort to ensure the safety of citizens and stakeholders. Targeted stakeholders consisted of invited representatives who work in the pet industry and included, but was not limited to, veterinary clinics, businesses, pet daycares, pet sitters, dog walkers, animal rescue organizations, academics, breeders, kennels, and other nearby municipalities. Over 100 000 responses were collected from citizens over the two phases of engagement.

### Service Challenges

Pet programming supported through volunteer activity experienced challenges through 2020 as COVID-19 created considerable barriers for training volunteers and engaging the public without presenting a health risk. Pet Ownership & Licensing will evaluate alternative options for education and engagement to ensure resources for citizens can be accessed.

### What are we watching?

Recommendations to the Responsible Pet Ownership bylaw are planned to return to Council in Q2 2021. Once the recommendations are endorsed a communications campaign will be launched as public awareness is critical to successful implementation.

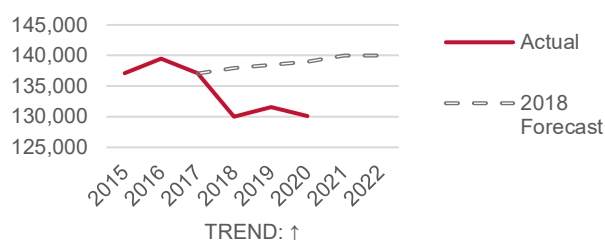
Pet ownerships trends are being monitored to better understand COVID-19's effects on pet adoptions and the number of animals owned by citizens. Future licensing activity and engagement by the service will need to remain adaptable ensuring digital and in-person solutions can be delivered.



## How is the Service performing against plan expectations

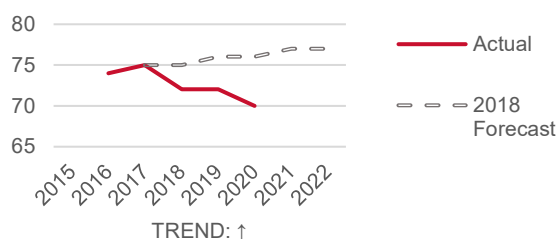
### Story behind the curve

Number of pet licences issued (Number of licences)



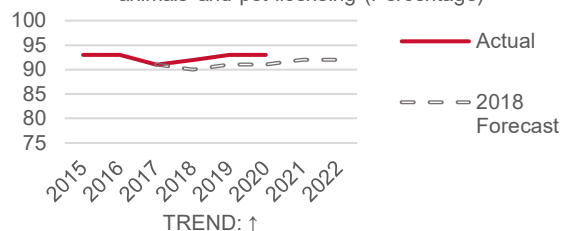
The review of the Responsible Pet Ownership bylaw will seek to develop an approach that focuses on citizens' needs and increases overall compliance. Economic conditions and impacts from COVID-19 have created challenges for citizens, resulting in a decrease in licensing activity.

Per cent of dogs licensed in Calgary (Percentage)



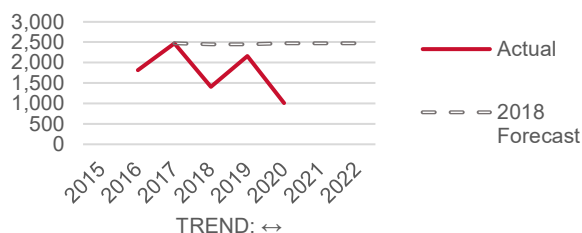
Forecasted trends anticipate increased compliance rates as review of the Responsible Pet Ownership bylaw provides new opportunities for engagement and delivers awareness to citizens. Citizens are contending with multiple economic impacts created through COVID-19 and licensing for dogs has decreased.

Per cent of citizens satisfied with the job the City is doing in providing animal control services for stray animals and pet licensing (Percentage)



Forecasted trends for citizen satisfaction are negatively impacted as pet ownership and licensing is expected to grow and staff resources become constrained.

Number of volunteer hours contributing to public awareness programs (e.g. PAWS PAL, Off-Leash Ambassador Program) (Number of hours)



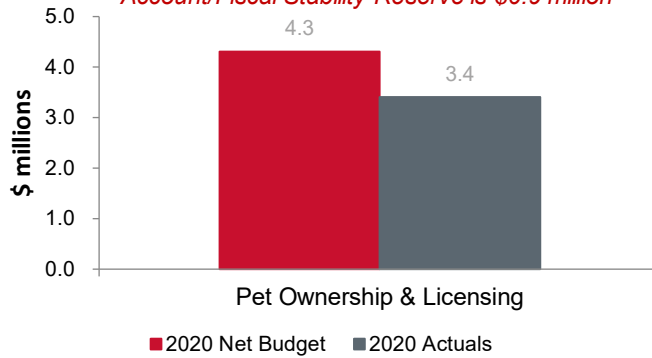
Volunteers are key in creating community engagement and education in Calgary's 151 off-leash spaces. The impacts of COVID-19 have significantly reduced volunteer opportunities resulting in an overall decrease of hours contributed to pet and community programming.



## Operating & Capital Budgets

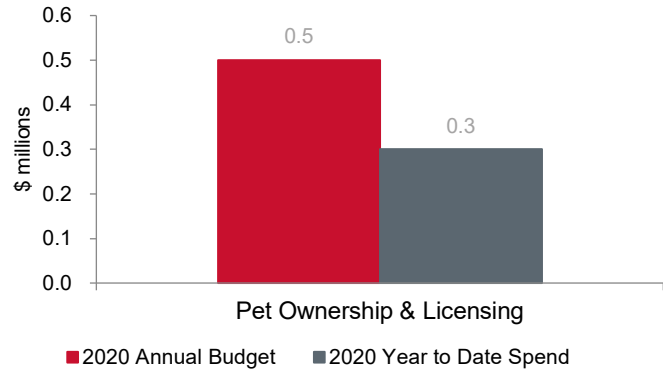
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.9 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Pet Ownership and Licensing operational savings of \$.9M were achieved as the result of intentionally managing the workforce, higher recoveries for project work and lower manageable costs.

**Capital Budget:** Pet Ownership and Licensing achieved a 53% capital spend rate in 2020. COVID-19 resulted in delays on the procurement of equipment and resource redirection for pandemic planning and response caused challenges for systems projects such as One City Records Management System.

# Police Services

Led by: Calgary Police Service

## Description:

The Calgary Police Service (CPS) strives to create a community that is safe, diverse, inclusive and inspired. Working in partnership with our communities, we provide police services such as crime prevention and education initiatives, early intervention programs, law enforcement and criminal investigations.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The immediate and sudden changes brought on by the declaration of the COVID-19 pandemic and resultant public health orders had a significant short-term impact on crime and disorder. Calls for service and crime volumes decreased but were offset by an increase in public reports of disorderly behaviours and non-criminal domestic conflict. Shooting incidents and homicides were higher than the previous year.

The city experienced approximately 200 unplanned demonstrations, protests, and rallies, compared to 70 events in all of 2019. Many of the protests were related to police brutality and systemic racism. The Calgary Police Service listened to the lived experiences of Calgarians shared at a Council-led public consultation in July 2020. In response, the Calgary Police Service issued a Commitment to Anti-Racism, Equity, Diversity, and Inclusion report as a first step to addressing systemic racism. In addition, the Calgary Police Service is enforcing public health orders and issuing fines to protesters at anti-mask rallies.

Major reviews were completed to improve police operations, including the Service Optimization Review of front line patrol and infrastructure planning and the Functional Review on organizational realignment of resources.

The Calgary Police Service expanded online reporting and reduced administrative demands on officer time. The Calgary Police Service worked with Calgary Neighbourhoods to create the Community Safety Investment Framework to fund initiatives to address crisis prevention and response and shift demand away from police as first responders.

### Service Challenges

The Calgary Police Service must continue building trust with the Black, Indigenous, Mixed Race, and People of Colour (BIMPOC) community and continue to engage with Calgarians to ensure impactful action and change on anti-racism, equity, diversity and inclusion.

The Calgary Police Service will continue to absorb COVID-19 related financial impacts, including losses in revenue, decreased traffic fines, and additional expenses for Personal Protective Equipment (PPE) and nursing staff.

Multiple changes to federal and provincial legislation place additional demands on resources, impacting policy, training, and systems. These changes include the Disclosure to Protect Against Domestic Violence Act, Bill 8 (Protecting Survivors of Human Trafficking Act), Bill 17 (Mental Health Amendment Act), and Bill 21 (Provincial Administrative Penalties Act).

### What are we watching?

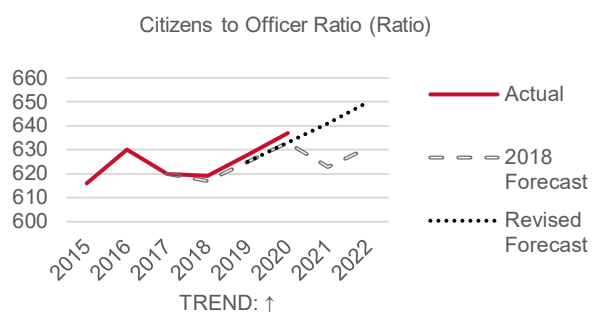
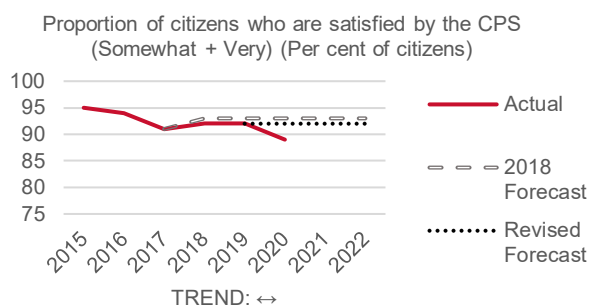
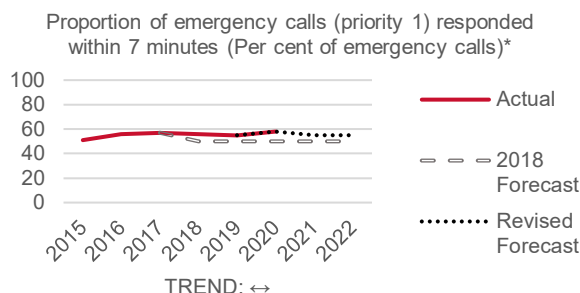
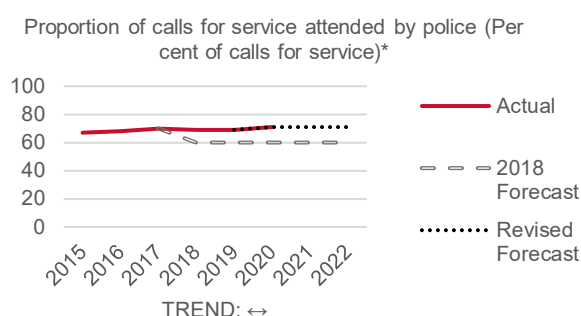
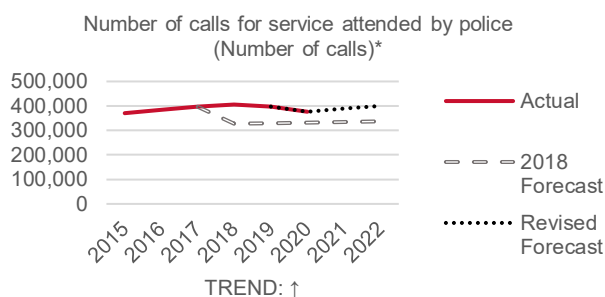
The Calgary Police Service anticipates increases in calls for service, particularly related to social disorder and violence. The stressors associated with COVID-19, including job losses, social isolation, intimate partner violence, concerns about safety of children, and suicide mean police will be increasingly called upon to respond to people in crisis and related crimes.

The Calgary Police Service will continue to explore options for alternative call response. In the meantime, the Calgary Police Service will continue to be called upon to respond to a broad range of calls for service.



## How is the Service performing against plan expectations

### Story behind the curve



**Number and proportion of calls for service attended by police:** Calls attended are those that involved a police officer attending an event on-site. The COVID-19 public health restrictions had the overall effect of reducing calls for service. The most frequent calls for service to police shifted, with decreases in crimes of opportunity, violent crime and traffic events, and increases in non-criminal domestic conflicts, assists, and checks on welfare. With the second wave of restrictions in place, calls for service are expected to remain below 2019 levels for another year. More resources were redeployed to patrol, which allowed officers to focus their efforts on community policing, targeting hot spots and prolific offenders, and other crime reduction initiatives.

**Proportion of emergency calls (priority 1) responded within 7 minutes:** With more alternative call response options and increased use of online reporting, police attended fewer lower priority calls, and response time for emergency calls (Priority 1) showed a greater improvement than forecasted. A second wave of COVID-19 and corresponding public health restrictions may see response times improve again, as the volume of calls for service and road traffic decrease and more resources are available to attend to emergency calls.

**Proportion of citizens who are satisfied by the Calgary Police Service:** Overall satisfaction with the Calgary Police Service decreased from 92 per cent to 89 per cent in 2020 (The City of Calgary Citizen Satisfaction Survey). The proportion of Calgarians "very satisfied" with the Calgary Police Service also declined. This could in part be due to widespread protests against police brutality and systemic racism. The Calgary Police Service commits to the actions necessary to maintain high citizen satisfaction and confidence in police.

**Population to Officer Ratio:** This ratio is in line with what was previously forecasted based on zero staffing growth during the four-year business cycle. The actuals are expected to follow the forecasted values despite Calgary's population increasing at a faster pace than projected. This ratio is an indication of the capacity of the police service to provide similar levels of service as the population increases.

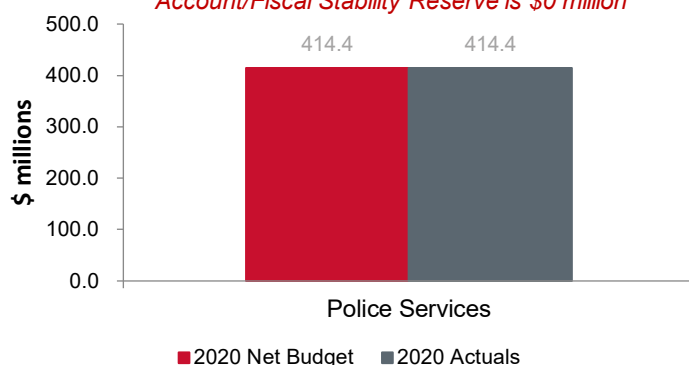
\*Note 1 for PM 1, 2 and 3: In 2020, the Calgary Police Service implemented new business intelligence software to access Computer Assisted Dispatch (CAD) information and analytical methodologies were revised and updated. Attended calls for service were previously calculated by combining dispatched and officer generated events. These calls now refer to events where officers have physically attended a dispatched call, and also includes traffic stops.



## Operating & Capital Budgets

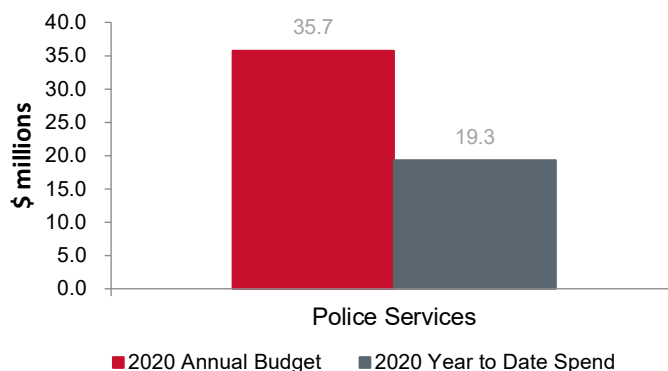
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** The Calgary Police Service will experience reduced revenue in several areas:

- Goods and Services: reduced positions reimbursed by Calgary Airport Authority, ALERT vacancies;
- Fines and Penalties: anticipate a reduction in issued summons for 2020 and 2021, with further impact being felt in 2022 due to the effects of COVID-19, including extended deadline for payment of summonses, ticket leniency with judges, and offender's ability to pay, decreased demand for Alarm Bylaw;
- Sale of Assets: reduced activity through City of Calgary auction;
- Internal Recoveries: fewer security background checks.

The Calgary Police Service recently completed the Functional Review, which examined its structure, priorities and placements to ensure that Calgary Police Service is operating as efficiently as possible and that resources are placed appropriately for the best results. The Service Optimization Review has also been completed with recommendations to address patrol workload demand and staffing issues and improve long-term infrastructure and maintenance planning.

Salaries and wages, which are determined directly between unions and the City, account for approximately 86 per cent of the Calgary Police Service budget.

**Capital Budget:** The capital budget spend will be lower in 2020 as a result of the closure of the economy due to COVID-19. The capital budget will carry forward into 2021, with the expectation that the economy will begin to stabilize and return to pre-pandemic levels.

# Parking

Led by: Calgary Parking Authority

## Description:

Manages municipal parking resources and facilitates movement and access to businesses, services and homes for the benefit of Calgarians. This is achieved by providing paid on-street and off-street parking, the enforcement of the City's parking policies and bylaws, administration of permitted parking, and space management for special events.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Introduced the Local Deals feature on the MyParking app which supports local businesses by allowing them to offer coupons for products and services to parkplus users. This drives traffic to their businesses while encouraging contactless service options during the COVID-19 emergency.

The collaborative projects High Park in City Centre Parkade and Park Park in lot 43 transformed under-utilized parkade and surface lot space into multi-use recreational parks. These parks provide much needed public space in Calgary communities. Through collaboration with the business community, commercial parking minimums were removed increasing flexibility in design. On-street, e-scooter microparking was created and a carshare service was reintroduced to Calgary.

Construction continued on the 9th Avenue Parkade in partnership with the Calgary Municipal Land Corporation and Platform. The 9th Avenue Parkade was designed to not only service parking needs in the East Village, but also multi-modal users. This is a future-focused development designed to accommodate the next generation of use. Construction is anticipated to be completed in 2021.

Work continued on streamlining customer service delivery to increase workforce efficiency as well as improve quality of customer service.

Pay machine audit led to 73 under-utilized machines being removed, resulting in annual savings for licensing costs, data costs, and maintenance.

### Service Challenges

The COVID-19 pandemic resulted in significant challenges to the parking service such as reduced parking volume, an increased dependency on app and contactless services, and the need to implement increased health and safety precautions.

Balancing the technological changes in the parking industry with the needs of our customers and stakeholders remains a challenge. There is a need to evolve quickly and adapt to customer requests for customized services including app technology, reserved parking, and payment options. Improving the pace of innovation and implementation will continue to align the services provided with industry best practices.

### What are we watching?

Monitoring and adapting to Alberta Health Services safety guidelines was important throughout 2020 and will continue to be so in 2021.

Identifying opportunities to take advantage of under-utilized assets is crucial in realizing efficiencies.

Utilize a dashboard displaying data from sources related to enforcement, transactions, and app usage to support business decisions.

Potential future technological changes are being considered when making long-term investments.

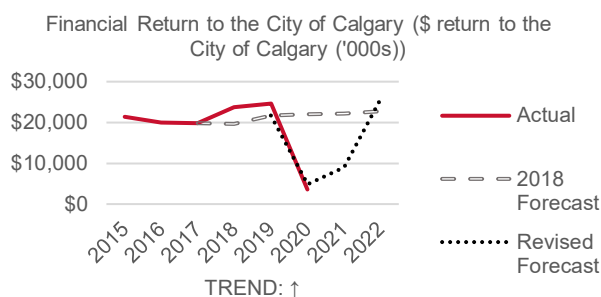
The economic downturn continues to be an important trend to monitor, as the associated loss of jobs in the downtown core results in both a decrease in parking demand and an increase in parking supply.



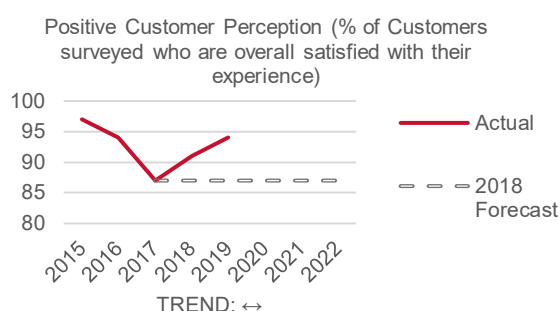


## How is the Service performing against plan expectations

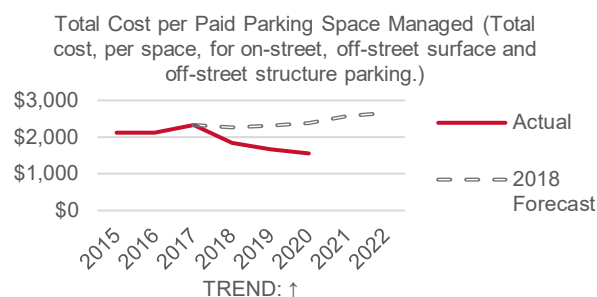
### Story behind the curve



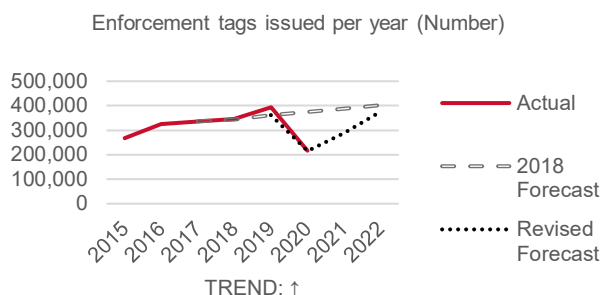
**Financial Return to the City of Calgary:** The financial return to the City of Calgary in 2020 was severely impacted by the significant drop in demand for parking for the majority of the year as a result of the COVID-19 pandemic. 2021 will be impacted as well, although not as severely. The long-term recovery will depend on the impact of remote working continuing beyond the pandemic and the overall Calgary economic outlook.



**Positive Customer Perception:** The 2020 customer satisfaction survey was delayed this year, we are expecting survey results in late February. In 2019 positive customer perception had increased beyond the forecast and proposed amounts due to a number of factors. These factors include greater security presence in the Calgary Parking Authority's parkades and improvements to the MyParking app.



**Total Cost per Paid Parking Space Managed:** The decrease in 2020 was due primarily to cost saving strategies including a reduction in overall maintenance and other facility operating costs as well as a decrease in property taxes. There may be fluctuations for this performance measure as equipment purchases may vary from year-to-year, and is still projected to increase in 2021 due to the anticipated opening of the new 9th Avenue Parkade in the East Village. Work will continue to find efficiencies to keep costs low.



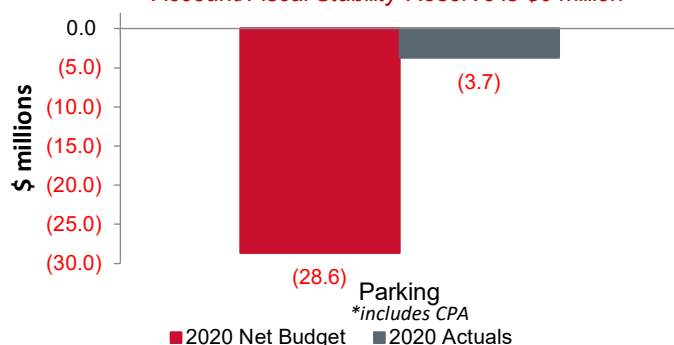
**Enforcement Tags Issued Per Year:** The decrease in enforcement tags issued in 2020 compared to 2019 was caused by COVID-19 impacts. COVID-19 precautions and restrictions resulted in fewer vehicles in the downtown area. During times of advanced COVID-19 restrictions such as lockdown an emphasis was placed on compliance through education in residential areas to support Calgarians adhering to Alberta Health Services directives. This resulted in additional effort and time for officers to investigate infractions and ensure compliance which resulted in fewer tickets issued.



## Operating & Capital Budgets

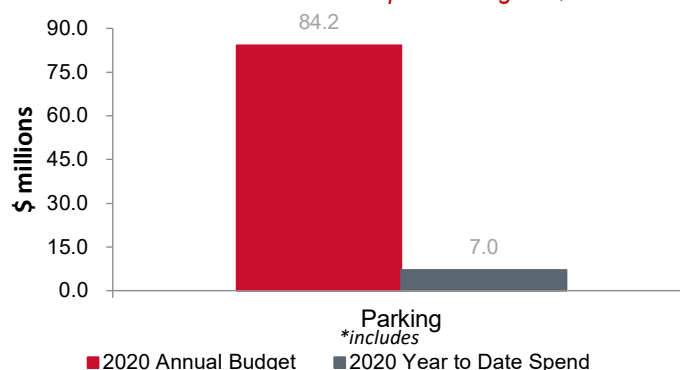
### Net Operating Budget and Actuals as of December 31, 2020

2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million



### Capital Budget and Spend as of December 31, 2020

2020 Contribution to Capital Savings is \$0 million



## Highlights

**Operating Budget:** Operating revenues saw significant negative variances in 2020 due to lack of demand caused by Covid-19 restrictions. Parking and enforcement revenues were approximately 44% and 39% percent below budget respectively.

During the pandemic, the Calgary Parking Authority worked closely with City Council and The City of Calgary to provide as much support to citizens as possible. For example, free 15 minute parking sessions for on-street parking were provided to allow for increased pickup and delivery services being utilized. Due to more people working from home and an increased number of cars in residential areas throughout the day, the Calgary Parking Authority also worked closely with the Roads department to implement an education based approach to parking bans during street sweeping, which was successful. The Calgary Parking Authority will continue to implement Council decisions and Transportation policy initiatives such as upcoming changes to the Residential Parking Program.

**Capital Budget:** A large portion of the budgeted capital costs (\$26 million) for 2020 can be attributed to the construction of the 9th Avenue Parkade. Due to the nature of the financing arrangement for construction of the parkade, Calgary Parking Authority has not reported amounts advanced as capital. Amounts advanced to the builder as of December 31, 2020 total \$48M. The project is expected to be completed in mid-2021.

Some capital projects, such as the Impound Lot reconfiguration and the James Short parkade renovation, also faced delays due to Covid-19 restrictions, though some progress has been made. These projects will continue as restrictions from the pandemic are lifted.

# Public Transit

Led by: Calgary Transit

## Description:

The Public Transit service line provides a network of train and bus transportation for citizens and visitors to Calgary to get from place to place safely, reliably and affordably. The service includes rapid transit service by bus and CTrain, local bus routes and a support system that keeps customers safe, comfortable and informed.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Due to COVID-19, ridership and revenues for Public Transit service were severely impacted. Overall annual ridership was at approximately 51 million, down by approximately 52% from 2019 ridership. Public Transit suffered a revenue loss of approximately 95 million, approximately 50% of 2020 budgeted revenue. Initiatives were undertaken to reduce costs to offset some of the revenue shortfall and to also align with COVID-19 related directives of Provincial and Municipal government. Key highlights of 2020 are as follows:

- Approximately \$40M reduced in expenditures
- 3 major service changes aligned with ridership changes
- Lay off of approximately 430 staff
- Closure of 2 maintenance facilities
- Honour fare system for brief period, due to rear-door boarding to allow for customer and employee safety
- Successful launch of MyFare app
- Rapid introduction of bus barriers
- Contracting out of service lane function responsible for cleaning vehicles
- Introduction of new and more extensive cleaning protocols working closely with new vendor
- Mask distribution campaign undertaken to distribute approximately 500K masks
- Closure of 5 station heads to contain social disorder, without impacting access to service
- Introduction of On Demand service pilot replacing 4 existing routes
- Delayed service growth related investments
- Held townhalls with companies in downtown to encourage riders back on the system
- Council approved the Green Line Alignment, Budget and Board in June/July.
- Green Line board members were selected (and approved).

### Service Challenges

One of the biggest challenges was to provide right level of service through COVID-19, even though service demand was drastically reduced. Public transit was required to provide service to vulnerable citizens, essential workers, and students attending in-person classes. Service accommodated physical distancing measures and other additional cleaning measures to provide safe and clean transit service, while encouraging riders to return to using public transit service. Green Line provincial review is ongoing, and the teams are working collaboratively to address issues that were raised in 2020.

Capital budgets continued to be focused on maintaining existing assets. We will be closely monitoring the performance of our assets to ensure safe & reliable service.

### What are we watching?

We are closely watching the impacts of COVID-19 on Public Transit service. We will continue to evaluate our service in view of these impacts and will continue to make changes as required.

MyFare App was successfully launched in 2020 with a few of the fare types, enabling customers to pay electronically. We will be watching closely the uptake of MyFare app and also review addition of other fare types.

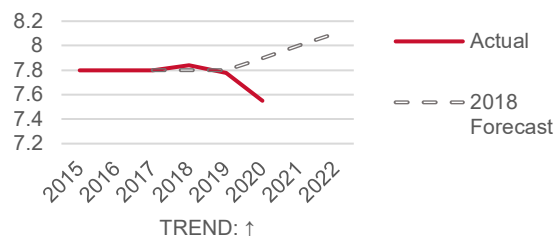
Due to severely reduced ridership on few of our routes, On-demand service pilot was introduced replacing 4 existing routes. We will be closely monitoring the outcome of this pilot to see if there are any efficiencies that can be found and utilized elsewhere in the system.



## How is the Service performing against plan expectations

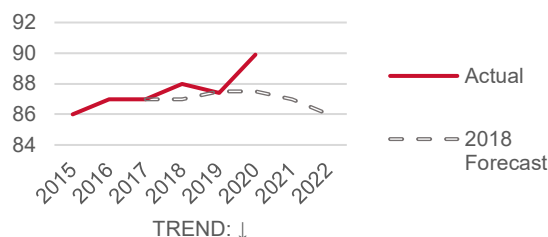
### Story behind the curve

Safety – Customer Commitment index (Rating Score)



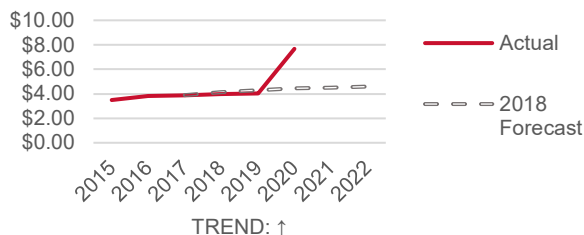
**Safety - customer safety index:** This measure was impacted by customer concerns around COVID-19. Calgary Transit did take steps such as physical distancing measures onboard public transit vehicles, additional cleaning initiatives, honour fare system, closure of station heads, etc. to help mitigate some safety related concerns.

Reliability - On time performance (Percentage)



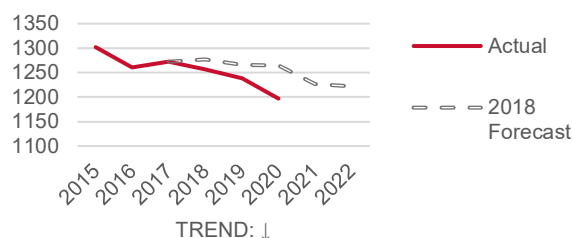
**On time performance:** In 2020, due to COVID-19, this measure has seen improvement primarily due to fewer vehicles on road. Calgary Transit buses were able to reach customers on time more consistently, due to reduction in peak hour traffic.

Operating Cost per Trip (\$)



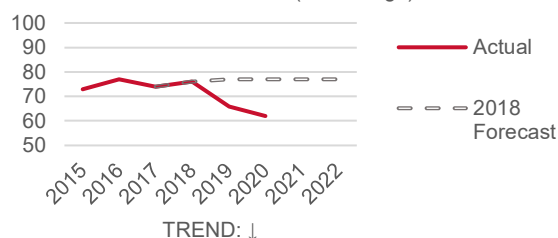
**Operating cost per trip:** This measure was drastically impacted by reduced service demand because of COVID-19. Appropriate service levels were required to be provided for vulnerable citizens, essential workers, and students as required, while keeping physical distancing measures in place. Additional cleaning measures also contributed to increased costs.

Bus GHG Emissions (Kg CO2 per 1000 km)



**Bus Greenhouse Gas Emissions:** This measure did better than projected, primarily because fuel consumption per km fell in 2020 due to unusual conditions, and this resulted in lower emissions per km. New Compressed Natural Gas (CNG) buses (lifecycle replacement of older diesel buses) and use of bio diesel fuel helped with this measure in 2020. Reduction in overall service hours has also contributed to this measure.

Percent population within walking distance of Base & PTN Transit Service (Percentage)



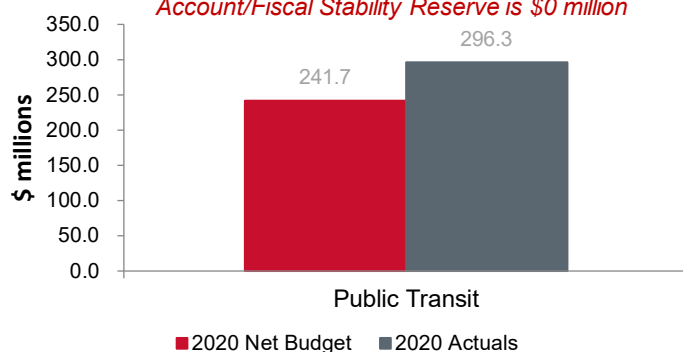
**Percent population within walking distance of Base & Primary Transit Network Transit Service:** This measure has been severely impacted due to service reduction associated with COVID-19 ridership decrease. Service reduction on buses and CTrain routes has directly affected this measure.



## Operating & Capital Budgets

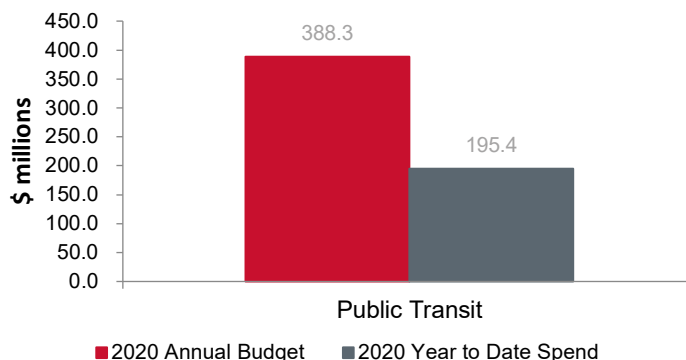
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

### Operating Budget

For Public Transit, there is a total revenue shortfall of approximately \$95M, primarily related to unfavorable revenue collections for 2020, owing to reduced ridership due to COVID-19. The overall impacts and other cost reduction initiatives are also mentioned above in the service highlights section.

### Capital Budget

In 2020, approximately 50% of the capital budget was spent, and remaining has been committed. The capital spend rate has been low as a substantial amount of budgets linked to bus and LRV purchases and Light Rail Vehicle (LRV) Refurbishment, even though committed, has been moved to future years i.e. 2021 and 2022. This has happened due to some supply chain related issues identified by the vendors due to COVID-19 impacts to their workforce. Additionally, due to limited capital budget allocated to Public Transit service, budget was utilized to maintain State of Good Repair in many cases. Key capital budget investments/projects for 2020 are listed below:

**MyFare App:** Successful launch of MyFare app to enable electronic fare payment for public transit customers.

**Bus & Light Rail Vehicle related investments:** Investments to procure vehicles for lifecycle replacements have been pushed out 2021 and 2022. This will push out delivery dates for some orders for a few months. Original order of 15 new Light Rail Vehicles to replace the oldest U2 vehicle has continued, despite COVID-19 but the progress has been slower than expected due to COVID-19 impacts to vendor. There have also been instances of slowed sourcing and/or delivery of parts.

**Other infrastructure maintenance work:** Regular rehabilitation/upgrade work regarding LRT signals and traction power, garage equipment, major structures improvements/repairs including CP tunnel upgrades, communications network migration project, crossing signage, HVAC upgrades, construction of Anderson garage traction power building, and Rundle & Marlborough LRT station elevator refurbishments has continued, with some delays associated with longer lead times to procure materials.

# Sidewalks & Pathways

Led by: Roads

## Description:

We plan, design, build and maintain the active transportation network that people use to get around Calgary every day. Sidewalks, pathways and protected on-street bikeways connect our communities providing Calgarians with safe and accessible year-round opportunities to walk, cycle, run, ride and use mobility devices throughout the city. These networks support travel for any reason, including to work, school, social or recreational, or commercial activities. Safety and accessibility are key elements for making walking and biking more attractive options for moving around Calgary. We are constantly working to make sidewalks and pathways more inclusive, safer and easier to use.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

A major focus in 2020 was adapting the transportation network to changing needs in the face of COVID-19 and public health restrictions. We shifted road space to enable social distancing through:

- Adaptive roadways to give people activity space and enable social distancing; and
- No-cost sidewalk patio permits for restaurants allowed patios to extend to the curb edge with detours set up in the curb lane to accommodate pedestrians.

Safety projects included crosswalk improvements at 62 locations, and the second year of the Active and Safe Routes to School program delivered in-school programming and interventions like curb extensions and crosswalks near schools.

Six Main Streets master plans were completed and approved internally for next steps, and construction began on three Main Streets projects.

Calgary's pathway network grew beyond 1,000 km in 2020, reaching a total length of 1,115 km. Substantial construction was completed on four corridor projects (2 St SW, 24 Av NW, 42 Av SE, 8 Av SE) to improve spaces for walking, wheeling, and scooting. Community conversations are ongoing on seven corridors (8 Av NE, 14 Av NW, 14 and 15 Av SW, 19 Av SE, 28 St SE, 11 St SW, 12 Av SE).

### Service Challenges

In 2020 we had to quickly adapt to the changing conditions and needs brought by COVID-19 to ensure our staff safety and meet changing user demand. Reduced lifecycle funding may impact future network operations. Although we completed repairs on nine Plus 15s in 2020, more than forty others are over 50 years old and reaching the end of their service life, while overall sidewalk and pathway condition continues to deteriorate. While 2020 brought less snow than 2018 and 2019, the scale and nature of seasonal weather variations has a significant effect on the scope and scale of the work needed to keep Calgary moving safely.

### What are we watching?

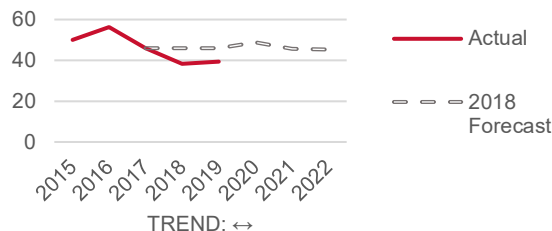
We are monitoring and adjusting to many trends that impact the delivery of sidewalks and pathways, including: the immediate and possible long term impacts of COVID-19, like the need for flexible street space, remote work patterns, and impacts on the economy. Safety for all travelers, modes, ages and abilities continues to be a key focus area with an eye towards achieving a comprehensive Vision Zero program. We are watching for the emergence of new technologies and business models, as rapid adoption can strain efforts to quickly change to legislation to keep Calgary moving. Growth continues to drive network expansion to connect communities.



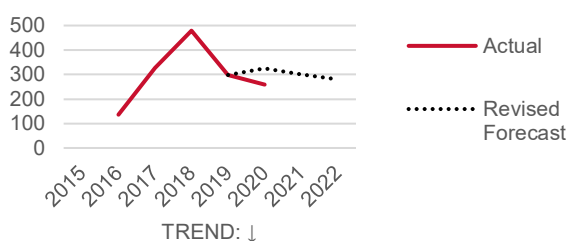
## How is the Service performing against plan expectations

### Story behind the curve

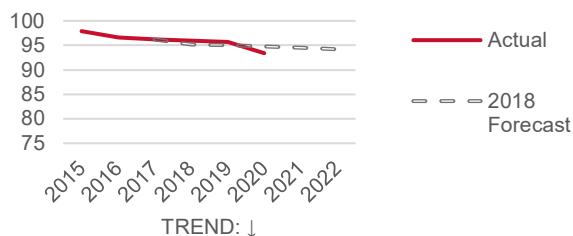
Pedestrian/Cyclist Injury Collision Rate (Number of Injury collisions involving walking or biking per 100K residents)



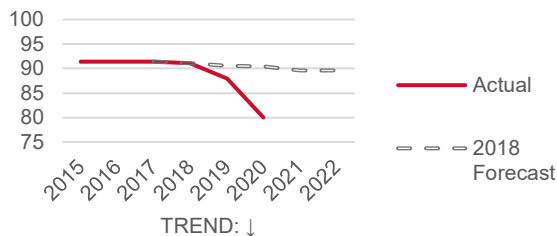
Snow and ice control service requests for sidewalks & pathways per 100,000 population (Number of)



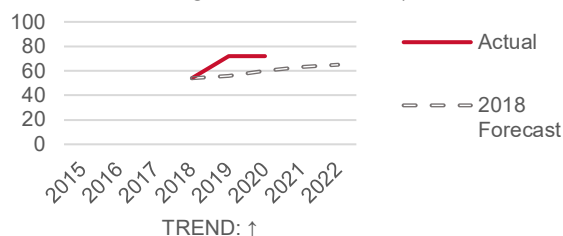
Sidewalk and Pathway Condition (% Sidewalks and pathways in good or very good condition)



Sidewalk and Pathway Satisfaction (% of citizens satisfied with sidewalks and pathways)



Bike Route Connectivity (% of population within 400m of all ages/abilities bike route)



**Pedestrian/cyclist injury collision rate:** Safety is Council's top concern with respect to all modes of transportation. While everyone has a role to play in safety, we target improvements based on engineering, education, enforcement, engagement, and evaluation through the Safer Mobility Plan (SMP). The pedestrian and cyclist collision injury rate increased slightly in 2019, driven mainly by an increase in the number of injury collisions involving cyclists. Major injury and fatal collisions involving pedestrians decreased from 123 in 2018 to 104 in 2019. We will continue to invest in safety-related projects including city-wide prioritization and application of countermeasures; engagement and awareness activities related to speed; and support for Calgary Police Service (CPS) targeted enforcement activities.

**Snow and ice control service request rate:** We have continued to deliver the enhanced snow response pilot to improve accessibility along City sidewalks and pathways. In 2020 we saw less snow (162 cm) than either of the two prior years (191 cm in 2019, and 214 in 2018), The pilot will conclude in spring 2021, and we will bring a recommendation to Council for future investment.

**Sidewalk and pathway condition and satisfaction:** The trends for condition and satisfaction showed a significant 8% drop in 2020, with a similar 8% increase in Calgarians' desire for more investment in this area. This may be supported going forward by the implementation of adaptive roadways to complement the sidewalk and pathway network.

**Bike route connectivity:** The addition of some small links have resulted in better connectivity of the overall network. Improvements in data analysis have enabled this metric to be more accurately calculated, which has tempered some of the gains in the calculated measure for 2020. Council's approval of the Next20 Calgary Transportation Plan, including the Always Available for All Ages and Abilities Network, will further support the buildout of a safe and protected biking and wheeling network.

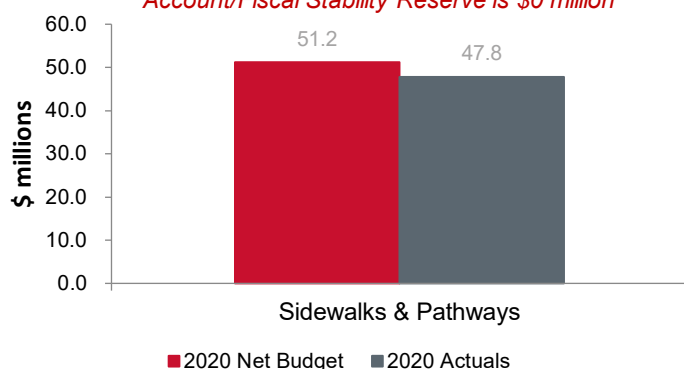




## Operating & Capital Budgets

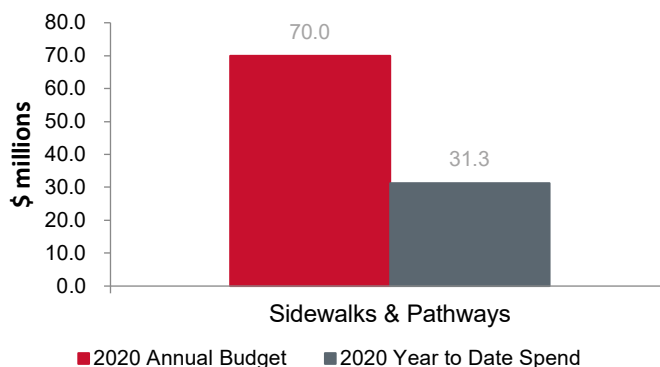
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

### Operating Budget:

The \$3.4M favourable variance was largely offset by a \$2.6M unfavourable variance in Streets. The majority of the favourable variance for Sidewalk & Pathways was associated with a deferral of some work while some activities and costs shifted to Streets. We continued to deliver the enhanced snow and ice control pilot for pedestrian accessibility, and will bring a report to Council with recommendations for future investments.

### Capital Budget:

In 2020 we completed some significant investments to improve mobility for Calgarians:

- The 42 Av SE multi-use pathway project is substantially complete and open for use between 1A St SW to 12 St SE
- Protected bike lanes along 2 St SW, including enhancements at several intersections to improve the safety of people crossing the road
- Cycling and pedestrian improvements around Crowchild and 24 Av NW
- The Westbrook pedestrian overpass replacement.

The total budget allocated to Sidewalks & Pathways for the years 2020 to 2022 has not changed, but timelines to complete some active modes and Main Street projects were refined as detailed planning progressed. This has pushed some of our 2020 capital budget to 2021 and 2022.

# Specialized Transit

Led by: Calgary Transit

## Description:

Specialized Transit provides door to door shared-ride transportation through specialized buses, vans and taxis for Calgarians with disabilities who are unable to use conventional Calgary Transit service some or all of the time.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Due to COVID-19, overall annual trips provided were little lower than 500,000, down by approximately 60% from total trips provided in 2019. Revenue shortfall of \$1M was attributed to specialized transit service. Service was reduced in line with reduced demand to reduce costs, helping offset some of the overall Calgary Transit revenue shortfall. Key highlights of 2020 are as follows:

- Approximately \$20M reduced in expenditures
- Nimble management of contracted service providers to adjust service as required
- Lay off of 18 on-call staff
- Physical distancing measures onboard vehicles to align with Provincial guidelines
- Introduction of new and more extensive cleaning protocols, working closely with new vendor

### Service Challenges

Specialized transit service caters to senior citizens and also persons with disability, which are most vulnerable during COVID-19. Service challenges included continued service delivery ensuring that all the safety measures are in place, so that customers and employees are safe.

Safety of customers and employees remained highest priority through pandemic.

### What are we watching?

We are closely watching the impacts of COVID-19 on specialized transit service. We will continue to evaluate our service in view of these impacts and will continue to make changes as required.

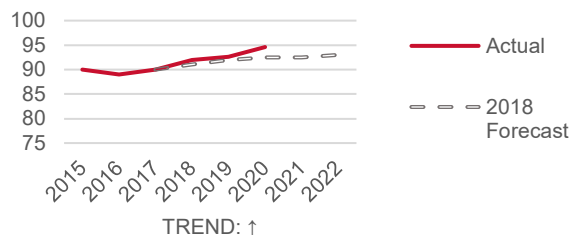
Return of service demand is dependent on external factors such as vaccination roll out and Provincial measures /restrictions. We will continue to monitor key measures related to COVID-19, to ensure our alignment with anticipated changes in service demand or additional measures as required.



# How is the Service performing against plan expectations

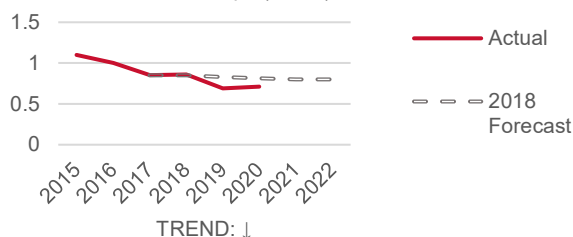
## Story behind the curve

Reliability - On Time Performance (Percent)



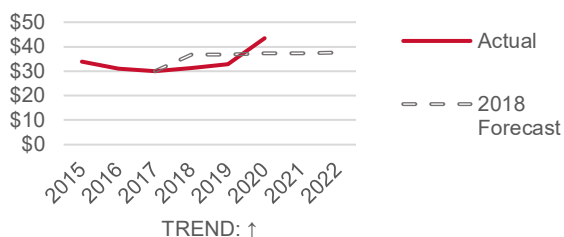
**On time performance:** In 2020, due to COVID-19, this measure has seen improvement due to fewer vehicles on road. Specialized transit vehicles were able to improve above target more consistently due to reduction in peak hour traffic.

At Fault Customer Service Reports (CSRs) per 1000 trips (Count)



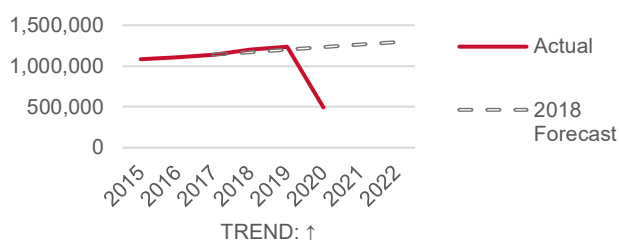
**At Fault Customer Service Reports (CSRs):** There has been an improvement in at fault customer service reports. Various initiatives within Specialized Transit team has helped improve this measure.

Operating Cost per Trip (\$)



**Operating cost per trip:** This measure was higher than the forecast primarily due to reduced service demand associated with COVID-19. Although service was reduced but accommodation of physical distancing measures kept the cost per trip measure higher than projected. Balance approach in managing internal workforce and contracted service providers helped in managing this measure.

Number of Trips (Count)



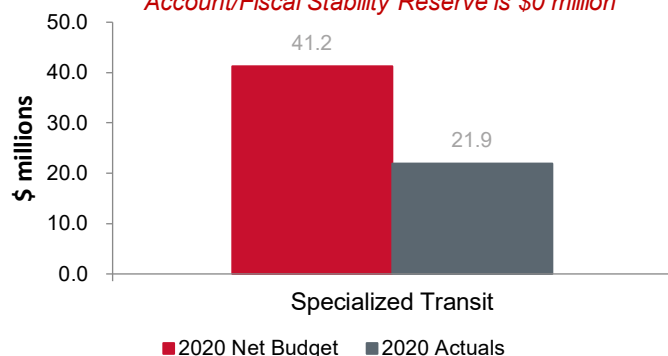
**Number of trips:** Impacted by COVID-19, service demand was very low and as a result the service demand was reduced by about 60% for 2020 as compared to 2019.



## Operating & Capital Budgets

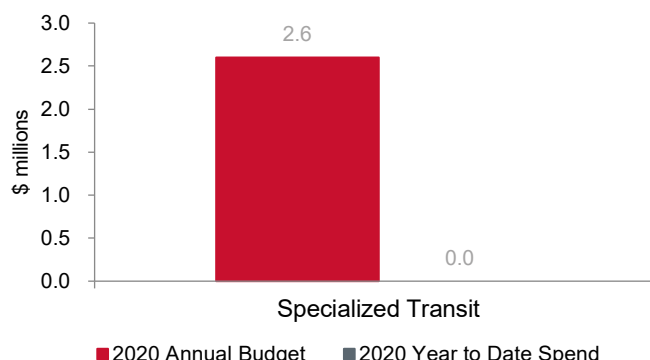
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Due to COVID-19, number of trips provided to specialized transit customers were severely impacted. Overall annual trips were close to approximately 500,000, down by approximately 60% from total trips provided in 2019. Service was reduced in line with reduced demand to offset some of the overall Calgary Transit revenue shortfall. Key highlights of 2020 are as follows:

- Approximately \$20M reduced in expenditures
- Nimble management of contracted service providers to adjust service
- Lay off of 18 on call staff
- Physical distancing measures onboard vehicles to align with Provincial guidelines
- Introduction of new and more extensive cleaning protocols working closely with new vendor
- Contributed to mask distribution campaign undertaken to distribute approximately 500K masks

**Capital Budget:** Capital budget for Specialized Transit was primarily used for maintenance/upgrades of systems under Customer Service Technologies program. The systems and hardware included in this program are: Giro/Access, Mobile Data Computer (MDC), Onboard Cameras, CTA web booking, Mobile Payment (integrated with CT Fixed Route), ACE System, Incident Management System (integrated with CT Fixed Route), and general hardware requirements for operations (including servers, phones, and toughbooks).

# Streets

Led by: Roads

## Description:

Streets connect places and allow for the movement of people, goods and services throughout Calgary. People drive, cycle and ride throughout Calgary every day to commute to and from work or school, for social or recreational activities, and to move goods and services. Streets provide critical access for emergency services and the right-of-way for all underground and overhead utilities, and space for on-street parking supports businesses and residential users. Streets support nearly every City service provided to citizens. Streets provide important links for cycling and pedestrians, and support transportation agencies like Calgary Transit, taxis and other private operators.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

A major focus in 2020 was to continue delivering our capital projects and operating programs through COVID-19 and public health restrictions. We designed and built multiple major transportation projects such as the Crowchild Trail Upgrades and Ring Road connectors, as well as traffic calming, adding missing links, intersection upgrades, and projects focused on enhancing flood mitigation in our city. This created approximately 1,900 construction jobs.

We shifted road space to enable social distancing through:

- Adaptive roadways, giving people activity space and enabling social distancing; and
- No-cost, expanded sidewalk patios for restaurants, which allowed patios to extend to the curb edge with detours set up in the curb lane to accommodate pedestrians.

We implemented eight safety improvement projects, including an added lane on Shaganappi Trail from Dalhousie Dr NW to Crowchild Trail NW, signal improvements at Glenmore Trail and 5 St SW, and several right turn improvements.

We also adjusted our Spring Clean-Up processes and enforcement to accommodate the increase in people at home during weekdays due to health & safety restrictions.

### Service Challenges

In 2020 we had to quickly adapt to the changing conditions and needs brought by COVID-19 to ensure our staff safety and meet changing user demand. Reduced lifecycle funding for critical street light repairs, pavement, and bridges continues to impact service levels, though capital stimulus funding will help address some urgent needs in 2021. While 2020 brought less snow than 2018 and 2019, the scale and nature of seasonal weather variations has a significant effect on the scope and scale of the work needed to keep Calgary moving safely.

### What are we watching?

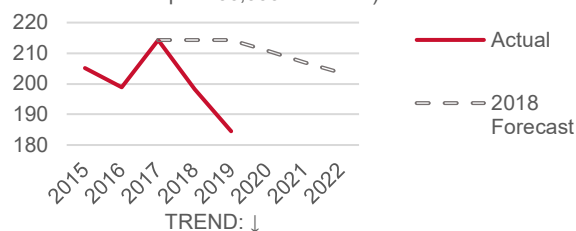
We are monitoring and adjusting to many trends that impact the delivery of streets, including: the immediate and possible long term impacts of COVID-19, like the need for flexible street space, remote work patterns, and impacts on the economy. Safety for all travelers, modes, ages and abilities continues to be a key focus area with an eye towards achieving a comprehensive Vision Zero program. We are watching for the emergence of new technologies and business models, as rapid adoption can strain efforts to quickly change to legislation to keep Calgary moving. Growth continues to drive network expansion to connect communities.



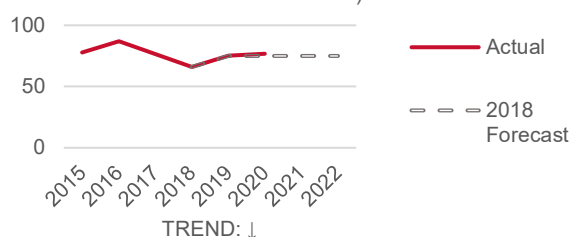
## How is the Service performing against plan expectations

### Story behind the curve

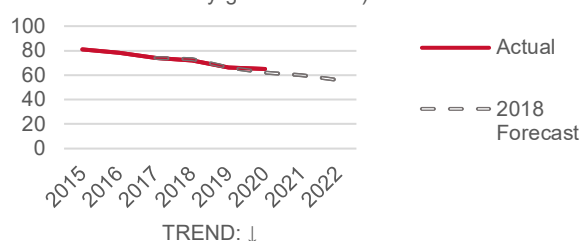
Casualty Collision Rate (Number of collisions resulting in injuries and deaths for all travel modes per 100,000 residents)



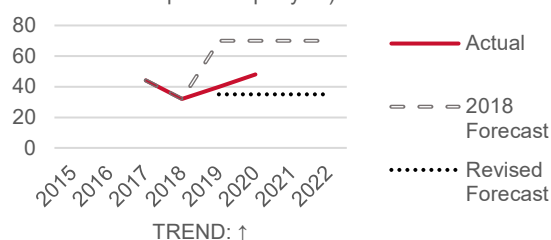
Citizen Satisfaction with Snow & Ice Control on Streets (Percent citizens satisfied with level of snow and ice control)



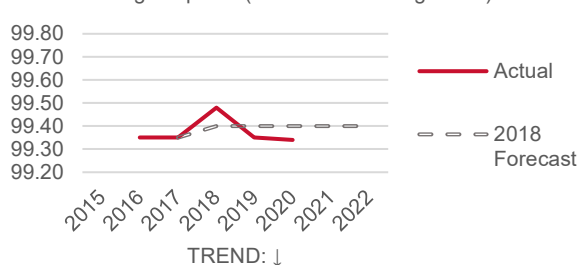
Pavement Condition (Percent pavement in good or very good condition)



Signal Timing Optimization (Number of signals optimized per year)



Street Light Uptime (Percent of streetlights on)



**Casualty Collision Rate:** Safety is Council's top concern for all modes of transportation. While everyone has a role to play in safety, we target improvements based on engineering, education, enforcement, engagement, and evaluation through the Safer Mobility Plan (SMP). The 2019 calendar year saw a 5.6% drop in the number of casualty collisions, while Calgary's population continued to grow. We will continue our investment in safety-focused projects to address high priority intersections during the One Calgary business cycle, including network improvements; speed-related engagement and education; and support for targeted Calgary Police Service (CPS) enforcement activities.

#### Citizen Satisfaction with Snow and Ice Control:

Council's Snow and Ice Control policy sets out the standards for keeping Calgary's roads clear during the winter. Citizen satisfaction is correlated to the frequency and severity of snow falls that occur in a given winter season. In 2020 Calgary experienced 162 cm of snow, substantially less than 2018 or 2019..

**Pavement Condition:** Pavement represents a replacement value of over \$9.94 billion, and we are seeing a continued drop in overall condition resulting from low lifecycle funding. This will result in accelerated deterioration and higher maintenance needs such as pothole repair and crack sealing.

**Signal Timing Optimization:** Signal timing optimization of major corridors benefits travel time reliability, however benefits can be short-lived as traffic volumes and travel patterns change. In 2020 we completed four corridor reviews while also developing timing for 33 new signals and 23 signal rebuilds.

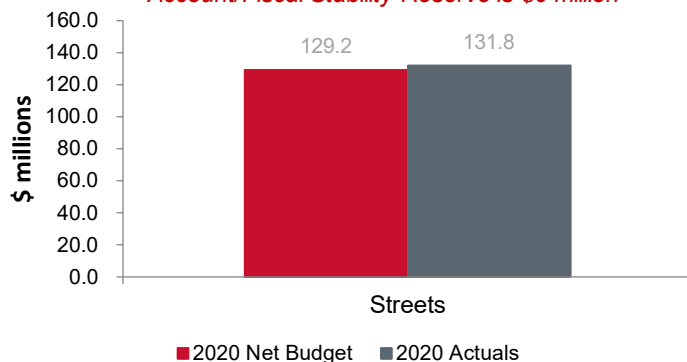
**Street Light Uptime:** There are 100,000 street lights in Calgary and typically 500-1000 lights are out at any given time. The LED retrofit program reduced electricity costs and produced a low number of outages in 2018 which allowed us to exceed our target uptime of 99.4 per cent. Outages have increased slightly in 2019 and 2020, and our goal to continue improving responsiveness to relay failures and replace underground conduit.



## Operating & Capital Budgets

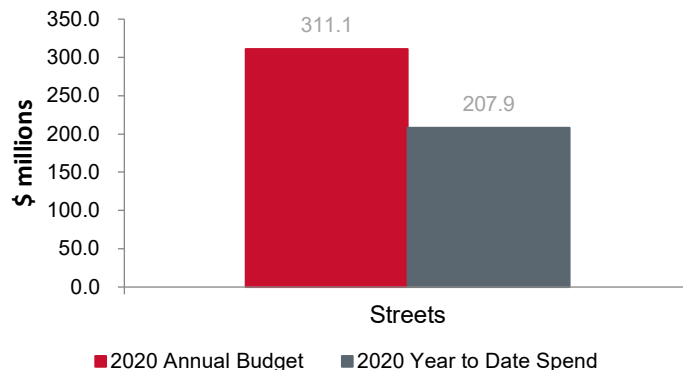
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

### Operating Budget:

The \$2.6M unfavourable variance in Streets was offset by a \$3.4M favourable variance in Sidewalks and Pathways. The majority of the unfavourable variance for Streets was associated with higher costs related to street cleaning in order to accommodate people during COVID-19 health and safety restrictions, and higher materials costs.

### Capital Budget:

In 2020 we completed some significant investments to improve mobility for Calgarians, including the Crowchild Trail upgrades and several Ring Road connectors. We also advanced funding to complete an additional 46 lane km of paving to take advantage of completing work while traffic volumes were lower than normal. A lower spend rate was due in part to contractor schedules not matching our original forecast and delays for some projects to align with the pace of development.



# Taxi, Limousine & Vehicles-for-Hire

Led by: Calgary Community Standards

## Description:

Taxi, Limousine & Vehicles-for-Hire regulates drivers, vehicles and companies in the livery industry according to the requirements of the Livery Transport Bylaw. The service ensures drivers have the right qualifications and proper mechanically inspected vehicles, so passengers can have a safe ride. Livery peace officers ensure compliance and provide education to drivers by assessing complaints and focusing on resolutions that create fair and safe environments for drivers and passengers.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Taxi, Limousine & Vehicles-for-Hire implemented multiple improvements to increase value to customers through 2020. The Livery Transport Bylaw Review project successfully completed multiple phases of research, municipal benchmarking and stakeholder engagement to identify recommended amendments to the bylaw. The amended bylaw will be returned to Council in 2021 Q1.

An on-demand centralized dispatch pilot for wheelchair accessible vehicles operated through 2020, facilitating new levels of accessibility for citizens. The wheelchair accessible vehicles pilot leveraged the use of a system which includes a mobile app that identifies the closest wheelchair accessible vehicle and provides an estimated wait time for the customer. Over 6800 accessible trips were realized through the wheelchair accessible vehicles program in 2020.

### Service Challenges

Technology and modernization of service delivery remains an evolving aspect of the service. Online education and training will need to balance with in person options while examining the readiness of the taxi, limousine, and vehicle-for-hire industry to adopt new methods of training and licensing.

### What are we watching?

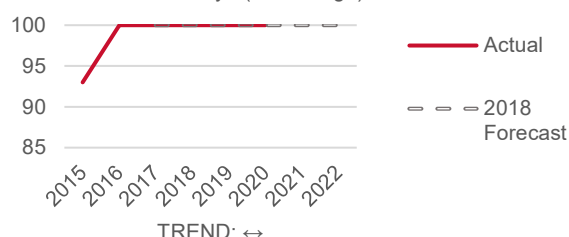
Health, travel, and business restrictions due to COVID-19 have lowered the demand for taxis, limousines, and vehicles-for-hire. The decrease in demand has resulted in fewer licenses being issued and has created challenges for the industry. Accessible taxi plate holders have been valuable in delivering accessible services to citizens. Taxi, Limousine & Vehicle-for-Hire will monitor potential impacts to accessibility for citizens and evaluate additional grants and incentives which could be needed by industry to further reduce wait times and improve service levels for individuals who use wheelchair accessible taxis.



## How is the Service performing against plan expectations

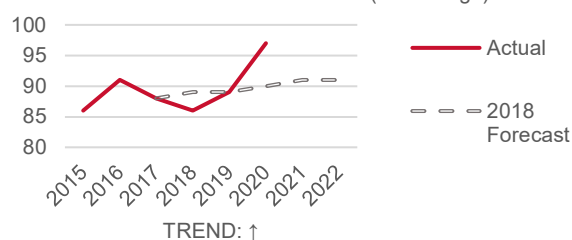
### Story behind the curve

Per cent of livery related complaints resolved within 30 days (Percentage)



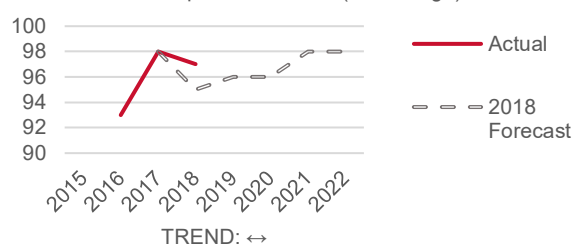
The service will need to be ready to address complaints and create compliance; ensuring citizens remain confident of their safety through consistent response standards.

Per cent of customers served at Livery Transport Service counter within 15 minutes (Percentage)



The Livery Transport Service counter response time improved in 2020. This is a combined result of streamlined processes and decreased demand for in-person service. The launch of the online driver training program has streamlined existing counter processes. COVID-19 further decreased demand for in-person counter services resulting in additional improvements to service performance. Forecasts were reflective of improvements to counter service prior to the development of COVID-19.

Per cent of customers satisfied with Transportation Network Companies services (Percentage)



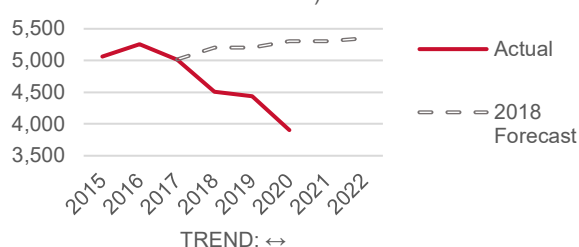
Customer satisfaction continues to stabilize as engagement with stakeholders and the public continued through 2020 focusing on themes of access, service delivery, and safety. Recommended amendments to the Livery Transport Bylaw are planned for 2021 and will continue to support citizens' needs.

Per cent of customers satisfied with Taxi/Accessible Taxi services (Percentage)



Customer satisfaction continues to trend upwards as the Accessible Taxi Incentive Program framework and wheelchair accessible vehicles program pilot have improved levels of service for citizens seeking accessible options for mobility.

Number of taxi driver licences issued (Number of licences)



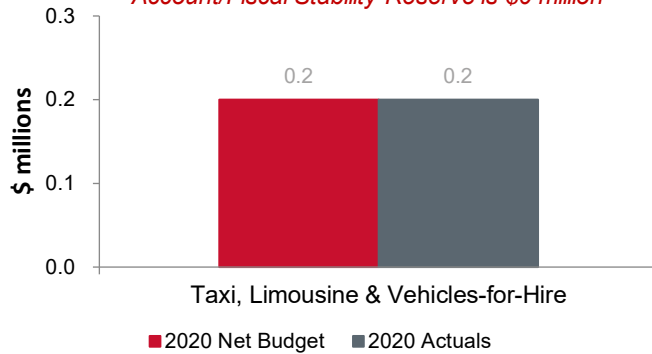
Stabilized demand is projected for the number of licences as current health restrictions are expected to ease the growth of transportation network companies and taxi services in the future. Through 2020 COVID-19 significantly impacted the demand for taxis and as a result lowered the number of taxi driver licences.



## Operating & Capital Budgets

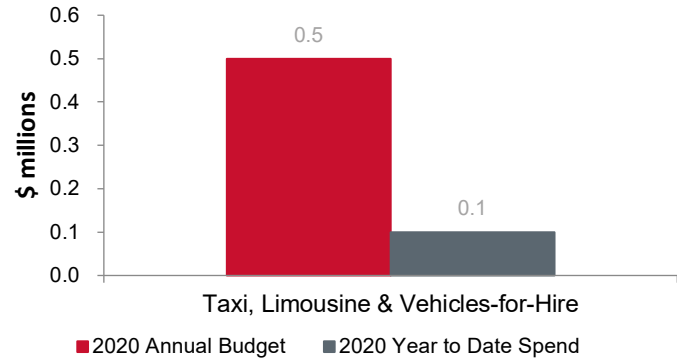
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

### Operating Budget:

Taxi, Limousine and Vehicles for Hire is a self-supported service line. Due to COVID-19, a relief package lowering taxi and limousine plate fees by 50% and waiving driver license fees was approved by Council in May. The loss in overall revenue of approximately \$.8M was partially offset by salary savings from intentionally managing the workforce. The net result was covered by a draw from the Livery Transport Reserve.

### Capital Budget:

Taxi, Limousine and Vehicles for Hire had a capital spend rate of 20% in 2020. COVID-19 resulted in delays on the procurement of equipment and resource redirection for pandemic planning and response caused challenges for systems projects such as One City RMS and the Online Licensing Platform for taxis and limousines.

# Environmental Management

Led by: Environmental & Safety Management

## Description:

Environmental Management provides corporate-wide leadership and support to City of Calgary services to manage environmental issues, risks, opportunities and trends associated with the delivery of public services. Climate resilience aims to address climate change risks including: impacts from severe weather on infrastructure, people and nature, greenhouse gas (GHG) reductions and energy management. We provide strategic leadership and programs to The City, citizens, and Industrial, Commercial, and Institutional (ICI) sectors. We also provide expertise to The City on identifying, assessing and managing contaminated lands to ensure the safety of citizens and workers.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlight

The first virtual Mayor Environmental Expo was presented throughout the month of June 2020. The event drew 10,000 participants, provided 22 live-streamed sessions and 20 pre-recorded sessions for students of all grades.

The Climate Program presented a series of six webinars for the public in 2020, focusing on enhancing the understanding of climate change and effective actions citizens can take to reduce their impact on the environment. In addition, The City partnered with Empower Me to deliver 42 virtual workshops to 500 immigrant or non-English speaking Calgarians to reduce energy consumption in their homes. Energy saving kits were provided to help reduce carbon dioxide equivalent emissions.

Corporate-wide standards and programs to reduce the environmental impact on operations at The City were implemented in 2020. Programs include internal audit, green procurement, substance release reporting and environmental construction.

The City's Commercial and Institutional Building Energy Benchmarking program, launched in October 2020, helps building owners and operators measure and track their annual energy consumption and greenhouse gas emissions.

Contaminated Sites worked collaboratively with a non-profit organization to provide an environmental review on land use, for a development of a residential special needs shelter project.

The City applied and received funding from the Federation of Canadian Municipalities to upgrade track heaters and the thermostat system for the LRT.

Climate Adaptation focused on defining Calgary's climate hazards based on new data, benchmarking community climate risk and the development of an infrastructure risk and resilience assessment process and a Climate Resilient Home Handbook for Calgarians.

### Service Challenges

While engagement with internal or external partners was adapted to virtual online platforms in 2020 due to COVID-19 restrictions, these forms of communication are not as conducive for all forms of engagement (i.e. stakeholder workshops). Should restrictions continue for much of 2021, certain forms of engagement will remain challenging.

### What are we watching?

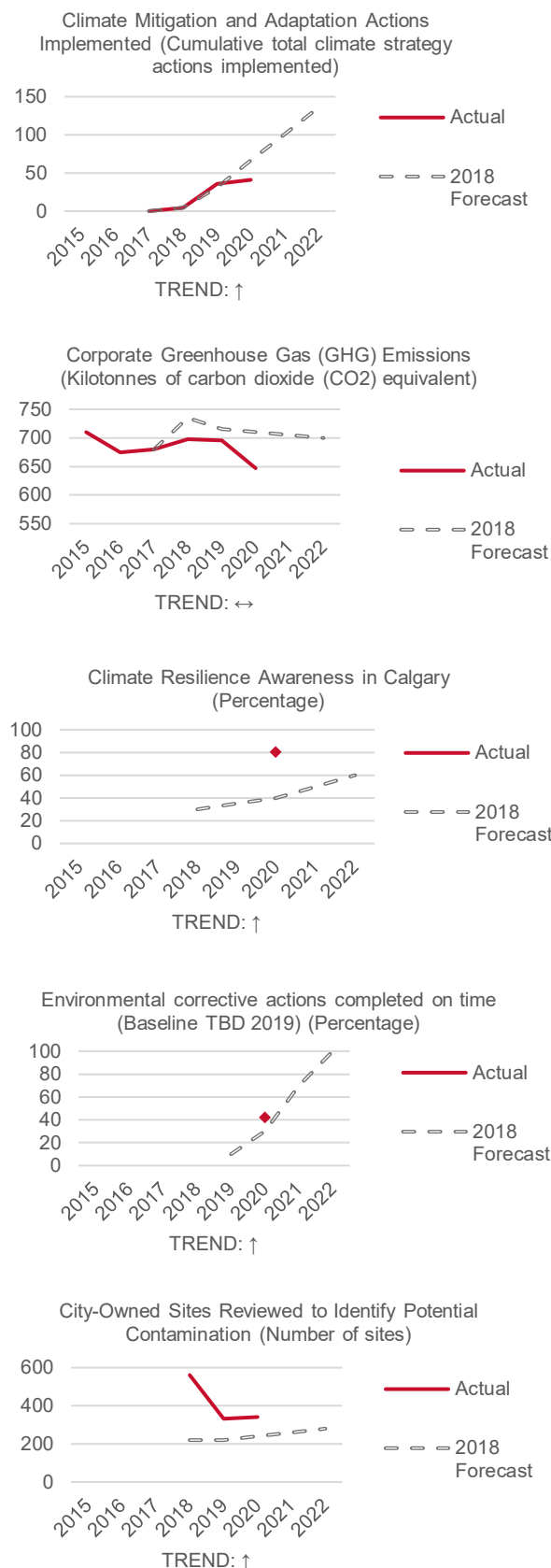
New regulations relating to contaminated sites have been put in place by the Provincial Government, however the interpretation of the legislation is being developed and has not yet been released.

Application process for the Federal Green Recovery Plan will provide opportunities for grants to address climate change.



## How is the Service performing against plan expectations

### Story behind the curve



The City's Climate Mitigation and Adaptation Action Plans contain defined actions over the next 10 years and outline The City's role in carbon and energy management to reduce climate risk in Calgary. These plans include 244 actions across The Corporation and build on the strength and initiative of existing partnerships and new collaborations. By the end of 2020, 41 actions were completed as forecasted.

The overall energy use was down with City operations due to COVID-19. Corporate fuel consumption was 10 per cent lower than 2019 due to fewer buses running most of the year, however more fuel was used by the utilities and protective services. Electricity was 7 per cent lower, with the biggest drop due to fewer LRT trains and recreation facilities and offices not operating on regular schedules. Natural gas and thermal energy demand was 6 per cent lower than the year prior due to facilities operating on reduced schedules, but still seeing an increase in water-related operations.

In the fall of 2020, a citizen perspective survey of Calgarians identified that a majority of respondents have concerns about climate change. The Climate Program identified actions Calgarians can take to prepare for a changing climate and created a webpage to provide information to citizens at [calgary.ca/climateaction](http://calgary.ca/climateaction).

Launched in March 2020, the EnviroPortal is an application used by Business Units to record and track non-conformance on environmental obligations. Many environmental non-conformities require corrective action and 42 per cent of corrective actions due in 2020 were completed on time.

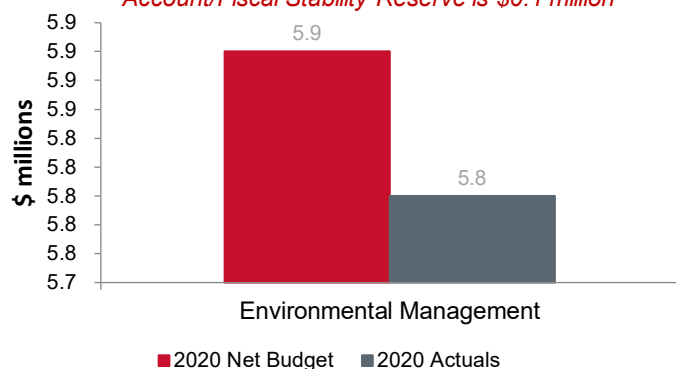
Environmental site assessments reduce unknown liabilities. Reviews identify contaminated sites and, where warranted, assessments are carried out to determine the extent and impact of the contamination. Management plans are implemented for sites that pose an unacceptable risk to the environment and/or human health. The number of reviews vary from year to year based on many factors (e.g. complexity/nature of environmental risks, number of land transactions and capital projects). Due to COVID-19, projects have slowed down and the focus of reviews were on historical sites, many of them with lower complexity, hence the overall number is higher than originally forecast.



## Operating & Capital Budgets

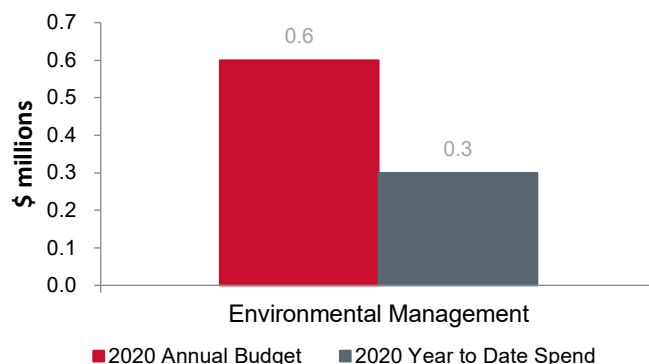
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Environmental Management is \$59.3 thousand favourable mainly due to a grant received from Natural Resources Canada for the Building Energy Benchmarking project, savings from Salary & Wages due to vacancies, savings on business expenses and procurement delays for some consultant work due to the COVID-19 pandemic offset by environmental booked liability and Former Imperial Oil Refinery (FIOR) year-end provisions.

**Capital Budget:** Capital spend is \$342.6 thousand or 58% of budget due to in large part to the COVID-19 pandemic.

# Parks & Open Spaces

Led by: Calgary Parks

## Description:

Our service plans, builds, maintains and stewards an accessible parks system. We conserve and promote biodiverse ecosystems and cultural landscapes. We provide Calgarians with nature in the city and safe, inclusive, social and active opportunities. The park system includes regional and neighbourhood parks and the river valleys. Park amenities include playgrounds, picnic sites, spray parks, outdoor skating, toboggan hills, off-leash areas and year-round activities at Devonian Gardens. We support park volunteers and deliver environmental education programs. Neighbourhood sport opportunities include soccer, baseball, cricket, tennis, basketball and skateboarding.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Calgary's parks were well used in 2020. In the most popular spots, Parks Ambassadors provided physical distancing monitoring and public education. A mobile app was also created to help The City monitor and act when parks were becoming too crowded. Parks operations staff closed (and then re-opened) 1,100 playgrounds, several skate parks and adult fitness equipment sites. And, new safety procedures were applied at city splash parks, off-leash areas and skating rinks.

Responding to community desires to keep providing safe, healthy opportunities for citizens in the winter months, Calgary Parks introduced new park features, including: a firepits pilot project (bookable with free permits), ice bikes (at Bowness Park), expanded cross-country ski trails, two new outdoor rinks (at Barb Scott and Tomson Family Parks) and skating trails (at North Glenmore and Bowness Parks).

Capital highlights include completion of a majority of Century Gardens Park construction (opening in 2021), Prairie Sky Cemetery (opening in 2021), Ogden Bow River boat launch and projects with Parks Foundation Calgary (including a new bike skills park and the Quinterra music garden in South Glenmore Park).

### Service Challenges

General parks maintenance levels were lower citywide due to budget adjustments in 2019 and 2020. This resulted in longer grass, more weeds, less irrigation, etc.

Managing conflicts between coyotes and Calgarians remains a challenge. With no provincial wildlife management initiatives in place, The City proactively (and seasonally) communicates with citizens on how to successfully co-exist with urban coyotes. The City is challenged by an increasing public expectation for coyote control on private property – something The City does not have the authority (or resources) to do.

### What are we watching?

Continue physical distancing: Calgary Parks is studying ways to improve physical distancing in parks (e.g. more benches and space for lacing up skates at outdoor skating areas).

Enabling festivals and events: Calgary Parks is delaying implementation of a new for-profit festival fee in 2021 to allow festival organizers time to adjust to the uncertainty of the coming year. The fee was aimed at funding future park improvements to benefit both festival organizers and citizens.

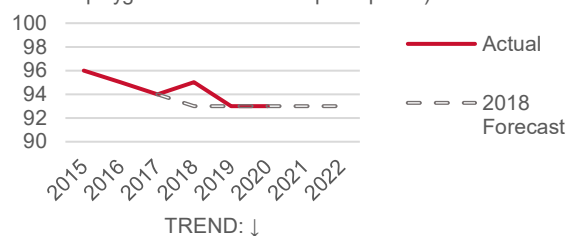




## How is the Service performing against plan expectations

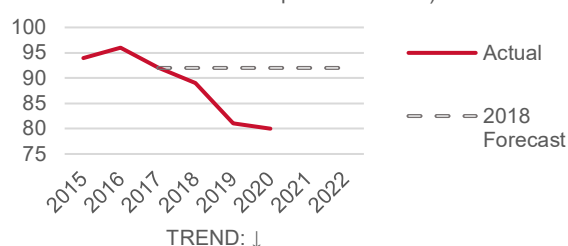
### Story behind the curve

Citizen Satisfaction (% of citizens satisfied with parks, playgrounds and other open spaces)



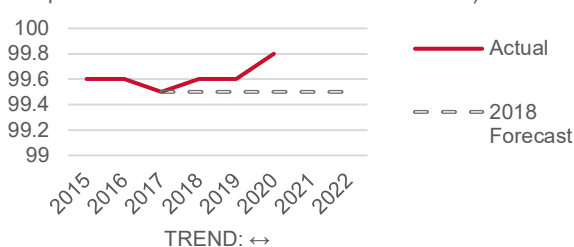
**Citizen Satisfaction:** Citizen satisfaction scores remain high for parks, playgrounds and open spaces. Satisfaction was forecasted to decline for 2019-22 due to less capital funding, aging infrastructure and lower park maintenance levels. Turn the Curve strategies include identifying further efficiencies, stimulus funding, leveraging partnership opportunities and alternative revenue (sponsors, donors, etc.).

Parks Asset Condition Ratings (% of Calgary parks infrastructure in acceptable condition)



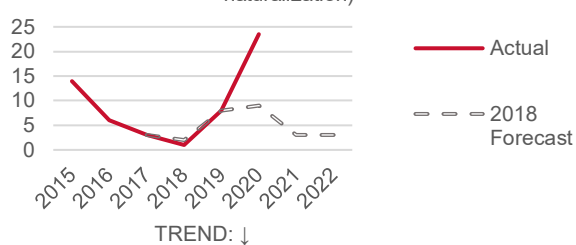
**Asset Conditions Ratings:** Scores are lower than forecasted in 2018. In 2019, Calgary Parks implemented a software-based asset condition ratings system as an efficiency measure to reduce annual tracking costs. As a result, ratings for some assets not inspected annually had lower than anticipated ratings. As well, some assets (e.g. dirt trails) were reclassified with shorter lifecycles and that also impacted scores. In 2021, Parks will include more physical inspections of park assets where repairs/replacements are needed to optimize available park lifecycle funding.

Proximity to Parks (% of citizens that have access to parks within a five-minute walk or 400 metres)



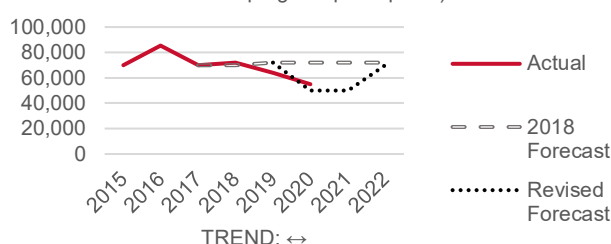
**Proximity to Parks:** The Municipal Development Plan directs Administration to provide parks within a five-minute walk for Calgarians from their residences. The slight uptick in 2020 reflects new parks added to the municipal system (e.g. through development) and slower population growth.

Naturalization (# of park hectares per year under naturalization)



**Naturalization:** Due to capital funding constraints, as of 2020, we are only on track to reach half of The Biodiversity Strategic Plan's target to restore 20% of the city's open space. The upswing in 2020 is due to the completion of a previously funded 23.5-hectare naturalization project in Douglasdale. Work in 2021-22 includes supporting components of UEP and Transportation projects, including naturalizing boulevards.

Parks Program Participants (# of Parks education or volunteer program participants)



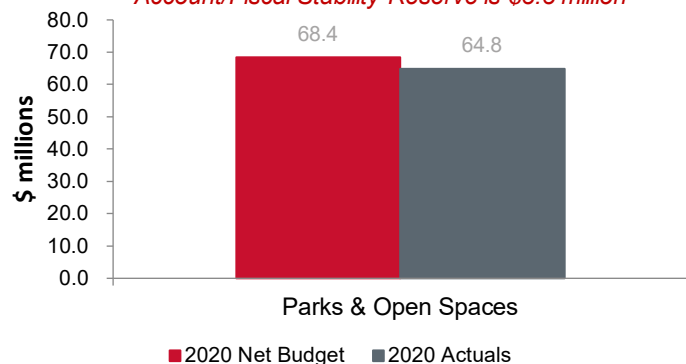
**Parks Program Participants:** COVID-19 restrictions significantly impacted our traditional park stewardship programs, such as school-based programs, summer camps, volunteer/public education initiatives and welcoming visitors to our facilities. We adapted programs to COVID-19 restrictions when possible and added new initiatives, many in collaboration with other City services, including virtual programs on calgary.ca and a pilot program for seniors.



## Operating & Capital Budgets

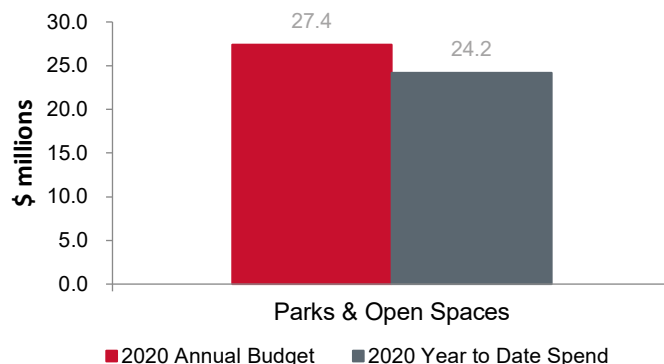
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$3.3 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Operational savings were achieved as the result of intentionally managing the workforce and reducing irrigation in larger sites mostly in response to COVID-19.

This was partially offset by lower revenues from playfields and programs, also the result of COVID-19.

**Capital Budget:** Capital highlights in 2020 included:

- The redevelopment of the iconic downtown Century Gardens Park is 97% complete, with the project scheduled to wrap up at the end of February, 2021. These improvements will make the park more open and welcoming while preserving the historic fountains.
- The construction contract for Bow to Bluff Park Corridor Improvements has been awarded, with construction to begin in Spring 2021. This project will transform a previously underused transportation corridor into a vibrant public park space.
- The Inglewood Bird Sanctuary Nature Centre expansion was completed in July, 2020. The expansion added an additional classroom and new washrooms to support increased demand for environmental education.
- The newly named St. Joseph Park – adjacent to the Mount Pleasant Affordable Housing site- was completed in October 2020. The site, once used as an informal off-leash area, can now be enjoyed by Mount Pleasant residents, families, dog owners and neighbouring communities.

# Recreation Opportunities

Led by: Calgary Recreation

## Description:

We shape Calgary's recreation landscape, create vibrant communities, and inspire people to be active and healthy by leading and investing in Calgary's recreation sector. We provide opportunities for citizens to participate in a variety of recreation, sport and leisure activities through programs, drop-in activities, rentals and bookings at City and Partner-operated facilities.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The COVID-19 pandemic presented exceptional challenges for Recreation Opportunities; at the same time, these challenges inspired creative service delivery. Many services moved virtual, with the launching of the [calgary.ca/athome](https://calgary.ca/athome) portal. Staying Active programs, fitness videos, and Adventure Play programs were offered online and amassed over 84 000 views. Online booking, including picnic sites, arenas, and aquatics and fitness bookings, was adjusted and expanded. Golf saw an exceptional year and realized a break-even position with no tax support required.

Recreation Opportunities continued strong work with existing partners and developed relationships with new partners. The Great Plains facility was transitioned to a new operator, strengthening service delivery to the southeast of the City. The Rocky View Regional Recreation Study was completed, determining the current state, gaps, and recreational needs in the northwest region of Calgary and Rocky View West. The development and implementation of the COVID-19

Recreation Partner/Relationship Action Plan has ensured a consistent approach to supporting and communicating with partners, ensuring actions are coordinated, tracked and provided through a centralized structure.

Capital Development progressed on several projects, including Genesis Artificial Turf field development and Rocky Ridge Athletic Park. The renovation of Sir Winston Churchill Aquatic and Fitness Centre was delivered on time and on budget. Business Improvement initiatives such as the Triple Bottom Line - Cost Benefit Analysis tool, Facility Design Standards, and Recreation Partner Asset Management framework were completed and implemented to improve asset development and management processes.

### Service Challenges

COVID-19 and the subsequent provincial health guidelines and restrictions severely impacted Calgary Recreation's delivery of recreation opportunities. Both City-owned and operated and partner recreation facilities experienced extended closures and reduced capacity to provide access to programs, amenities, and opportunities.

Work planned for 2020 to realize Council Priorities and Directives was largely deferred to 2021 as resources were redeployed to attend to the COVID-19 response.

### What are we watching?

Meeting provincial health orders: We continue to pay close attention to provincial government health orders for changes allowing us to provide safe and equitable access to recreation opportunities.

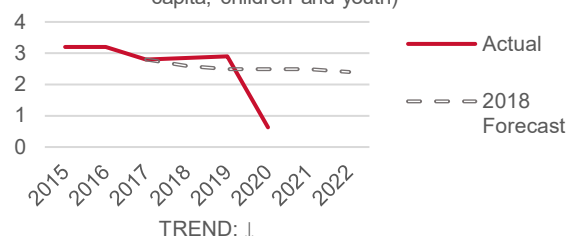
Reopening safely: As amenities are permitted to reopen, we will assess and respond to demand while managing the financial and operational impacts of COVID-19. Amenity reopening will align with all union and jurisdictional requirements, staffing needs, user uptake and operational costs.



## How is the Service performing against plan expectations

### Story behind the curve

Visits for children and youth participants to City recreation programs, services and facilities. (Per capita, children and youth)

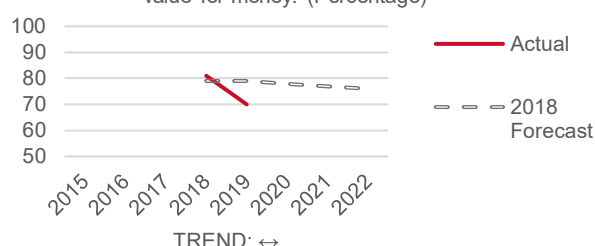


COVID-19 and the subsequent provincial health guidelines and restrictions severely impacted Calgary Recreation's ability to deliver recreation opportunities. Both City-owned and operated and partner operated recreation facilities experienced extended closures and reduced capacity to provide access to programs, amenities, and opportunities.

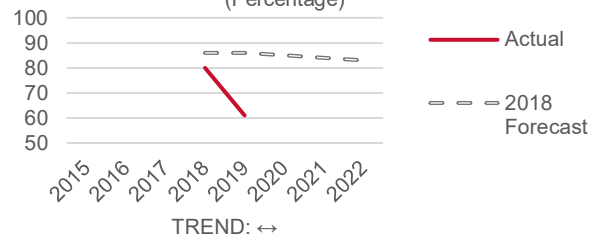
As provincial health restrictions were eased, our ability to reopen and provide equitable access to recreation opportunities remained severely restricted through the majority of the year. For example, in 2019, Recreation Opportunities had 4.2 million visits; in 2020, there were 1.3 million visits.

The decreased number of children and youth attending recreation opportunities reflect the impact of amenity closures and capacity limits throughout 2020. These closures and capacity restrictions caused the Customer Experience surveys to be paused due to inability to collect representative intercept data. Staff layoffs and redeployment prevented the compilation of Swim to Survive data.

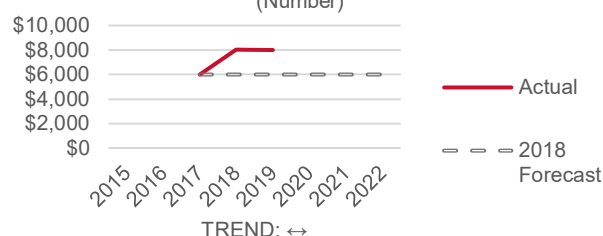
Customers that agree Recreation provides good value for money. (Percentage)



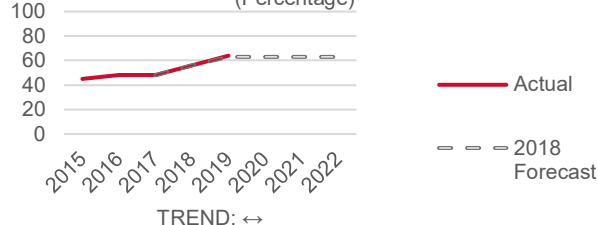
Customers that report recreation opportunities create a stronger sense of community in Calgary. (Percentage)



Calgary Recreation participants who pass Royal Lifesaving Society Swim to Survive standards (Number)



Calgarians that have equitable access to suitable, publicly funded aquatics and fitness amenities. (Percentage)

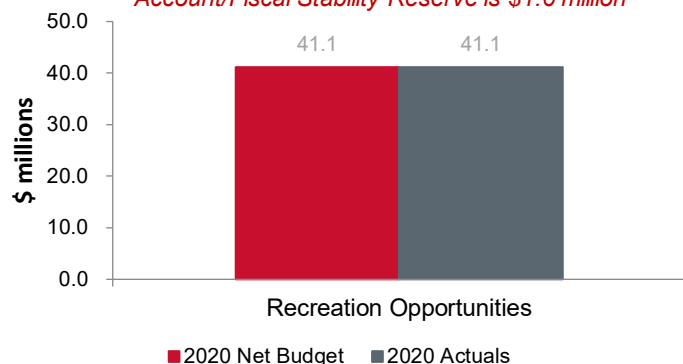




## Operating & Capital Budgets

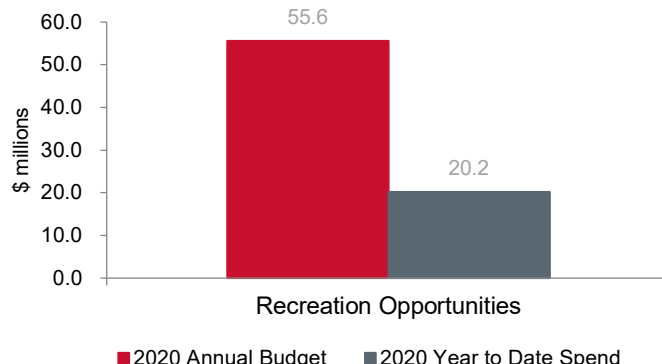
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$1.6 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Recreation Opportunities ended 2020 on budget with minimal overall variance; however, operations were far from normal due to program and amenity closures due COVID-19 related health orders. Significant revenue shortfalls were offset with expense savings along with an exceptional golf season.

**Capital Budget:** Recreation Opportunities spent \$20.2M of its \$55.6M (36%) capital budget, including renovations and improvements at Sir Winston Churchill Aquatic & Recreation Centre, completed in the summer of 2020.

Recreation Opportunities came below budget due to:

- \$4.0M unspent budget in projects being led by partners, including the Vivo expansion, Genesis Artificial Turf, and Repsol Flood Resiliency projects
- \$6.5M unspent budget allocated to the Foothills Fieldhouse project; start of project pending funding confirmation from other orders of government.
- \$12.2M unspent in projects in the finalization phases, including the four recently completed New Recreation Facilities (Seton, Rocky Ridge, Quarry Park, Great Plains) and the Centennial Planetarium
- \$12.7M unspent in Calgary Recreation facility lifecycle upgrades and renovations, including the cancellation a project partially funded through Municipal Sustainability Index (MSI funding was lost) and adjustments to project delivery timelines impacting cash flow projections (program registration software upgrade, Willow Park Water Supply line, Glenmore Athletic Park, etc.).

# Stormwater Management

Led by: Water Resources

## Description:

This service protects property from flooding and ensures our watersheds are healthy by working with citizens and partners. The stormwater management service manages water from rain or snow/ice melt by either collecting, storing, or moving it into the nearest river or creek through storm drains, pipes and ponds. To prepare Calgarians for flooding, we work with the community and other orders of government. We monitor the river to determine water quality and quantity, assess river bank health, and we are involved in land use and development issues that can impact our water quality and flood risk.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Stormwater Management is an essential service that has been sustained during the COVID-19 pandemic. Notable service adjustments include:

- Reassessing in-person services, modifying service delivery and increasing PPE standards to meet physical distancing requirements and protect the safety of employees and customers.
- Moving to virtual customer engagement on major public works projects, system upgrades and areas of community interest.
- Responding to customer financial challenges through bill deferrals, payment instalment plans and remote workplace account support.

River flood mitigation work completed since 2013 has reduced the potential risk of damage by half. An estimated \$90M/year in damages to City assets and private property has been mitigated. Remaining risks will be further reduced by upcoming projects in 2021 and beyond.

Accelerated Community Drainage Improvement (CDI) projects in Tuxedo Park and Sunnyside are on track for 2021. New provincial stimulus funding was secured in 2020 and allows for additional stormwater projects to happen sooner. Efforts to find more efficient and effective ways to deliver these projects continue.

### Service Challenges

Citizens seek greater engagement opportunities on flood barrier and drainage improvements in their communities. We continued to deliver the annual Flood Awareness campaign and virtual open houses allowed for discussions to continue during COVID-19. New digital tools are being built to better facilitate emergency flood response. The tools will allow for more efficient planning changes as new mitigation measures are built.

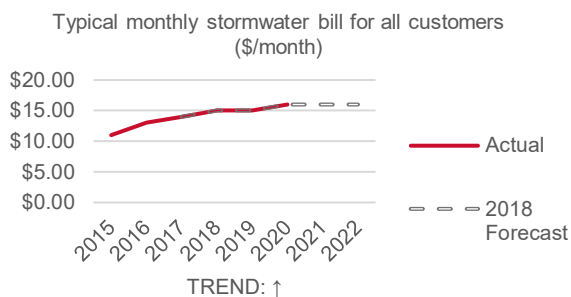
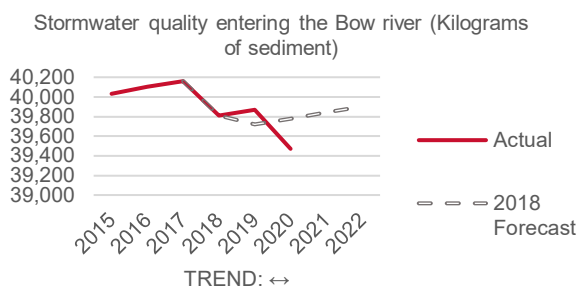
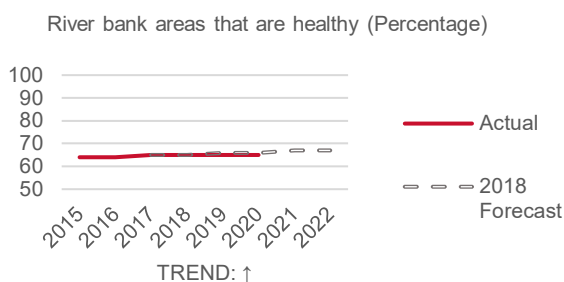
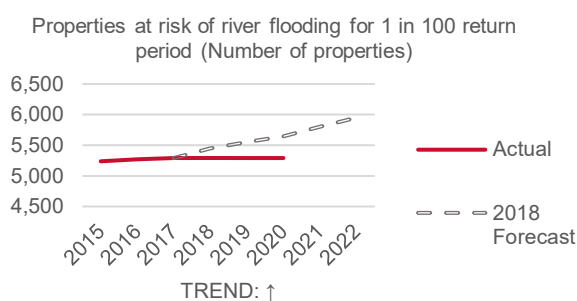
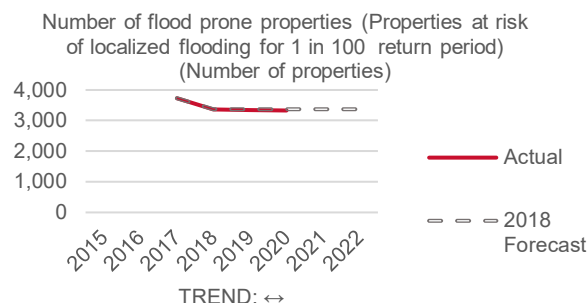
### What are we watching?

New provincial flood maps have been released for public review and feedback. The City will be updating its land use planning policies and regulations to reflect this new data to ensure citizens are informed of impacts to their properties. Significant public engagement is expected, particularly in river communities.



## How is the Service performing against plan expectations

### Story behind the curve



**Reduces Risk:** A key strategy in this area is implementing the Community Drainage Improvement program, with focus on reducing flooding in older communities. As projects are implemented, the data will show improvements to the curve.

**Resilient:** Properties at risk of river flooding have stayed the same in 2020. Key strategies include support for approval of the Springbank Dry Dam, continued engagement with the Province on the Flood Resilience Plan, and capital investments such as barriers and outfalls. The number of properties at risk is expected to worsen if strategies are not implemented to address risk of flooding.

**Environmental:** River banks, also known as riparian areas, are integral to maintaining healthy rivers and can play a role in slowing flood waters. The City's Riparian Action Program establishes actions to protect, manage and restore river banks and established a 2026 target to achieve a city-wide average riparian health score of 72 per cent. Although there is no change since 2017, the average city-wide score has improved to 65 per cent from the 2007-2010 baseline of 61 per cent.

**Environmental:** Sediment entering the Bow River remains below the 2005 benchmark target of 41,300 kg. Bebo Grove Storm pond was completed in 2020. This project, combined with retrofit work near Votier's flat, increases sediment removal efficiency and reduces total suspended solids loadings to the downstream environment by ~567kg per day.

#### Cost:

A typical single family stormwater bill in 2020 was \$15.81 per month. Climate change will alter how and when Calgary's watershed receives precipitation, affecting both water quantity and quality. To balance the social, environmental, and economic pressures, the Community Drainage Improvements program is increasing flood resiliency in targeted communities. New provincial stimulus funding secured at the end of 2020 allows for additional stormwater projects to happen sooner.

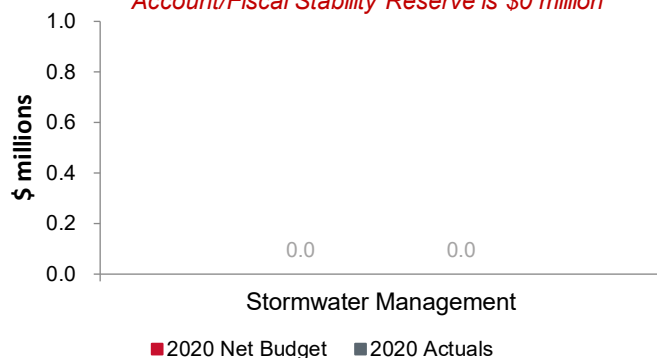




## Operating & Capital Budgets

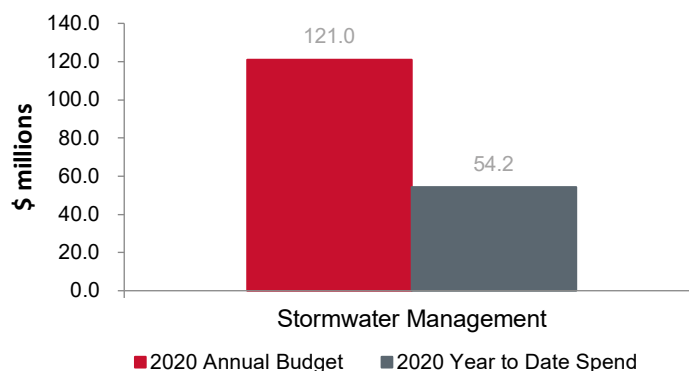
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

The Stormwater Management service is self-supported. The year-end variance is zero after transferring the operating surplus of \$43.6 million to reserve. The transfer to reserve, used to fund capital expenditures and offset future borrowing, was larger than the budget of \$20.3 million primarily due to savings in Salaries & Wages from delays in filling vacant positions, reduced interest charges and depreciation compared to budget.

Closing out 2020, the capital budget was \$121.0 million with an actual spend of \$54.2 million (or 45 per cent). Capital investments focused on improving watershed health and mitigating flood risks to our customers. Projects within the accelerated Community Drainage Improvements initiative progressed. As a part of the strategy to close the financial shortfall due to COVID-19, and to mitigate the impacts of slower than anticipated growth, the Water Utility intentionally reduced/deferred capital projects across 2020-2022 (ex. Hanson Ranch Wetland, Bowness Flood Barrier). These adjustments were made in consideration of forecasted system capacity needs related to growth infrastructure, and to minimize risk and impact to providing reliable service. In addition, some project schedules were adjusted, in response to changes to the level of external funding available.

Examples of major capital investments include:

- Sunnyside lift stations (\$8.3 million 2020 project spending). Two stormwater lift stations are being upgraded and built to increase pumping capacity, better safeguard the community and infrastructure against flooding, and reduce the potential of electrical failure. Construction is expected to be completed in 2021.
- Heritage Drive Permanent Flood Barrier (\$2.8 million 2020 project spending). Permanent flood barrier to prevent overland flooding and damage, restoration of land and bank stabilization in response to the 2013 flood, and the construction of a pathway along the Bow River were completed in collaboration with The City's Transportation Infrastructure team.

# Urban Forestry

Led by: Calgary Parks

## Description:

Urban Forestry manages public trees to improve air quality, reduce stormwater runoff, provide shade and cooling, provide wildlife habitat, increase property values and create stress-reducing environments for citizens. We plant trees to replace those lost to construction and natural decline. We also plant trees to increase the urban canopy for future generations. We receive public trees from the development industry. We water newly planted trees to ensure healthy establishment and prune trees to increase their lifespans and to reduce tree/branch failures during storms. We protect trees by reviewing construction and development projects. We promote tree stewardship to citizens.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

A pilot project, Canopy Expansion Seedling Project, was initiated to grow the urban canopy. Although smaller seedlings have lower survival rates than nursery-hardened trees, The City can plant more seedlings at a lower cost in strategic areas (such as along roadways to reduce mowing costs). The catch is the seedlings will take longer to grow the canopy than larger trees. To date, best practices are being developed and results are encouraging. In 2020, The City planted 116,000 seedlings (including 16,000 Arbour Day trees that were not distributed to school children due to COVID restrictions).

Our public- and private-sector partnership programs are increasing tree planting on both city and private land (e.g. volunteer and school programs). In 2020, the total number of trees included 3,527 lifecycle replacements, 1,000 trees planted in parks as part of volunteer programs and another 500 trees given out to citizens to plant on private land as part of the Branching Out public education program.

Urban Forestry and IT implemented new software to optimize The City's tree nursery inventory of hardened, young trees ready for planting. This will help lower tree replacement rates over the long term.

We are continuing to exceed pruning targets (to improving tree health and long-term canopy growth) and worked with our contractors to ensure business continuity plans were in place to ensure contracted work was completed.

### Service Challenges

The protection and loss of mature trees due to development and major capital projects is a challenge to growing the urban canopy.

The TELUS Fibre-to-the- Premise project is a major fibre network construction that will benefit residents, businesses and other organizations. A collaborative relationship resulted in TELUS providing fully funded staff resources for Urban Forestry to manage the required tree protection and replanting plans.

Urban Forestry is also working with City teams on solutions to tree losses and replanting to provide citywide canopy benefits.

### What are we watching?

Tree pest and severe weather threats are always on our radar. We work closely with the Province to mitigate potential tree pests that can damage the urban forest.

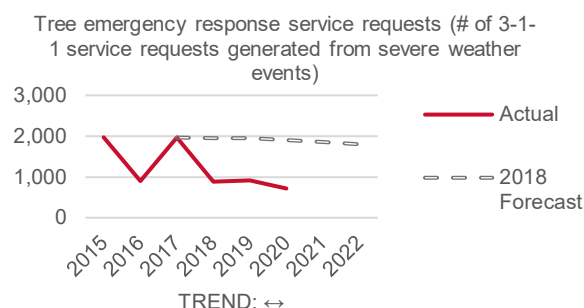
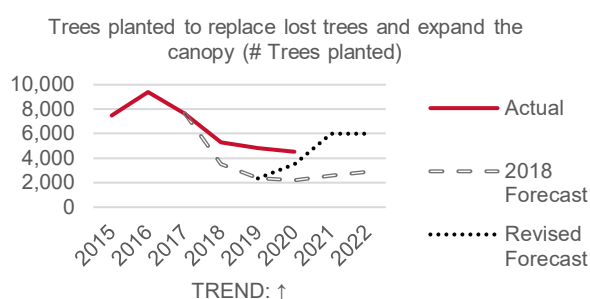
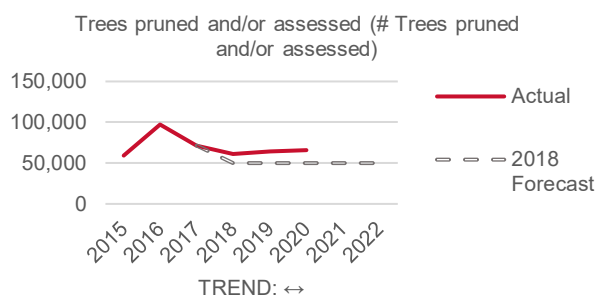
For example, a positive case of Dutch Elm Disease was detected in Lethbridge in 2020.

In terms of severe weather, our staff are monitoring the impacts of the June 2020 hailstorm and the warm, dry weather (fall 2019) followed by several weeks of severe cold weather (winter 2020). The full impacts of these recent severe weather events on our trees may not be seen for years. No major tree losses have yet materialized, but damages could result in significant replanting initiatives in future years.



## How is the Service performing against plan expectations

### Story behind the curve



#### Trees Inspected/Pruned

Risk-based tree inspections and pruning are a priority. The number of trees pruned are higher than forecasted because of our Turn the Curve strategy to shift resources to tree inspections and pruning.

This proactive work increases the resilience of the urban forest and leads to improved lifespans for trees and less damages from severe weather. The City also inspects and waters newly planted trees in new developments that demonstrate stress.

Note that totals are down from the years prior to 2018, as a result of the end of one-time funding in 2015-17 to recover from the 2014 Calgary Tree Disaster.

#### Trees Planted

In 2019 and 2020, Urban Forestry's funding levels were at levels to maintain the existing tree canopy level for Calgary.

In 2019 and 2020, Urban Forestry exceeded its original projections (which were based on lower levels of funding prior to add package funding received in Nov. 2018).

In 2020, the total number of trees planted includes 3,527 lifecycle replacements plus 1,000 trees planted as part of our volunteer programs. Urban Forestry also continued its public- and private-sector partnership programs to increase trees planting on both city and private land (e.g. volunteer and school programs). Furthermore, Urban Forestry continued a successful pilot project to plant seedlings in strategic areas.

For 2021, Urban Forestry received additional funding (as part of the Nov. 2020 budget adjustments) to increase the urban canopy by planting 6,000 trees per year.

#### Tree Emergency SRs

Our forecasts of 3-1-1 tree emergency calls are high based on an increase of severe weather events being experienced across the globe over the past two decades. Our actual annual totals for tree emergencies are lower, and remain low, due to the prioritization of a proactive pruning program to increase the resilience of City trees to pests and extreme weather (such as severe winds or heavy, unseasonal snowfalls).

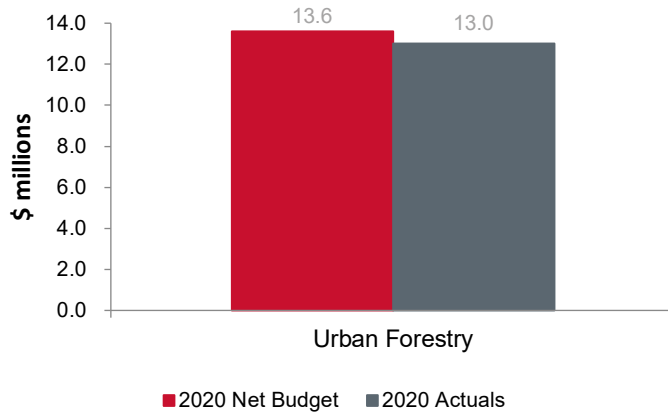
As of 2021, we expect even lower levels of tree emergency SRs due to 3-1-1 call routing changes that are part of an efficiency and effectiveness effort.



## Operating & Capital Budgets

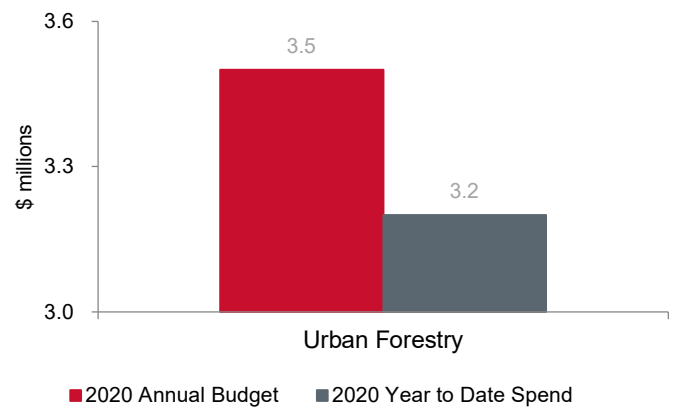
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.6 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

### Operating Budget:

Operational savings were achieved as the result of intentionally managing the workforce in response to COVID-19.

### Capital Budget:

Capital highlights include:

- Planting 4,827 trees in parks and along streets.
- Planting 116,000 seedlings in large areas along road ways and in natural areas.
- Watering 39,000 trees (with 248,018 tree waterings throughout the season).

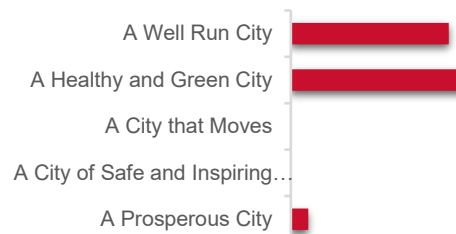
# Waste & Recycling

Led by: Waste & Recycling Services

## Description:

The Waste & Recycling service collects waste, manages landfills, and operates waste diversion programs and facilities for waste generators and haulers in Calgary and the region. We enable Calgarians to reduce waste generated and remove waste safely from their homes, businesses and communities to protect public health and the environment. Through participation in waste reduction and diversion programs and education, customers are empowered to properly dispose of materials. We work collaboratively with customers and stakeholders to lead the community toward zero waste while achieving the Council approved target of 70 per cent diversion across all sectors by 2025.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Waste & Recycling (W&R) contributed to all reduction and efficiency requests in 2020. Property tax support has been reduced from \$41 million in 2018 to \$14.5 million for 2021. To reduce the economic burden for Calgarians, the residential cart rates and landfill tipping fee were held at the 2019 rate for 2020 and 2021.

The City implemented the Tag-A-Bag program in Oct 2020 to reduce extra garbage bags outside the black cart. Customers who have excess garbage that will not fit in the cart, can buy a \$ 3 tag to place on extra bags for collection. About four per cent of homes typically put out extra garbage bags on collection day. The Tag-A-Bag Program is a first step towards greater fairness in our garbage collection fees. Homes that divert waste by sorting materials correctly into blue and green carts will reduce the amount of garbage put out for collection and be less likely to have extra tagged garbage bags outside the black cart.

Waste & Recycling experienced increased demand for service in 2020 for the residential cart programs and customer loads received at the waste management facilities. Demand was higher than expected through Q2 trending back towards normal at year-end.

Waste & Recycling is an essential service providing waste, recycling and disposal services for Calgary and the region throughout the pandemic. Waste & Recycling minimized health and safety risks to employees and customers by implementing operational controls to ensure continuity of service delivery.

The 2020 Citizen Satisfaction results for Waste & Recycling showed increases in both importance and satisfaction for the residential cart services reflecting the value of these services for our customers.

### Service Challenges

Uncertainty around the economic recovery and the COVID-19 pandemic will continue to challenge the service, our staff and customers.

Recycling market volatility that started with the changes in China's import policy continues to impact recycling markets. The impact has been global, and market demand continues to evolve. Waste & Recycling has been working closely with our recycling processor and our customers to ensure high quality recyclables.

The City would have been significantly shielded from market volatility for Blue Cart materials if an Extended Producer Responsibility framework was enacted by the Government of Alberta.

### What are we watching?

Waste & Recycling is watching service demand and satisfaction levels as our customers respond to and recover from the COVID-19 pandemic and the economic conditions in 2019 to 2020.

Council directed Administration to develop a Residential Waste Collection Mixed Service Delivery Pilot for up to 25 per cent of the residential black cart collection. The City is in the process of awarding the RFP with a timeline to implement private collection by Q1 2022.

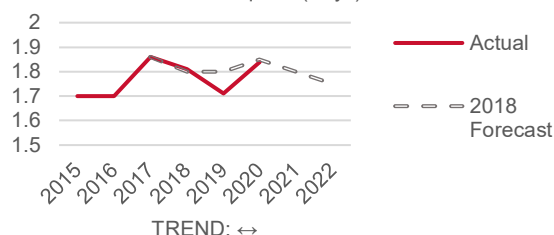
Waste & Recycling focused on health and safety throughout the pandemic implementing a remote work environment and operational controls to minimize risks to staff and customers. Waste & Recycling will continue to prioritize safety through active health and safety committees to better understand injury causes and psychological safety impacts to employees.



## How is the Service performing against plan expectations

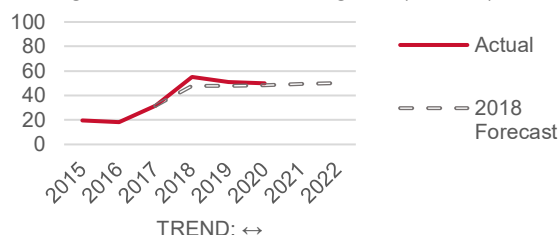
### Story behind the curve

Average Response Time for a Waste & Recycling Service Request (Days)



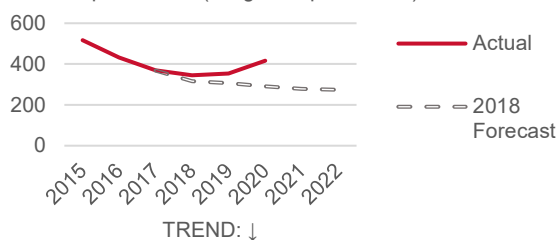
Average Response Time for a Waste & Recycling Service Request is the average number of days a customer waits to receive an initial response after submitting a service request. This measure can be affected by factors such as extreme weather and changes to programs. Service request volumes significantly increased in 2020 due to pandemic-related service changes, collection schedule changes, extreme weather events, and the implementation of the Tag-a-Bag program. This performance measure continues to perform in alignment with the forecast.

Per cent of Residential Waste Diverted from Landfill Through Blue and Green Cart Programs (Per cent)



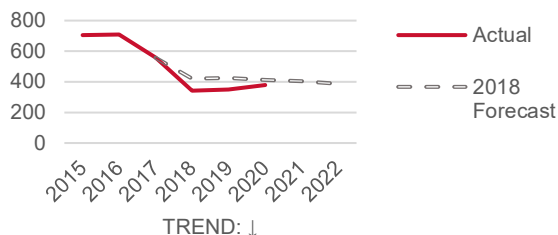
Per cent of Residential Waste Diverted from Landfill through Blue and Green Cart Programs represents the per cent of residential waste that is diverted from landfill out of the total waste generated by single-family households. The City collected higher volumes of recyclable materials and food and yard waste in 2020. This measure continues to outperform the forecast.

Annual Waste Disposed at City of Calgary Landfills per Person (Kilograms per Person)



Annual Waste Disposed at City of Calgary Landfills per Person monitors the total amount of garbage disposed of at the waste management facilities managed by The City, including waste from private haulers. This measure does not capture waste that is generated in Calgary and disposed of at facilities not managed by The City. This measure is affected by improvements in waste diversion, changes in customer behavior, the economy, and waste flow within the province. More waste than expected was disposed of at City facilities in 2020, partly due to increased waste generated during the pandemic, hail storm events, and changes in waste volumes from private haulers.

Annual Black Cart Waste Collected per Household (Kilograms per Household)



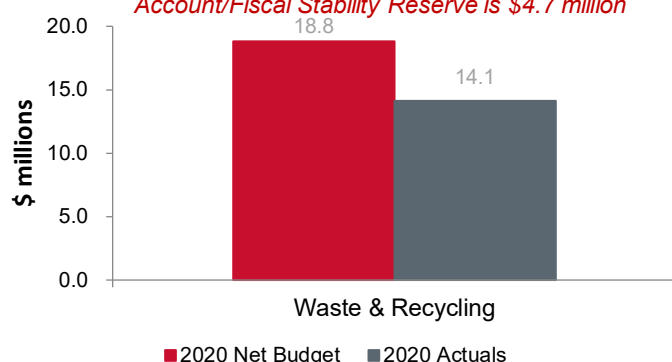
Annual Black Cart Waste Collected per Household monitors the amount of garbage collected from single-family homes through the Black Cart Program. Waste collected has been reduced by approximately 50 per cent following the rollout of the Green Cart program and change to every other week garbage collection. Results continue to outperform forecasts, despite increased residential waste generated during the pandemic and hail storm events in 2020.



## Operating & Capital Budgets

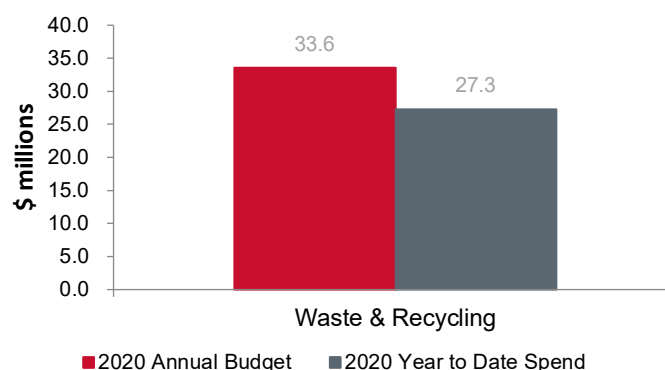
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$4.7 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** The Waste & Recycling service is funded through a combination of tax-support and self-supported revenues. Tax-supported activities had a net overall variance of zero after the contribution of \$4.7 million to the Budget Savings Account, with an actual spend of \$18.8 million. Self-supported programs had a year-end variance of zero after transferring the operating surplus of \$23.8 million to reserve. The transfer to reserve was larger than the budget by \$17.8 million, primarily due to higher than budgeted revenue and internal recovery and savings in Salary & Wages as a result of intentional workforce management and continuous efficiency improvements across the service. The reserve is used to fund capital expenditures and landfill closure and post closure care liability costs.

**Capital Budget:** Closing out 2020 the capital budget was \$33.6 million with an actual spend of \$27.3 million (or 81 per cent). Capital investments focused on infrastructure required to process and dispose of waste materials, environmental protection systems, Waste Management Facility internal access roads and fencing, and infrastructure related to facilities and equipment.

2020 major capital projects (with 2020 actual spending) include:

- Capping & Cell Construction \$4.0 million
- Remediation \$9.6 million
- Carts, Bins and Containers \$2.5 million
- Facilities and General Equipment \$2.6 million
- Landfill Gas and Stormwater Management Infrastructure \$1.8 million
- Waste Management Facility Internal Roads and Fencing \$3.4 million



# Wastewater Collection & Treatment

Led by: Water Resources

## Description:

This service ensures that over one million customers in Calgary and the region can trust that their wastewater is taken care of and the health of our rivers is protected. The wastewater collection and treatment service collects water from toilets, sinks and drains, treats it, and returns it to the river. This service protects public health and our watershed by ensuring the necessary investments are made in treatment plants, pipes and people to keep pace with the needs of a growing population. For example, the Bonnybrook Wastewater Treatment Plant is undergoing upgrades to address wastewater demands and regulations that will serve future generations of Calgarians.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Wastewater is an essential service that has been sustained during the COVID-19 pandemic. Notable service adjustments include:

- Reassessing in-person services, modifying service delivery and increasing PPE standards to meet physical distancing requirements and protect the safety of employees and customers.
- Prioritizing resources to respond to staffing shortages
- Moving to virtual customer engagement on major public works projects, system upgrades and areas of community interest.
- Responding to customer financial challenges through bill deferrals, payment instalment plans and remote workplace account support.

There are significant capital investments underway in the Wastewater service. One of the largest projects, Bonnybrook Wastewater Treatment Plant, has upgrades that are on schedule for 2021 commissioning. The upgrades increase Calgary's capacity to collect and treat wastewater from a growing population, meet environmental targets and improve flood resiliency.

### Service Challenges

There is increasing awareness of hazardous gas, such as hydrogen sulfide, releases in the wastewater system. These hazardous gases significantly limit safe access for employees. In response, the Water Utility is working to understand this risk and is putting mechanisms in place to protect our staff and the public.

The nature of the Wastewater line of service is capital intensive. With rising capital investments required to maintain highly reliable systems, meet regulatory requirements, and protect the rivers and the environment, an increased emphasis on service efficiency and process improvements is vital.

### What are we watching?

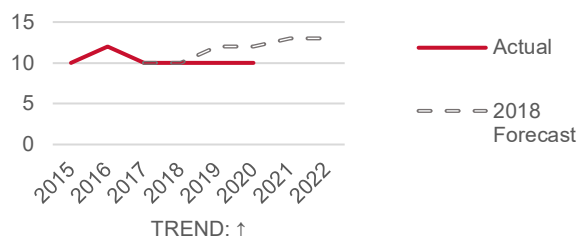
We are watching economic indicators of our residential and business customers during the pandemic. We will continue to provide repayment options offered to customers who elected to access the bill deferral program, thereby continuing to support customers financially impacted by the pandemic.



## How is the Service performing against plan expectations

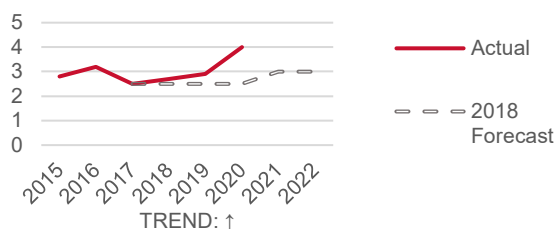
### Story behind the curve

Properties impacted by interruption to wastewater service per 1000 (Number)



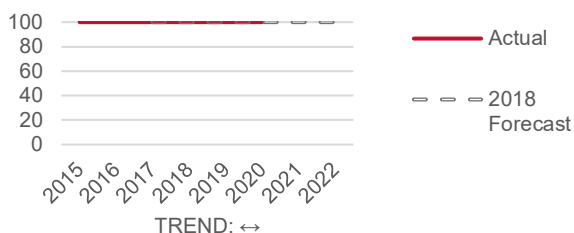
**Reliability:** A wastewater back-up can be due to many factors such as clogs in sewer pipes, tree roots or collapsed drains. This metric climbed slightly in 2020. Key strategies to improve performance are: strategic infrastructure upgrades and increasing the capacity and efficiency of the capital investment programs that our customers rely on.

Time it takes to respond to wastewater service interruption (Hours)



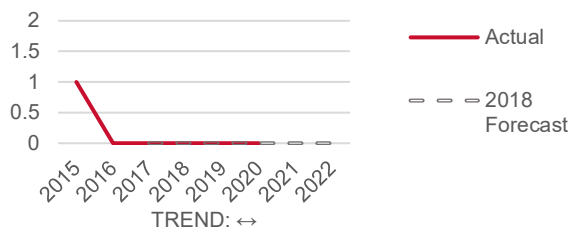
**Responsiveness:** It currently takes ~4.2 hours to restore wastewater service. Between higher call volume and added COVID-19 protocols to visit customer properties, resolution time increased in 2020. Key strategies to improve response time going forward include investing in no dig technology to minimize disruption and improving operational response to meet customer expectations.

Regulations met for treated wastewater returned to the river (Percent of time)



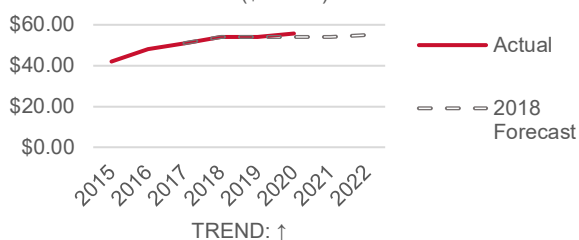
**Quality:** In 2020, 100 per cent of regulations were met. Significant investments are required to comply with regulations, service a growing city and ensure a healthy river for Calgarians and downstream river users. These investments include increasing capacity at two of our wastewater treatment plants and working to strengthen relationships with regulators and our industrial customers.

Sewage releases from the collection system that reached a waterbody, which has resulted in regulatory enforcement actions (Number of releases)



**Environmental:** We continue to have no sewage releases from the collection system to the environment. We manage this risk through investments on pipe upgrades as well as continue to monitor sanitary trunks that run close to rivers, streams and water bodies. It is anticipated that this measure will remain at zero.

Typical monthly single family wastewater bill (\$/month)



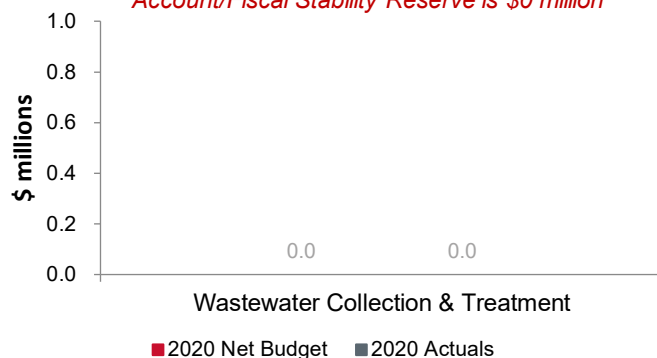
**Cost:** A typical single family wastewater bill in 2020 was \$55.73 per month. Calgary is a large, growing city located on two small rivers. To maintain river health, ongoing capital investment is required to meet regulatory requirements. As Calgary's population grows, the demand for treatment processes will continue to increase. To keep rates affordable, the service focuses on efficiencies and process improvements to offset the additional operational and maintenance costs that a growing infrastructure base requires.



## Operating & Capital Budgets

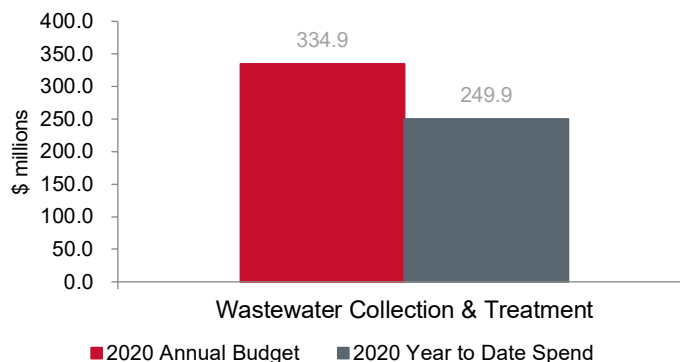
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

The Wastewater Collection & Treatment service is self-supported. The Year End variance is zero after transferring the operating surplus of \$256.9 million to reserve. The transfer to reserve, used to fund capital expenditures and offset future borrowing, was larger than the budget by \$110.6 million primarily due to savings in Salaries & Wages from delays in filling vacant positions, reduced interest charges and depreciation compared to budget.

Closing out 2020, the capital budget was \$334.9 million with an actual spend of \$249.9 million (or 75 per cent). Capital investments were delivered to upgrade linear infrastructure to maintain high levels of sanitary service and to increase treatment plant capacity for our customers. As a part of the strategy to close the financial shortfall due to COVID-19, and to mitigate the impacts of slower than anticipated growth the Utility intentionally reduced/deferred capital projects across 2020-2022 (ex. Belvedere Sanitary Trunk, Fish Creek Wastewater Treatment Plant Electrical Upgrades). These adjustments were made in consideration of forecasted system capacity needs related to growth infrastructure, to minimize risk and impact to providing reliable service.

Examples of major capital investments include:

- Bonnybrook D Expansion (\$102.7 million spending in 2020). An overall investment of over \$1 billion in extensive upgrades and expansions to the Bonnybrook Wastewater Treatment Plant will protect the environment, increase energy efficiency, and accommodate our city's future growth until the mid-2030s.
- Inglewood Sanitary Trunk (\$22.9 million spending in 2020). The existing sanitary trunk that carries wastewater from North Calgary, Airdrie and Cochrane to the treatment plant is nearing capacity. This new trunk is critical to maintaining a high-level of sanitary service to Inglewood and surrounding communities to support growth. The project used microtunnelling (connecting pipes underground rather than digging large trenches) to reduce traffic and community access impact and the new trunk is now in use.

# Water Treatment & Supply

Led by: Water Resources

## Description:

This service ensures access to drinking water now and for generations to come. This service treats and delivers water to customers, ensuring reliability and availability. It protects public health and ensures long-term sustainability of water resources. Water is our most valuable natural resource. Plants, pipes, pumps and people work 24/7, 365 days a year to protect public health by providing clean drinking water for over one million Calgarians and the region. Calgarians are able to turn on the tap and receive safe and clean drinking water thanks to a dedicated team of experts and forward-thinking investment in infrastructure.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Water is an essential service that has been sustained during the COVID-19 pandemic. Notable service adjustments include:

- Reassessing in-person services, modifying service delivery and increasing PPE standards to meet physical distancing requirements and protect the safety of employees and customers.
- Prioritizing resources to respond to staffing shortages
- Moving to virtual customer engagement on major public works projects, system upgrades and areas of community interest.
- Responding to customer financial challenges through bill deferrals, payment instalment plans and remote workplace account support.

In 2020 a system water loss strategy was initiated, and the Water Utility began developing an action plan to meet measurable water loss targets.

Additionally, Council approved the Water Utility's accelerated lead replacement program, which will work with customers to replace all known lead services on public and private property. To complement the program, the Water Utility implemented a revised lead mitigation strategy to better understand and mitigate lead at the customer's tap.

### Service Challenges

Water Treatment & Supply responded to many simultaneous challenges in 2020, including operational realignment, key retirements and logistical impacts of the COVID-19 response. Despite these challenges, safety and customer response performance remained strong.

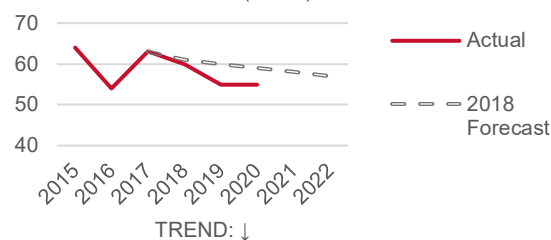
### What are we watching?

We are watching economic indicators of our residential and business customers during the pandemic. We will continue to be compassionate in our billing policies and will sustain Calgarians' expectations of a well-run revenue neutral public utility.

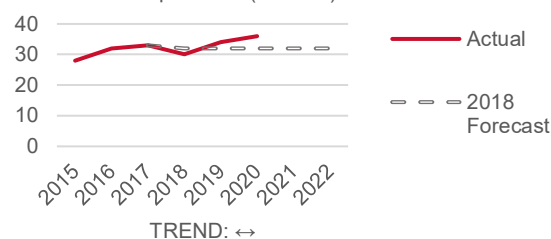


## How is the Service performing against plan expectations

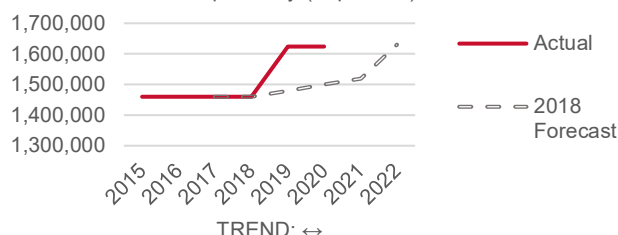
Average time to restore water service during a main break (Hours)



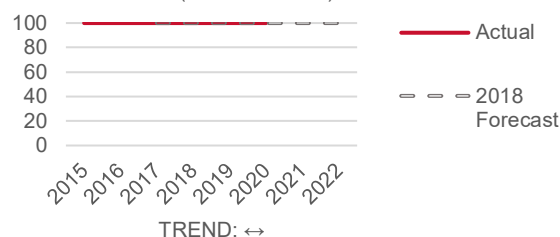
Properties impacted by interruptions to water service per 1000 (Number)



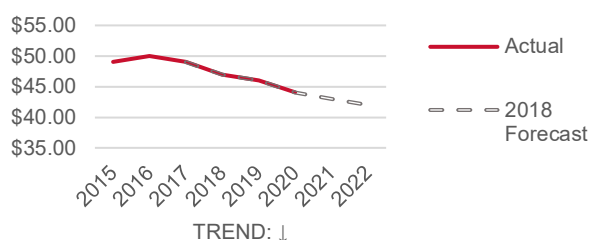
Total population Calgary can provide water to on peak day (Population)



Regulations met for treated drinking water quality (Percent of time)



Typical monthly single family water bill (\$/month)



## Story behind the curve

**Responsiveness:** It is expected that time to restore service will improve as operational improvements advance. The water service will improve operational practices during water service disruptions as well as strengthen communication to impacted customers.

**Reliability:** It is expected that this measure will fluctuate year over year, but remain generally stable. The stability is due to past investments to reduce water main breaks, and a focus on pipe valve repair to ensure service continuity. The Water Utility continues to implement risk based maintenance plans to minimize customer disruption.

**Sustainability:** Calgarians expect that the city's water supply is managed for the future. Over the long term, key strategies include conservation programming for peak day demand, regional supply planning, growth monitoring, addressing system water loss and ensuring capacity of water treatment plants.

**Public Health:** In 2020, 100 per cent of regulations were met. Operational planning and increasing documentation are required to meet regulations and process requirements. Key strategies to maintain compliance include evaluation and mitigation of water quality risks, source water protection activities, strengthening relationships with regulators and optimizing water treatment resources.

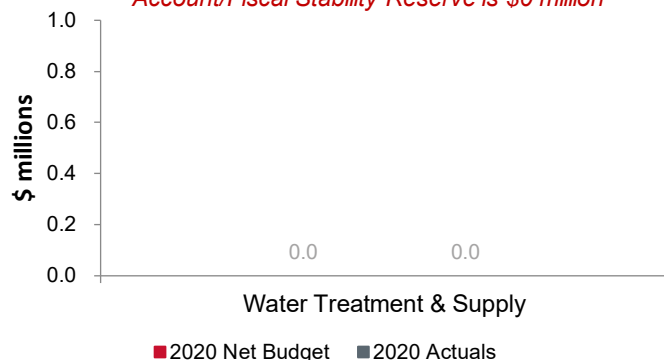
**Cost:** As Calgary's population continues to grow, so does the demand on the rivers. With a finite supply of water, the Water Treatment & Supply service needs to operate wisely and consider future water demands. Due to water conservation measures embraced by Calgarians, the Water Utility has been able to delay investments in treatment capacity and defer costly plant upgrades. These actions result in the ability to keep rates low for our customers.



## Operating & Capital Budgets

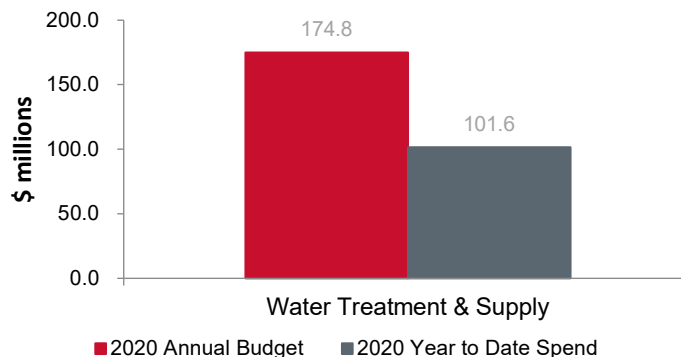
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

The Water Treatment & Supply service is self-supported. The year-end variance is zero after transferring the operating surplus of \$91.3 million to reserve. The transfer to reserve, used to fund capital expenditures and offset future borrowing, was larger than the budget by \$69.5 million primarily due to savings in Salaries & Wages from delays in filling vacant positions, reduced interest charges and depreciation compared to budget.

Closing out 2020, the capital budget was \$174.8M with an actual spend of \$101.6 million (or 58 per cent). Progress was made to advance the delivery of capital investments to support growth in new communities and maintain existing assets within the water treatment plants and linear infrastructure network. As a part of the strategy to close the financial shortfall due to COVID-19 and to mitigate the impacts of slower than anticipated growth, the Water Utility intentionally reduced/deferred capital projects across 2020-2022 (ex. Belvedere Feedermain, Providence Starlight East Pump Station). These adjustments were made in consideration of forecasted system capacity needs related to growth infrastructure, to minimize risk and impact to reliable service delivery.

Examples of major capital investments include:

- Glenmore Dam Improvements (\$5.0 million spending in 2020). An iconic structure and one of Calgary's oldest landmarks, the Glenmore Dam has been integral to Calgary's water infrastructure system since the 1930s. An upgrade and refurbishment was completed to replace aging components and extend the lifespan of the structure. The new steel gate and hoist system provides additional reservoir storage to reduce the risk of drought impacts and improves flood resiliency for the lower Elbow River.
- Northridge Feedermain (\$8.3 million spending in 2020). Through development, the area of Keystone Hills continues to grow and there is a need to deliver water to homes and businesses in the area. The project used microtunnelling along portions of the route (connecting pipes underground rather than digging large trenches) to reduce traffic impacts. The feedermain is now substantially complete and slated to be operational in 2021.

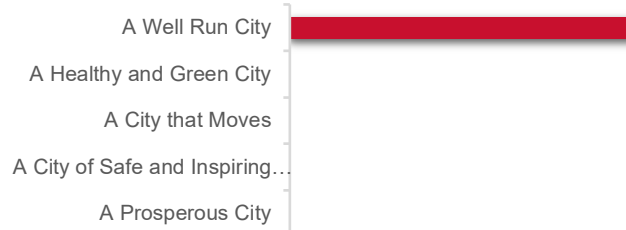
# Appeals & Tribunals

Led by: City Clerk's Office

## 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.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Business recommendations and budget for the Administrative Penalties System were approved by Council.

The evidence disclosure portal (a joint project of the City Clerk's Office, the Assessment Review Board [ARB] and Assessment BU) was launched in Q2 2020, allowing the ability to share documents between all parties.

Despite COVID restrictions that caused initial suspension of proceedings, the tribunals addressed their full year's hearing load before the end of 2020 as required by legislation by using virtual hearings. Fully remote, paperless hearings were also launched for the Subdivision and Development Appeal Board (SDAB) and the Licence and Community Standards Appeal Board (LCSAB).

Decision writing was entirely remote in 2020 due to COVID and improvements on this file are expected to persist into the future.

### Service Challenges

COVID-19 restrictions resulted in the need for significant efforts related to the training of board members to use the virtual environment and online tools.

COVID-19-driven process adjustments also required the reconfiguration of call centre functionality to allow staff to work from home.

Supporting board members, complainants and stakeholders in adjusting to virtual hearings required additional efforts from City Clerk's but this support was successful.

### What are we watching?

Implementation of the Administrative Penalties System, which includes the Calgary Penalties Appeal Board, is planned for 2022.

Virtual tribunal hearings are expected to continue through 2021, with in-person considered for 2022.

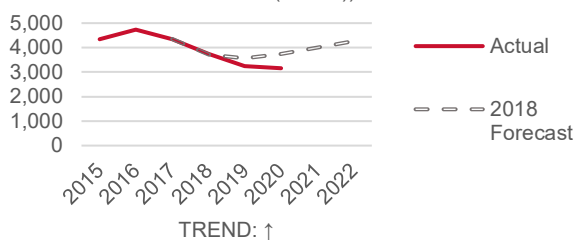
Written material-only hearings at the Assessment Review Board (ARB) will continue to be offered through 2021 and into the future.



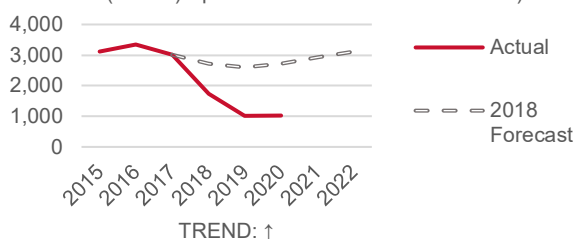


## How is the Service performing against plan expectations

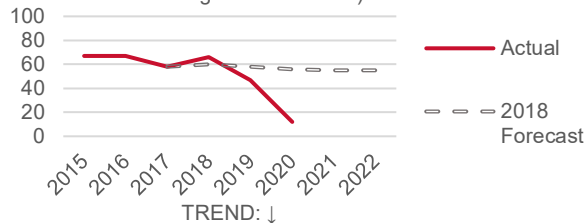
Filing volume (Number of cases filed across all tribunals (annual))



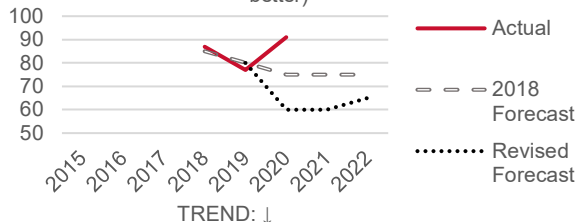
Decision volume (Number of cases filed across all tribunals (annual) upon which a decision was issued.)



Timeliness Compliance rate (Percentage of cases for which the decisions issued by the tribunals in the last 12 months were published within the relevant legislated timeline.)



Board member satisfaction rate (Percentage of board members who indicated that the support they received from administrative staff was "very good" or better)



Participants' information satisfaction rate (Percentage of hearing participants that reported they were adequately informed as to board process and expectations of them as a participant)\*



\*NOTE: Due to technical issues, 2020 data is unavailable.

## Story behind the curve

The downward trend of filing volume in the Appeals & Tribunals service continued. Council approved the Phased Tax Program before the assessment complaint filing deadline, which likely reduced the incentive for some owners/agents to file complaints. The Assessment BU, tax agents and owners of large properties successfully resolved a significant percentage of disagreements in advance of the filing period.

Fewer filings resulted in fewer decisions. In addition, there were a significant number of mutual agreements and withdrawals which resolved ARB complaints prior to hearings.

COVID gathering restrictions increased the technical and procedural complexity of tribunals' work due to the introduction of new technology, remote work, and virtual hearings, which disproportionately impacted the ARB due to its case volumes. In many cases, these additional operational factors caused decision-writing delays. Administration will work with the Boards to establish strategies to improve performance.

Due to the pandemic and introduction of virtual hearings, Administration provided more support to Board members. Members felt well supported in their work, and described the support as reliable, high quality and useful.

Survey opportunities were sent to CAB participants (approx. 50) and zero responses were received.

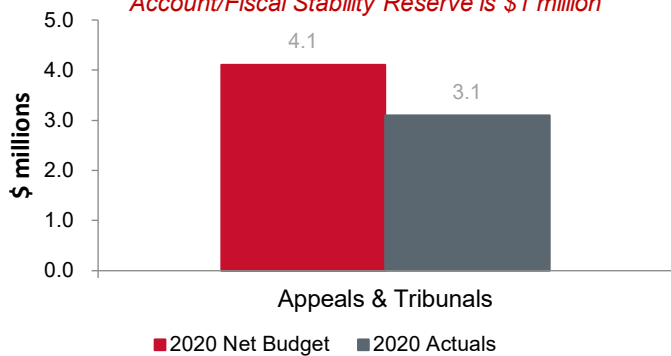
Due to a system configuration error, no ARB participants were sent a feedback survey in 2020 and no satisfaction rate was collected. This issue has been corrected for 2021.



## Operating & Capital Budgets

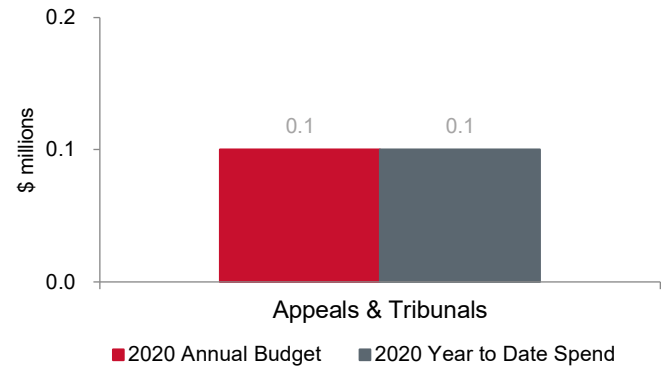
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Due to reduced Assessment Review Board and City Appeal Boards filings, which in turn led to fewer hearings and decisions, board member remuneration was \$794K less than budgeted in 2020. Reduced filings also contributed to fewer staff being required to provide administrative support, which contributed to a \$350K in temporary savings in salary, wages, & benefits.

### **Capital Budget:** Assessment Review Board Technology Enhancements

Through its life, the program has funded projects including software upgrades to the eCourt case management software system (multiple years), hardware to support the introduction of paperless Assessment Review Board hearings (2019), and the development and launch of the joint Assessment Review Board /Assessment BU Evidence Disclosure Portal (2020).

The program was closed in 2020 having spent 98.8% of its \$500K budget, originally assigned as part of Action Plan in 2015. 2020 spending was approximately \$107K.

# Citizen Engagement & Insights

Led by: Customer Service & Communications

## 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.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2020, the environment required Citizen Engagement & Insights (CEI) to innovate the way it delivered its services in order to respond to the global pandemic. This primarily consisted of a shift from in-person activities to online and digital platforms.

Research provided COVID-19 insights to Council, executive and operational teams to inform decision making and better understand citizen impacts from the pandemic and The City's corresponding response. Research has also developed new strategies around equity-seeking communities by including businesses and youth as population targets.

Research and Engagement teamed up with Corporate Initiatives and Social Media to provide Administration and Council with public perceptions and insights for both the general City budget as well as targeted feedback for specific Solutions for Achieving Value and Excellence (SAVE) initiatives.

2020 also saw Engagement roll-out The Inclusive Engagement Guide on every project to ensure the opportunity to provide input was as easy as possible for as many citizens as possible.

Despite having a lower budget due to reductions and an almost exclusive online strategy for the majority of the year, Engagement conducted 20% more events in 2020 than in 2017.

### Service Challenges

Budgets for this service have seen reductions of 20% over the last 3 years with another 9% expected over the business cycle. As a result it is unlikely that the usage of emerging data sources like social media & internet of things for customer insights are being fully leveraged to meet the increasing expectations of open, transparent & accessible government.

While Research and Engagement's shift of in-person activities to digital platforms reduced some operational costs, it has increased the overall volume of work. The ongoing focus on COVID-19 also limited Citizen Engagement & Insights ability to complete anticipated operational business unit work in 2020.

### What are we watching?

We anticipate Corporate-level demand for Citizen Engagement & Insights services to continue to increase, including COVID-19 task force work that has evolved into long-standing or permanent work.

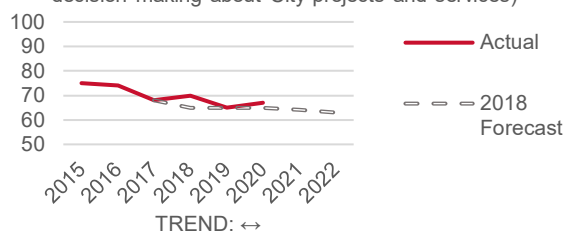
Additionally, expectations of engagement and research vary for citizens, Council and Administration. There is increased complexity with diverse stakeholders & communities of interest presenting various interpretations of public sentiment on important issues. A changing cultural environment coupled with varying channel preference and access to input opportunities require a new focus on translation and new forms of community outreach.



## How is the Service performing against plan expectations

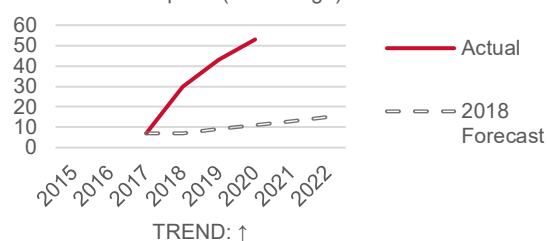
### Story behind the curve

Opportunities for citizen input (Percentage of citizens who say that The City uses input from Calgarians in decision making about City projects and services)



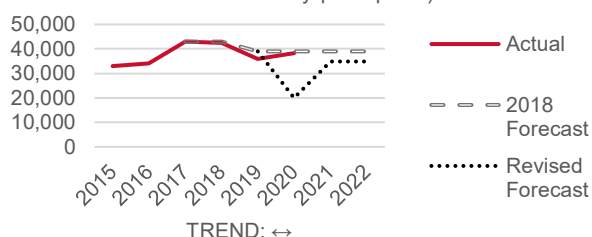
In fall 2020, just over two-thirds (67%) agree “The City uses input from Calgarians in decision making about City projects and services.” Although only slightly lower than seen in previous survey waves this measure is two percentage points higher than 2019, and for the most part on par with earlier findings. This measure underscores the importance of continuing to show Calgarians how their input is being used by The City.

Engagement projects that include What we Did reports (Percentage)



The overall proportion of projects that report back to stakeholders on how engagement feedback has influenced City decision-making has continued to rise in 2020. As with years past, this increase is attributable to a combination of the direct effort from Engage Team members in their support to Project teams, as well as a growing understanding across administration regarding the importance of letting stakeholders know how their input has been used.

Research participants (Number of research randomized survey participants)



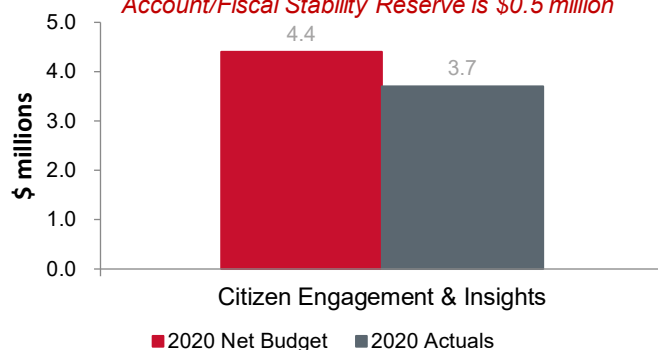
In 2020, there were 38,414 randomized research participants across projects managed by Corporate Research Team. Although below forecasts, this marks an increase of 2,591 participants when compared to 2019. This increase over the previous year can be primarily attributed to Administration's need for new research with citizens and businesses on the impacts of the COVID-19 pandemic. However, being slightly below forecast is a result of reduced client budgets, all in-person qualitative research being cancelled due to the pandemic, and Corporate Research Team continuing to streamline and reduce non-essential research activities.



## Operating & Capital Budgets

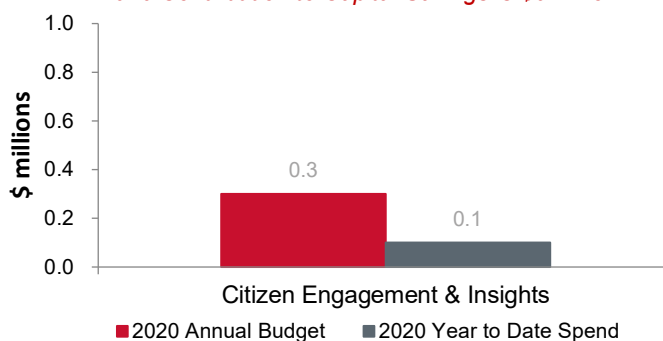
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.5 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Citizen Engagement & Insights had a net budget favourable variance of \$670 thousand in 2020. This positive variance is primarily due to savings from intentionally managing the workforce \$490 thousand, corporate research \$240 thousand, contract costs \$65 thousand, net of computer costs \$70 thousand, COVID-19 related overtime, \$40 thousand and other various costs \$15 thousand. The majority of these savings were committed to help cover the corporate COVID-19 financial gap.

**Capital Budget:** The Citizen Engagement & Insights capital budget was under spent by \$264 thousand in 2020 due to diverting focus and resources to COVID-19 response.

# Citizen Information & Services

Led by: Customer Service & Communications

## 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.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The global pandemic required Citizen Information & Services to significantly alter the focus of its service offerings in 2020.

311 adjusted its resourcing to handle an influx of more than 52,000 COVID-19 related calls. To provide citizens with up-to-date pandemic information, 311 made significant adjustments to existing service request information and content.

2020 also saw the deployment of six 311 dashboards which were made available to Administration and Council including Finance, Snow & Ice, COVID-19, last 24 hour informational calls, Historical Service Request Volume and Informational calls.

[Calgary.ca](#) shifted from planned operational work to focus on updating information and digitizing services to support citizens and business during the pandemic. In addition to its ongoing support of the Emergency Operations Centre and pandemic task forces, Citizen Information & Services released 59 new or updated City services and another 24 online service enhancement projects during the year.

Despite the focus on COVID-19, Citizen Information & Services delivered [Calgary.ca](#) 3.0, an extensive program overseeing the migration of The City's online information and services onto a new web platform providing efficiencies and new functionality.

### Service Challenges

Citizen Information & Services operates in an environment of shrinking budgets with assumptions that The City will stay current with advances in technology and citizen and client expectations. Budgetary constraints limit the ability to evolve digital strategy, implement new technologies and fully realize existing platforms and abilities. Efforts to manage resourcing demands with improved technology have been delayed due to funding challenges. One example is the 311 Live Agent Chat feature, which was cancelled this year due to funding gaps.

Cumulatively, these constraints will continue to impact Citizen Information & Services' ability to provide information and services to citizens and clients.

### What are we watching?

311 was a significant contributor to the Digital Service Enablement SAVE program. The implementation of this business case is expected to result in service constraints for the remainder of the business cycle. Various SAVE initiatives will require support and resources from Citizen Information & Services.

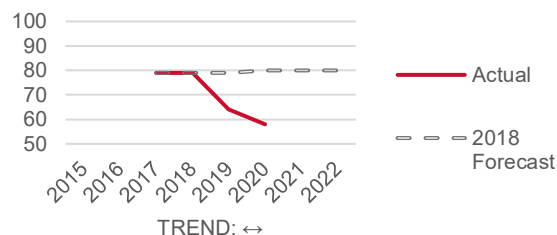
COVID-19 has accelerated innovations and increased demand for digital services. New functionality and capability will be required to meet emerging client needs and sustained future growth. While clients want digital innovation, there is an expectation that this will be on their own preference and not a corporate and/or citizen first lens. Citizen Information & Services will continue to navigate these challenges.



## How is the Service performing against plan? expectations

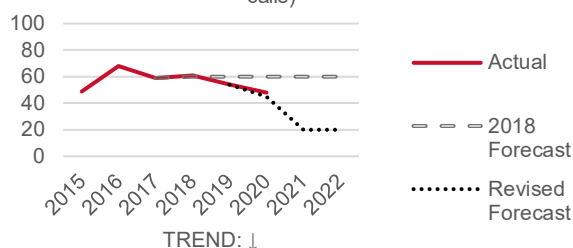
### Story behind the curve

Easy to find information (Percentage of citizens)



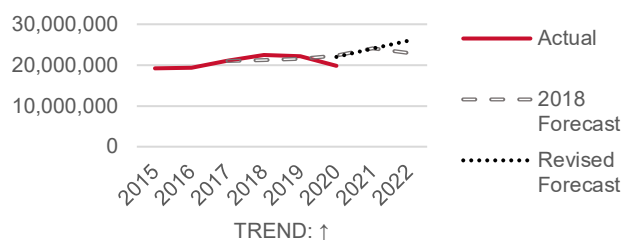
The number of citizens who indicated it is easy to find information on Calgary.ca dropped from 64 to 58 in 2020. Part of the reason for this decline is due to a new way of calculating this measure. Rather than a simple yes or no answer, a 5 point rating system was introduced. One key finding through an analysis of data indicates that technical issues with specific, heavily visited applications made it difficult for users to find the information they were looking for.

Telephone Service Factor (TSF) (Percentage of calls)



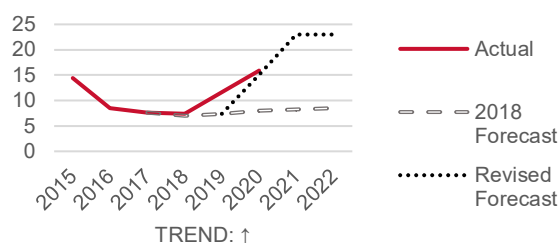
Budgetary reductions and COVID-19 gap funding reduced the amount of staff able to support citizens calling 311. This contributed to reduced service levels in 2020. This trend will continue into 2021.

Visits to City websites (Total visits to City websites and applications)



Compared to 2019, 2020 had an 11% (2.5M) decrease in visits to Calgary.ca. This is primarily due to a 36% decrease in visits to the Calgary Transit website and a 28% decrease in visits to the Careers section of Calgary.ca. With more citizens working from home and fewer career opportunities available due to the state of the local economy, the reduction in both topics is attributed to the COVID-19 pandemic. We are also noticing an increased amount of citizens who can access Calgary.ca information without coming to the Calgary.ca website, such as within Google's search results. We expect this trend to continue as Calgary.ca information is pushed out to more and more platforms.

311 calls abandoned (Percentage of calls abandoned)



Budgetary reductions and COVID-19 gap funding reduced the amount of staff able to support citizens calling 311. This contributed to higher call abandon rates in 2020. This trend will continue into 2021. A call back option will become available in 2021, however additional licensing costs and training will be required to deploy this feature.

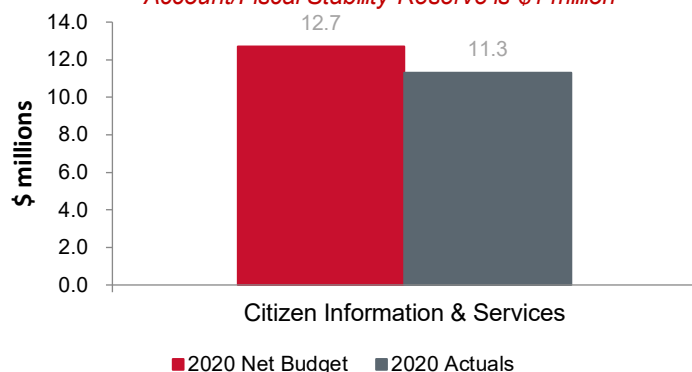




## Operating & Capital Budgets

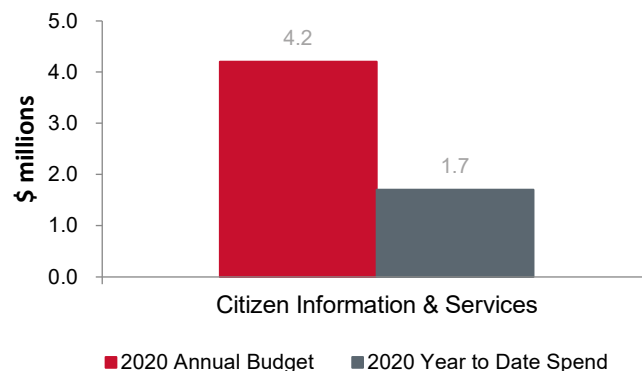
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Citizen Information & Services had a favourable variance of \$1,454 thousand in 2020, mainly due to savings from intentionally managing its workforce \$784 thousand, computer software \$460 thousand, and contract costs \$210 thousand. The majority of these savings were committed to help cover the corporate COVID-19 financial gap.

**Capital Budget:** The Citizen Information & Services capital budget was under spent in 2020 by \$2,528 thousand. The positive variance is due primarily to:

- 311 software and upgrades - \$400 thousand. One upgrade was completed in 2020 while the other was deferred to 2021 as Citizen Information & Services focused on supporting the pandemic. Lower overall costs were incurred.
- \$583 thousand in online services. Citizen Information & Services deferred this work and project spend to prioritize COVID-19 impacted services.
- \$1,535 thousand in unspent capital budget in [Calgary.ca](#) 3.0 project. This budget was allocated to realize the new platform's functionality and it will be spent in 2021.

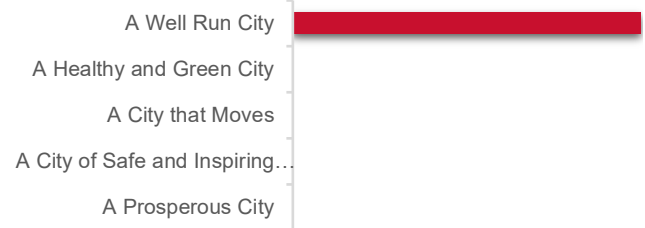
# City Auditor's Office

Led by: 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 33M2020-Schedule C, Bylaw 30M2004 (as amended), and Whistle-blower Policy CC026. These Bylaws include requirements supporting professionalism, full administrative authority, unrestricted access to municipal records, appropriate level of audit coverage and annual plan approval.

## Connections to Citizen Priorities



## City Auditor's Office Accountability Framework

City Auditor's Office standard practice, in accordance with Schedule "A" of The City Auditor Bylaw 30M2004 (as amended), is to provide public reporting on our accountability, delivery against our performance measures and budget spend through quarterly and annual reports to Audit Committee.

City Auditor's Office reporting is available via the City Auditor's Office public website.

# Corporate Governance

Led by: Deputy City Manager's Office

## Description:

Corporate Governance works to build a resilient city and organization by executing on 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.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Infrastructure Calgary (IC) coordinated and successfully applied for \$152.8 million of Municipal Stimulus Program funding to support job creation and contribute to economic recovery. It also rebalanced the capital portfolio to accommodate the \$73 million Municipal Sustainability Initiative (MSI) reduction.

Resilience completed two deliverables for the development of a Community Strategic Response Post Pandemic. It informed City leadership of the differential impacts faced by equity-seeking communities; and conducted a community conversation to understand what Calgary's new normal could look like using the City Resilience Framework.

Resilience also completed Phase one of the "Future Focused Calgary" project which has the following objectives: identify the complex range of changes that have the potential to impact the future of Calgary in the next 18 months to 15 years; create a Future Focused Calgary Toolkit that includes a common set of trends, Calgary 2035 Scenarios and resources that can be applied to policy and strategy questions; and, to build strategic foresight capacity in the organization.

Intergovernmental and Corporate Strategy continues to support the development and finalization of the Calgary Metropolitan Regional Board Growth and Servicing Plan to be submitted to the Government of Alberta.

Corporate Governance (CG) developed an Administration Policy Framework which provides the foundation for standardized, simplified, transparent and easily accessible administration policies. The EnviroManagement system was implemented and supporting improvements have been made including updated guidelines, tracking and update capabilities, and risk identification.

### Service Challenges

The COVID19 pandemic caused the Corporate Governance service to pivot and address resulting issues such as reduced financial capacity and resources, the need to reprioritize the capital portfolio to address a \$73 million MSI reduction; and advocacy for aid to the priority areas of vulnerable citizens and non-profits, businesses, municipalities, stimulative infrastructure, long-term economic resilience and a new deal for cities.

Resourcing limitations impacted the ability of Corporate Governance to move forward on initiatives that would support increasing governance capabilities and maturity in the organization.

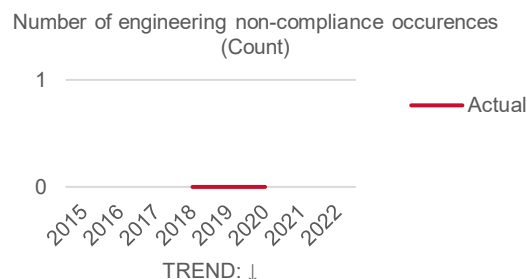
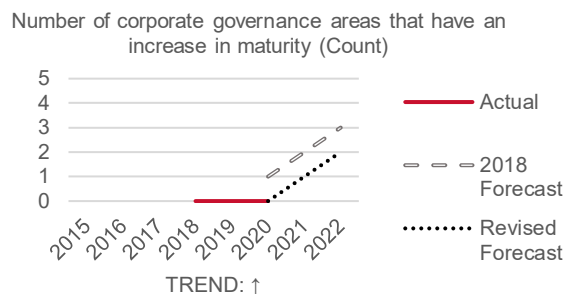
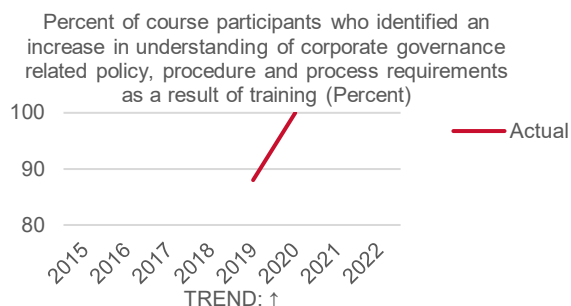
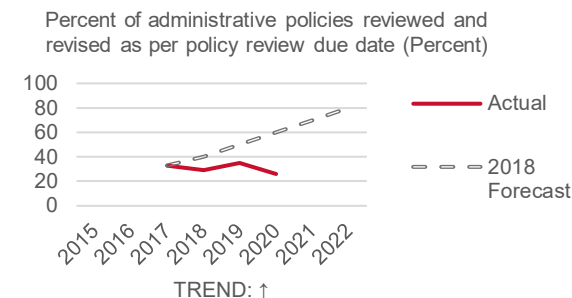
### What are we watching?

Infrastructure Calgary is assessing the impact of COVID-19 on capital investments, including addressing and fast tracking solutions for pandemic related delays and accelerated infrastructure investments. A further reduction of MSI is expected which will necessitate another rebalance of the capital portfolio. Reductions could jeopardize the ability of services to meet service levels. Discussions continue for alternative funding or financing. Resilience is watching the rise of social movements, including anti-racism and the impact of COVID-19 on Equity Seeking Communities to inform recovery decision-making. The Futures Thinking and Community Preparedness Post Pandemic initiative is helping to prepare these Communities for future shocks and imagine the new normal post-pandemic.



## How is the Service performing against plan expectations

### Story behind the curve



#### Percent of administrative policies reviewed and revised as per policy review due date:

Corporate Governance is working towards a simplified, concise and transparent Administration Policy Library. 2020 saw a significant volume of new policy development and amendment of existing policies. The development and approval of the new Procurement policy was a significant achievement which will have a major impact on this performance measure. Once this policy is fully implemented, 17 policies will be rescinded from the library. The implementation of the policy was delayed as a result of the unplanned work resulting from the COVID-19 pandemic. Additionally, finance updated the accounts payable policy which will allow for the rescindment of four associated policies. Once the associated rescindments take place the number of policies reviewed as per review date will increase to 33%. A policy review program has been launched, in conjunction with the City Clerk's Office, which will keep the review work on track and support achievement of this performance measure.

#### Percent of Course Participants who identified an increase in understanding of Corporate Governance related policy, procedure and process requirements as a result of training:

Due to the COVID situation, considerable efforts were made to move training to on-line platforms. While this was taking place there was little training available. Of the participants who did take policy related courses, 100% reported an increase in policy related requirements.

#### Number of Corporate Governance areas that have an increase in maturity:

The forecasts associated with this performance measure were updated in mid-cycle adjustments to reflect service capacity constraints and the inability to launch the necessary projects to move this forward.

#### Number of engineering non-compliance occurrences:

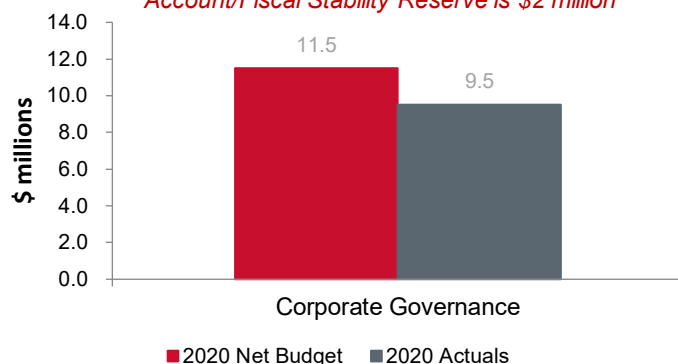
This performance measure indicates the number of Engineering Non-Compliance occurrences based upon a complaint by the public, member holder, and contractor or consultant to the Association of Professional Engineers and Geoscientists of Alberta (APEGA). The issue is investigated by APEGA and a determination is made by the APEGA investigation committee if the occurrence is non-compliant or not. 2020 saw zero non-compliance occurrences.



## Operating & Capital Budgets

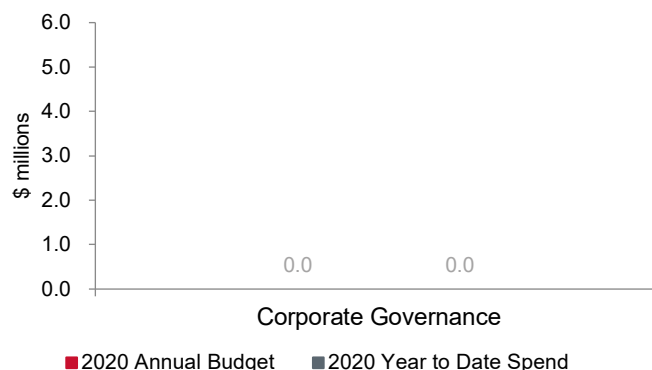
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$2 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$1.4 million*



## Highlights

**Operating Budget:** Corporate governance ended the year at \$1.99 million favourable variance. These variances were spread out over 14 business units but can be generally attributed to the following

- Vacancy savings due to intentional management of the workforce and general staff turnover- \$1.1 M
- Lower than anticipated spending on consulting and business expenses caused by the prioritization of Covid-19 initiatives and Intentional management of discretionary spending - \$0.43 M
- Unspent membership fees due to the delay in setup of the Calgary Metropolitan Region Board - \$0.26 M
- Higher than anticipated revenue In the Energy Management Office and Energy Star Study caused by increased activity \$0.2 M

**Capital Budget:** The Investment Optimization Program was wound down in 2020 and unspent funds were returned to the corporation.

# Corporate Security

Led by: Corporate Security

## Description:

Corporate Security's service line protects The City's employees, Mayor, Members of Council, citizens and visitors, information, assets and infrastructure, and assists in the provision of public safety. We have two functional categories of service, cyber security and physical security. Under these categories, Corporate Security has 50 subservices.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Corporate Security's team plays an integrated role in **responding to incidents**, from the first several minutes of any incident on City property, including overdoses and mental health crises. In 2020, Security guard staff responded to several incidents where individuals were unresponsive due to drug overdose. Since Corporate Security's highly trained in-house guards were first on scene, they administered Naloxone over 20 times to citizens while awaiting Emergency Medical Services, Calgary Police Service and/or Calgary Fire Department. As a result, the guard force helped save the lives of a number of these individuals.

**Central Memorial Park** - In response to Council's Notice of Motion responding to Public Safety Issues at Sheldon M. Chumir Health Centre's Safe Consumption facility, Corporate Security worked collaboratively with many internal and external partners to collectively address public safety concerns, including a comprehensive evaluation of environmental design measures to reduce crime, increase guard staff and work to have greater collaboration. Partners included Calgary Community Services, Calgary Police Service, Bylaw Enforcement as well as Alberta Health Services, Alpha House and local Business Improvement Associations.

Corporate Security continues to be an integral part of the **9 Block program** - a coordinated effort to improve vibrancy and safety in the nine blocks that surround City Hall. We provide resources to both lead and participate in the Coordinated Safety and Security Project Core Group which is comprised of internal and external partners. These include Calgary Public Libraries, Bow Valley College, Bylaw, Calgary Transit, The University of Calgary, the Calgary Downtown Association, Calgary Municipal Land Corporation & the Mayor's Office.

### Service Challenges

In 2020, some service challenges experienced were a result of the COVID-19 pandemic. Numerous private organizations and municipalities were impacted by sophisticated cyber-attacks. Our Information Security (IS) team identified the need for more monitoring and adjusted its response to the significant increase in the number of these potential cyber-attacks. As part of The City's telework rollout, IS also deployed RSA SecurID tokens to 5,000 plus employees who overnight went from working in City facilities to working remotely. This required a second level of support for remote authentication issues. Other challenges in 2020 included the need to redeploy security guards based on facility closures and additional requirements for site patrols and an increase in the number of rallies, protests and events; please see the "What are we watching" section of this report.

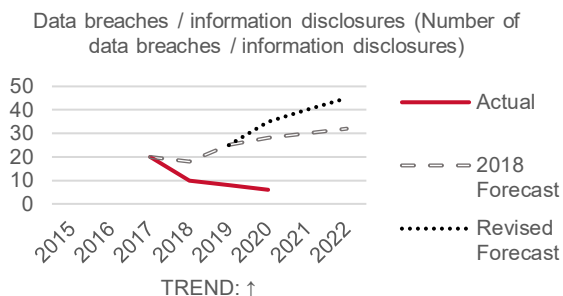
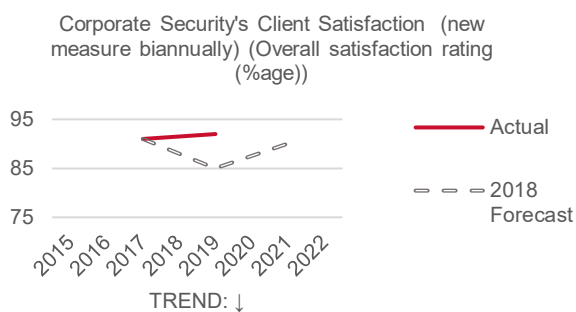
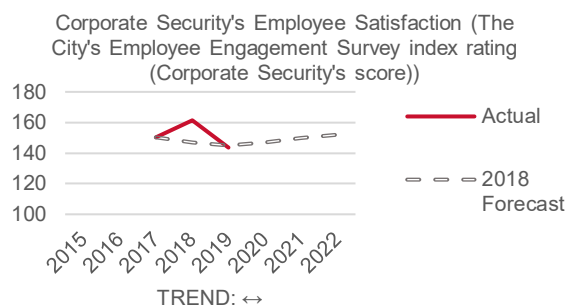
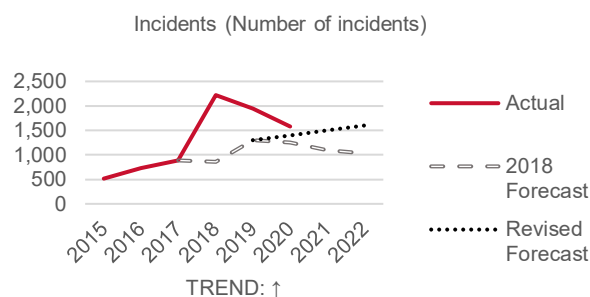
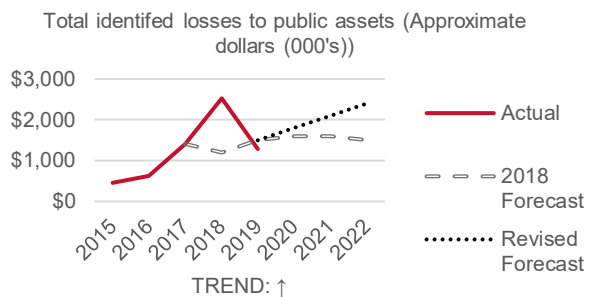
### What are we watching?

The City's Physical Security (PS) team continues to monitor protests and rallies as a result of the COVID-19 Pandemic. Specifically, Corporate Security's guard force and intelligence teams were busy in 2020 proactively looking for and responding to an increased number of rallies, demonstrations and protests, such as Black Lives Matter and anti-mask events. Corporate Security collaborated with enforcement agencies to help ensure the safety of citizens during these large events. Through proactive monitoring, Corporate Security detected a 63% increase in the number of these types of events, compared to 2019. Therefore, it will be important to continue to monitor these activities. Our PS team will continue to monitor and respond to any facility closures or needs that arise due to the pandemic.



## How is the Service performing against plan expectations

### Story behind the curve



Corporate Security has suspended reporting the number of identified losses to public assets performance measure as it could not be tracked accurately and in a timely manner across the Corporation, to assist leadership to make informed decisions.

While the overall incidents reported to Corporate Security decreased in 2020 (likely due to COVID-19) there were increases in files for intelligence gathering, in the categories of proactive event discovery, group person of interest, & social media monitoring. We also saw an increase in files for employee support services, video surveillance review requests and acceptable use of technology policy violations. The collective reasoning behind these increases could be allocated to the rise of reported criminal activity and social disorder, such as increased: theft, break & enter, assault, vehicle prowling, disorderly conduct, trespassing, weapons possession, homicide, sexual assault, and robbery.

Due to COVID-19, The City did not conduct its corporate-wide employee satisfaction survey in 2020. Therefore, the business unit does not have stats for this 2020 performance measure. However, to help address this gap, Corporate Security just completed its own survey regarding its Employee Engagement Committee's initiatives and will use the results to help develop and guide 2021's engagement strategy for Corporate Security employees.

Corporate Security conducts its Client Satisfaction Survey every two years. This is due to the resources required to conduct this survey. If budget and time permits, this survey will be created for and shared with Corporate Security's clients in 2021 to ensure the business unit is on track with its service delivery.

Since 2019, this performance measure no longer tracks privacy breaches, as these are now captured by and reported through the Information & Privacy division in the City Clerk's Office. As a result, data breaches reported by Corporate Security saw a significant reduction.

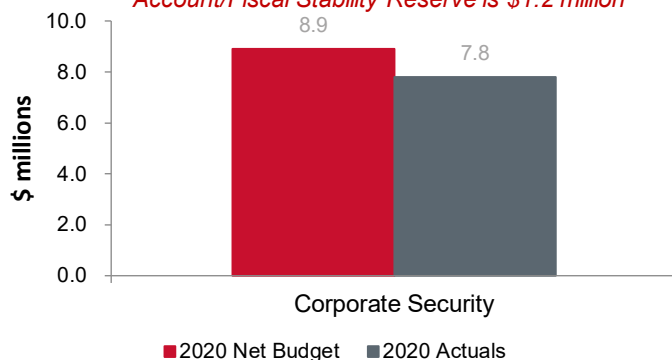




## Operating & Capital Budgets

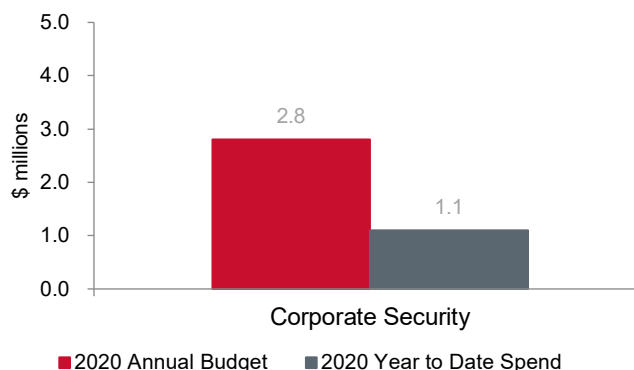
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$1.2 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Corporate Security was extremely diligent in 2020 and as a result realized savings in its operating budget of \$1.2 million. In response to both COVID 19 impacts and The City's goal to reduce costs, Corporate Security was careful to intentionally manage their workforce and ensure their operations were and continue to run as efficiently as possible with the resources they have. There was also a reduction in other expenditures as a result of COVID-19. With more employees working remotely, there were cost savings incurred in the reduction of office supplies, printing and other work-related expenses.

**Capital Budget:** Due to COVID-19 impacts and the reallocation of Corporate Security resources; Corporate Security expects to incur a 41% decrease in the Physical Security Program capital spend for 2020. Budget impacts include deferral of unspent capital budget for future years.

**Archer:** Archer is Corporate Security's primary tool for conducting risk assessments, and for preparing and completing presentations/demonstrations for Corporate level review and decisions. This project provides the framework for The City to establish a scalable and flexible environment to manage corporate and regulatory policies and ensure alignment with compliance obligations. Following an Enterprise Security Risk Management (ESRM) approach and aligning with ISO 3100-2009 Risk Management Principles and Guidelines, this project provides actionable business data to enable the Corporation to make risk-based decisions while enacting cost-effective controls and minimize service interruptions. Archer phase three is now complete.

**Two way radio - lifecycle and upgrade** (This project is still in progress.)

This project improves and increases communication channels within Security Operations and to emergency services, allowing guard staff the ability to provide better response to incidents.

This project includes the expansion of the current back-up digital radio system which utilizes the Calgary Municipal Radio Network (CMRN). This digital radio system provides benefits over the outdated Push To Talk system, including reduced costs for accessories and interoperability with the Calgary Police Service and Calgary Fire Department.

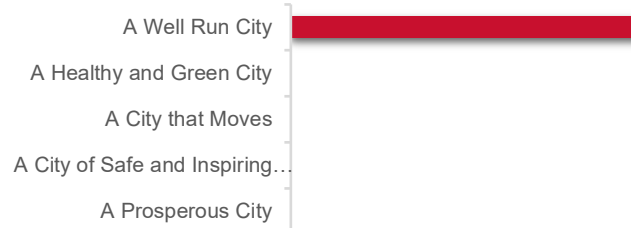
# Council & Committee Support

Led by: City Clerk's Office

## Description:

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

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Q3 implementation of electronic voting for Council and Committees was a major milestone in 2020.

Remote legislative meeting participation measures were continually refined and led to the successful delivery of legislative meetings that saw record levels of public participation.

2020 saw a record number of applicants to City Boards, Commissions and Committees, and data indicates success in increasing applicant diversity.

A new Proclamations and Letters of Recognition Policy was adopted by Council, clarifying the framework for these forms of citizen recognition.

### Service Challenges

COVID-19 restrictions required Council, Administration and the public to participate remotely through the use of technology.

Protocol and citizen recognition events were curtailed, or adapted to be conducted remotely, in 2020 due to COVID restrictions.

The renovations and reopening of the Engineering Traditions Committee Room was delayed by COVID-related impacts.

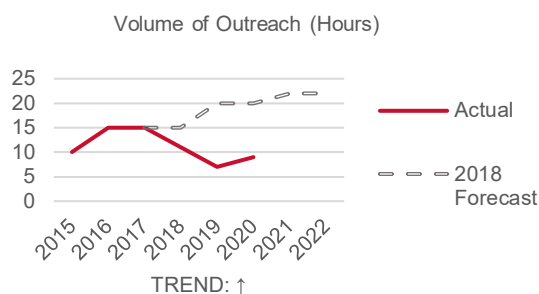
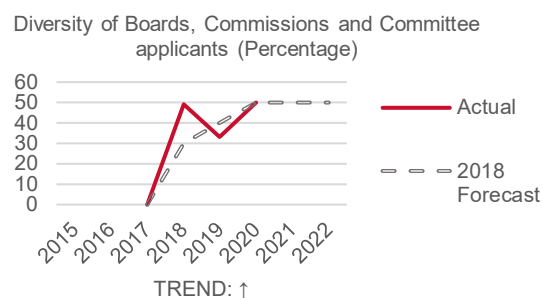
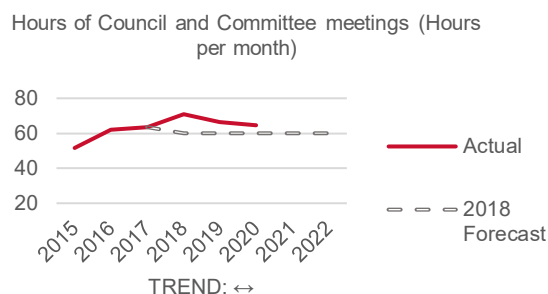
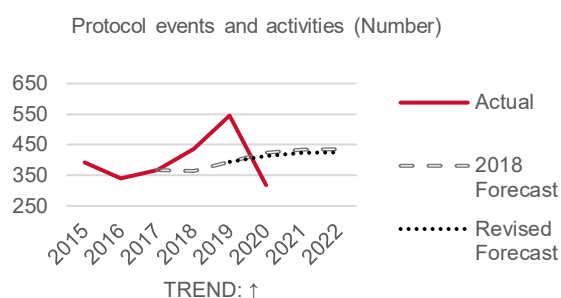
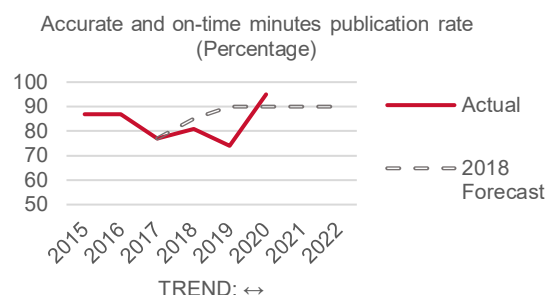
### What are we watching?

Organizational emphasis on meeting the objectives of the City's Gender Equity, Diversity and Inclusion strategy in applicants and appointees on Boards, Commissions, and Committees continues to be an area of priority.

Leveraging technology is also a notable opportunity for the future, including for meeting management and the processing of Council records, contracts and agreements.



## How is the Service performing against plan expectations



## Story behind the curve

The shift to a remote working environment encouraged new approaches to collaborative minutes preparation and editing, which resulted in quicker turnaround times. Further experimentation with collaborative revision and approval of minutes also helped to reduce delivery times.

Request volumes were lower for proclamations and letters of recognition. Sport recognitions were reduced, flag raisings were suspended for most of the year, and in-person event support was minimal due to the COVID-19 gathering restrictions.

Increased public participation in high profile topics such as Banning Conversion Therapy, Anti-Racism and Green Line, facilitated through remote meeting technology, resulted in long Committee meetings.

220 out of a possible 627 applicants completed a demographic survey, and 111 survey respondents identified as a person of colour, visible minority, Aboriginal, Indigenous, First Nations, Metis or Inuk, person with a disability or person who identifies as LGBTQ2. Recruitment material was translated into more languages than previously and unconscious bias training was delivered to Council and Board Chairs.

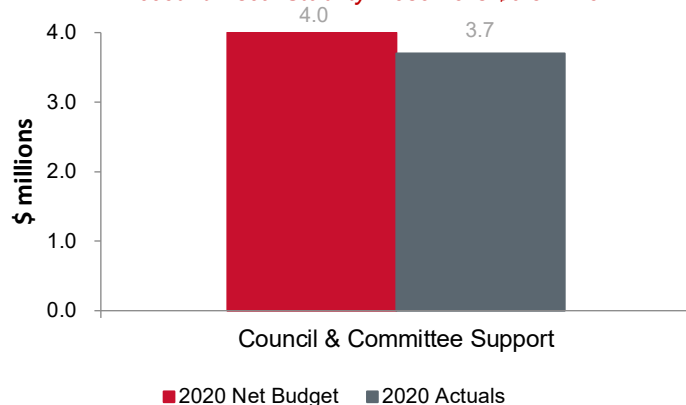
2020's legislative program outreach took the form of Calgary Local Immigration Partnership (CLIP) webinars, Unconscious Bias training and governance workshops. COVID-19 impacted the ability to deliver workshops in 2020.



## Operating & Capital Budgets

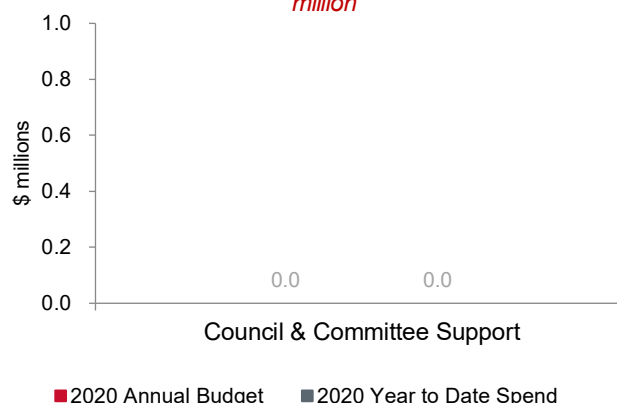
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.3 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0  
million*



## Highlights

**Operating Budget:** Intentional management of workforce accounts for \$230K of the Council & Committee Support service temporary savings, out of a total positive variance of \$347K. The next largest area of reduced expenditure was printing, the need for which was reduced by the introduction of paperless legislative meeting agendas, whose roll-out was sped up by COVID-driven process changes.

### Capital Budget: Council Chamber Audiovisual Upgrades

The \$600K budget for audiovisual upgrades that was apportioned as part of Action Plan 2015-2018 was exhausted in at the end of 2020. Not limited to the Council Chamber venue specifically, the work performed over the life of the program included lifecycle system and component replacements, as well as functional upgrades to meeting rooms and support systems. Directly impacted rooms included the Council Chamber itself, the Council Chamber Control Room, the Council Boardroom, the Council Lounge, and Virnetta Anderson Hall. Indirectly improved locations included Suite 101 at Deerfoot Junction III, the Engineering Traditions Committee Room, and the Calgary Power Reception Hall. 2020 program spending was \$24K. The program will formally close in early 2021.

# Data Analytics & Information Access

Led by: Corporate Analytics & Innovation

## Description:

With broad service areas such as support services for emergency management response and recovery as per the Municipal Emergency Plan, emergency dispatcher's routing and mapping, open data for citizens and businesses, and advanced analytics, customers are enabled to make proactive data driven decisions to improve services, reduce costs, increase value and save time. Data Analytics & Information Access (DA&IA) provides citizens and employees Geographic Information System (GIS) platforms, innovation and open data hubs for The City. It connects customers with authoritative, reliable, consistent, tabular and location-based data.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Data Analytics & Information Access has been providing citizens with data and information through online channels including Open Calgary, the City's Open Data Catalogue, CityOnline, and the Map Gallery. Overall, Open Calgary added 45 new datasets for a total of 340 open datasets. In 2020, our map products on calgary.ca have reported 1,022,396 visits.

Multiple dashboards, web maps and open data sets were implemented to support the City of Calgary and business in their efforts to manage the COVID-19 pandemic. Examples include Alberta Health Services Local Geographic Areas of COVID 19 cases, inbound logistics dashboard for Supply Management, and a critical infrastructure dashboard for Calgary Emergency Management Agency.

Multiple data analysis projects were completed and provided to customers to enable informed decisions, and to improve service value. This includes Facility Management targeted asset analysis for facility planning portfolio, development of solar potential dashboard for Environmental & Safety Management, and the creation of a data download Interface for Corporate Economics.

The Innovation subservice is accelerating the Downtown Strategy development to enhance the vibrancy and revitalization of Downtown Calgary. A data-driven annual State of The Downtown Report has been created to synthesize Corporate-wide and external data to enable Administration to benchmark Calgary's Downtown, including its recovery progress, against world class cities.

### Service Challenges

Ongoing monthly support to State of Local Emergency and Municipal Emergency Plan required additional resources, resulting in shifting work plan priorities.

Budget reductions have impacted employee morale due to less opportunities available for the employee training programs.

Challenges brought by COVID-19 pandemic on the overall work force mental health and adjusting to the new work environments.

### What are we watching?

There is an increased demand for coordination of location-based intelligence and data analysis to respond to COVID-19. Will continue to monitor.

Opportunities to use innovation methodologies and data to uncover further insights to improve service value and customer experience.

Exploration of artificial Intelligence to identify opportunities and leverage its full potential to optimize and contribute to ensuring value in all City operations.

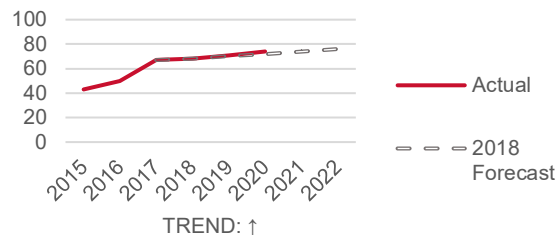
Watching workflow patterns of location-based technologies to better support client needs.



## How is the Service performing against plan expectations

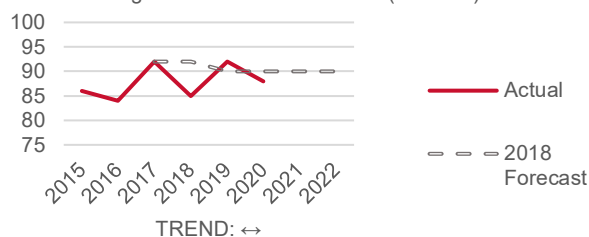
### Story behind the curve

Per cent of City of Calgary business units that have data sets in the Open Data Catalogue (Per cent)



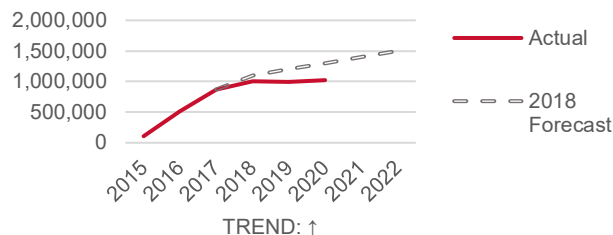
**Percent of City of Calgary business units that have data sets in the Open Data Catalogue:** Awareness of the value of transparency and efficiency of publishing open data continues to be enhanced.

Per cent of customers satisfied with ease of navigation CITYonline website (Per cent)



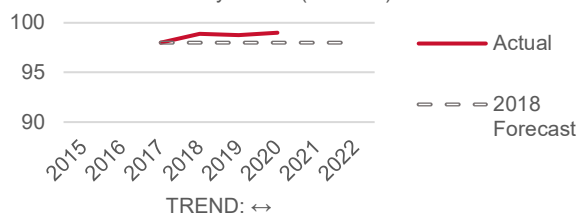
**Percent of customers satisfied with ease of navigation on the CITYonline website:** This performance measure shows four percent lower than the forecast in customer satisfaction due to a change in 2020 where transit pass products are no longer sold on CityOnline.

Number of users that view mapping products on calgary.ca (Number)



**Number of users that view mapping products on calgary.ca:** The overall trend is decreasing due to decreased budgets that impacted the ability to provide new data to this Citizen facing service line. COVID-19 pandemic and State of Local Emergency impacted the release or updates of social events maps and the pandemic reduced travel around the city and facility closures which resulted in fewer people seeking this information from the Map Gallery.

Per cent of Geographic Information System (GIS) Production Services uptime 24 hours/ day. 7 days/week (Per cent)



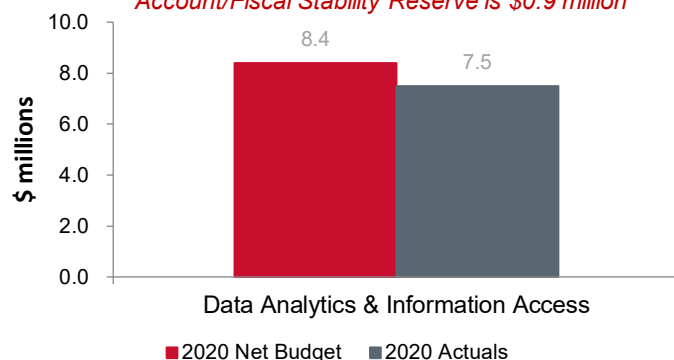
**Percent of Geographic Information System (GIS) production service uptime 24 hours/day 7 days/week:** This performance measure shows one percent higher than the forecast. Geospatial Analysis & Solutions sub-service continued to deliver the highest possible server and service uptime for Geospatial Information Systems (GIS). In 2020 this included transitioning to a remote workforce that could still access City GIS resources and platforms and the transition to a new software to track platform performance and availability to users that is complete and robust.



## Operating & Capital Budgets

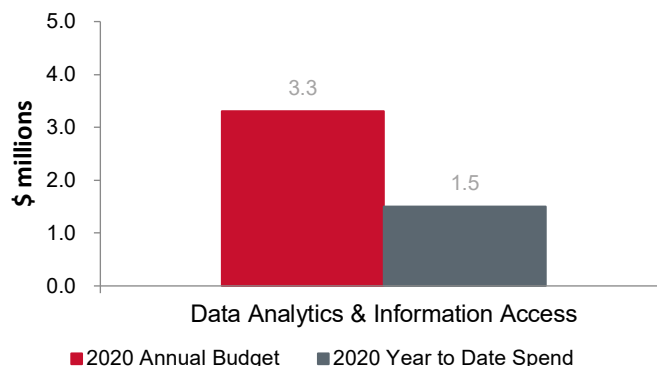
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.9 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** The Data Analytics and Information Access service line favorable variance of \$0.9M is primarily due to savings in salary and wages, resulting from intentionally managing the work force of \$0.5M, lower than anticipated spending on IT, consulting and business expenses caused by COVID-19 of \$0.4M, and higher than anticipated revenue associated with Geospatial data sales caused by increased activity of \$0.1M, which was partially offset by unbudgeted communications expenses of \$0.1M.

**Capital Budget:** The capital spent on the Data Analytics and Information Access service line capital projects is at 47%. Update in major capital Investments include:

City Online Next Generation year end spend was 13%. A Fit-GAP analysis of the Request For Proposal (RFP) requirements and existing software solutions currently in place at The City resulted in the identification of Dynamics 365 with the Commerce module as the best available fit. Work began to identify extensions/services required to develop to meet The City's needs. Negotiations also began with Microsoft Consulting Services to support the implementation and extensions/service development.

Further, the Corporate GIS Upgrade Project year end spend was 53%. Most project deliverables were met per the approved 2020 Project Plan. Corporate GIS Infrastructure was upgraded including multiple servers, portals and databases. The new Geo Gateway web access for geospatial casual users was created. Numerous project team resources were required to support Calgary Emergency Management Agency (CEMA) and ongoing COVID response, leading to delays in some project deliverables. Limited term resources to the project team were not fulfilled, adding to the delays, and contributing to the underspend on the project. Incomplete project work from 2020 has been incorporated into the 2021 project plan with schedules and plans to ensure completion of essential deliverables.

The Corporate Imagery Project year spend was 75%. The 2020 Orthophotos, 2020 Digital Aerial Survey and 2020 Oblique imagery and the LiDAR data capture held over from 2019 were completed. Numerous data layers were updated and made available to the corporation including solar potential, impervious layer and tree canopy. Applications making historical imagery, the Air Photo library, historical Digital Aerial Survey data and Lidar coverage applications were made available to all corporate users through the new Geo Gateway.



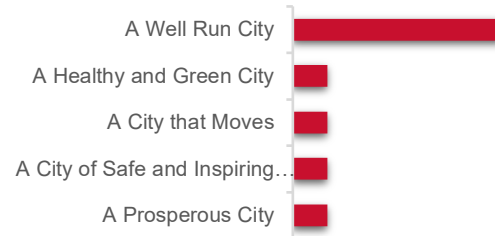
# Executive Leadership

Led by: City Manager's Office

## Description:

Executive Leadership works to secure the trust and confidence of citizens, Council and employees 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.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Administration's Rethink to Thrive strategy was approved by Council in June 2020. Rethink to Thrive is directed at our internal employee audience and is intended to help provide focus to Administration, provide opportunities to grow and strengthen our culture, and outline how we will work together to support the delivery of Council's direction.

22 Solutions for Achieving Value and Excellence (SAVE) program initiatives are being implemented, supporting the modernization of local government. Through SAVE's strategic approach to cost savings, The City was able to identify \$26 million in net base budget savings, \$1 million in revenue and additional one-time savings.

Coordinated monthly COVID-19 Service Plan and Budget updates to Council providing them with up-to-date information on citizen demand, and service and financial impacts so they had information regarding The City's coordinated response to the emergency.

Continue to identify innovative initiatives and opportunities to help The City remove barriers and streamline processes to better support our struggling business community and the hard-hit local economy.

### Service Challenges

Several Senior Management Team (SMT) positions are vacant due to retirements with approximately 25% of the SMT in acting capacities. The number of leaders in acting capacities has led to some uncertainty within the organization, however it also creates an opportunity to review the organizational structure with a focus on becoming more nimble, agile, responsive, and collaborative.

Work was delayed or cancelled, and staff resources were reallocated to increase capacity required for COVID-19 reporting and to coordinate the comprehensive 2021 Adjustments.

### What are we watching?

We are currently monitoring the citizen and corporate impacts of COVID-19 to support a coordinated response to the pandemic.

The service is closely monitoring measures related to public trust and confidence for both citizens and the business community.

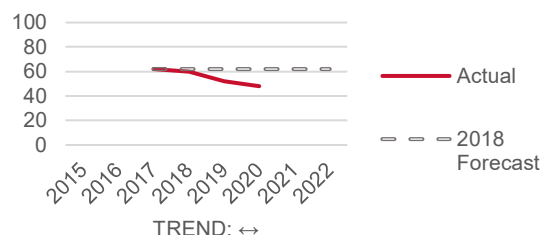
The service is monitoring the results of the Corporate Employee Survey and Cultural Assessment survey.



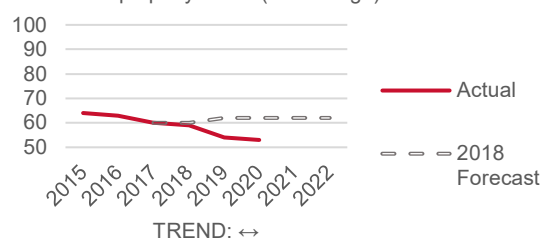
## How is the Service performing against plan expectations

### Story behind the curve

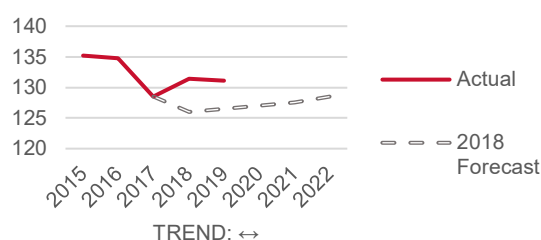
Citizen trust in City of Calgary (Percentage )



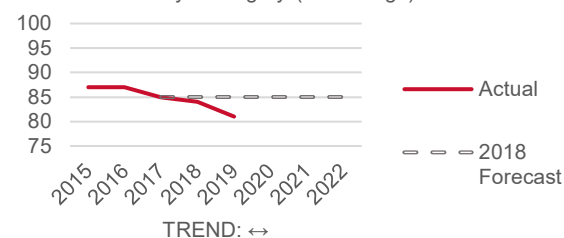
% of citizens who indicate they get good value for property taxes (Percentage)



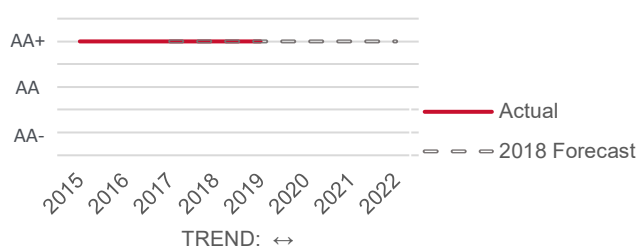
Employee satisfaction index



% of employees who say they are proud to work for The City of Calgary (Percentage)



City of Calgary's Credit Rating (Agency rating)



The COVID-19 Pandemic and Calgary's economic downturn has had a significant impact on the community and reduced revenues for the organization and its partners. The City has responded by shifting its focus to emergency response, supporting the community and reducing costs. Despite fiscal pressures and increased demand for City services, The City has maintained its AA+ credit rating.

Our citizens' opinions and satisfaction are an important element in decision-making and building trust for The City. The overall results from the Citizen Satisfaction survey indicate the quality of life in Calgary remains strong and two-thirds of residents are satisfied with the overall level and quality of City services and programs. The perceived value of property tax dollars has remained stable over the past year however, there has been a decline in overall trust in The City. Administration's Rethink to Thrive strategy was introduced in 2020 with objectives to improve our reputation and reduce the cost of government. There are a number of strategic initiatives underway, such as the Solutions for Achieving Value and Excellence (SAVE) program, Organization Realignment and Corporate Communications Strategy to help address citizens' concerns.

The Corporate Employee Survey has moved to a bi-annual schedule and will be conducted in 2020.

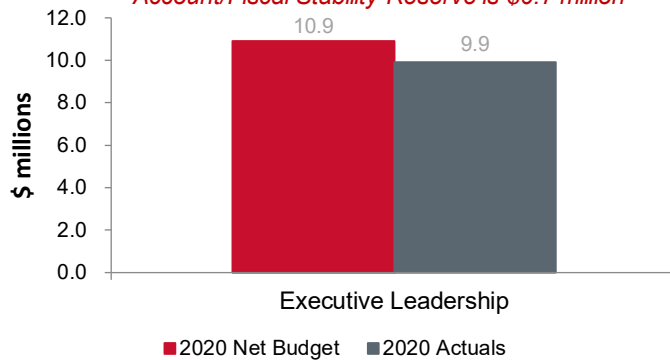
Administration will continue its intentional management of performance through the Executive Leadership service and Administration's Rethink to Thrive strategy to maintain a well-run city through this period of uncertainty and increased need for organizational capacity for change.



## Operating & Capital Budgets

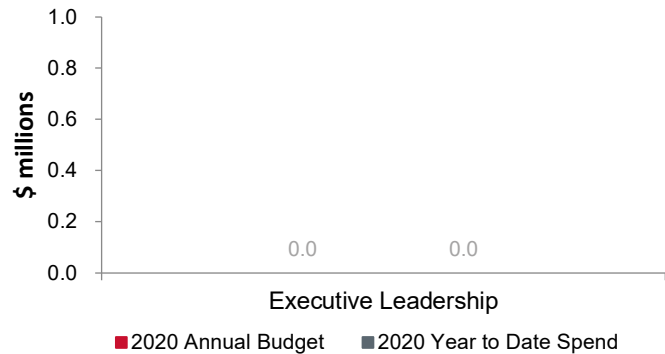
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.7 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operational Budget:** We intentionally managed expenditures and looked for efficiencies to reduce the cost of government and provide a tax rate decrease for Calgarians in 2021.

# Facility Management

Led by: Facility Management

## Description:

Facility Management plans, builds and operates The City's civic facility portfolio of workplaces and civic spaces. We steward a diverse portfolio of 275 civic facilities, totaling 4.22 million square feet. Through comprehensive professional facility management services, we create and enable positive experiences for staff to deliver effective and quality services to citizens. Facility Management is responsible for two key transformational corporate initiatives: centralization of operations and maintenance, and integrated civic facility planning. Our stewardship portfolio has grown over 185 per cent as a result of these initiatives and will continue to grow significantly through the 2019-2022 budget cycle.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The City is adopting a consolidated approach to facility management through the Corporate Coordinated Operations and Maintenance program to focus on the delivery of our core services to citizens and customers by transferring facility operations and maintenance services to Facility Management. This consolidation is anticipated to generate long-term Corporate gains through a mix of streamlining process, cost and procurement efficiencies, economies of scale, risk management, and investments that optimize value for money. In 2020, the facility operations of 327 buildings were transferred to Facility Management from Fire, Parks, Recreation and Waste and Recycling assets, with more facilities to be transferred in 2021 through the Corporate Coordinated Operations and Maintenance program.

After undergoing an extensive heritage rehabilitation between 2016-2020, 109-year-old Historic City Hall has been restored to stand for another century. The work completed by Facility Management provides improved safety, prolong the building's life and preserve an extraordinary heritage value. Historic City Hall is a National, Provincial and Municipal Heritage Resource and its restoration was one of the most substantial heritage projects in Canada since 2016. In addition to preserving the building's heritage value, the project provided an important boost to Calgary's construction industry.

Facility Management installed directional signage and physical barriers to assist with the safety of citizens and staff as they move within City facilities. Facility Management has also performed enhanced cleaning services of over 3 million square feet across our 451 facility portfolio to ensure COVID-19 safety requirements for building usage.

### Service Challenges

Through 2021 as the COVID-19 pandemic continues, Facility Management will employ best practices to ensure staff and public safety in City facilities by supporting business continuity for City services lines through enhanced cleaning services and implementing workplace re-occupancy and re-exit plans in accordance with public health standards.

The CCOM program will continue to result in the transfer of numerous building assets to Facility Management that are currently in critical to fair condition. Facility Management will need to balance the constrained capital environment with the investment needs of aging infrastructure that is deteriorating in condition during each budget cycle.

### What are we watching?

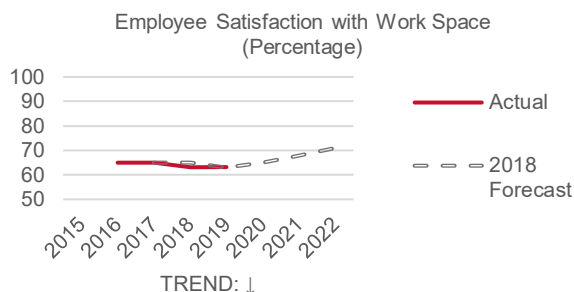
Facility Management is continuing to actively respond to the COVID-19 pandemic while still delivering on the service needs of our clients. Facility Management will continue to work closely with Alberta Health Services to provide City facilities to assist in the provincial COVID-19 response.

Facility Management is assessing emerging building technologies that focus on climate change and resiliency to prepare our portfolio for potential future challenges.

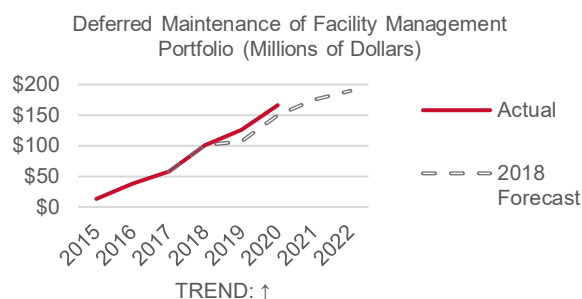


## How is the Service performing against plan expectations

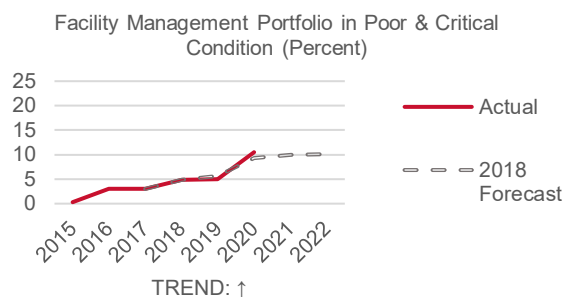
### Story behind the curve



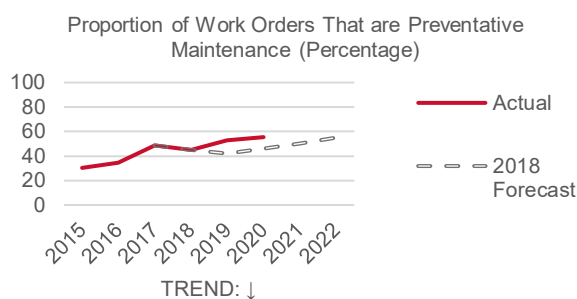
**Employee Satisfaction with Workspace:** In 2020, Facility Management completed the development of an employee satisfaction Pre and Post Workspace Occupancy Survey and will survey employee satisfaction for all City workspace projects started in 2021. No employee satisfaction with workspace data was collected in 2020 given the development of the new survey. Accordingly, no 2020 data is reflected in the actual trend line for this performance graph. However, in 2021 comprehensive survey data is expected to be available.



**Facility Management Portfolio In Poor and Critical Condition, and Deferred Maintenance of Facility Management Portfolio:** Facility Management is in the midst of the Corporate Coordinated Operations and Maintenance program, whereby Facility Management will be stewarding a growing portion of the City's building portfolio; and the condition of 18% of the building portfolio, transferred from other business units In 2020, will be determined only as the facilities progress through the Asset Assessment Program to have building condition assessments performed. Outside of the Corporate Coordinated Operations and Maintenance program, Facility Management also added Spring Gardens South, Armour block, North West Travelers to its portfolio.



Collectively, this increased deferred maintenance and percentage of portfolio in poor/critical condition from 2018 forecasts. The trend for the cost of deferred maintenance of portfolio is increasing as constrained budgets impact the ability to deliver planned ongoing maintenance and, with more facilities are added to Facility Management's portfolio through the the Corporate Coordinated Operations and Maintenance program, the total percentage of buildings in poor & critical condition increases.

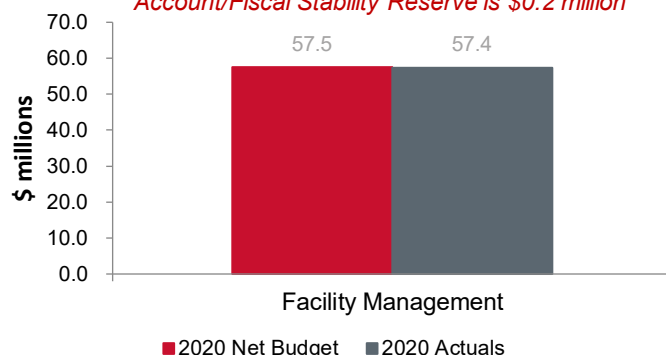




## Operating & Capital Budgets

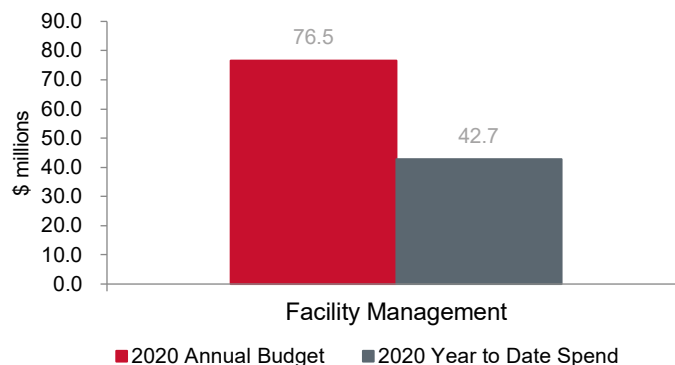
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.2 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Facility Management was \$0.180M favourable to budget, prior to budget savings contributions. This is primarily attributed to savings in manageable costs that Facility Management committed to the corporation to help offset COVID-19 costs.

The Corporate Coordinated Operations and Maintenance program objectives of optimal value for money in facility operations, as well as economies of scales, in procurement, integrated risk management, and asset condition management continue to generate operational efficiencies for The City. At year end 2020, CCOM had centralized of operations and maintenance for 327 City-owned buildings for greater efficiencies.

**Capital Budget:** Facility Management achieved a 56% spend rate, with a capital spend of \$42.6 million for 2020, with the reduced spend rate attributable to project schedule modifications due to access restrictions related to COVID-19 and increased coordination for integrated facilities. Facility Management spent \$13.1 million on high priority lifecycle investments and asset sustainment for Parks, Calgary Fire Department, Facility Management and Recreation focused on critical health and safety projects and supporting service line delivery. The Capital Conservation Grant (CCG) lifecycle support in 2020 for community organization based projects amounted to \$8.2 million for community associations and social recreation groups in sustaining their buildings and amenities. In 2020, Facility Management completed the rehabilitation of two heritage assets, Historic City Hall and Rouleau House. Facility Management's Project Management Office delivered, to Calgary Housing, 16 homes through the Rosedale affordable housing project.

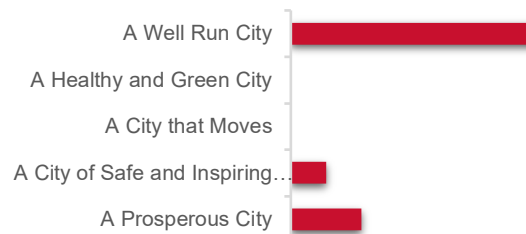
# Financial Support

Led by: Finance

## Description:

This service provides sound leadership in financial planning and budgeting, reporting, measuring services' financial performance and monitoring adherence to financial plans. This service also provides investment management, non-tax revenue billing and collection, and payments for goods and services provided to The City.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Financial Support provided financial expertise and analysis that supported significant budget recommendations and decisions as a result of the unprecedented pandemic impacts. The City maintained its AA+ and AA (high) ratings with S&P Global Ratings and Dominion Bond Rating Service respectively throughout the downturn and pandemic with strong budgetary performance and prudent fiscal management, particularly debt and reserve management practices cited as key contributors.

Accounts Payable's ongoing collaboration to reduce payment cycle times and ensure timely payments to our suppliers, which supports their financial well-being.

Completion of the 2019 Annual Report and associated audit opinion before the Provincial deadline was successfully achieved while overcoming extremely challenging circumstances with staff across the corporation working remotely, reduced access to required information, technology and printing restrictions.

The City of Calgary's budget was recognized with the Distinguished Budget Presentation Award from the Government Finance Officers Association. The award is considered the highest form of recognition in governmental budgeting. The City of Calgary received The Canadian Award for Excellence in Financial Reporting as established by the Government Finance Officers Association for the Year ended December 31, 2019. This award demonstrates our commitment to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure for the citizens of Calgary.

### Service Challenges

Increased complexity and volume of work coupled with limited resources required prioritization of projects and client inquiries.

### What are we watching?

Financial Support will monitor the pace of economic progress in Calgary to provide recommendations for the appropriate fiscal policy response as the economy evolves and an assessment of the impact on City finances.

Federal and Provincial funding and legislative changes to ensure compliance and possible impact on City processes, ability to maintain infrastructure, services and potential impacts to debt levels.

Employee morale continues to be monitored in this challenging environment.

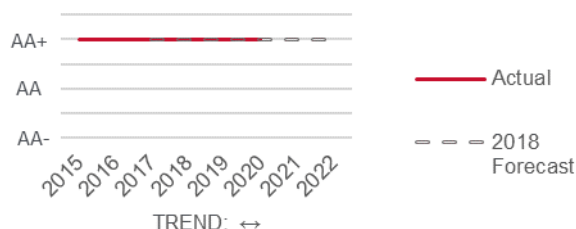




## How is the Service performing against plan expectations

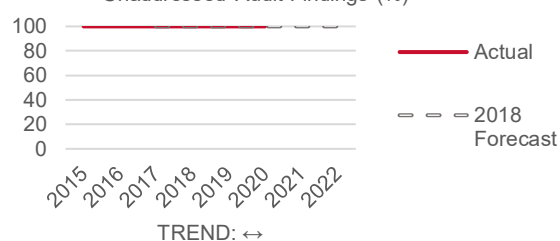
### Story behind the curve

City of Calgary's Credit Rating (Standard and Poor's)



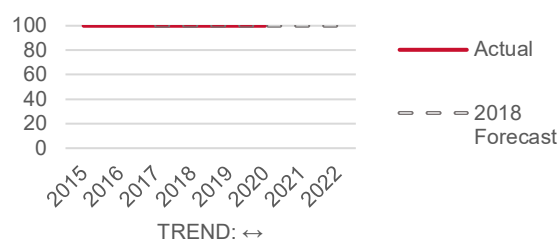
Credit ratings measure credit worthiness and affect The City's ability to borrow. A higher rating translates into a lower cost of borrowing. The City maintained its AA+ with S&P Global Ratings throughout the economic downturn and pandemic. Strong budgetary performance and prudent fiscal management, particularly debt and reserve management practices cited as key contributors.

Unmodified External Audit Opinion with no Unaddressed Audit Findings (%)



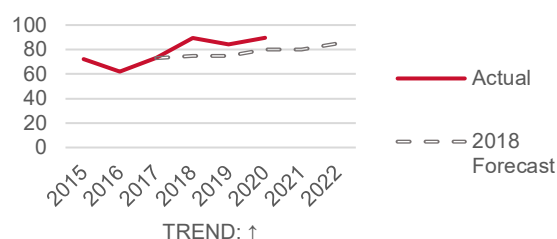
The City strives for an unmodified opinion issued by the external auditor annually and it is based on audit evidence obtained about the amounts and disclosures of the financial statements. Ongoing monitoring of new Public Sector Standard Accounting Standards to be implemented in future budget cycles is important so that there are sufficient financial and operational resources to implement internal controls and processes that enable The City to continue to achieve an Unmodified Audit Opinion.

% of Compliant Reports Issued (%)



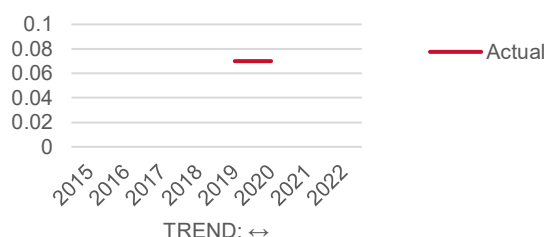
Financial Support receives compliance reports each fiscal year with opinions expressed by accredited external parties on The City's performance, processes and policies. Historically, The City has been 100 per cent compliant for these audits and deliverables in terms of compliance, quality and timeliness will continue to be achieved. Maintaining investments in systems and people ensures that compliance programs and annual audits are conducted in accordance with expectation, minimizing risk to The City as a whole.

Percentage of Invoices Paid within 30 days (%)



The City prides itself on its reputation and the relationships it builds with vendors. Processing invoices is highly coordinated reaching many levels and across the entire organization. All invoices and billings issued to The City are centrally received by the Accounts Payable division for processing. This reflects The City's well managed cash flow and the priority with which it treats vendor payments.

Bad debt write-off as a per cent of billed revenue (%)



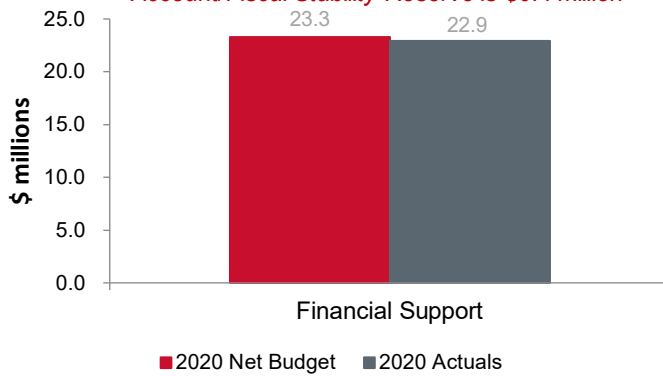
The City's performance for bad debt write-offs as a per cent of billed revenue for the corporate portfolio in 2020 was 0.07 per cent. Ensuring collections of The City's receivables is critical to managing The City's overall cash flow. The City of Calgary has consistently outperformed most of its Municipal Benchmarking Network Canada (MBNCanada) peers on this measure in recent years.



## Operating & Capital Budgets

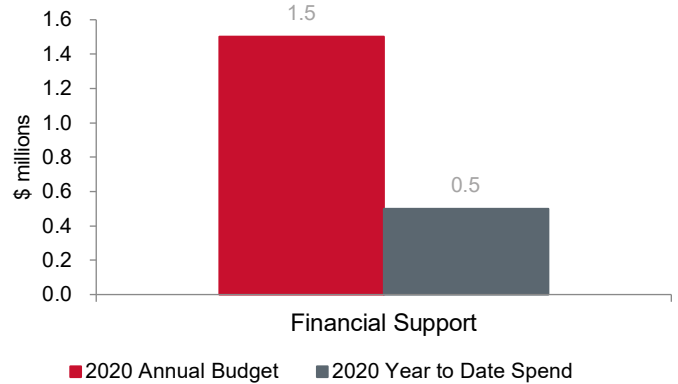
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.4 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

### Operating Budget Summary

The favorable variance of \$0.4M is primarily due to lower than anticipated spending on business and consulting expenses of \$0.3M due to COVID-19 and savings in salary and wages, resulting from intentionally managing the workforce of \$0.1M.

### Capital Budget Summary

The Financial Support service line capital spent on capital projects is at 30% due to shift in deliverables from 2020 to 2021.

Tangible Capital Asset (TCA) Costing Project completed a business case for a system redesign project which was pending approval at yearend. Staff changes and subsequent hiring and training delayed the project until March 2021.

The Document Production System project is currently in the planning stage, this project is expected to ramp up once the resource requirements are finalized with Information Technology.

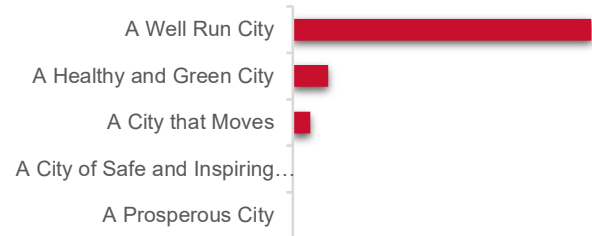
# Fleet Management

Led by: Fleet Services

## Description:

Fleet Management enables sustainable City service delivery through the life cycle management of vehicles, equipment and components. This includes the acquisition, disposal, maintenance and repair of assets, as well as engineering, manufacturing and fleet safety governance.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Fleet Services successfully piloted utilization-based preventative maintenance on 200 City vehicles. The pilot highlighted the benefits of investing in preventative maintenance including reduced vehicle and equipment downtime, improved efficiency, and increased safety. As a result, Fleet Services increased preventative maintenance work orders by 7 per cent in 2020. This trend should continue with the introduction of an enhanced Reliability Centered Maintenance Program and strategic investments in preventative maintenance. As part of the Solutions for Achieving Value and Excellence (SAVE) Program, Fleet Services is extending utilization-based preventative maintenance to all light-duty vehicles.

The City successfully awarded the contract for the Flex Fleet Program and launched the Flex Fleet Pilot Project. Flex Fleet is a new, innovative fleet vehicle sharing program that provides employees with better access to vehicles through online registration and keyless entry. Over 50 employees have enrolled in the program which will improve utilization of The City's fleet while reducing operating costs.

Fleet Services established a multi-year procurement agreement process and a standardized list of vehicle options to produce significant savings for our customers by reducing the quantity and variety of parts in inventory while also improving maintenance efficiency through reduced technician and diagnostic training. Fleet Services embedded green criteria in the fleet procurement process to evaluate low emission and/or zero emission vehicles to reduce greenhouse gas emissions and air pollutants.

### Service Challenges

Service challenges include the impact of COVID-19 on making sure City Fleet vehicles and equipment are fully utilized, and ensuring the protocols are in place to keep employees safe. COVID-19 also impacted the way operators are trained. Fleet Services quickly adapted in-person operator safety and professional driver training to a live, online virtual classroom. Having a live instructor is crucial to making sure vehicle and equipment safety and regulatory information is being understood by all operators.

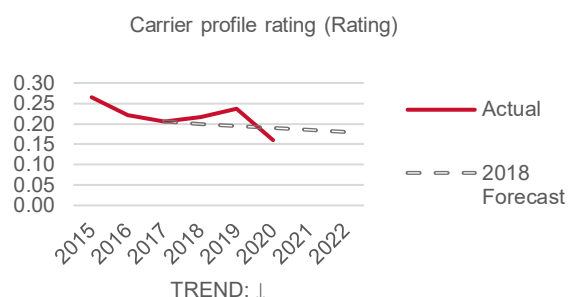
### What are we watching?

The auto industry is undergoing a rapid transition from reliance on internal combustion engines to electric vehicles. Additionally, Fleet Services is watching the import of electric vehicles to north America and the impact this will have on the auto industry. As COVID-19 continues, physical distancing will have a significant impact on driver behavior and traffic patterns. Over the short to mid-term, COVID-19 could delay the development of green technologies as investors scale back innovation funding.

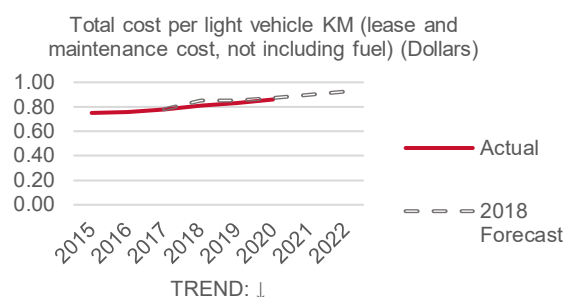


## How is the Service performing against plan expectations

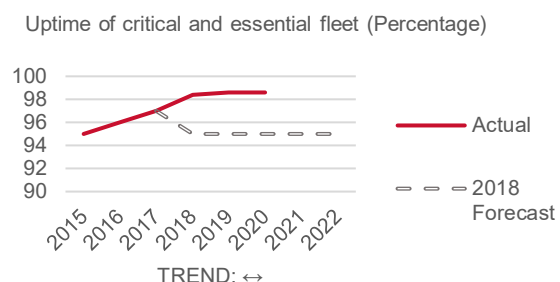
### Story behind the curve



The Alberta government uses Carrier profiles to measure and monitor on-road safety performance of commercial fleets. The rating is a combination of collisions, convictions, and inspections. Stage 1 monitoring by Alberta Transportation starts at a risk rating of 0.470. Fleet Management's rating is well below stage 1 with a rating of 0.237 in 2019 and 0.160 in 2020. The lower than average 2020 rating can be contributed to an increased focus on driver behavior along with the impact of less vehicles on Calgary roads due to COVID-19.



Cost per kilometer traveled for light duty vehicles increased slightly in 2020 to \$0.86 due to a reduction in the overall size of The City's fleet. Additionally, Fleet Management is launching the Flex Fleet Program in 2021, which will increase utilization of existing vehicles and equipment while right sizing The City's overall fleet by removing 250 vehicles. The Program will remove underutilized and aging vehicles improving Fleet Management's cost per kilometer traveled for light duty vehicles.



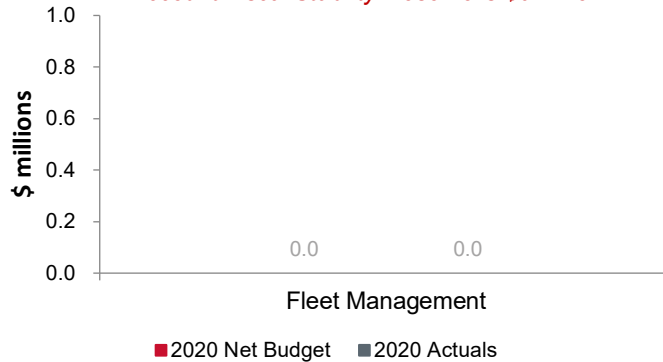
Uptime of the City's critical and essential fleet was 98.6% in 2019 and again 98.6% in 2020. An increased focus on preventative maintenance and standardization has led to a higher level of uptime and reliability while reducing costs and unscheduled breakdowns.



## Operating & Capital Budgets

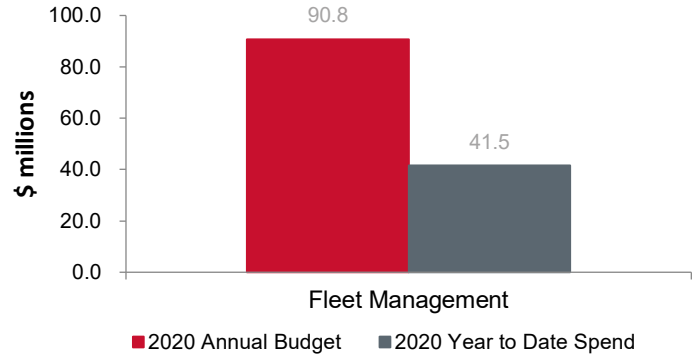
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Fleet Management is a self-supported service line, and continues to work with internal client services to provide lease-rate savings through increased preventative maintenance and asset optimization

**Capital Budget:** Fleet Management's capital spend in 2020 was \$41.5 million. Fleet Management's capital programs are funded from self-supported debt. We continue to work with our internal client customers to optimize the composition and utilization of The City's fleet vehicles and equipment

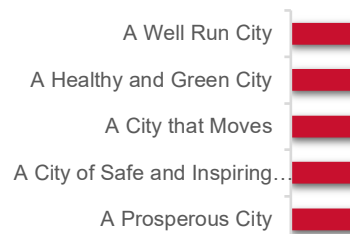
# Human Resources Support

Led by: Human Resources

## Description:

Human Resources Support (HR) offers strategies, governance, programs and services to support the employee life-cycle, including: recruitment, onboarding, learning and development, compensation, pay, benefits and pensions, career planning, and performance coaching. HR also provides consulting in workforce planning and analytics, recognition, employee and labour relations, change leadership, inclusion and ethical behavior. HR strengthens the workforce and shapes the workplace by providing HR strategies, partnering to find solutions and advising on sound workplace practices. Our work serves to influence and reinforce desired corporate culture, leadership effectiveness and business performance to benefit all Calgarians.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

As the organization navigated through the unprecedented realities of the COVID-19 pandemic, our service continued to provide critical support to leaders and employees in all City services.

HR Support commenced foundational work for the organization realignment that will be realized in 2021. Our service also started the initial work for the next round of collective bargaining with our Unions. And, with direction from Council this service worked with an external consultant on a review of our compensation practices.

In 2020, HR Support also modernized corporate leadership training, including a shift to virtual platforms. Additional learning opportunities for City employees included respectful workplace, updated Code of Conduct and training related to understanding unconscious bias in the recruitment process.

Finally, HR Support used technology to drive additional employee self-service efficiencies, enhance records management practices and allow for greater use of data to support strategic decision-making.

### Service Challenges

As we support all City services, 2020 was incredibly challenging for HR Support mainly due to the COVID-19 pandemic. It presented challenges throughout the organization, requiring timely and complex support in areas including: advisory services and labour relations. It resulted in layoffs, an unprecedented shift to remote work for many employees, and the continuance of essential in-person operations.

Elements of the new performance development system were delayed and corporate learning became virtual where possible.

### What are we watching?

HR Support must stay focused in supporting all City employees in a manner that is thoughtful and strategic. With the ongoing and evolving nature of the COVID-19 pandemic, we will need to continue supporting City services negatively impacted. Simultaneously, we will work with other enabling services to plan for our future state as the organization emerges from the pandemic.

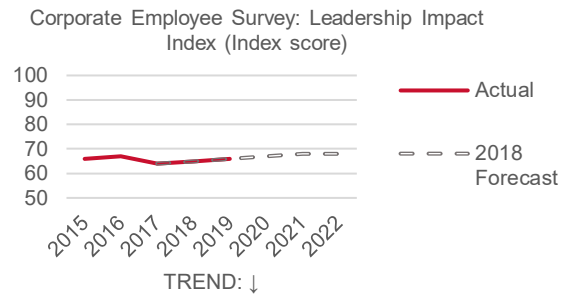
In 2021, we will also support senior leadership and all City services on advancing a number of key initiatives, including: organization realignment, collective bargaining, total compensation, and performance development. Positive advancements of diversity and inclusion will also be prioritized.

Finally, we will continue to monitor evolving legislation that may impact the employee experience.



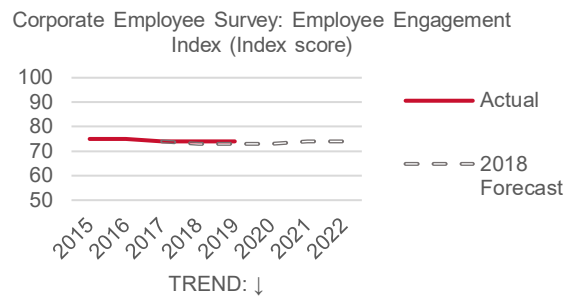
## How is the Service performing against plan expectations

### Story behind the curve

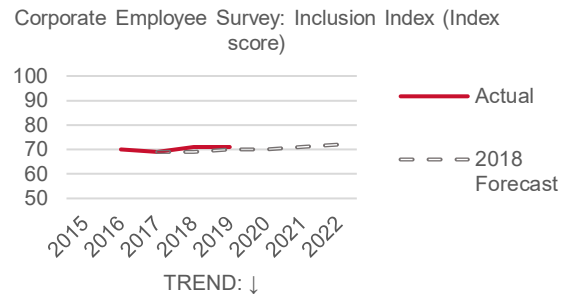


We use Corporate Employee Survey results to highlight and inform overall employee satisfaction from a number of perspectives. The next Corporate Employee Survey will be conducted in the Fall of 2021.

This past year, The City was heavily impacted by the COVID-19 pandemic. Concurrently, the organization commenced the groundwork for a functional corporate realignment. The ability for leaders to manage the challenges and opportunities faced by these has an impact on the perception employees have of their supervisor and of leadership as a collective.



The City's Employee Engagement Index has held steady over the years, indicating that City employees continue to be engaged and motivated by their work they do and the contributions they make to making life better every day for our citizens. However, the COVID-19 pandemic requires the need to engage with employees in different and unique ways.



Finally, our Inclusion Index score reflects the efforts The City has made toward diversity and inclusion, including: education and awareness activities on unconscious bias, human rights, cultural and generational differences, and accessibility. In 2020, we continued this work, but it became more apparent through citizen engagement that the organization needs to do more in addressing systemic racism, advancing diversity and enhancing inclusion efforts.

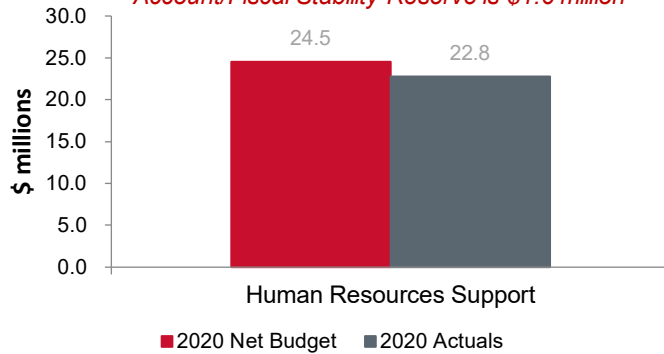




## Operating & Capital Budgets

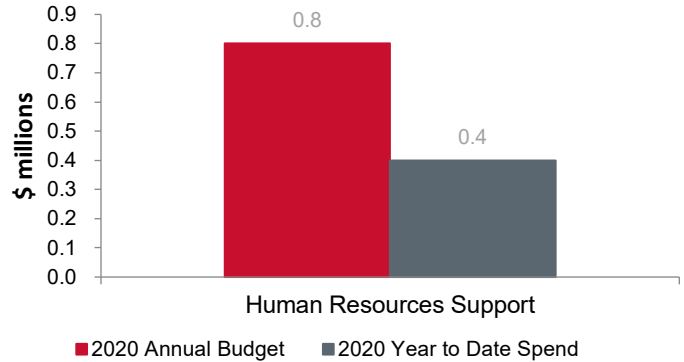
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$1.6 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** HR Support ended the year with a positive variance between our budget and actual spend. The COVID-19 pandemic resulted incremental advisory services and labour relations consulting. However, this was offset by a decrease in demand for corporate learning and development, as well as other business expenses.

**Capital Budget:** Through our capital budget, HR Support launched a corporate learning management system, which incorporates a greater use of technology in supporting all leader and employee learning. The launch of this commenced in 2019 and due to COVID-19, will continue into 2021.

# Infrastructure Support

Led by: Corporate Analytics & Innovation

## Description:

Infrastructure Support (IS) provides specialized expertise and services to our customers in the planning, delivery, risk management and construction of infrastructure that enables delivery of service to citizens. These Include: Energy management including advisory services related to consumption and managing projects to achieve energy efficiency; Project planning, quality assurance and project management; Asset management to support lifecycle management and investment planning and budgeting; Field surveying reports and base maps to support land planning and infrastructure construction; Engineering services including oversight and compliance with regulation; and Manage access to City utility rights-of-way and infrastructure.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

This service has provided constant support to internal services including base mapping, field surveying, asset management, project management, engineering and energy services throughout the COVID19 crisis. Field survey services provided over 1500 survey jobs for infrastructure and development clients across the Corporation in 2020.

Working with Waste & Recycling, the Energy Management team completed the City's largest solar power plant at Shepard Landfill in 2020 (4.3 MW), producing enough electricity to power 800 average Calgary homes while producing over \$400K in net savings and 3,300 tons of Compressed Hydrogen Gas (CHG) reductions per year.

The City is working with telecommunication companies to deploy 5G technology on City assets. 5G is the latest generation of wireless services that promises faster connections and greater data capacity. CAI working with Information Technology and Roads is leading the Corporation by helping to set up Calgary to become one of Canada's first "5G friendly" cities.

Through the implementation of an enterprise license for Asset Inventory software, \$500K in efficiencies was identified by reducing the overall number of licenses required for the Corporation.

### Service Challenges

Budget reductions have impacted employee morale due to reduced opportunities for the employee training and professional development programs.

Challenges as result of COVID-19 pandemic have shown an impact on the overall work force mental health and adjusting to the new work environments. For example, field surveying services altered normal operations using technology to ensure both COVID safety and productivity.

Continue to work with partners to mitigate unexpected increases in demand for addressing services related to secondary suite registration.

### What are we watching?

Watching changing customer requirements and demand to identify opportunities for new services or modification to service delivery.

Exploring asset management and project management opportunities to leverage its full potential and contribution to City operations.

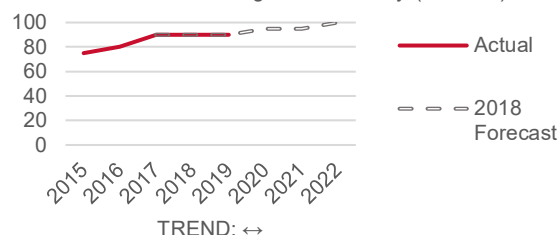
Identifying opportunities to further support SAVE, realignment and other corporate business improvement programs through "Project Manager for Hire" and energy management consulting services.



## How is the Service performing against plan expectations

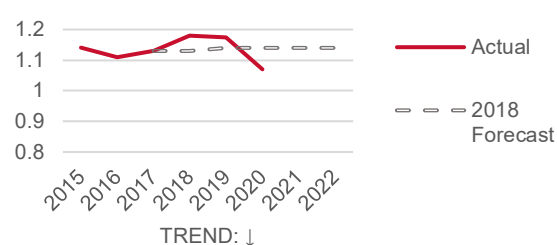
### Story behind the curve

Per cent of City of Calgary business units that have an increase in Asset Management maturity (Per cent)



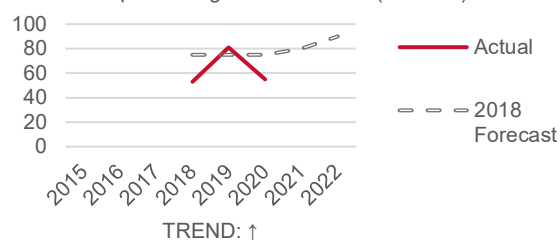
**Asset Management Maturity Index:** Asset management maturity was not measured in 2020. With the creation of asset management plans in 2021 measurement will occur at this time. The intent is to leverage a consultant to ensure asset management maturity is measured and in alignment with the ISO 55000 standard.

Energy used to deliver all City services, per citizen (MWh per citizen (megawatt hours equivalency))



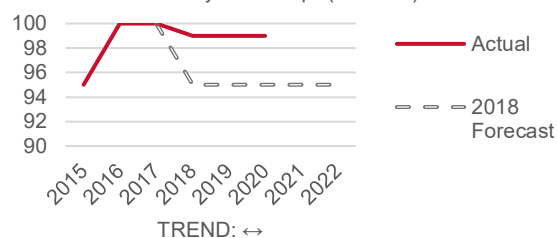
**Energy Consumption:** There is lower organizational energy consumption especially for Transit and Recreation due to COVID-19 impacts.

Per cent of Utility Line Assignment turnaround times to meet processing time standards (Per cent)



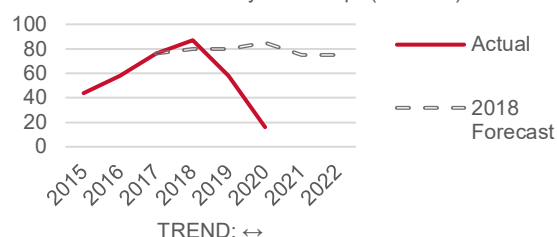
**Per cent of Utility Line Assignment turnaround times to meet processing time standards:** For 2020 the turnaround time of 55% came lower than the forecast. While the number of applications remained relatively constant, the primary reason for the decrease in turnaround time is the increase in scope and complexity of the applications as a result of a major project.

Per cent of registered survey plans that are mapped within 21 days of receipt (Per cent)



**Per cent of registered survey plans that are mapped within 21 days of receipt:** This measures the service level (in terms of turnaround time) to our clients. We forecast 2019 - 2022 to remain at 95% as there may be complex cases that go beyond the 21 days.

Per cent of external addressing service requests resolved within 10 days of receipt (Per cent)



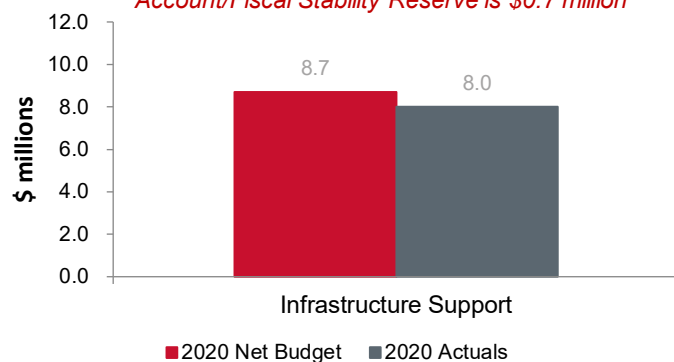
**Per cent of external addressing service requests resolved within 10 days of receipt:** Due to an unexpected increased workload from the Secondary Suite Registry and increases to inquiries related to online applications, the addressing subservice has experienced increased turnaround times in 2020.



## Operating & Capital Budgets

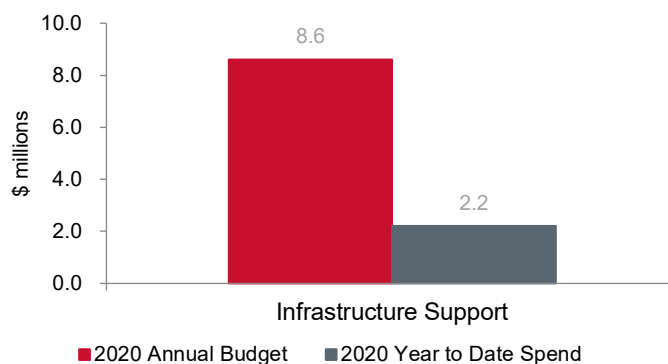
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.7 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** The Infrastructure Support service line favorable variance of \$0.7M is primarily due to higher than anticipated Utility Line Assignment (ULA) revenue caused by increased activities by Utility companies, net of direct expenditures linked to ULA of \$1.4M, partially offset by lower than anticipated recoveries on addressing and base mapping services of \$0.6M and unbudgeted communications expenses of \$0.1M.

**Capital Budget:** The capital spent on Infrastructure Support service line capital projects is at 26%. The spend rate is lower than expected partially due to the Project & Portfolio Management (P2M) project being paused by the Director-level Oversight Committee to allow for a review of a software Proof of Concept. The P2M project was already approved to proceed in September 2020.

Project highlights from the Sustainable Infrastructure Capital Program include the completion of Calgary's first Net-Zero institutional building at Haskayne Legacy Park, with the visitor pavilion fully powered and heated using renewable electricity and geothermal energy produced on-site, and Calgary's first Leadership in Energy and Environmental Design (LEED) version 4.1 certifications was initiated at Varsity and Bonnybrook.

CROWM Phase II project achieved significant progress in the deployment of CROWM 7.0, which was a major version release including the Inspections module. The Inspections module will support the work of field inspectors, who will be tasked with gathering data, providing evidence for enforcement, and maintaining a field presence to ensure municipal requirements are met. Regular inspections help ensure compliance of standards, guidelines, and drawing submissions as well as support City positions before regulators.

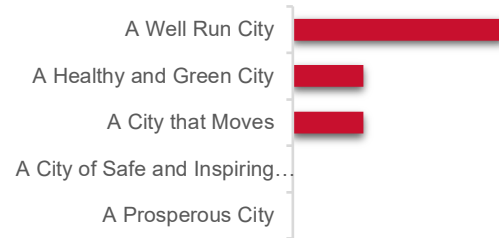
# Insurance & Claims

Led by: Law

## Description:

This service monitors the operational risks of The City and associated Boards and Authorities to determine cost-effective ways to eliminate, reduce, manage, transfer or insure such risks, and to manage the adjustment of claims either brought forward by the public or the corporation in a fair and equitable manner.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Effective management of the June hailstorm.

### Service Challenges

Workload and time management challenges during the June hailstorm.

### What are we watching?

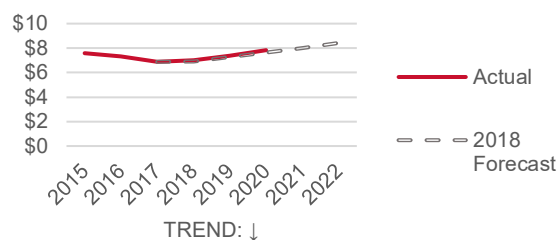
The hardening of the insurance markets and its effect on The City's purchased insurance program.



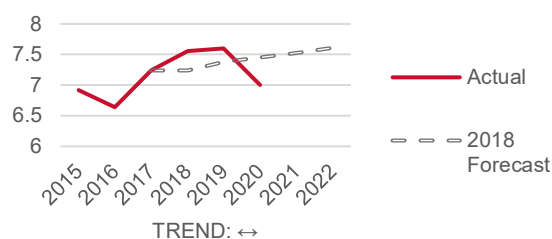
# How is the Service performing against plan expectations

## Story behind the curve

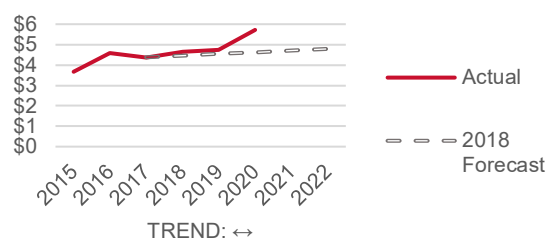
Funds Available for Insurance Premiums (in Millions)



Number of Claims per 1000 Citizens



External Recoveries by Year (in Millions)



**Funds Available for Insurance Premiums:** Large weather events such as hurricanes, wildfires and floods are continuing to occur more frequently and are having an adverse impact on commercial insurance rates. Both personal and corporate policyholders experienced a significant increase in property insurance premiums in 2021, and we expect this trend to continue in the coming years. The City's insurance program will continue to be marketed internationally to attract the most commercially reasonable rates, while balancing the changing needs of the corporation.

**Number of Claims per 1000 Citizens:** With the population increasing by 18,367 and the total number of claims decreasing by 671, the average number of claims per citizen has decreased from 2019 to 2020 as shown in the graph. However, a large weather event may increase the number of claims being reported by citizens. In order to continue turning the curve, we will educate citizens by using the external claims website and ensure proper training is provided to City staff to reduce the potential for claims.

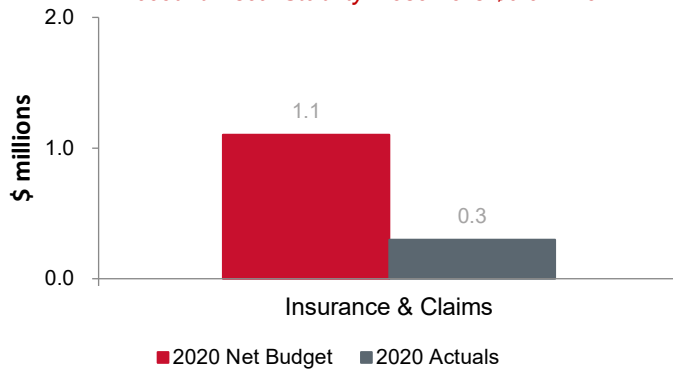
**External Recoveries by Year (amounts collected from responsible parties):** Inflationary costs for repairing damage to City assets are increasing at a rate of 1.8 per cent per year. Therefore, we expect our recoveries from third parties who are responsible for damaging City assets to increase at a similar rate. The increase in recoveries in 2020 was primarily due to insurers reimbursing The City for the Fairview Arena claim. Adjusting staff are also becoming increasingly diligent and persistent in collecting from responsible third parties.



## Operating & Capital Budgets

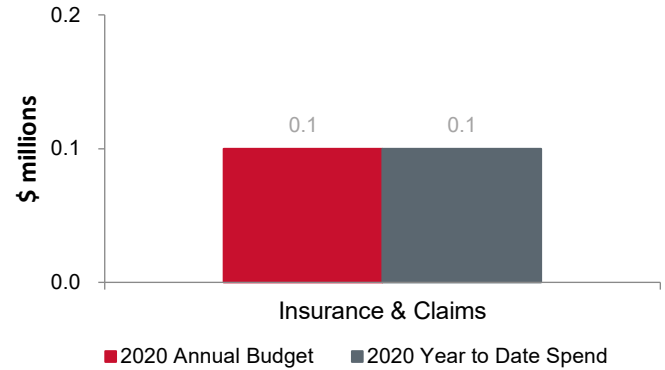
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.9 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

No highlights to report.



# IT Solutions & Support

Led by: Information Technology

## Description:

This service provides the technology, devices and infrastructure that underpins the delivery of all technology solutions for The City. This service develops and maintains both corporate-wide and line-of-business applications and improves and automates business processes to enable City business units to deliver internal and citizen-facing services.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

IT supported the continuance of City services by providing additional infrastructure, technology devices, and support to enable over 5,000 staff to work remotely during the pandemic. In addition, IT provided technology platforms to transition to online public participation including technology that facilitated Council and committee meetings and a virtual Mayor's Environment Expo for over 10,000 students and teachers.

In collaboration with business partners, IT increased the availability of online services for citizens, enabling contactless electronic payment for Transit, a new version of Calgary.ca, and multiple initiatives for Planning & Development.

IT procures goods and services that are priced based on global factors and not local economic conditions. To mitigate the impact of this, IT, partnering with Supply and Law, negotiates with vendors on new contracts or extensions to existing contracts. This results in better value for the money spent - either cost savings, cost avoidance, or additional services being added in to the contract. These savings and cost avoidances can be significant but they do require a focused, rigorous, and sustained effort to achieve.

### Service Challenges

As a result of the shift to remote work for the pandemic, the IT Help Desk and Deskside teams have been experiencing significant increases in demand.

IT resources were re-assigned from planned work in order to support staff working from home. As a result, a number of key initiatives have been delayed. IT is now working to catch up on work that was re-prioritized as a result of COVID-19.

### What are we watching?

IT continues to focus on ensuring City staff have the infrastructure, technology devices, and support to be effective while working from home.

Work is currently underway to re-tool and modernize The City's technology platform allowing IT to deliver secure, streamlined applications that support citizen service delivery.

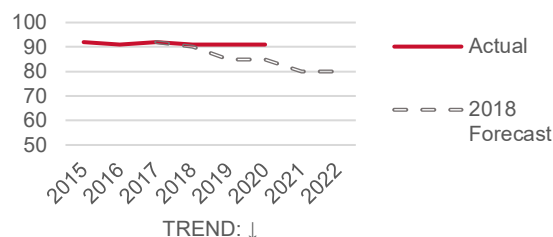
In addition, IT is identifying opportunities to further leverage its investments in new technology such as Internet of Things, process automation, and low-code/no-code development tools.



## How is the Service performing against plan expectations

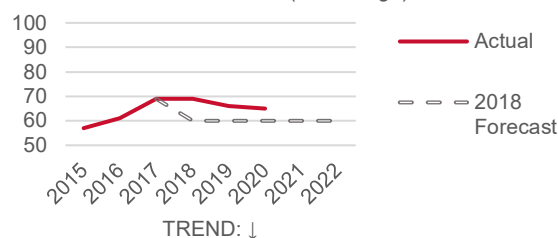
### Story behind the curve

Overall Satisfaction with IT (Percentage)



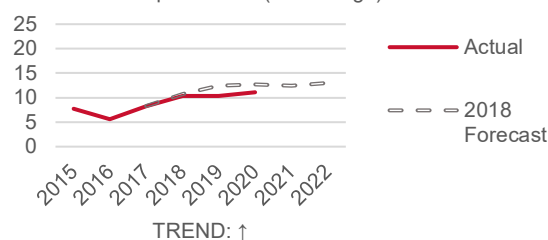
**Overall Satisfaction with IT:** IT's rate of overall satisfaction has been maintained at over 90 per cent since 2014. Despite a reduced level of service in 2020 due to shifting priorities for the pandemic, satisfaction remains high and IT appreciates the support from City staff.

Percentage of IT Service Desk Phone Calls with First Contact Resolution (Percentage)



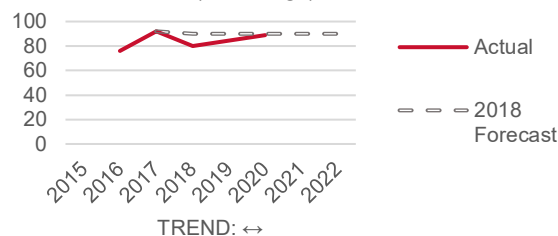
**Percentage of IT Service Desk Phone Calls with First Contact Resolution:** This is an industry-standard measure for IT Service Desk performance. First contact resolution is forecast to trend downward as a result of budget reductions. Higher call volumes due to the pandemic and increased remote work are causing further reductions. The increase in technology devices required to move people home has put further demands on the IT Service Desk.

IT Software Expenditures as a Percentage of Overall IT Expenditures (Percentage)



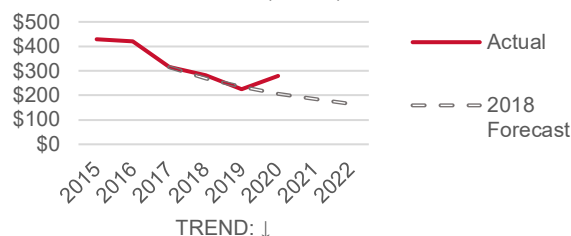
**IT Software Expenditures as a Percentage of Overall IT Expenditures:** The software expenditures were close to 2019 levels due to reduced software usage and better rates achieved through negotiations with software vendors. However, IT's overall expenditures were lower than 2019, resulting in an increase in this performance measure.

Benefits Realization of Technology Projects (Percentage)



**Benefits Realization of Technology Projects:** As business units evolve their business to provide more online services for citizens and achieve efficiencies, demand for IT solutions continues. IT's score for benefits realization has increased since 2018 as a result of closer collaboration with business units on the implementation of technology projects.

City Network Gross Operating Cost per Connected Device (Dollars)



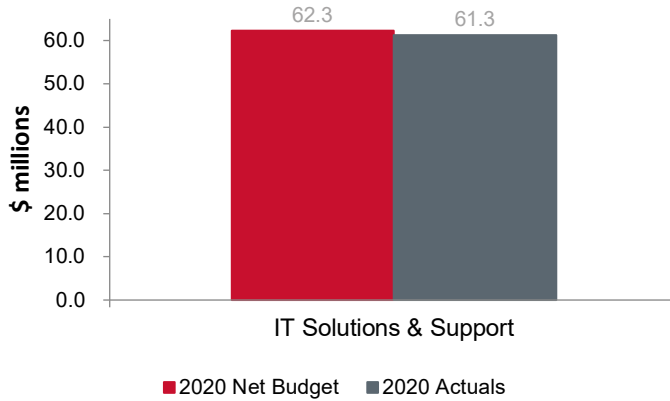
**City Network Gross Operating Cost per Connected Device:** As a result of employees working from home due to the pandemic, the total number of endpoints has decreased from 37,266 in 2019 to 31,708 in 2020. Combined with a static network operating cost, this has caused the gross operating cost per connected device to increase.



## Operating & Capital Budgets

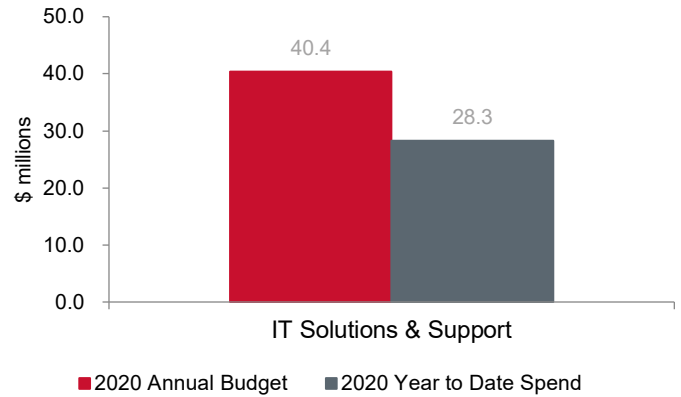
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** The favorable variance for IT Solutions and Support is due mostly to one-time funding approved in 2020 to cover software costs. This portion of one-time budget was intentionally unspent to assist in covering the Corporate shortfall due to the COVID-19 pandemic.

**Capital Budget:** IT's capital budget is 70% spent due to projects being deferred to 2021 as a result of resource availability from vendors and business unit subject matter experts. Some delays were due to COVID-19.

# Legal Counsel & Advocacy

Led by: Law

## Description:

Through Legal Counsel and Advocacy (LCA) we represent our clients in legal proceedings involving The City. We also support our clients' delivery of services to citizens through the identification of issues and risk, drafting legal documents, advising on legal and regulatory requirements, supporting informed decision-making, and developing solutions and strategies.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Legal Counsel and Advocacy continued to provide flexible, nimble & agile service delivery amidst COVID-19 impacts. To support the Corporation, Legal Counsel and Advocacy was involved in corporate delegations, creation of SOLE documents/orders, implementation of e-signatures, evaluation of complex legislative changes & managing force majeure/rent abatement claims. In addition, Legal Counsel and Advocacy learned to operate in a new virtual court & e-discovery system.

To support local businesses & citizens, Legal Counsel and Advocacy worked with other service lines to provide flexible solutions for local businesses e.g. outdoor patios & deferred levy payments for the local development industry. Legal Counsel and Advocacy also supported the creation of The City's Phased Tax Program (PTP) to provide tax relief to businesses facing financial difficulties. Legal Counsel and Advocacy worked collaboratively with other service lines & the Province to support the COVID-19 efforts including the identification of temporary testing sites & pop up locations for AHS facilities.

2020 saw the implementation of the Legal Counsel and Advocacy ZBR program plan, highlighted by the completion & roll out of Legal Counsel and Advocacy practice area re-alignment. The re-alignment was a step towards achieving delivery of the right services at the right time for the right value to customers.

### Service Challenges

The continued increasing volume, velocity and complexity of Corporate and customer needs.

The evolving impacts that COVID-19 presents to The Corporation including legislative and bylaw changes, the continued mental and physical supports for staff, the changes to the court system and the evolving role of The City to support Calgarians and local businesses.

As the needs of the Corporation & citizens change we continue to assess & assign resources to ensure Legal Counsel and Advocacy is addressing the highest corporate priorities & risks.

Legal Counsel and Advocacy continues to work on our human resources focusing on diversity, inclusion, retention and attracting the right talent.

### What are we watching?

Service demand resulting from COVID-19: Supporting corporate service delivery to meet citizen needs, responding to changing Provincial & Federal direction, advising on new and emerging legal issues faced by the Corporation

Volume and complexity of legal work risk facing the Corporation and sufficiency of resources;

Delivering the right service at the right time for the right value;

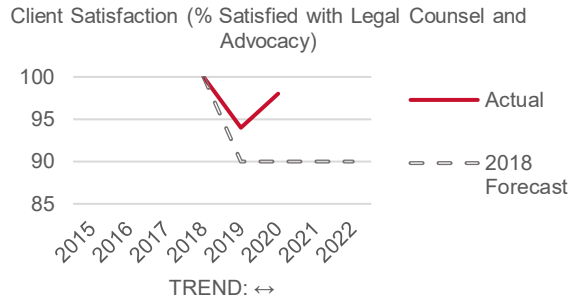
Staff engagement and well-being;

The impact of the Corporate re-alignment.

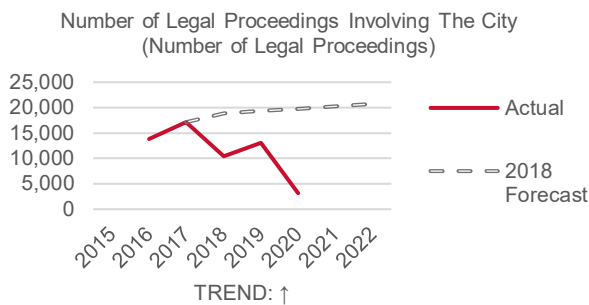


## How is the Service performing against plan Expectations

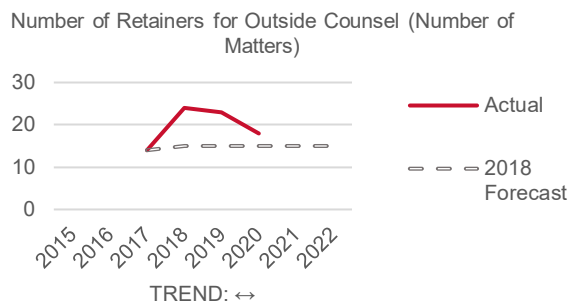
### Story behind the curve



Our 2020 customer satisfaction survey indicated that ninety-eight percent (98%) of customers are satisfied or extremely satisfied with our service. This is an increase from 2019 where we received 94% client satisfaction rate. This increase can be attributed to Legal Counsel and Advocacy's focus on constantly improving the customer experience, ability to quickly adjust service focus to meet rapidly changing corporate needs and use of technology to increase efficiency and effectiveness.



A number of factors can be attributed to the change in the number of proceedings involving the City. First, in an effort to mitigate impacts on citizens and most vulnerable populations, Legal Counsel and Advocacy collaborated with our partners to take an 'educate first' approach. This initiative allows citizens to work toward compliance instead of enforcement. This approach has lowered the number of tickets by approximately 2000 per year. Moreover this approach allows frontline partners to connect vulnerable populations with resources to support them in achieving better outcomes. 2020 has brought unanticipated impacts due to temporary policy changes reducing the number of legal proceedings. For example, the temporary free downtown policy change lowered the number of parking infractions and enforcement proceedings.



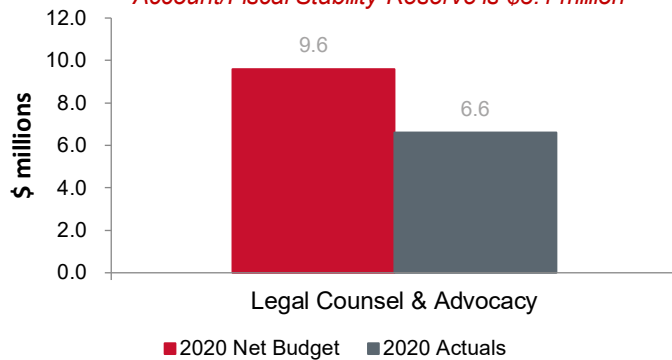
External legal counsel are important partners in the provision of legal service to the corporation, and it is important to be strategic in their engagement to achieve maximum value and minimize cost. The overall number of external legal retainers decreased in 2020. This is primarily due to Legal Counsel and Advocacy's focus on developing in-house expertise in emerging high priority areas furthering the delivery of high value low cost service, and the completion of major projects for which external counsel was retained.



## Operating & Capital Budgets

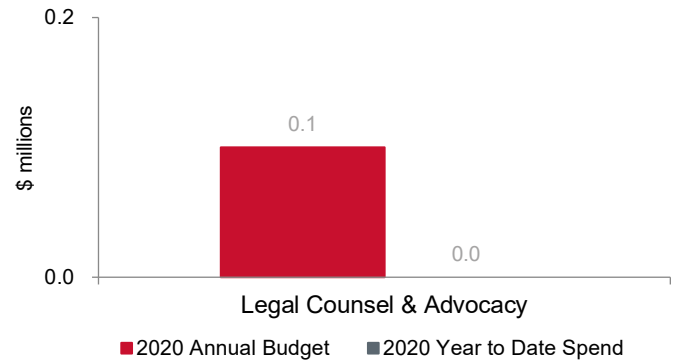
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$3.1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** In 2020, Legal Counsel and Advocacy had a favorable variance of \$3.1 Million in its operating budget. This variance was due to a strategically managed workforce in order to create maximum flexibility as Legal Counsel and Advocacy undertook a practise alignment review and adjusted its organizational structure. This resulted in a number of individuals serving in temporary senior acting positions, temporary cascading vacancies and temporary resourcing gap. Operational expenditures in 2021 will be affected as the focus will be to implement the realignment and permanently fill acting and other positions necessary to address the resourcing gap.

# Mayor & Council

Led by: Office of the Councillors

## 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.

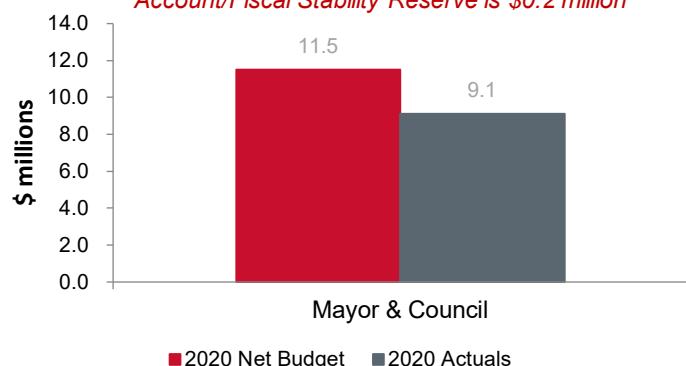
## Connections to Citizen Priorities



## Operating & Capital Budgets

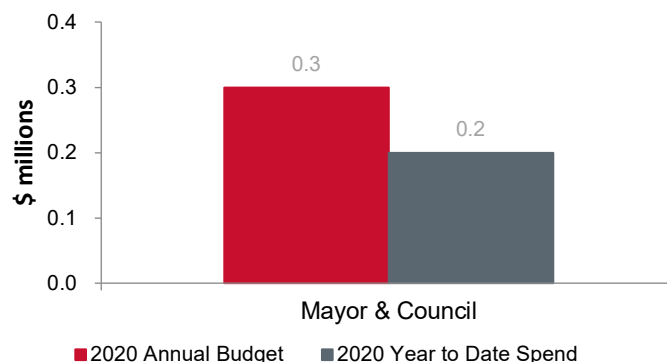
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.2 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Mayor and Council had operational savings of \$2.4M. This was attributable to salary savings from lower pension costs and intentional workforce management, recovery for economic development work and savings in contract and general services due to lower spending in Audit Committee and the Councillor and Ward Offices.

**Capital Budget:** Mayor and Council had a capital spend rate of 90% in 2020. Office of the Councillors implemented the Relationship Management Solutions system which went live in December. The remaining budget will be spent Q1 2021 to address any additional requirements.



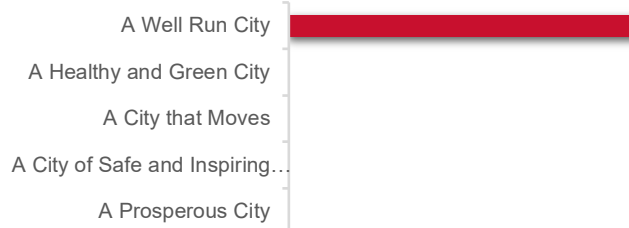
# Municipal Elections

Led by: City Clerk's Office

## Description:

The service conducts elections in a manner trusted by the public to elect candidates to office and allows all eligible electors to cast a ballot. This service also administers the municipal census and validates petitions.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

2020 saw the selection of vendors and first steps of implementation for the 2021 general election management technology systems.

Council approved the Ward Boundary Review to better balance population across wards.

The virtual onboarding of key staff for the 2021 general election was successful.

Partnerships with the Calgary-area school boards was further enhanced, including a more modern election services agreement and opportunities to ensure a safe election experience (scheduling a PD day for the general election date).

Bill 23 & Bill 29 compliance and process development, including the change to an extended candidate nomination period.

Opening of a new location and partial relocation of the Election Office to allow for required in-person activities in a COVID-restricted environment.

### Service Challenges

The 2020 census was cancelled due to COVID. The permanent funding for the annual census was eliminated in 2021-2022 MCA.

Changes to provincial legislation (Bill 23 & Bill 29) required adjustments to the 2021 general election implementation plan.

### What are we watching?

The rate of COVID-19 vaccination and rate of community transmission will impact in-person and mail-in voting.

Prospective changes to provincial legislation to allow greater mail-in voting would require adjustments to the general election implementation plan and budget.

The inclusion of provincially mandated referenda and/or senatorial elections will change the scope of the October 2021 general election.

The regulation of third-party advertisers is subject to ongoing evaluation. The development of regulatory tactics will continue throughout 2021.



## How is the Service performing against plan expectations

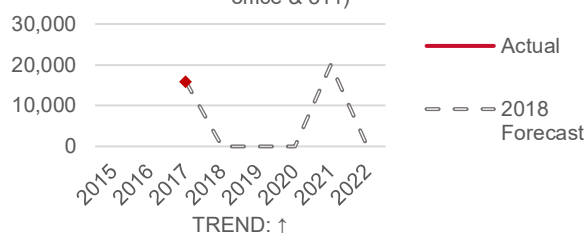
### Story behind the curve

Elections Communication Effectiveness Rate (Rate of electors' familiarity with how, when, and where to vote. (Survey collected in advance of election day.))



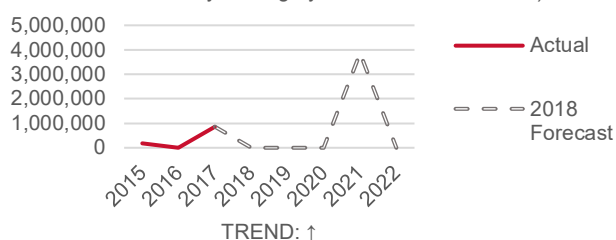
This measure is collected only in election years and was not collected in 2020.

Number of election-related phone calls answered (Overall volume of telephone calls to the election office & 311)



This measure is collected only in election years and was not collected in 2020.

Election website visit volume (2013 & 2017) (Overall number of City of Calgary election website visits.)



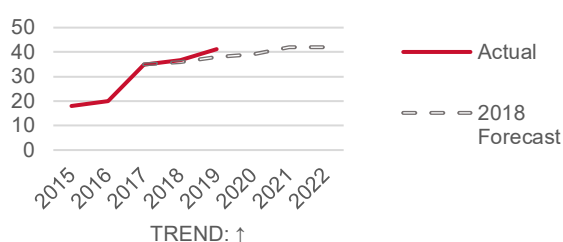
This measure is collected only in election years and was not collected in 2020.

Voter turnout (2010, 2013, 2017) (Percentage of eligible electors who cast a ballot)



This measure is collected only in election years and was not collected in 2020.

Online census completion rate (Percentage of households completing their census online)



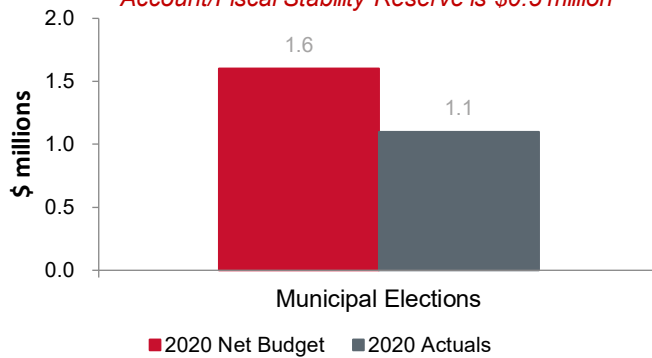
The census was cancelled in 2020 due to COVID-19 risks. The funding for the annual census program was cut as part of the 2021-2022 mid-cycle adjustments.



## Operating & Capital Budgets

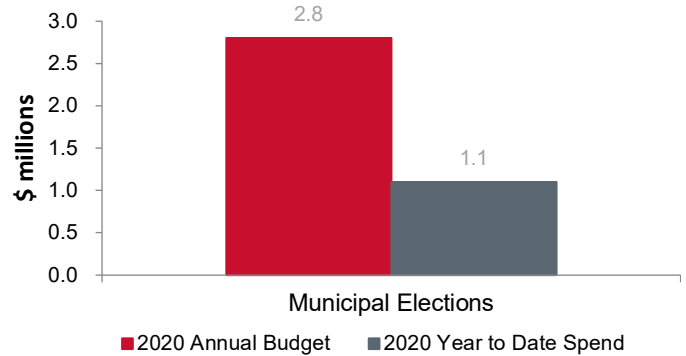
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.5 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

### Operating:

The Election and Census service was \$527K favourable in 2020 due to the COVID-driven cancellation of the annual civic census. This was partially offset by higher-than-budgeted operational spending on staffing incurred in the planning phase of the 2021 general election.

### Capital:

#### Census & Election Technology Project

2020 expenditure totaled \$1.068M.

Key milestones in 2020 included:

- Software system & tabulator vendor selected in March 2020 following RFP evaluation and demonstration.
- Contract signed in June with successful vendor.
- Implementation of phase 1 of the system on December 16, 2020.

\$950K of the remaining project budget of \$1,760K will be relinquished in early 2021 due to 2020 analysis that resulted in the decision to rent, rather than purchase, tabulators.

# Organizational Health, Safety & Wellness

Led by: Environmental & Safety Management

## Description:

Organizational Health, Safety and Wellness (OHSW) helps to protect the most important asset to our organization, our employees, who in turn provide most City services. We offer our employees health, safety and wellness support through programs and services such as: safety advisory support; mental health and wellness; occupational hygiene services, including ergonomics. When required, we also support our employees through claims management and returning to work. We provide strategic corporate leadership of health, safety and wellness risks and impacts in the delivery of our services, in order to optimize productivity and reduce injury.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Occupational Health, Safety and Wellness (OHSW) has been instrumental in The City's response to the COVID-19 pandemic. OHSW is working closely with the Emergency Operations Centre, Human Resources, Supply and Facilities Management to develop materials for employees to ensure best practices related to health and safety are maintained. To mitigate the risk some of these materials include information on appropriate PPE for various front-line groups, temperature checks, contact tracing and procedures for front-line crews.

Alberta Municipal Health and Safety Association's (AMSHA) quality assurance review on The City of Calgary's 2020 Certificate of Recognition (COR) Maintenance Action Plan resulted in 93 per cent approval, confirming The City's accordance to AMSHA standards.

A Healthy Workplace online training was launched in 2020 highlighting the accountabilities, roles and responsibilities The City, leaders, and employees have in supporting and advancing both physical and psychological safety.

The theme for 2020's Health, Safety and Wellness (HSW) Month was "Resilience and Thriving – Looking after Your Physical and Psychological Health". The program resonated with employees as close to 1,000 City staff attended diverse presentations and workshops, and over 3,500 staff visited the resource pages during the Health, Safety and Wellness month.

### Service Challenges

The City is increasing its focus on mental health and psychological safety as key contributors to a strong and resilient workforce. Continuous changes to federal and provincial health restrictions and advice related to COVID-19 are increasing organizational expectations to promote and advance physical, psychological, and social well-being of employees.

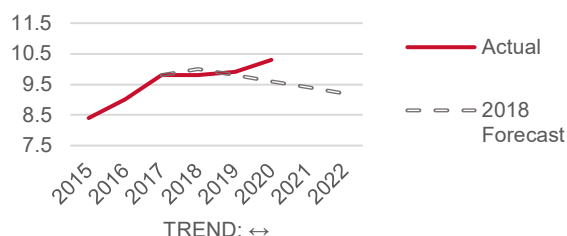
### What are we watching?

The City has identified health, physical and psychological safety, and wellness as priorities. Further, elevated health and safety risk, rising costs, and external pressures such as legislative changes and COVID-19 impacts are increasing organizational expectations pertaining to the promotion and advancement of physical, psychological, and social well-being of employees.

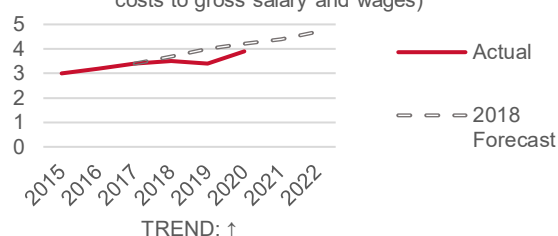


## How is the Service performing against plan expectations

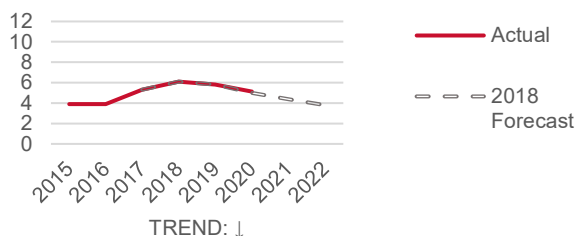
Employee Absenteeism (Days lost per employee)



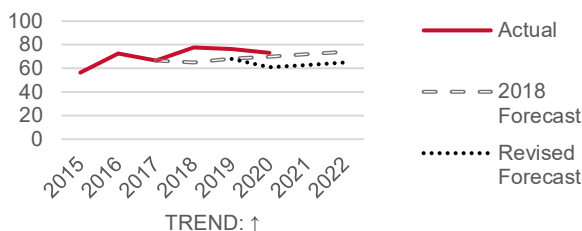
Claims Cost Ratio (Ratio of sickness and accident and Workers' Compensation Board compensation costs to gross salary and wages)



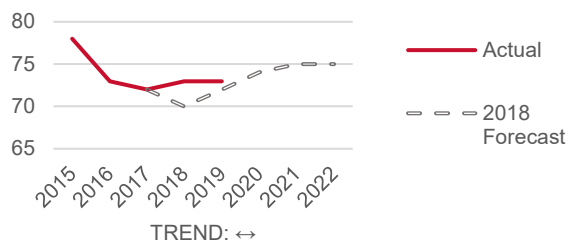
Lost Time Claim Frequency (Frequency per 200,000 exposure hours)



Employee Accommodation (Percentage of claims accommodated)



Corporate Employee Survey - Mental Health Index (Index score)



## Story behind the curve

Average days lost per employee in 2020 was the highest in the last six years. An increase of .4 day from 2019 was the result of an increase by .2 days from both Sick & Accident (S&A) and Workers' Compensation (WCB). Note: data for S&A and WCB are preliminary.

The Claims Cost Ratio is made up of three data points and helps us understand how sickness and accident costs and WCB compensation costs relate to gross salary and wages. The claims cost ratio for 2020 was 3.9%, an increase over 2019. This reflects an increase in sickness and accident costs (preliminary for 2020), an increase in WCB costs, and a decrease in salary and wage costs in 2020. COVID-19 (government-mandated isolation periods associated with return from travel, exposure and illness) was the primary factor in the increase in sickness and accident days lost and cost.

The Corporation's safety performance improved in 2020 due to strategic and tactical actions as well as operational changes due to COVID-19. An overall decrease in Lost Time Claim Frequency is attributable to the following:

- Transportation Services LTCF was reduced to 8.5 in 2020 compared to 9.3 the previous year.
- Community Services achieved a LTCF reduction in 2020 with specific reductions Calgary Housing and the Calgary Fire Department.
- The Department of the Deputy City Manager has seen reductions in LTCF year over year. Some specific achievements include a reduction in Facility Management and Fleet Services.

In 2020, accommodation rates decreased compared to the previous year. While total claims were similar, the COVID-19 pandemic made it more challenging to accommodate employees.

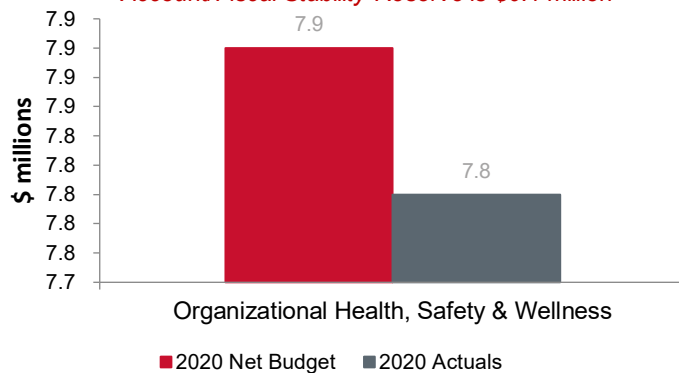
The organization recognizes the impact that the COVID-19 pandemic has had on the health and wellness of our employees. Efforts have been made to support all City staff, whether they were transitioned to work remote or continue to support in-person essential operations. The next Corporate Employee Survey will be conducted in the fall of 2021.



## Operating & Capital Budgets

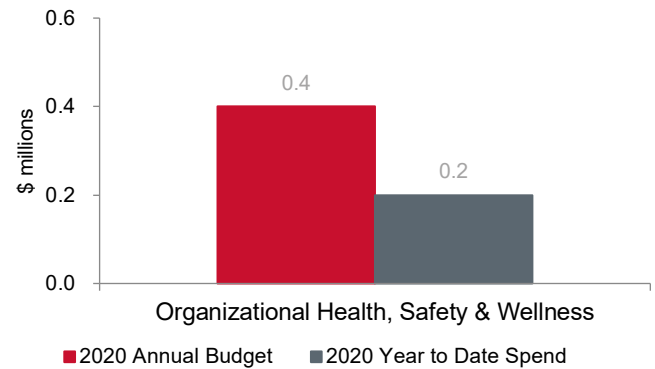
### Net Operating Budget and Actuals as of December 31, 2020

2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.1 million



### Capital Budget and Spend as of December 31, 2020

2020 Contribution to Capital Savings is \$0 million



## Highlights

**Operating Budget:** The Organizational Health, Safety & Wellness service line is \$83 thousand favourable mainly due to:

- higher than budgeted recoveries of safety services.
- savings on business expenses due to the COVID-19 pandemic with work from home orders.
- change of plans on training and conference partially offset by higher than budgeted contract cost for health services due to COVID-19.

**Capital Budget:** Capital spend is \$154.74 thousand or 43 per cent of budget. Expenditures incurred include purchase of Automated External Defibrillators, purchase of safety equipment and plexi-glass for Transit due to the COVID-19 pandemic. The low capital spend rate was due to projects (i.e. Workers' Compensation Board Incident Investigations, Safety Data Management System dashboard upgrades) being delayed due to OHSW's response to the pandemic.

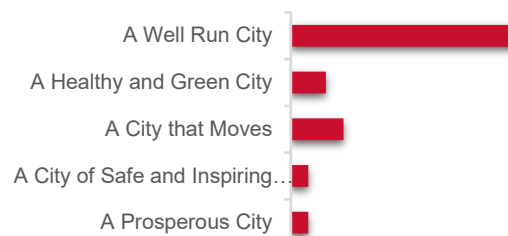
# Procurement & Warehousing

Led by: Supply Management

## Description:

Procurement & Warehousing offers procurement, inventory and warehouse services which deliver the best value for tax payers' dollars and promotes trust in The City of Calgary. This service provides Corporate supply chain activities: procurement of construction, consulting, inventory, goods and services; and planning, forecasting, physical inventory control, distribution, and end-of-life asset disposal. The service facilitates Corporate adherence to legislation and regulatory requirements. On behalf of the customers, this service line binds contracts between suppliers and The City through authority, delegated by the City Manager, under Bylaw 43M99 Section 5 Execution of Agreements.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2020, Procurement & Warehousing successfully completed the following for our customers:

- Managed 1036 new procurements with a value of \$396,766,885;
- Completed 2687 procurement file extensions and renewals with a value of \$773,943,967;
- Processed 5377 change orders;
- Managed \$51,302,350 of corporate inventory;
- Sold and disposed of surplus City assets in the amount of \$5,669,994; and
- Sold \$68,673,493 items from corporate Inventory.

The Service actively supported The City's business continuity in addition to the COVID-19 response through dedicated procurement and warehousing resources and activities. This response also accelerated implementation and corporate adoption of electronic signature technology to facilitate legal approval on electronic documents and forms. The Executive Leadership Team approved the new *Supplier Code of Conduct Policy* setting out The City's expectations on Suppliers. The first module of public sector procurement training has been developed and released to the Corporation (2,514 registered). The Service actively contributed to the SAVE initiative and has been identified as the sponsor for two significant business cases. Subject matter expertise has been provided to the respective Financial, Economic, and Business Task Forces. All recommendations received by the Warehouse and Inventory audit (conducted by the City Auditor's Office) are completed and the audit is now closed, improving the effectiveness of The City's inventory management. Cross-corporate collaboration to explore and implement efficiencies to improve service delivery continues.

### Service Challenges

The COVID-19 pandemic resulted in rapid reprioritization, resequencing, and delay of programs, projects, and operational activities to create service capacity to support the large influx of urgent requests for immediate processing.

Change management, technical, and ergonomic challenges were overcome to protect the public and staff by facilitating alternative service delivery, increasing online presence, and establishing remote work arrangements.

The COVID-19 pandemic deeply disrupted global supply chains. Procurement & Warehousing was challenged to maintain inventory levels, obtain on-time product, and rapidly explore new product sources or substitutes.

### What are we watching?

The Service is closely monitoring the impact of COVID-19 on the global supply chain and is prepared to mitigate future disruptions to The City's supply chain.

The public procurement landscape is continuously monitored with a readiness to revise procurement governance as required, in order to maintain the integrity of The City's procurement practices and activities.

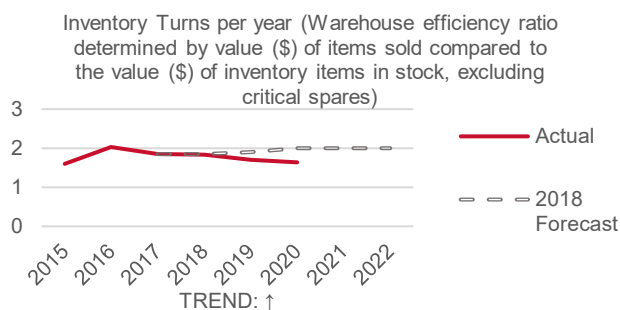
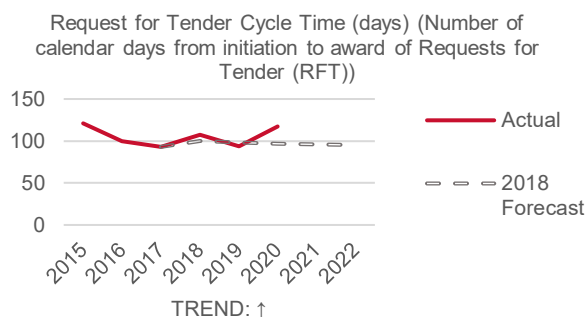
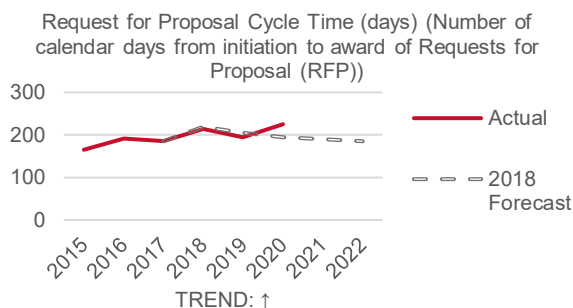
Active collaboration continues with partners and stakeholders to explore how to provide value for taxpayers' dollars and contribute to economic resilience through market-led (business friendly), benefit driven (social) pilot procurement, and innovation through procurement approaches.





## How is the Service performing against plan expectations

### Story behind the curve



Procurement Cycle Times have trended upward due to capacity across the Corporation being directed towards The City's COVID-19 response and recovery activity. During COVID-19's first wave, the Construction and Consulting Acceleration Program Team was created to utilize additional resources to prioritize and accelerate procurements to handle long-standing files and to support economic stimulus by targeting two specific procurement segments (Construction 2020 and Consulting for Construction 2021). The Construction and Consulting Acceleration Program Team posted or awarded a combined total of \$49 million in new contract opportunities, represented by 25 files posted and 52 files awarded. Due to the 12-month rolling averages of these Cycle Times, long-standing projects that moved through the process had a negative impact on cycle time.

Request For Tender Cycle Time exceeded the target of 100 days due to COVID-19 related delays and moving from a Request for Tender template to a new construction Request for Quote template containing added qualitative factors and a negotiation phase, allowing procurement to drive more value. The Service projects this trend to continue as more files progress to completion and the backlog has been cleared which is anticipated to turn the curve in 2021 Q2.

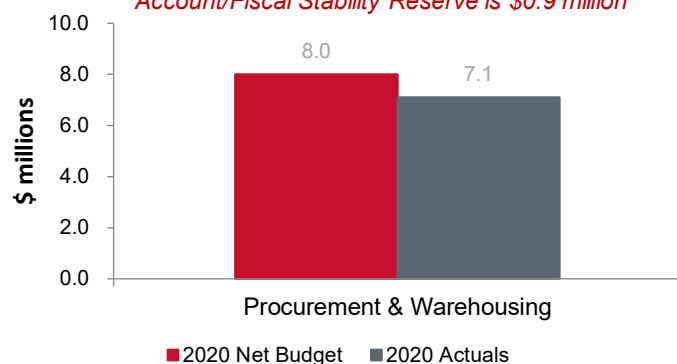
The Inventory team maintained focus on inventory performance despite COVID-19 related challenges within the global supply chain and the Corporation. As service lines in the Corporation experienced demand reductions, the Inventory team stopped or slowed the inventory to those lines. Concurrently, some service lines experienced an increase in activity, such as Logistics Centre COVID-19 and CEMA Support. This increased activity improved sales and helped offset some reductions from other areas.



## Operating & Capital Budgets

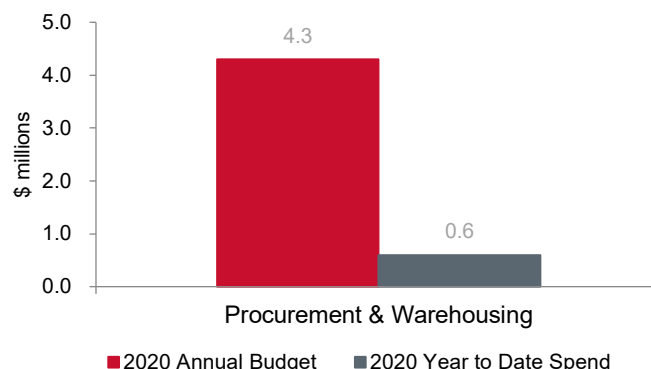
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.9 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:**      **Budget - \$7,972,206**      **Actual - \$7,101,948**      **Variance - \$870,259**

The variance is primarily due to cost savings initiatives as a result of intentionally managing the workforce (\$597 F) and higher percentage of more profitable 3rd party sales (\$75 F), intentional management of discretionary spending (\$80 F), and (\$118 F) in savings of one time budget due to the impact of COVID-19 on budgeted engagement plans for the Benefit Driven (Social) Procurement pilot project.

### Capital Budget:

**Program - Activity 414310: Fueling Systems:** A 2020 budget of \$703,137 has been developed to reduce risk of fuel outages and simplify the fuel ordering process. This program is focused on life-cycle maintenance and support of fuel dispensing equipment. To date, \$80,871 has been spent completing fuel island repair. The remaining budget is \$622,266 and will be used for the next two years of the program to continue fueling system repairs and optimizations.

**Program - Activity 414301: Warehouse:** A 2020 budget of \$677,056, has been developed to ensure that the warehouses are compliant with safety and occupational legislation and to protect employees, contractors, visitors, and safeguard The City's Inventory. To date, \$148,950 has been spent completing warehouse racking and structural inspections RF gun upgrades. The remaining \$528,105 will complete a conditional assessment, corrective maintenance, and upgrades of operational infrastructure and equipment over the next two years.

**Program: Activity 414302 - Business Applications and Technology Maintenance U:** This program has been developed to implement a contract management system which will focus on modernizing procurement, regulatory compliance with public procurement law, and service efficiencies positioning Procurement & Warehousing to better manage risk, ensure compliance and unlock organization capacity. To date, \$213,455 has been spent completing the evaluation of existing enterprise systems at The City against requirements for a contract management system and is now in the evaluation stage of procurement to acquire a new solution for The City. The program budget remaining is \$1,682,068 and will be used to complete the implementation of the contract management system.

**Project: Activity 480950: Qualification/Performance Management:** This project, with a 2020 budget of \$700,000, ensures the contract management system tracks the performance of qualified suppliers in accordance with The City's expectations. This is necessary to protect the public health and safety of the people we serve and safeguard The City's critical assets and infrastructure.

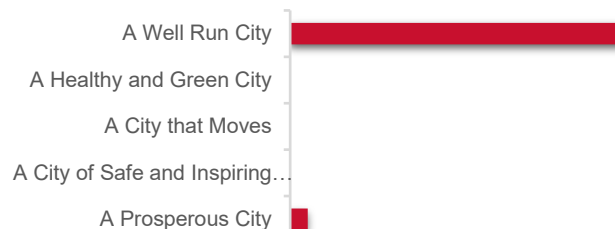
# Property Assessment

Led by: 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.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Property Assessment's top highlights in 2020 were:

1. The 2020 property assessment roll consisted of over 544,000 accounts and approximately \$301 billion in total assessed value. All required quality standards and audits were met or exceeded despite a two per cent increase in accounts.
2. The 2020 property assessment roll saw a roll stability of -0.427 per cent and tribunal losses of -0.11 per cent. Both were the best results in recent history despite Covid-19 delaying tribunal scheduling, virtual hearings and written submissions.
3. Expertise and information were provided for the Financial Taskforce, Municipal Non-Residential Phased Tax Program, Industrial Incentive Report, and other initiatives to support the downtown and overall tax stability.
4. The Pre-Roll Consultation program was extended an extra three weeks which resulted in around 1,400 signed agreements and twenty billion in secured property assessment value. These numbers are the strongest they have ever been.
5. During the 2020 Customer Review Period, customers were able to interact with staff via around 123,000 website visits and 4,700 direct inquiries, which were +12.8 per cent and -37.6 per cent from 2019 respectively.

### Service Challenges

Property Assessment's top challenges in 2020 were:

1. Covid-19 forced staff to work from home and change several business processes. Due to difficulty in obtaining property information the Pre-Roll Consultation period was extended and the 2021 property assessment notice mail date was delayed.
2. The number of Calgary properties is growing around two per cent per year. Calgary already had the highest Property Count per Assessor of any other similar Canadian city before the workload growth and budget reduction in 2020.
3. CIAO+, the Property Assessment service's largest capital expense, after initial slow progress is now making progress.

### What are we watching?

Property Assessment is monitoring the following trends going forward:

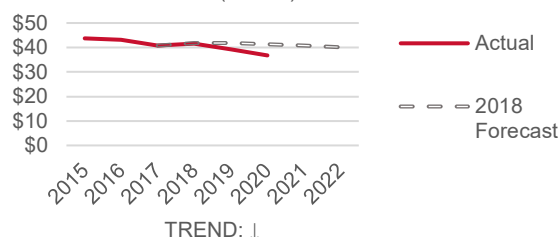
1. Any volatility in the real estate market may result in a spike in inquiry and complaint volumes which could result in a workload increase and a corresponding financial risk to The City of Calgary.
2. Attraction, retention, succession management, training and staff development will be a key contributor to service success.
3. If the public loses confidence in the quality of the Property Assessment service then workload would significantly increase for inquiries / complaints and the financial risk of additional assessment reductions would potentially increase as well.



## How is the Service performing against plan expectations

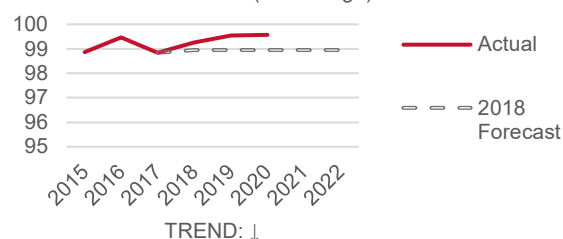
### Story behind the curve

Service cost per property assessment account  
(Dollars)



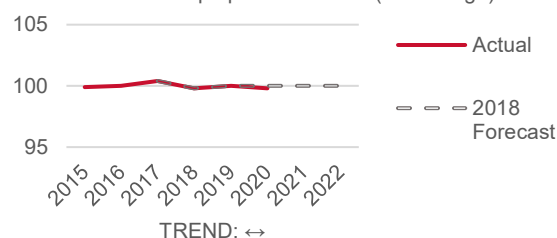
The service cost per property assessment account expected to continue to trend downward as operating budgets do not keep up with account growth. 2021 will see an increase but this will be completely used to implement the new requirements of the Financial Task Force. The Property Assessment service is no longer able to maintain service levels due to operating budget reductions and an increase in both account volume and complexity.

Per cent of the annual property assessment base maintained (Percentage)



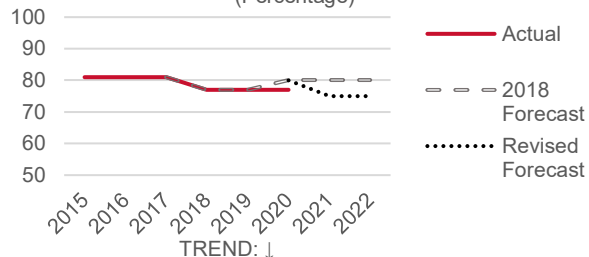
The per cent of the annual property assessment base maintained is how Property Assessment measures overall operational effectiveness. Results that move too far below 100 per cent erode The City's ability to supply services funded by a stable and sizeable property tax base. 2020 results are the best in recent history due to such factors as continued high-quality assessed values, the impact of the Municipal Non-Residential Phased Tax Program (PTP), and a focus on collaboration with non-residential property owners.

Overall ratio of what properties are assessed at versus what those properties sold for (Percentage)



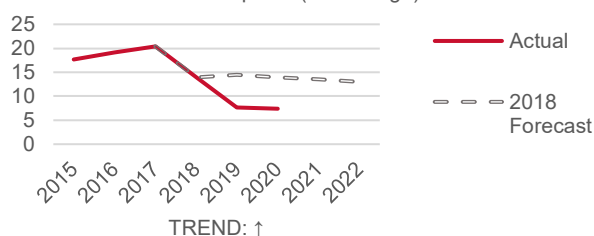
The overall ratio of what properties are assessed at versus what those properties sold for, measures Property Assessment's quality of the assessment roll. Anything close to 100 per cent means that, on average, properties were selling for close to what they were assessed at. Annual results continue to stay around 100 per cent due to a continued focus on meeting and exceeding legislated quality standards.

Assessment customer satisfaction score  
(Percentage)



Property Assessment customer satisfaction survey results have stayed over 80 per cent since 2010 but the negative trend that started in 2018 is expected to continue as Property Assessment's operating budget isn't keeping up with the growth in. There were no results in 2019 to report and in 2020 there was an intentional move to a new survey format which will focus on obtaining more useful information from customers and work to turn the curve.

Per cent of the total annual assessment base under formal complaint (Percentage)



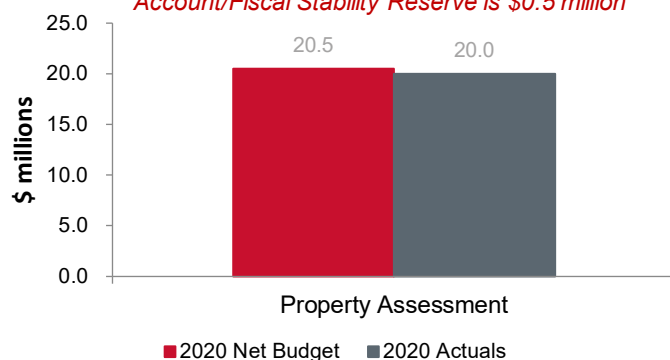
The per cent of the total annual assessment base under formal complaint had been steadily rising until significant efforts to turn the curve were made in 2017 and 2018 which led to strong 2018 and even stronger 2019 and 2020 results. These results have directly led to historically low tribunal losses and the corresponding negative financial impacts to The City of Calgary have been minimized.



## Operating & Capital Budgets

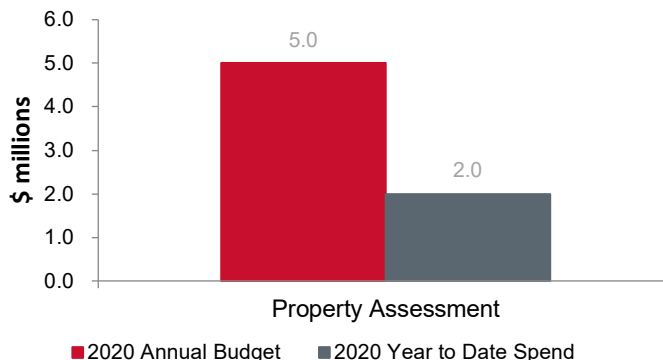
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.5 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

Property Assessment's financial highlights for 2020 were:

1. The Property Assessment service's operating budget is almost 100% tax supported and approximately 90% of it was allocated to salaries, wages and benefits.
2. The Covid-19 pandemic, Solutions for Achieving Value and Excellence (SAVE) program, and Mid-Cycle Adjustments all led to an internal environment of fiscal constraint.
3. The Property Assessment service's favourable 2020 operating budget variance of \$0.53 million was primarily due to:
  - a. Lower spending on business expenses due to Covid-19 such as training, business travel, conference attendance, business meetings, etc.
  - b. Lower spending on communication expenses
  - c. Lower spending on information technology and telecommunication expenses
4. The capital budget spent by the Property Assessment service line was at 41% for 2020 and the unspent capital budget will be carried forward to 2021. The 2020 spend rate was lower than forecasted due to vendor resourcing issues and shifting deliverables experienced over 2019 and early 2020. Property Assessment's sole capital program called CIAO+ is in progress and scheduled to be completed in 2023.

# Real Estate

Led by: Real Estate & Development Services

## Description:

The Real Estate service negotiates and completes all corporate real estate transactions to maximize the economic and social benefits of The City's real estate portfolio. Surplus real estate no longer required for municipal purposes is sold; property required for capital infrastructure and community service projects is acquired; and the associated administrative, leasing and funding mechanisms that enable these activities are managed. Our service also includes management of the Revolving Fund for General Land Purchases, land policy and standards management, real estate advisory, land asset information management, coordination of strategic land planning, co-location, circulations and land transfers.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The City of Calgary provided relief to 57 lease holders through The City Tenant Relief Program. This program emulates the government supports provided to tenants and landlords that are not accessible by municipalities. These leases have been negotiated through multiple iterations as government programs evolve and shift to provide businesses within City facilities with similar support as those who operate in publicly owned buildings.

Provided Alberta Health Services with two different buildings as an emergency space to conduct COVID-19 testing and is in discussions to provide additional space for future vaccinations. Spring Gardens located in the Northeast, is being used to provide a drive-through COVID testing location, and the former Greyhound station is being used as a COVID-19 vaccination centre.

Approval of the sales for the second group of non-market housing providers occurred in 2020 and they are projected to close in 2021. Three sites are under contract with an estimated 70 units of affordable housing to be delivered for occupancy in 2022. It is estimated that these three sales will leverage roughly \$16.2M in Federal and Provincial funding.

The Green Line project team has acquired over 90% of the land required in Segment 1 through negotiated agreements. Detailed design is expected to continue throughout 2021 and continue advancing work on station integration in the downtown.

Acquired several Indigenous archeological sites which contribute to the significant Paskapoo Slopes Archaeological Sites Complex, preserving biodiversity and natural habitats, and maintaining a Buddhist monument.

### Service Challenges

Encroachment has seen a larger volume of request, which have a led to a significant resource challenge. Currently, this is being managed through limited term positions and temporary assistance.

There was a shortfall in surplus land sales revenue in 2020 due to a transaction being cancelled by the purchaser and the extension of another transaction to 2021 due to COVID-19.

### What are we watching?

Currently observing for signs of potential bankruptcies, unannounced move made by tenants, and requests for rent relief for properties that are being leased to. These types of components are factors that helps contribute to the leasing revenue.

Monitoring current market conditions and the effect it has on buyer's behavior. Potential purchasers have been more cautious with purchases. Observing if current developers are able to meet deadlines for building commitments.

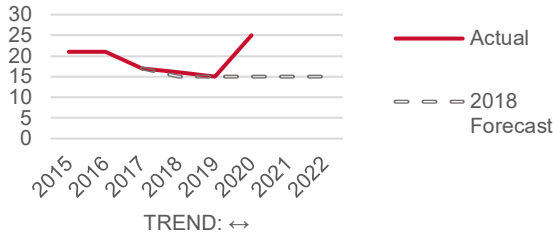
Watching for any updated approval of the Provincial review of the Green Line project.



## How is the Service performing against plan expectations

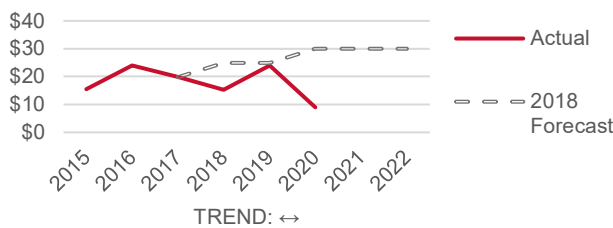
### Story behind the curve

Customer wait time for approved encroachment agreement/letter (Days)



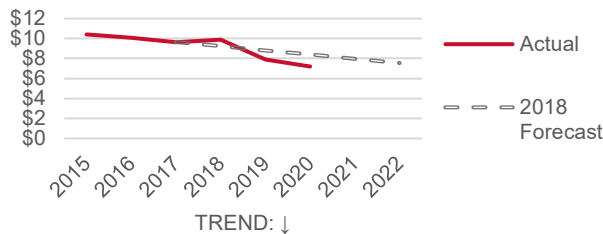
The new Encroachment Bylaw 9M2020 and COVID-19 triggered a larger volume of requests, which lengthened customer wait time for approved agreements from 15 to 25 days. Limited term staff have been hired to address the backlog.

Revenue generated from surplus parcels sold (Dollars (millions))



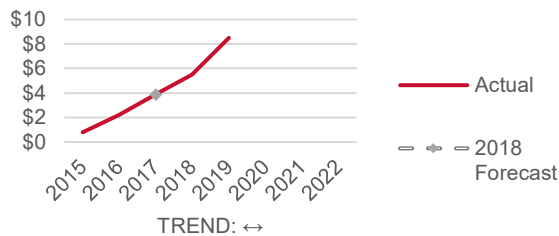
2020 saw approximately \$9M in revenue generated from surplus land sales. This total is well below the forecast of \$30M. A single large transaction that was expected to close in 2020 was cancelled by the purchaser and another major transaction was postponed due the purchaser's inability to satisfy conditions. This sale is scheduled to close at the end of March 2021.

Revenue generated by active leasing agreements (Dollars (millions))



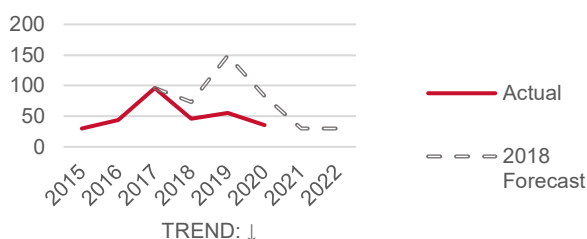
Revenue from active leasing agreements fell short of the forecast, but approximately \$7.2M in revenue were generated in 2020. 57 leases received rent relief from The City Tenant Relief Program, and negotiations are in the process of securing three new tenants for vacant spaces.

Property tax base contribution from surplus land sales (Dollars (millions))



The running cumulative property tax contribution for 2019 saw an increase of roughly \$3M from the prior year. A cumulative total of \$8.5M in property tax revenue has been generated from surplus land sales starting in 2015.

Number of acquisition transactions (Transactions)



There were a total of 36 acquisitions made in 2020 compared to the forecasted total of 83. The original total of 83 was anticipating the Bowness Flood barrier project going live for 2020, which has now been pushed towards the end of 2021 due to an amended project schedule.

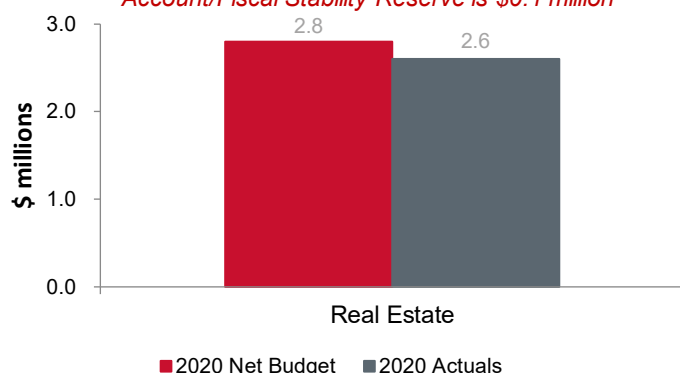




## Operating & Capital Budgets

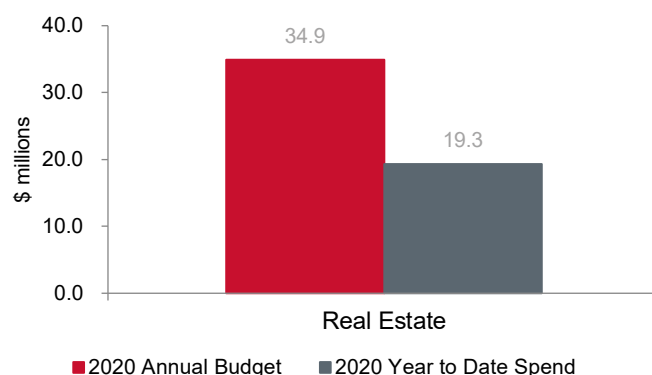
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.1 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

There was a total of 18 surplus land sales completed in 2020 for gross sales proceeds of \$9M. These transactions included sales to entities controlled by The City, to not-for-profit entities for affordable housing and to private entities and citizens. There were 36 land acquisition completed in 2020 for a total cost of \$31.8M. These land acquisitions included land for the Green Line project, for other City business units needs and for land acquisitions funded from the Revolving Fund Reserve. The acquisition of lands from the Revolving Fund Reserve totaled to \$14.3M and were lower than the approved 2020 capital budget of \$22.2M. It is expected that the capital plan for this business cycle will be fully executed in the remainder of the cycle. All land transactions were completed in accordance with the Real Property Bylaw 52M2009.

Real Estate manages all non-corporate accommodation leases as part of its leasing program. There were 572 active leases under management in 2020 with gross lease revenues of \$7.2M. The revenues from these active leases were below the lease revenue budget of \$9.1M primarily on account of the economic restrictions and impacts of the COVID-19 event. The service line implemented a rent relief program for The City tenants on similar lines as the Federal Government rent relief programs to mitigate the economic impacts and financial risks faced by our tenant community and ensure sustainability of the leasing portfolio. The 2020 financial impacts of this rent relief program are included within these gross lease revenues. The market and portfolio constraints resulting from the COVID-19 event are expected to continue into the future and will impact future revenues.

Real Estate has approved capital programs in this business cycle for investing in multiple technology projects to enhance governance, improve records management standards, create workflow efficiencies and for the effective management of its leasing program. These technology investments commenced in 2019 and the projects continued to progress in 2020 with planned go-live in 2021.

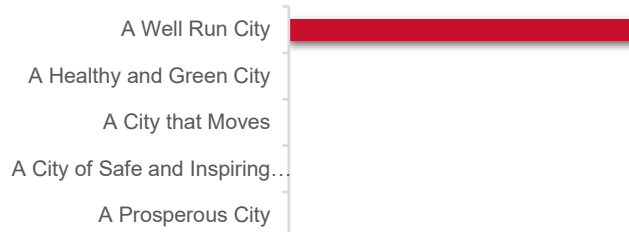
# Records Management, Access & Privacy

Led by: City Clerk's Office

## Description:

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

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2020, 100% on-time compliance for Access to Information requests was achieved, for the first time in at least 5 years. Current state analysis of Access & Privacy practices was presented to Council, which approved a privacy framework work plan (2019-2021).

Introduced greater online employee training for corporate records and information management.

Implemented the accessioning library for the City of Calgary Archives, facilitating the preservation of electronic records of historic importance.

COVID drove greater online service delivery around The City and adaptation was considered urgent. Privacy Impact Assessments were required to move services online, resulting in an increase in demand. The increase in volume was managed within existing capacity. There was a 13% increase in Privacy Impact Assessments over the previous year. Privacy Impact Assessments that were actioned quickly included remote planning & development video inspections, and secondary IT help desk.

### Service Challenges

Organization-wide, disposition volumes continue to trail expectations, with less than 1% of eligible records going through the process per year.

2020 saw further increases in the complexity and volume of Privacy Impact Assessments, which were only magnified by COVID impacts.

### What are we watching?

Developments in technology as relate to personal information and privacy.

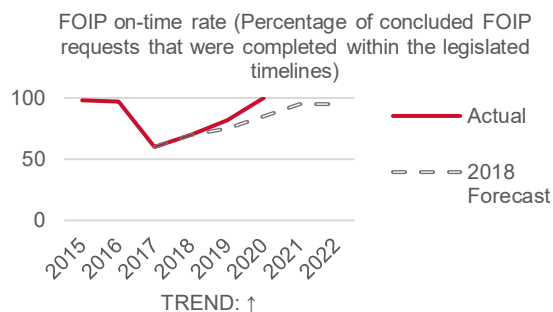
Planning the transition of more records management processes to an online environment.

Promote greater public access to City information, with the Archives being a particular area of focus.

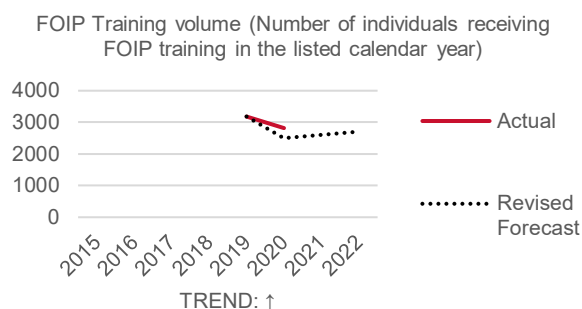


## How is the Service performing against plan expectations

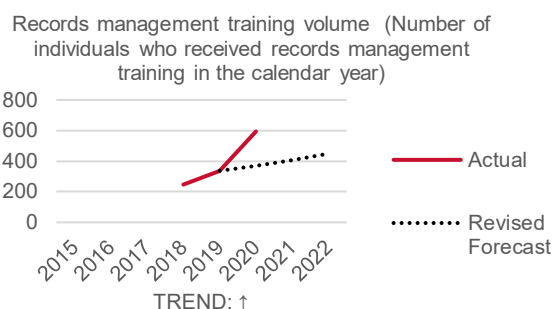
### Story behind the curve



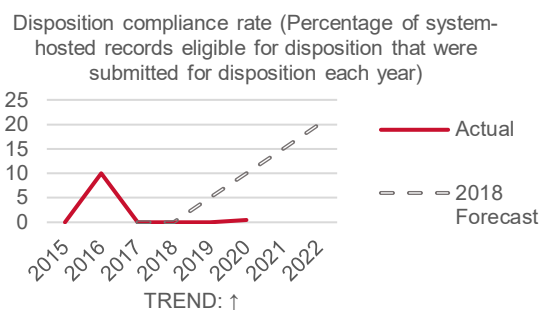
Despite operating with one vacant analyst position, the team was able to deliver a 100% on-time rate because of better workload management and prioritization. A COVID-related provincial timeline extension also assisted with the 100% compliance rate and was beneficial in cases that required formal third-party consultation or had particularly large volumes of records.



There were total of 2818 City employees trained by the Access and Privacy team in 2020 both through the training modules available in the corporate training portal and through BU-requested trainings.



There were 594 total participants who completed records management training in 2020. This was due to additional courses being made available online via the corporate training portal and offering courses virtually via Teams.



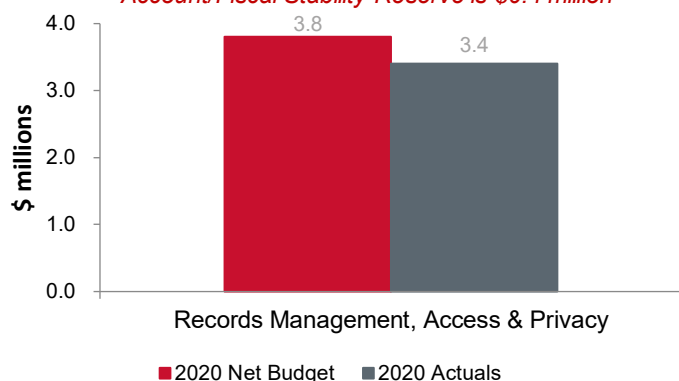
The Disposition for Electronic and Physical Records Project was delayed in completion, reducing the ability to run electronic disposition activities in Content Server. It was launched in mid-Q4 2020. The pace at which records are submitted for disposition is driven by the functional area that produced the document. Across the organization in 2020, 0.5% of eligible records were submitted for disposition processing.



## Operating & Capital Budgets

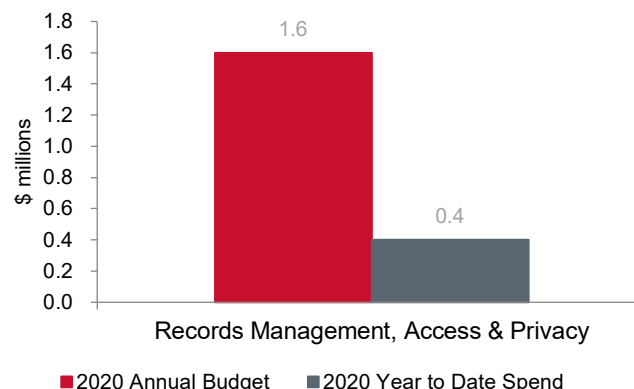
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.4 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** The Records Management, Access, & Privacy service was \$354K favourable in 2020, mostly from the intentional management of staffing, which saved \$193K. There was also a \$137K temporary reduction in contracted services spending due to less use of consultants and one-time off-site records storage savings.

**Capital Budget:** The Content Suite Phase II project spent \$359K in 2020. Over the life of the Content Suite project, \$1.290M has been spent out of a \$3.308M project budget.

Work on the project was put on hold in Q3 of 2020 to allow for scope reevaluation. That analysis is expected to be completed in 2021.

2020 project milestones included:

- Implementation of a new disposition process allowed for the transfer of electronic records to the City of Calgary Archives for long-term management and preservation.
- Developed and launched new disposition process online training that will support business units in understanding and actioning tasks associated with the records disposition process.
- Introduced system and process changes to allow for maintenance of key data to better support improved searching for information within Content Server.

# Strategic Marketing & Communications

Led by: Customer Service & Communications

## Description:

This service provides strategic marketing and communications consulting, strategy development, and delivery of communications and marketing tactics. These activities align The City's brand, serve to strengthen The City's reputation, and support revenue generating services. By using citizen, customer and employee data and intelligence, this service develops targeted messages, delivered through effective channels to reach desired audiences. This service is focused on raising awareness, achieving business outcomes, and demonstrating the value of City services in making life better in Calgary.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Strategic Marketing & Communications was involved in nearly every facet of The City's pandemic response in 2020 and adjusted its service offerings to provide timely health and safety information to citizens and businesses.

Strategic Marketing & Communications delivered COVID-related communications through our Crisis Communications Plan and involvement in the Emergency Operations Centre while continuing to deliver on existing client commitments.

In an effort to keep citizens informed during the pandemic, the service line initiated remote news conferences to protect the health and safety of staff and media.

Strategic Marketing & Communications met COVID-19 communications needs through the 'Individual Responsibility Campaign', encouraging safe behaviours in citizens. The campaign has been adapted to resonate with different audience segments, cultural communities and other demographic groups including translated communications collateral.

In 2020 this service supported businesses by developing storefront signage to inform citizens of the requirements of the mask bylaw, as well as creating a strategy to support businesses through the 'Shop Local' campaign.

Strategic Marketing & Communications continues to support the communications needs of Calgary's commitment to anti-racism.

### Service Challenge

COVID-19 has created service challenges as Strategic Marketing & Communications balances client needs with its responsibility to resource the Emergency Operations Centre.

2020 has seen a delay in setting up the marketing function. This has resulted in a potential loss of revenue generation for The City and a delay in developing marketing expertise.

There is an increased need to address changes in current demographic shifts and accessibility needs in Calgary.

This service requires a continual communications focus on telling a coordinated and compelling narrative demonstrating how The City is addressing the highest priority needs and issues of citizens.

### What are we watching?

Strategic Marketing & Communications's focus continues to be on Calgary's economic recovery and the need to communicate value for tax dollars to citizens and business. 2020 saw numerous citizen protests and overall increased social unrest. We expect to see more intensified political sensitivity towards the voices of different communities in the future.

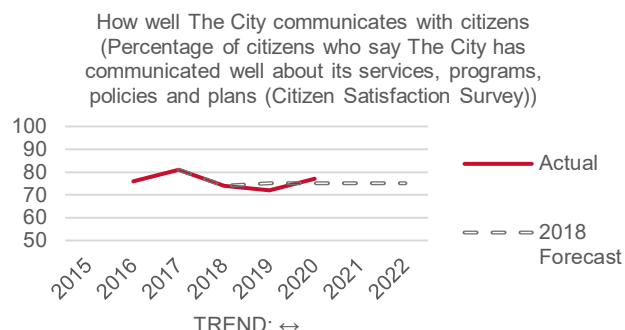
Strategic Marketing & Communications has an ongoing recovery shortfall in its creative services function due to static recovery rates. Correcting this will be a focus in 2021.

Political decisions at other orders of government are driving increased and out of scope service demands. As a result, we are seeing more demand for health and safety communications.

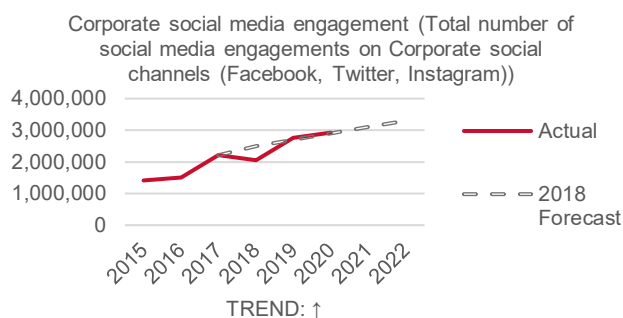


## How is the Service performing against plan expectations

### Story behind the curve



In fall 2020, slightly more than three-quarters (77%) agree that The City has communicated well about its services, programs, policies and plans in the past six months, marking a 5-point jump from fall 2019. Given the challenges of the COVID-19 pandemic, this is a positive result for The City. This is an important indicator of overall citizen satisfaction with how well The City communicates, as well as a key factor in trust and reputation and warrants close monitoring as citizen reaction and City response to the pandemic evolves and shifts over time.



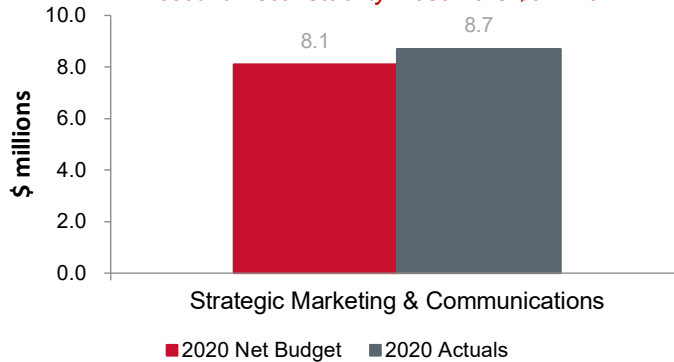
Social media played a vital role in 2020 by consistently sharing reliable community facing information about COVID-19 regulations and safety. Our platforms became one of the primary sources to which citizens turned to for the latest news including livestreams of our media availabilities from the Emergency Operations Centre. With the shift in March to focus on COVID-19 messaging, other City campaigns and updates were reduced due to closures of recreation facilities and programming as an example.



## Operating & Capital Budgets

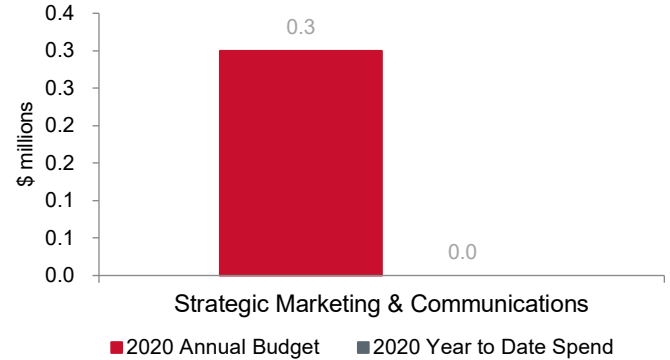
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

**Operating Budget:** Strategic Marketing & Communications had an unfavourable operating budget variance of \$655 thousand in 2020. This is mostly due to higher salary and wage costs net of recoveries \$490 thousand and contract costs \$155 thousand.

**Capital Budget:** Additionally, there was \$244 thousand in under spent capital budget due to the delay in full implementation of the marketing function and diverting focus and resources to COVID-19 response.



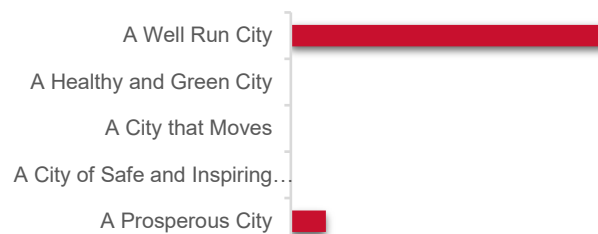
# Taxation

Led by: Finance

## 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.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Supported property owners through a challenging year by facilitating Council-directed relief initiatives, including:

- Extension of BIA tax payment due date and penalty;
- Extension of property tax payment due date and penalty;
- Reduction of property tax penalty;
- Waiver of Tax Instalment Payment Plan (TIPP) administration fee and catch-up payment.

Taxation also successfully operationalized direction from the Province to allow non-residential property owners to defer 6 months' worth of education tax.

Billed and collected approximately \$2.8 billion in property taxes (municipal and provincial) to enable the provision of municipal services and programs valued and expected by Calgarians.

In response to a Notice of Motion, developed and implemented a property tax deferral program to provide relief to those impacted by the June 2020 hailstorm. To date, 17 applicants have qualified for relief under the program. Eligible property owners will benefit from the deferral of their 2020 or 2021 property taxes until 2021 December 31 without incurring penalties. Intake in the program remains open until 2021 March 31.

Taxation continued to employ a collaborative, solutions-focused approach to collecting outstanding receivables. This approach resulted in only one property being identified for potential sale through the legislated 2020 tax recovery

### Service Challenges

Uncertainty created by the pandemic, the need to respond quickly, and competing priorities created some challenges for the Taxation Service. A focus on customers and their most urgent needs allowed Taxation to effectively establish priorities and ensure that taxpayers received support that was most important and beneficial to them.

Economic and financial uncertainty in the broader environment created difficulty for some taxpayers which presented the Service with payment collection challenges never before experienced. A collaborative and solutions-focused approach to customers' needs resulted in mutually satisfactory outcomes for The City and customers, with a lower volume of unpaid taxes at year-end than was anticipated.

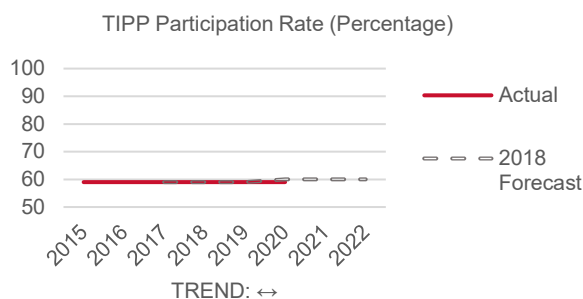
### What are we watching?

2020 ended with a higher volume of unpaid tax payments than has been seen historically. While not as high as originally expected, it is nonetheless a sign of financial struggles, especially for our residential customers. We will be closely monitoring this in 2021 to identify and mitigate financial risk to the Corporation, and to remain responsive to the needs of our customers through the provision of collaborative and mutually beneficial supports and solutions.

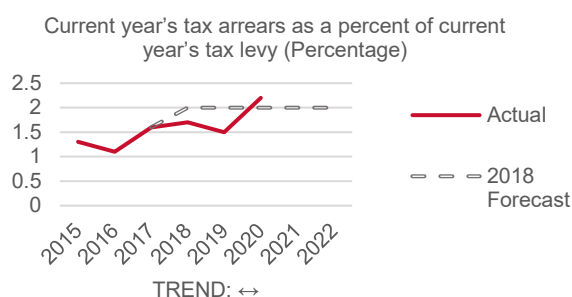


## How is the Service performing against plan expectations

### Story behind the curve

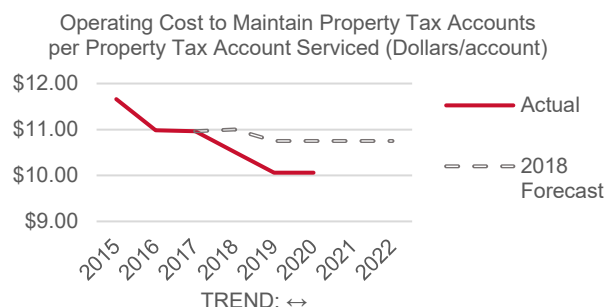


Overall, Tax Installment Payment Plan participation in 2020 remained stable with a positive trend despite some volatility in the spring. Calgary's rate of participation in Tax Installment Payment Plan remains among the very highest in Canada.



Despite challenges in the external environment, the Taxation Service continues to maintain low current year tax arrears. This measure is indicative of the overall health and effectiveness of the Taxation Service and several related supporting factors, including:

- Accuracy of tax billings
- Timeliness of annual tax billings
- Ability to communicate effectively with taxpayers
- Ease of understanding of taxpayer obligations, payment options, due dates and penalties.
- Ability to collect outstanding taxes.



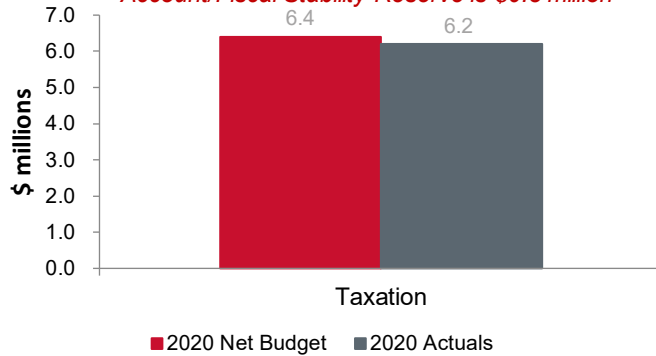
As the volume of property tax accounts has increased, the cost to maintain each account has shown a downward to stable trend. This has been achieved by leveraging technology to enhance efficiency and productivity. Additional pressures to workload and expectations from Council and Administration will potentially offset some of the efficiencies delivered as we respond to competing demands.



## Operating & Capital Budgets

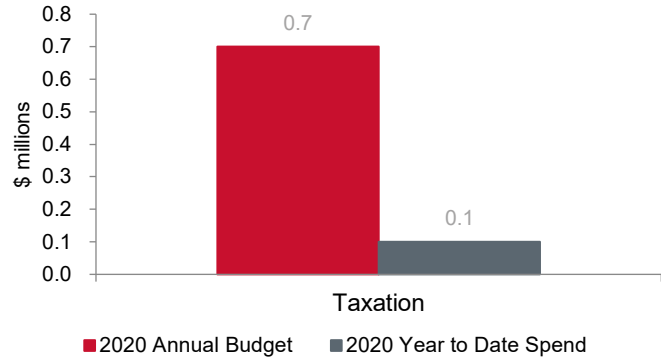
### Net Operating Budget and Actuals as of December 31, 2020

*2020 Year-End Contribution to the Budget Savings  
Account/Fiscal Stability Reserve is \$0.3 million*



### Capital Budget and Spend as of December 31, 2020

*2020 Contribution to Capital Savings is \$0 million*



## Highlights

### Operating Budget:

The Taxation service line favorable variance of \$0.3M is due to savings in salary and wages, resulting from intentionally managing the workforce of \$0.2M, higher than anticipated revenue associated with City Online (e-commerce) caused by increased activity of \$0.2M, lower than anticipated spending on business, consulting and IT expenses of \$0.1M due to COVID-19, partially offset by higher than anticipated communications expenses of \$0.2M due to COVID-19.

### Capital Budget:

An on-going lack of direction from the Province is limiting Taxation's ability to execute anticipated required system changes as quickly as planned (e.g., billing Business Improvement Area tax on non-residential properties). In addition, further Council direction is required to determine The City's willingness to pursue tools available through the Municipal Government Act (e.g., sub-classes). Once certainty has been attained on these, and other items, work can be prioritized and begun.



PFC2021-0221  
Attachment 4

## 2020 Year-End Accountability Report

# Strategy Progress Report by Citizen Priority

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**Note:** For a list of highlights for each of the five Citizen Priority areas, please refer to Attachment 2 - 2020 Year-End Accountability Report.

A status icon is shown for each strategy found within this document. The legend to support these indicators are as follows:

-  Complete, Significant milestone(s), & Progressing as planned
-  Possible challenges identified
-  One or more challenges materialized
-  Not Started

Note: Strategies stopped/deleted due to a budget adjustment have not been included in this document.

# A Prosperous City

Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.

## Council Directive: P1

**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.

Service	Strategy	Strategy Update	Status Icon
Building Safety	Continue Doing - Review fee structure on an annual basis to reflect appropriate levels of service while meeting customer expectations.	We will review fees at the end of each year throughout the budget cycle. We have frozen permit fees at 2015 levels. In 2020 we also introduced fee relief measures for customers, such as fee waivers and deferrals and temporary refunds.	●
Building Safety	Do More of - Concurrent plan review with internal services and external agencies.	In 2020, 'The District,' a major restaurant/brewery project in the Center City Enterprise Area proceeded to Building Permit without a Development Permit. Safety Codes Officers worked with Planning, Transportation and Water Services to ensure the development met all development standards.	●
Corporate Governance	Continue Doing - Develop and embed the resilience strategy within The City and the Calgary community.	New streams of work were added such as community planning for social recovery and conversations with Equity Seeking Communities. Strong focus on applying strategic foresight to identify changes impacting Calgary given the rapid changes due to the global pandemic.	●
Economic Development & Tourism	Continue Doing - Implement an updated economic strategy that diversifies and builds a resilient and prosperous local economy.	Milestones included BMO expansion, Arts Commons Transformation, and Event Centre projects; Opportunity Calgary Investment Fund funding for SAIT's Digital Transformation Talent Hub, and adjusted approaches to economic strategies to address impact and opportunities of COVID-19	●
IT Solutions & Support	Do Less of - Capital investment in The City's Fibre Infrastructure Strategy (slowing growth and anticipated revenue).	Additional funding from the Information Technology Reserve and provincial funds from the Municipal Stimulus Program were obtained. Anticipate an increase in new fibre installations as a result of new funding.	●



Service	Strategy	Strategy Update	Status Icon
Library Services	Continue Doing - Maintain current levels of service at 20 locations (estimated 65,000 hours annually) including year-round Sunday service at 13 locations.	Mandatory closures and service restrictions made it impossible to achieve this goal. Total hours of service and service quality were both reduced.	■
Library Services	Continue Doing - Implement innovative strategies for a safe and secure environment that supports high-quality experiences for visitors and staff.	Many on-site activities were restricted or eliminated entirely. Planned changes to the Library environment were delayed by supply chain disruptions.	■
Library Services	Do Less of - General interest adult programs and events that have lower participation rates.	Average participation increased as marginal interest programs were eliminated.	●
Library Services	Do Less of - Printing and distribution expenses by assessing communication priorities and channels.	Expenses reduced and/or shifted to other priorities	●
Library Services	Do More of - Develop a new library location in Symons Valley to continue to meet the needs of Calgarians.	Prime Consultant Team is on board, but budgetary constraints are impacting the project timeline.	■

**Council Directive: P2**

**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.

Service	Strategy	Strategy Update	Status Icon
Arts & Culture	Continue Doing - Directly and through partners deliver low-cost and no-cost festivals, events and, arts and culture opportunities.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Updating Busking program to identify potential efficiencies and improve civic support. Winter Fire Pit program with Parks was a successful initiative.	■
Arts & Culture	Continue Doing - Participate in capital planning to support arts, culture, festivals and events to assist in attracting new businesses and industries.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Recommendations have been developed for use of remaining Cultural Municipal Sustainability Initiative funding. Concept design is under way for the interior of the Event Centre.	■
Arts & Culture	Do More of - Develop an Event Strategy and a Winter City Strategy to increase the number of events and opportunities to participate in community life.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Winter City Strategy initiatives, including Chinook Blast, were prioritized for delivery. Festival and Event Strategy development has resumed.	■
Arts & Culture	Do More of - Increase support to Calgary Arts Development Authority to sustain operations of arts organizations and creative industries.	Updated Operating and Funding Agreements executed with Calgary Arts Development Authority (CADA).	●
Arts & Culture	Do More of - Implement the Cultural Plan to integrate culture into City planning and policies, enhancing quality of place and contributing to the economy.	COVID-19 has impacted this strategy due to reduced ability to conduct engagement. Cultural Plan has been tasked with the corporate relationship and corporate alignment of projects in Chinatown. Working on alignment with the Social Wellbeing Policy.	●
Economic Development & Tourism	Continue Doing - Lead tourism programs and deliver high quality cultural attractions to grow the travel and tourism industry.	Severe COVID-19 impact on destination marketing and cultural attractions. Adjusted approaches included changes to operations, outdoor installations, securing hub city status for 2021 curling events, local campaigns including #LoveYYC.	■
Economic Development & Tourism	Continue Doing - Invest in lifecycle maintenance of City-owned assets operated by Civic Partners to support high-quality offerings for Calgarians and visitors.	In 2020, \$8.3 million was invested through the infrastructure grant programs for Civic Partners. Funding was based on priorities identified by Civic Partners and Asset Management Plans.	●
Land Development & Sales	Continue Doing - Service Connections and Driveways.	As a result of lower sales, customer requests for service and connection work was at a slower rate.	●

Service	Strategy	Strategy Update	Status Icon
Land Development & Sales	Continue Doing - Transit Oriented Development.	Strategic redevelopment program is focusing efforts on the master planning of the Foothills Athletic Park and preparing lands of sale adjacent to Richmond Green golf course.	●
Land Development & Sales	Do Less of - Business and Office Park development in favour of Strategic Redevelopment.	After undertaking extensive stakeholder engagement, the outline plan and land use for Midfield Heights redevelopment project is proceeding to Calgary Planning Commission in Q1 2021.	●


**Council Directive: P3**

**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 start-ups. Attracting and retaining new talent must remain an important cornerstone of our economic strategy.

Service	Strategy	Strategy Update	Status Icon
Arts & Culture	Do More of - Implement an updated Public Art Program to improve governance, artist participation, financial accountability and citizen engagement.	Engagement has been completed and the post engagement report has been submitted by the consultant. Request for proposal has been finalized, posted and closed with results expected by early Q2.	●
Building Safety	Continue Doing - Enhance online service offerings and leverage technology to improve our service delivery.	All Building Permit applications can now be submitted electronically, except 5% of Single-Family Home applications, which are planned to be online in 2021. In 2019, 66% of Building Permit applications were made online, compared to 94% in 2020, an increase of 42.6%.	●
Building Safety	Continue Doing - Focus on developing and utilizing data in support of decision-making.	Real-time dashboards developed for group and individual performance for approvals. This helps in assigning resources so that monthly performance targets are met. Inspection activity data has been developed, to track efforts to reduce inspections.	●
Building Safety	Continue Doing - Proactively manage project submissions to align with customer expected timelines and reduce review and release times.	Improved performance on Medium Complexity Commercial/Multi-Family Building Permits (80% met target in 2020 vs. 77% in 2019). Metrics for Commercial/Multi-Family Interior Alterations were introduced, to understand how complexity of applications affects timelines.	●
Building Safety	Do More of - Use alternate methods of verifying safety to reduce the number of inspections while maintaining quality of service.	Increased use of verification of compliance and acceptable with conditions. This has resulted in a 7% reduction in the number of inspections for houses, and a 6% reduction for renovations/additions, when compared with 2019.	●
Business Licensing	Continue Doing - Improve business licensing practices through involvement of an oversight effectiveness committee to expedite business approvals.	Business Licensing dedicated a case manager to assess current business licence processes, seeking to streamline corporate approvals/inspections and improve customer outcomes by reducing wait times.	●
Business Licensing	Do Less of - Front counter services by transitioning to online business licence application platform.	Software enhancements were completed by staff which increased the overall functionality of the myBusiness portal for citizens. Planned improvements include integrating business requirements and streamlining approvals such as fire inspections and permits.	●

Service	Strategy	Strategy Update	Status Icon
Business Licensing	Do More of - Review how business licensing processes can better enable business success.	Business Licensing adapted licensing processes to enable low risk business categories to be issued a conditional license to offer services more quickly. Over 15 businesses were identified which qualify for conditional licences.	●
Bylaw Education & Compliance	Do More of - The possible introduction of short-term rentals and additional enforcement activities to address changes in the sharing economy.	The implementation and launch of short-term licenses occurred in February 2020. Monitoring of rental activity and reported complaints are underway to evaluate developing trends.	●
Data Analytics & Information Access	Continue Doing - Refine the Corporate Imagery Program, in line with industry best practices.	Completed 2020 Imagery capture and quality assurance of data. This included: City-wide Orthophoto, Digital Aerial Survey (DAS), 3D building models, Oblique Aerial Imagery. Impervious Surfaces, tree canopy & aerial photo library updated with new data layers.	●
Data Analytics & Information Access	Continue Doing - Increase data sets available in the Open Data Catalogue.	Supported The City's transparency in government, civic engagement, and economic development, through the Open Data program in 2020; Published 45 new datasets to the Corporate Open Data Portal (data.calgary.ca) for a total of 340 open datasets.	●
Development Approvals	Continue Doing - Work with industry to understand their business imperatives, reduce barriers and enhance responsiveness through continuous process improvements.	The review timeline for construction drawings has been significantly reduced, resulting in faster approvals for customers. We are the first large municipality in Canada to accept developer surety bonds.	●
Development Approvals	Continue Doing - Continually review fees to ensure appropriate level to meet service requirements and customer expectations.	Fees continue to be frozen at 2015 rates and will be reviewed and reevaluated for the 2021 year to ensure service requirements and customer expectations are met.	●
Development Approvals	Continue Doing - Enhance consistency in review of applications to ensure greater certainty and predictability throughout the application process.	File review decisions are being discussed with various levels of staff to ensure consistent, predictable and informed decisions are being made. Timeline commitments are constantly being monitored.	●
Development Approvals	Continue Doing - Reduce barriers in closing out development agreements.	Although the current economic challenges have reduced the ability for industry to focus on closing out development agreements, Development Approvals has taken steps to improve existing bottlenecks in both As-built Approvals and Undeveloped Lot Payments to make the process more efficient.	■
Economic Development & Tourism	Continue Doing - Meet the demand for entrepreneurial support and foster innovation to support economic development.	Platform Calgary (Calgary Technologies Inc.) continued to lead the Innovation area of the economic strategy. Platform Innovation Centre construction continued in 2020. Operations adjusted to adapt to COVID-19 including shifting programming online.	●








Service	Strategy	Strategy Update	Status Icon
Economic Development & Tourism	Continue Doing - Create, promote and maintain strong local business areas and engage in placemaking.	Worked with 15 Business Improvement Areas to support local businesses during COVID-19. Enhanced Business Improvement Area participation in the Downtown Strategy, Business & Local Economy and other strategic work. Coordination of City capital projects to reduce impact on local business.	●
Economic Development & Tourism	Continue Doing - Invest in lifecycle maintenance of City-owned convention centre assets operated by Civic Partners to support economic development.	In 2020, \$5.9 million was invested in Convention Centre Lifecycle funding. Funding was based on priorities identified by the Calgary Convention Centre Authority and confirmed by Asset Management Plans.	●
Economic Development & Tourism	Do More of - Leverage lifecycle capital funding to support lifecycle projects for resilience and sustainability of City-owned assets.	In 2020, The City invested \$8.3 million in lifecycle funding that Civic Partners matched with \$2.8 million through the Civic Partner Infrastructure Grant.	●
Emergency Management & Business Continuity	Continue Doing - Deliver business continuity services to increase operational resilience of City services, critical infrastructure and Calgary businesses.	Implemented Infectious Disease Management and Corporate Business Continuity Plans. Updated Business Continuity Policy to improve compliance and continuation of City services during emergencies.	●
Land Development & Sales	Continue Doing - Industrial Land Development and Sales Program.	The industrial program continues at a reduced rate due to lower than projected industrial sales. Focus of work in 2020 was the advancement of the Glenmore and 68th ST intersection construction to serve existing and future industrial development projects in the area.	■
Parking	Continue Doing - Implement innovative methods to stabilize revenue from parking services.	Introduced innovative monthly contract promotions such as flex pass capturing shifting customer demands throughout 2020. Fostered collaborative relationships with multiple partners including community associations and Business Improvement Areas.	●
Property Assessment	Do More of - Focus resources on pre-roll consultation in order to collaborate with customers and reduce non-residential assessment value under complaint.	Property Assessment extended the Pre-Roll Consultation program an extra three weeks which resulted in over 1,400 signed agreements and around twenty billion in secured property assessment value. These numbers are the strongest they have ever been.	●
Real Estate	Continue Doing - Leasing of corporate real estate to public.	Despite the pandemic, we have managed to retain all but one tenant through the City Tenant Relief Program. Further, we are in stage of securing three new tenants for vacant spaces.	●
Real Estate	Continue Doing - Sale of surplus land.	Approximately \$9.8M in surplus land sales were realized in 2020. Transactions included the sale of the old Sterling Crane site and a number of important transactions. Some impacts to transactions occurred due to COVID-19 creating extended timelines or closing dates.	■

Service	Strategy	Strategy Update	Status Icon
Taxation	Do More of - Enhance cross-training and develop more androgynous positions.	Cross-training opportunities are being pursued to allow resource capacity to be re-allocated according to seasonality and business cycles. Counter cyclical capacity is redeployed between teams as opportunities arise.	



**Council Directive: P4**

**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.

Service	Strategy	Strategy Update	Status Icon
Community Strategies	Continue Doing - Work with partners to collectively implement shared priority areas from the updated Enough For All Strategy to support poverty reduction.	Strategy work was adjusted to respond to the pandemic, including participation in response and recovery task forces. COVID-19 priorities included food security, health, affordable housing, income supports and support for Seven Brother Circle.	
Community Strategies	Continue Doing - Support Council advisory committees and community partners to advance strategic plans to increase participation in civic life.	In addition to supporting an integrated advisory committee landscape, an advice tracking tool was operationalized, enhancing accountability and trust between committees and administration. The Anti-Racism Action Committee was also established.	
Community Strategies	Continue Doing - Collaborate to implement new actions based on equity, prevention, truth and reconciliation, and culture to advance social wellbeing.	Worked with the Deputy City Manager's Office to integrate equity consideration into the policy review and policy writing guidelines for Administrative and Council policies. Equity considerations were also embedded in the Municipal Development Plan and the Council report writer's guidelines.	
Community Strategies	Do More of - With partners, develop a community-wide mental health, addiction and crime prevention strategy to support Calgarians' social wellbeing.	Allocated \$3 million for community projects aimed at prevention or early intervention. Established Community Investment Table, leveraged \$275,000 and invested in 29 fast pilot projects. With partners, identified key actions and implementation model.	
Neighbourhood Support	Continue Doing - Remove barriers to help vulnerable residents create and participate in economic initiatives, providing opportunity for all.	In 2020, 172 social inclusion activities, 33 economic participation activities and 169 activities that were a blend of both, supported residents' economic resiliency and social inclusion.	
Social Programs	Continue Doing - Provide crime prevention and early intervention programs for at-risk children and youth by working with partners and other orders of government.	Worked with partners to ensure essential prevention, intervention and restorative justice programming was available and delivered to over 1500 at risk children and youth during the pandemic.	
Social Programs	Continue Doing - Deliver preventive social services through partners to increase protective and decrease risk factors among vulnerable populations.	Partners delivered programming throughout the pandemic. Additional resources were made available through the Government of Alberta and Calgary's Emergency Resiliency Fund to support partners to adjust their service delivery method in order to reach more Calgarians.	

Service	Strategy	Strategy Update	Status Icon
Social Programs	Continue Doing - Provide local, equitable programs for Calgarians facing negative social conditions to achieve social wellbeing.	Responding to need in the community, 62 summer programs were designed and delivered to 2422 participants in 23 communities.	■
Social Programs	Continue Doing - Support youth from leadership development to employment to transition into successful adulthood through the Youth Employment Centre	Youth Employment Centre (YEC) staff adapted the way they connect with youth through social media, virtual workshops and in-person appointments. A modified approach to the 2021 Hiring Fair has been developed in consultation with partnering employers.	●
Social Programs	Continue Doing - Partner with, support and prepare employers to hire at-risk youth through the Youth Employment Centre, contributing to a prosperous economy.	YEC staff continued to work with businesses to promote their job opportunities among clients. Many local small business employer partners have been impacted by the pandemic but interest in working with YEC remains strong.	■
Social Programs	Continue Doing - Provide access to City services at reduced rates by maintaining Fair Entry service levels to meet the needs of low income Calgarians.	The number of Calgarians approved for Fair Entry was 63,000 in 2020, down 1/3 from 2019. This decline in numbers was directly attributed to the impacts of the pandemic on transit use, employment and access to facilities.	■
Social Programs	Do More of - Develop programs for youth who are not equipped to access traditional employment services through the Youth Employment Centre.	Due to the pandemic some in-person programs such as Pathways to Employment, this way Ahead and Summer of Possibilities have been placed on hold.	■
Social Programs	Do More of - Develop and provide follow up programming to connect children, youth and families with support after Youth Justice program involvement.	Follow up programming has been developed. Implementation is ongoing through our work with the children, youth and families that go through the Youth Justice program.	●

**Council Directive: P5**

**P5:** Finally, The City needs to work with other orders of government, non-profit 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.

Service	Strategy	Strategy Update	Status Icon
Affordable Housing	Continue Doing - Get the Calgary community building by providing incentives and expediting approvals for the development of affordable homes.	The Housing Incentive Program committed funds to 9 non-profit housing providers for 587 new affordable homes. Economic challenges, COVID-19 and capital funding impacted non-market applications with one development permit (65 units) issued in 2020.	■
Affordable Housing	Continue Doing - Leverage City land to support non-profit housing providers to build assets, increase operational capacity and develop more affordable homes.	The Non-Market Land Disposition Sale #2, released 3 parcels, a \$2.3M land contribution, anticipated to leverage \$16M, and produce 70 affordable homes for 300 vulnerable Calgarians. Identifying land for sale #3 underway and to be released 2022.	■
Affordable Housing	Continue Doing - Leverage provincial/federal funding to design and build City affordable homes by implementing the 10 Year Affordable Housing Capital Program.	Advanced development on more than 500 affordable homes, in Bridlewood, Rundle, Mount Pleasant, Symons Valley and Varsity, as part of the Ten-year Affordable Housing Capital Program using leveraged provincial and federal government funding.	◆
Affordable Housing	Continue Doing - Regenerate and maintain City-owned affordable housing to ensure the health and safety of residents.	Approximately \$6M was spent across 38 City properties (2,027 units), and \$15.0 M in Municipal Stimulus Program funding to improve 260 units in multiple sites and fund the regeneration of Rundle, totaling 145 units to ensure the wellbeing of tenants.	●
Affordable Housing	Continue Doing - Strengthen intergovernmental partnerships to collaborate with and engage other orders of government in affordable housing needs for Calgary.	\$24.6M received from the Rapid Housing Initiative to support 3 nonprofits create 176 homes. Federal partnership pilot with nonmarket land transfer program, first in Canada, resulted in an estimated \$16.2M in loans/grants to support non-profits	●
Affordable Housing	Continue Doing - Improve the housing system by supporting affordable housing residents' well-being and the Community Housing Affordability Collective.	The 2020 Home Program grants supported 16 housing stability and wellbeing projects which are expected to impact approx. 3400 residents. Continued support of the Community Housing Affordability Collective as the entity explores provincial alignment.	●
Affordable Housing	Continue Doing - Research, collect and analyze affordable housing data to inform policy, advocacy and decision-making.	Created dashboard to track City-supported affordable housing units built by nonmarket housing providers giving a snapshot of new homes as they come onstream. Short term staff savings for SAVE targets placed affordable housing research on hold to 2021	■

Service	Strategy	Strategy Update	Status Icon
Affordable Housing	Do More of - Increase funding (provincially legislated) for Silvera's Senior Lodge Program to meet operating deficits and regulatory requirements	Continue to provide operating and capital lifecycle funding as approved by Council to support the Lodge Program operations for Calgary seniors, as required in the Ministerial Order.	●
Affordable Housing	Do More of - Provide an Affordable Housing Resource (1.0 FTE) to support development of off-reserve Indigenous housing in Calgary, starting in 2020.	Engagement sessions and literature reviews were completed with Elders, nations and housing providers to identify how The City can best support the delivery of affordable housing for urban Indigenous Calgarians. Recommendations expected in 2021.	●
Affordable Housing	Do More of - Implement a new, transformational model for City- and provincially-owned social housing over the long-term to prevent unit closures.	Agreement for City owned social housing signed with Province Q3 2020 to enable the continued provision of affordable housing for 1048 low- and moderate-income households. Negotiations on provincially owned social housing has been delayed indefinitely.	●
Fire Inspection & Enforcement	Continue Doing - Enable employees to provide outstanding service resulting in safer communities.	Created a number of specialty teams and groups to serve occupancies or activities of higher risk, and to provide support to district safety codes officers through education and enforcement.	●
Real Estate	Do More of - Support for non-profit housing providers.	Sales for the second group of non-market housing providers occurred in 2020. 3 sites are under contract and projected to close in 2021 to various non-profit housing providers with an estimate of 70 affordable housing units to be developed.	●

# A City of Safe & 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: N1

**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.

Service	Strategy	Strategy Update	Status Icon
Building Safety	Continue Doing - Keep buildings safe through a safety codes review.	Reviewed 18,490 building permit plans and completed 154,000 safety codes inspections (of which 11,000 were video inspections). City staff contributed to improving the National Building Code (Alberta Edition).	●
Building Safety	Continue Doing - Utilize risk management principles to realize efficiencies and maximize safety.	Reduced inspections by using legislative tools at our disposal. This has resulted in a 7% reduction in the number of inspections for houses, and a 6% reduction for renovations/additions, when compared with 2019.	●
Building Safety	Do More of - Through education and collaboration provide industry partners with the tools and knowledge they need to ensure site safety.	Several webinars were held to provide advice to citizens about secondary suites, the value of obtaining a permit and other topics. We had over 200 attendees at these webinars and answered over 300 questions from contractors, customers and citizens.	●
Building Safety	Do More of - Proactive site safety inspections to ensure construction sites are not a hazard to the public.	Where building permits are released in the established areas of the city, contractors are approached to understand how best to avoid community conflict on issues of safe work practices, debris, noise and damage to infrastructure.	●
Building Safety	Do More of - Increase tall building safety by directing owners to conduct exterior visual assessment as directed by the Building Maintenance Bylaw	545 visual assessments have been submitted and reviewed, a 60% increase from 2019. 59 assessments resulted in a building permit for repairs. A review every 5 years verifies that the building envelope is in good repair and free from hazardous conditions.	●
Business Licensing	Continue Doing - Ensure a state of readiness for growth within shared economies such as short-term rentals.	The development of a Sharing Economy Framework was undertaken to identify a proactive outcome for the governance of future sharing economy sub-sectors, supporting economic diversity and citizen safety.	●










Service	Strategy	Strategy Update	Status Icon
Business Licensing	Do More of - Creating a Calgary-specific regulatory response to the legalization of cannabis and Council approval of a new Cannabis Consumption Bylaw.	Strategy Completed	●
Business Licensing	Do More of - Technology has promoted growth within Sharing economies, which requires additional education and compliance activities to address.	Short-term rental licence categories launched in 2020, resulting in over 1000 short-term rental properties being licensed in Calgary.	●
Bylaw Education & Compliance	Continue Doing - Enhance a front-line officer outreach model to link vulnerable populations to support services.	Formed a partnership with the Alpha House Needle Response team to mitigate needle debris in communities.	●
Bylaw Education & Compliance	Continue Doing - Ensure ongoing safety and priority response in Calgary communities, including new growth areas.	A SAVE business case was approved creating new efficiencies for peace officers by implementing a customer service response application to improve automation of documentation and support data driven decision making when engaging citizens.	●
Bylaw Education & Compliance	Continue Doing - Implement changes to the Public Safety Peace Officer Program.	The physical fitness testing program for Community Peace Officers has been implemented and will support the training program accreditation set for completion in 2021.	●
Bylaw Education & Compliance	Do Less of - The number of repeat visits through implementation of a Hybrid Officer Program to enhance customer interaction.	Strategy Complete	●
Bylaw Education & Compliance	Do More of - Calgary-specific regulation to cannabis legalization and approved Cannabis Consumption Bylaw, requiring additional enforcement/education.	Remained vigilant by assessing the number of cannabis service requests reported by citizens and delivering education to deliver meaningful outcomes.	●
Bylaw Education & Compliance	Do More of - Bylaw Education & Compliance response to recommendations resulting from Lazenby's homicide inquiry.	Community Peace Officers are currently undergoing physical testing and training to meet the physical fitness criteria required to be a Community Peace Officer Level 1 for 2022.	●
Calgary 9-1-1	Continue Doing - Implement call processing and technology changes to reduce call answer and dispatch times while maintaining service to citizens.	Development of a unified police and fire computer aided dispatch system is underway, which will support faster call answer and dispatch times.	●
Calgary 9-1-1	Continue Doing - Implement Next Generation 911 system, adapting to advances such as texting, video and social media unifying people, process and technology.	Calgary 9-1-1 began Next Generation 911 trials with the Canadian Radio-Television and Telecommunications Commission, ensuring reliability and functionality for future deployment on public telecommunication networks.	●

Service	Strategy	Strategy Update	Status Icon
Calgary 9-1-1	Continue Doing - Implement a psychological health and safety system to provide employees with a healthy and resilient work environment.	Strategy Complete	●
Calgary 9-1-1	Continue Doing - Implement recommendations to the 9-1-1 Call Centre Audit.	All audit recommendations have been completed as of April 2019.	●
Calgary 9-1-1	Do Less of - Number of call transfers by optimizing public safety answering point.	Continued to refine the delivery of emergency response and in 2020 cross trained staff on police and fire functions ensuring a common call process to support public safety answering point optimization.	●
Calgary 9-1-1	Do More of - Upgrade 9-1-1 networks and infrastructure to support enhanced Next Generation 9-1-1 services by 2020.	Infrastructure upgrades required to support Next Generation 911 were started in 2020 and will continue through 2021 to ensure network capabilities and infrastructure readiness can support staff training.	●
Community Strategies	Continue Doing - Work with community partners to advance key activities (including an indicator reporting plan) within six priority areas of the Seniors Age Friendly Strategy.	Through the COVID-19 response work to address systems gaps for isolated and vulnerable seniors, significant advancement in collaboration and coordination within the sector has emerged. Provincially, the Collaborative Online Resources and Education (CORE) platform was also established.	●
Corporate Security	Continue Doing - Guard services, in-house and contract, 24-hour monitoring program (through the Integrated Security Centre).	Security Operations responded to security requests on City properties: 182 medical emergencies, 4066 incidents, 160 events/protests, administered Naloxone 22 times, recovered 15 weapons, attended to 96 assaults, 72 break/enters, 421 disorderly conducts.	●
Corporate Security	Do More of - Training for in-house security guards (legislative requirements regarding use of force training).	Guard force training was revamped with eLearning courses developed for report writing, use of force & trespass legislation. Updates were made to the various software required and modifications to initial onboarding training have reduced costs for hiring guards.	●
Data Analytics & Information Access	Continue Doing - Expand the use of The City's location-based data and open data portals, to support new and changing communities and infrastructure.	Provided location data to Greenline Project, for planning & public information through web map. Updated centre-line street data for new SW Ring Road, to ensure emergency dispatch and publicly available maps have the most timely accurate & complete data.	●
Data Analytics & Information Access	Continue Doing - Develop and manage the Corporation's geospatial technology infrastructure, providing guidance and sharing best practices.	Provided Municipal Emergency Plan dashboard tools; expertise and system architecture for Calgary Emergency Management Agency's upgraded Common Operating Picture. Technology tools/expertise for Water operations & run-off season. Provided 4 city-wide map updates to Calgary 911 and biweekly updates.	●



Service	Strategy	Strategy Update	Status Icon
Emergency Management & Business Continuity	Continue Doing - Collaborate with partners and customers to reduce the impacts of disaster through risk prevention and mitigation.	Advised on disaster risks and mitigation options in June hailstorm Notice of Motion. Alberta Auditor General recognized Disaster Risk Assessment as best provincial practice.	●
Emergency Management & Business Continuity	Continue Doing - Coordinate response and recovery efforts for large-scale emergencies, disasters and business disruptions with partners and customers.	Upgraded emergency management software to support responses. Coordinated COVID-19 response. Supported community to build back more resilient from June hailstorm. Canada Task Force 2 assisted with flood response in Wood Buffalo.	●
Emergency Management & Business Continuity	Continue Doing - Continue to ensure our partners have the training, experience and support required to operate in a coordinate way during emergencies.	Hosted Spring exercise related to a severe weather event. Pivoted to a virtual Emergency Operations Centre and trained Agency members in use.	●
Emergency Management & Business Continuity	Do Less of - Risk prevention and mitigation activities as responsibility for these activities will stay with the owner of the risk.	Strategy Completed	●
Emergency Management & Business Continuity	Do Less of - In-person citizen preparedness sessions in cases where content can be delivered through other mechanisms, such as online methods.	Adapted all previous in-person programs, including those for children through Ready Squad, to a virtual environment which will become primary tool for workshop delivery. Continued to offer virtual workshops to citizen groups and businesses.	●
Emergency Management & Business Continuity	Do More of - Support partners before and during smaller events that may impact their operations or reputations, or that have the potential to escalate.	Collaborated with Interdepartmental Events Team on safe public space strategy for community events. Provided COVID-19 guidance to Agency members to enhance their situational awareness and identify appropriate measures for their situation.	●
Emergency Management & Business Continuity	Do More of - Proactively open the Emergency Operations Centre to monitor emerging events and increase our coordination prior to a potential emergency.	Initiated early COVID-19 response activities in January. EOC in elevated watch or response status since March. Implemented virtual EOC. Supported delivery of essential City services through new Agency and critical infrastructure dashboarding.	●
Facility Management	Continue Doing - Strategically invest in existing civic facilities to optimize the portfolio and realize efficiencies.	Leveraged a \$5.0M capital transfer from Calgary Recreation to expedite 26 lifecycle investments at various arenas, pools and leisure centers to take advantage of the building closures as a result of COVID-19.	●
Fire & Emergency Response	Continue Doing - Be increasingly innovative, flexible and proactive in the way we plan for and respond to community risk and emergencies.	Calgary Fire Department adapted operations in a variety of ways to meet the pressures of emergency response during a pandemic event. Initiatives included 24-hour shifts, enhanced location upgrades and technology advancements.	●

Service	Strategy	Strategy Update	Status Icon
Fire & Emergency Response	Continue Doing - Provide response coverage and performance that meets the needs of our communities.	85% of first-in unit emergency responses at fire incidents were within 7 minutes (2020 target = 82%). Flame spread was confined to room or object of origin 66% of the time (2020 target = 66%).	●
Fire & Emergency Response	Continue Doing - Ensure citizens receive quality service by maintaining high standards of firefighter safety, training and wellness.	In-person multi station training for crews was suspended due to COVID-19 restrictions. Going forward, there is concern about the impact to frontline staffing levels if legislated, mandatory training is to be completed on schedule.	◆
Fire & Emergency Response	Continue Doing - Understand and strive to represent the diversity of the communities we serve.	While some initiatives were postponed due to COVID-19, recruitment and community safety outreach in diverse and local Indigenous communities continued in 2020. Inclusion 101 training, including development of cross-cultural competence is being developed.	◆
Fire & Emergency Response	Do Less of - Frontline firefighter resources (to meet base budget requirements).	A reduction of 3 positions by 2022 in Wellness services was approved. South Shepard station has been deferred to 2022.	●
Fire & Emergency Response	Do Less of - Hiring personnel (postpone 2019 firefighter recruitment).	Fire continues to monitor and responsibly manage staffing levels. A recruit class scheduled for June 2019 was deferred to 2020 to meet budget reductions.	●
Fire Inspection & Enforcement	Continue Doing - Understand and strive to represent the diversity of the communities we serve.	Working with Indigenous Relations Office and United Way to provide a safe method for smudging to occur without permit applications. Completed Bridging Diverse Cultures training with staff from Fire Inspection & Enforcement and other areas, focusing on those that engage with citizens directly.	●
Fire Inspection & Enforcement	Do More of - Add four safety codes officers, offset by revenue, to conduct inspections on high-risk occupancies.	338 risk-based inspections were completed by the existing team of two safety codes officers. Due to the impact of budget reductions and economic restraint, the remaining positions are unlikely to be funded during the current business cycle.	◆
Fire Inspection & Enforcement	Do More of - Develop and distribute plain language code compliance information for customers and citizens.	Guides on Calgary.ca have been updated to National Fire Code (Alberta Ed.) 2019 for businesses and building owners/operators and continue to reflect recent changes in fees, service requests, bylaws, and fire safety plans to citizens.	●
Fire Safety Education	Continue Doing - Understand and strive to represent the diversity of the communities we serve.	Community Safety Officers identified ways to deliver high-quality education to citizens through virtual channels in response to COVID-19 restrictions. Brochures which had been translated into 5 non-English languages were converted to electronic versions in 2020.	●

Service	Strategy	Strategy Update	Status Icon
Fire Safety Education	Continue Doing - Coordinate the delivery of community fire safety education programs, resources and intervention services.	In-person education programs were suspended due to COVID-19 restrictions. Virtual resources are being developed. Partnered with Calgary Public Library to develop a new fire safety activity book, and also helped coordinate the Calgary Fire Department Birthday Drive-By program.	
Fire Safety Education	Continue Doing - Firefighters will continue to provide fire safety education in communities.	All mainstream Community Safety programs delivered by frontline firefighters, including home safety and school fire drills, have been suspended since March 2020.	
Fire Safety Education	Do Less of - Time spent by Community Safety Officers on targeted safety education to populations at risk.	The focus has been developing new virtual platforms and internal training for firefighters. While this work will supplement targeted outreach in a post-pandemic environment, Fire Safety Education will need to reassess priorities once the new model is implemented.	
Fire Safety Education	Do More of - Support firefighters by developing the tools, training, programs and resources needed to successfully deliver public education.	With frontline community safety programs on hold, Fire Safety Education is developing and delivering training modules to educate firefighters to higher standard of public education delivery, as well as focusing on the development of virtual platforms.	
Fire Safety Education	Do More of - Partner with community, cultural and faith-based groups and internal services to augment reach to Calgarians.	Built relationships with Calgary Immigrant Women's Association, Calgary Immigrant Services, Hussaini Association of Calgary, Calgary Public Library and other businesses to expand the delivery of safety education to the community.	
Fire Safety Education	Do More of - Public safety messaging through online tools, self-serve resources and corporate communications.	Kitchen fire safety video is in Brookfield Properties app with potential reach of 7000 tenants. Educational material is available through social media and engagement is improving. 2020 campaigns included Fire Prevention Week, Water Safety, Brewery Hand Sanitizer.	
Library Services	Do More of - Focus on creating opportunities for visitors to connect, engage in collaborative action, and deepen understanding of their community.	Most face-to-face activity was restricted or eliminated, severely limiting the delivery of programs in these areas.	
Neighbourhood Support	Continue Doing - Work with residents to help them increase their community connections and participation in civic life.	Community assessments were leveraged to inform pandemic response efforts like the Neighbours Helping Neighbours campaign where community resources and positive stories were shared resulting in 4.5 million impressions and 4,500 positive reactions.	
Neighbourhood Support	Continue Doing - Support community groups in building their organizational health, towards achieving greater sustainability.	Dispersed \$2.7M dollars in COVID-19 relief funding to 121 community groups that experienced significant impact to operations due to COVID-19 public health orders, including lost revenue associated with a facility closure.	

Service	Strategy	Strategy Update	Status Icon
Pet Ownership & Licensing	Continue Doing - Promote responsible pet ownership practices through community advocacy and engagement.	Completed the development of a program sponsorship framework for the Off-Leash Ambassador program to evaluate partnerships and engagement activities.	●
Pet Ownership & Licensing	Do More of - The Responsible Pet Ownership Bylaw has gone 12 years without significant revision, a review is planned to meet citizens' evolving needs.	Citizen engagement for the Responsible Pet Ownership Bylaw occurred through 2020 and resulted in over 100 000 responses and included engagement sessions with internal and external stakeholders.	●
Police Services	Continue Doing - Deliver police services to keep our communities and roads safe.	Addressed safety concerns including break and enters, auto theft, drug trafficking, gang and gun violence, and traffic safety. Coordinated a COVID-19 response to maintain public safety through education and enforcement of public health measures.	●
Police Services	Continue Doing - Strengthen partnerships to prevent and reduce crime, disorder and victimization.	Collaborated with Calgary Neighbourhoods in developing the Community Safety Investment Framework. Worked with partners to address youth diversion, derelict houses, domestic violence, social disorder, drug trafficking, and speeding on roadways.	●
Police Services	Continue Doing - Apply innovative approaches to maintain investigative excellence.	Redeployed resources to improve investigative capacity in cybercrimes, money laundering, gun violence, assaults, robbery, crimes against children, and sexual assaults. Enhanced inter-agency police collaboration on investigations.	●
Police Services	Do Less of - Attend fewer non-emergency calls for service by prioritizing workload of frontline officers.	Expanded the online reporting system under COVID-19, which improved customer experience and reduced the number of non-emergency calls to front line officers. Redeployed staff affected by public health measures to support front line patrol.	●
Sidewalks & Pathways	Continue Doing - Make pathways and sidewalks more accessible by removing barriers and adding ramps.	136 Bollards removed from pathways in 2020. Completed 305 wheelchair ramp retrofits and installed more than 700 new tactile pads to support the visually impaired.	●
Sidewalks & Pathways	Continue Doing - Work with communities to identify small scale community mobility improvements.	Test projects initiated in Silver Springs and Marda Loop in alignment with the Draft Neighbourhood Streets Policy. Identified and installed small-scale improvements in the North Hill area, Inglewood, and Ramsay Community Associations.	●
Sidewalks & Pathways	Do More of - Investigate temporary options as a transition towards permanent public realm enhancements such as Main Streets.	Installed adaptive roadways at 10 locations covering 10.3 km. Implemented temporary curb extensions/treatments at 42 locations, including 24 as part of the School Safety Research Project in partnership with University of Calgary.	●
Social Programs	Do Less of - City operational role by transitioning Seniors Home Maintenance Services to community partners.	Transition continues and on target to deliver on this by the end of 2022.	●

Service	Strategy	Strategy Update	Status Icon
Urban Forestry	Continue Doing - Respond to both citizen and developer requests around tree health, protection and hazards.	We prioritize tree emergency service requests for tree health and hazard concerns. As well, we support private and public capital development by reviewing tree protection plans and securing compensation for tree loss.	●
Urban Forestry	Continue Doing - Remove dead trees for public safety and community aesthetics (\$3.9M).	Dead trees or those at the end of their lifespan pose an increased public safety risk (e.g. falling branches). Urban Forestry removed 5,067 trees in 2018, 6,332 in 2019 and 4,233 in 2020.	●

**Council Directive: N2**

**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.

Service	Strategy	Strategy Update	Status Icon
Arts & Culture	Continue Doing - Support the production of festivals and events, including subsidy for recurring not-for-profit events, according to Council direction.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings. Launched a microgrant program for event organizers to meet costs associated with COVID-19 compliance. Delivered modified Canada Day and Culture Days events.	■
Arts & Culture	Continue Doing - Provide visual and performing arts instruction and programming that encourage creative living.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings. With closure, reopening, and subsequent re-closure of arts centres due to COVID-19, programming launched online to provide art lessons and public art access	■
City Planning & Policy	Continue Doing - Improve our service in terms of engagement, cross-service culture, and enhance partnership and involvement of our stakeholders.	All engagement activities were shifted to online and remote formats due to COVID-19 with great success. This new format is more inclusive as it affords more Calgarians the opportunity to participate and provide their perspective to planning initiatives.	●
City Planning & Policy	Do More of - Engage Calgarians differently so that we go to them and can hear from them and improve their ability to participate in planning.	Tools and approaches used in the Guidebook for Great Communities and North Hill Communities Plan pilot are proving successful. Due to COVID-19, engagement has shifted to remote and online formats which have provided more Calgarians the opportunity to participate.	●
Emergency Management & Business Continuity	Continue Doing - Evolve Ready Calgary to focus on high-risk/vulnerable communities and educate Calgarians on risks and related preparedness activities.	Fewer events due to COVID-19. Engaged 1,200 people over 18 events. Distributed 3,000 COVID-19 kits and resources to vulnerable youth. 4,000 students accessed Ready Squad e-course. Hosted Ready Business workshops to support business resilience.	●
Neighbourhood Support	Continue Doing - Provide residents and community groups a gateway to the resources they need to contribute meaningfully to their neighbourhoods.	A total of 48 neighbourhood scans have been completed and are available to Community Associations to inform their business and program planning. City processes related to public art and fire pit permitting were updated.	●
Neighbourhood Support	Do More of - Develop additional resident-informed community hubs by leveraging City facilities and existing partnerships.	COVID-19 delayed developing new sites however resources and opportunities were leveraged through existing Hubs to support families in need including the distribution of 166 chrome books and donations of food, diapers and other basic needs totaling \$15K.	■
Neighbourhood Support	Do More of - Provide support to CAs in being more accessible and reflective of residents of all ages, cultures and stages of life.	Community Association (CA) service measures were refined and collected and CAs reported that 7805 volunteers provided over 129,000 volunteer hours in service to their communities.	●

**Council Directive: N3**

**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.










Service	Strategy	Strategy Update	Status Icon
City Cemeteries	Continue Doing - Effectively repair graves and maintain Queen's Park Cemetery.	Experimenting with smaller equipment on grave work to potentially reduce longer-term equipment costs.	●
City Planning & Policy	Continue Doing - Improve our heritage preservation tools, continue to legally protect heritage assets and directly support landowners.	Council approved an increase to the City's Historic Resource Grant Program. An additional \$1 million now supports the preservation of non-residential conservation projects. Also, in 2020 another seven historic resources gained legal protection.	●
City Planning & Policy	Do More of - Support community character by increasing The City's heritage grant program and developing additional tools to support heritage preservation.	Council approved new heritage preservation tools and financial incentives in 2020. The City's Historic Resource Grant Program was enhanced by \$1M to support non-residential landowners. New local area planning tools to preserve historic areas are under development.	●
Facility Management	Continue Doing - Strategically plan and prioritize investments to preserve, conserve and protect City heritage assets.	Invested \$4.5M into its Heritage Buildings portfolio. This amount includes Armour block roof lifecycle investments and Alexandra School stone repairs.	●
Parks & Open Spaces	Continue Doing - Implement the Cultural Landscapes Strategic Plan to manage and cherish our heritage and historic park sites.	Reader Rock Garden operations earned an honourable recognition from the World Parks Congress. And, a Calgary Parks book on archaeological sites in our city won an award from the Canadian Society of Landscape Architects.	●











**Council Directive: N4**

**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.








Service	Strategy	Strategy Update	Status Icon
Building Safety	Continue Doing - Strengthen culture utilizing an 'outside in' view to foster the successful realization of development.	Created a new Business and Building Approval Teams to improve the business customer experience. This will more effectively coordinate approvals, act as an early warning system, and streamline access to our internal experts.	●
City Planning & Policy	Continue Doing - Coordinating the new community and established areas growth and change strategies through the Industry/City work plan.	The 2020 Industry/City workplan was developed in conjunction with the City Planning & Policy 2020 Workplan. Ongoing alignment of the workplans enhances the coordination of these growth initiatives and is reflected in the plans for 2021.	●
City Planning & Policy	Continue Doing - CalgaryEats and Urban Agriculture work and provide developers and builders with urban design guidelines.	Work continues to improve access and availability of local food in Calgary. A major focus in 2020 was providing food to Calgarians in enhanced need due to the impacts of COVID-19 and the poor economy.	●
City Planning & Policy	Continue Doing - Main Streets initiative, renew the Land Use Bylaw and completion of the Transit Oriented Development Implementation Strategy.	Work is underway on six main streets from master planning to construction. The Transit-Oriented Development Implementation Strategy is being implemented with public realm planning in Ramsay/Inglewood and plaza improvements in Hillhurst/Sunnyside.	●
City Planning & Policy	Do Less of - Long, difficult to understand plans and policies that contain redundant policies and take years to complete and update.	The new, more effective plan format is being piloted in the North Hill Communities. This plan's delivery was delayed due to Council direction to undertake further refinements and return to the Standing Policy Committee on Planning and Urban Development in January 2021.	■
City Planning & Policy	Do Less of - Area redevelopment plans for individual communities.	Progress was delayed on numerous new multi-community plans in 2020 because Administration was directed to further refine the Guidebook for Great Communities and the North Hill Community Plan and return to the Standing Policy Committee on Planning & Urban Development in January 2021.	■
City Planning & Policy	Do Less of - Plans that do not provide certainty or are not implementable.	The service has shifted entirely to the new planning approach that provides enhanced consistency and certainty through the combination of common policies in the Guidebook for Great Communities and locally specific considerations in the multi-community plan.	●

Service	Strategy	Strategy Update	Status Icon
City Planning & Policy	Do More of - Accelerate the delivery of multi-community local area plans so that most communities have new plans within 10 years.	Council directed Administration to further refine the two policy documents that enable the new multi-community plan approach: The Guidebook for Great Communities and the North Hill Community Plan. This has delayed work on further multi-community plans.	
Development Approvals	Continue Doing - Enhance digital and online service offerings and leverage technology to improve service delivery and strengthen collaboration.	All land development applications and permits now have a completely digital intake, review, and approval process. We will continue to improve and refine our digital and online offerings.	
Development Approvals	Continue Doing - Strengthen culture across the Corporate Approvals Team to foster the successful realization of development.	A structural realignment is underway which has a significant cultural component attached to it. Staff attended a forum to understand service goals/commitments. Leader training was developed to reinforce cultural norms for all staff.	
Development Approvals	Continue Doing - Develop and utilize data in support of decision-making.	The Service Insights project underway will enhance data collection and aims to provide more timely and robust performance reporting. This provides services with the time required to apply corrective action if targets are in danger of not being met.	
Development Approvals	Do More of - Collaborate with industry partners on fostering innovation in development projects.	The City is accepting Developer Surety Bonds which protects us if developer default occurs. This provides benefits for developer's balance sheets including reduced cost. Other Canadian municipalities are now following Calgary's lead on this.	
Development Approvals	Do More of - Strengthen the urban design review of applications.	The City is measuring and reporting on the quality of urban design on significant applications.	
Development Approvals	Do More of - Identify and develop potential leaders within the Corporate Planning Approvals Group by providing staff with critical development experiences and work environment that supports their professional growth.	An onboarding program was introduced to enable staff in more quickly becoming productive team members. A leader training series ensures that existing and emerging leaders can support their staff's development and to enhance leadership skills.	
Development Approvals	Do More of - Develop a strategy in support of fair and equitable opportunities in Development Approvals for both women and men.	A Women in Planning & Development group was established to promote professional growth and leadership development. Several events have occur yearly including gender workshops and events to support International Women's Day.	
Development Approvals	Do More of - Build digital tools to enhance collaboration between the corporate approvals team, customers, citizens, communities, and partners.	The Development Map was enhanced for citizen input into development applications. Numerous initiatives are underway that will greatly enhance the interactions between all stakeholders on land development applications.	

Service	Strategy	Strategy Update	Status Icon
Facility Management	Continue Doing - Collaborate with City service owners in the planning, building and operation of multi-service civic sites and facilities.	Processes for collaboration continue to be refined through active planning of numerous sites. Four Multi-Services sites have progressed to design stages in Symons Valley, Varsity, Inglewood and Cornerstone.	
Facility Management	Do Less of - Capital investments.	Invested \$43.3M in Capital, including \$8.2M spent on the Capital Conservation Grant supporting community organizations. Key investments include Historic City Hall rehabilitation of \$2.1M and \$8.3M for lifecycle sustainment for the FM portfolio.	
Facility Management	Do More of - Multi-service sites and integrated facility planning.	Facility Management currently has 18 multi-service civic facility planning & delivery projects in various stages of planning, 2 are in detailed planning stage and 4 are now in delivery.	
Fire & Emergency Response	Do More of - Support Council approved growth in new communities with the addition of necessary fire stations, personnel, vehicles and equipment.	Station 43 (Walden) was opened in 2020 to meet service demand in South Calgary. Station openings are planned for Livingston and Belvedere in 2021. Calgary Fire Department continues to evaluate new community growth and development to ensure adequate response coverage in these areas.	
Land Development & Sales	Do More of - Strategic Redevelopment Program.	Foothills Athletic Park redevelopment project finalized consultation plans in preparation for a comprehensive stakeholder engagement in Q1 2021.	
Real Estate	Continue Doing - Acquisition of real estate to deliver capital infrastructure and community service projects.	The following projects were completed: Bowness Flood barrier drilling, Cornerstone Firehall, future field house site for the Province, widening of 88 ST SE, land for Paskapoo expansion. The Event Centre subdivisions are finalizing to close in Q1.	
Sidewalks & Pathways	Continue Doing - Public realm enhancements that align with Complete Streets and Main Streets.	First phase construction completed for three Main Streets projects, and six master plans completed. Coordination with private development sites is ongoing. 2021 funding secured for three projects through Established Areas Growth and Change Strategy.	
Streets	Continue Doing - Support new development as the city grows.	Completed reviews of over 8,000 Calgary Planning Applications and 260 subdivision construction drawings. Developed funding/delivery strategies to support Affordable Housing projects. Updated tools/processes to improve stakeholder collaboration.	

**Council Directive: N5**

**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.

Service	Strategy	Strategy Update	Status Icon
City Planning & Policy	Continue Doing - Work with stakeholders to improve the Developed Areas Guidebook and implement desired growth.	Completion of the Guidebook for Great Communities and the North Hill Community Plan was delayed due to Council direction to undertake further refinements and return to the Standing Policy Committee on Planning and Urban Development in January 2021.	
City Planning & Policy	Do More of - Provide an integrated growth & change strategy for new communities, established areas, TOD and industrial areas.	Phase 1 of the Established Area Growth and Change Strategy and the Transit Oriented Development Implementation Strategy were completed. Scoping for the Industrial Area Growth Strategy is underway. 11 new community business cases were considered by Council in 2020.	
City Planning & Policy	Do More of - Change our plans, policies and rules so they are implementable and effective towards enabling desired growth and change.	Key planning initiatives currently underway (Guidebook, Multi-Community Plans, Established Areas Growth and Change Strategy, Transit Oriented Development Implementation Strategy) are being aligned and their policies coordinated towards this goal.	
Facility Management	Continue Doing - Provide flexible work spaces and strategies.	Workplace solutions completed the optimization of Airways in 2019 & utilized capacity to accommodate Compliance Services in 2020. Greater workspace efficiency has yielded 40% mobility for Compliance services, & TW Roads consolidation in Manchester E.	
Fire Inspection & Enforcement	Continue Doing - Provide inspections, permits and compliance monitoring services to meet legislated obligations in The City's Quality Management Plan.	Fire inspectors undertook 16,505 inspections in addition to regular permits and compliance monitoring services to meet legislated obligations under The City's Quality Management Plan.	
Infrastructure Support	Continue Doing - Implement quality and risk management approaches, automated business tools for corporate asset and project management programs.	Implemented new Project Management Quality Assurance standard and report. Asset Management Plan Templates created for each business unit and in scope asset types.	
Infrastructure Support	Do Less of - Asset and project management analysis and planning.	Reduced use of contracted asset management and project management services. Implemented new process for prioritizing and scheduling of service requests. Optimization and reallocation of staff maintained overall annual service levels.	


# 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: M1









**M1:** Council's primary concern is with the safety of all Calgarians; therefore, all modes of transportation must be safe.

Service	Strategy	Strategy Update	Status Icon
Public Transit	Do Less of - Reliability of service.	The amount of maintenance work has declined. It remains focused on any safety issues or repairs focused on acute failures affecting service. To date, there has been no significant impact to service. We continue to monitor.	●
Public Transit	Do More of - Invest in Public Safety Enhancements.	COVID-19 impacted this strategy. Through the pandemic, investments were made focused on public safety, which included social distancing measures, distribution of masks, service adjustments, additional cleanliness onboard vehicles.	■
Sidewalks & Pathways	Continue Doing - Improve safety and support community growth with new pedestrian crossings, pedestrian corridors and RRFBs.	Pedestrian crosswalk improvements were completed at 62 locations including 21 new traffic signals, 12 rectangular rapid flashing beacons (RRFBs), and 7 overhead flashers.	●
Sidewalks & Pathways	Do More of - Safety projects through the Safer Mobility Plan.	Made low cost safety improvements at over 50 schools, and signal phasing improvements at more than 12 locations including Leading Pedestrian Intervals (LPIs) and protected turns.	●
Streets	Continue Doing - Provide snow and ice control in accordance with Council's policy.	Responded to 37 snow events in 2020 which dropped over 160 cm of snow, with 92% on-time completion for P1 and P2 routes.	●
Streets	Do More of - Targeted safety improvements aligning with the Safer Mobility Plan.	Implemented eight safety improvement projects including an added lane at Shaganappi Tr and Dalhousie Dr NW, signal improvements at Glenmore Tr and 5 Av SW, and several right turn improvements.	●

Service	Strategy	Strategy Update	Status Icon
Taxi, Limousine & Vehicles-for-Hire	Do More of - Implement recommendations of the City Auditor's Livery Transport Services audit.	Taxi, Limousine, Vehicles-for-Hire has completed 12 recommendations identified by the City Auditor's Livery Transport Service and undertook work in 2020 to evaluate changes to the complaint process as a part of the Livery Transport Bylaw recommendations in 2021.	

**Council Directive: M2**

**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.

Service	Strategy	Strategy Update	Status Icon
Data Analytics & Information Access	Continue Doing - Provide accessible, authoritative and connected data to customers.	Created COVID-19 Metrics Dashboard, displaying City services data, 311 & 911 call volumes/types, social media trending, building's cleaning status & facility closures. Provided location data to surrounding municipalities, Alberta Health Services & Canadian Pacific Rail Police.	
Parking	Do More of - Use of technology to improve the customer experience and management of the administration and enforcement of residential parking zones.	Revamped and expanded the Electronic Permit and Monthly Contract systems. Refined the use of camera data for more efficient enforcement.	
Public Transit	Continue Doing - Optimize routes and schedules to consistently improve service.	COVID-19 impacted this strategy. We continued to optimize routes and schedules and closely monitored the service, making necessary service changes as required. Supported vulnerable citizens, frontline workers through pandemic.	
Public Transit	Continue Doing - Invest to expand BRT service, Primary Transit Network and service to actively developing communities.	COVID-19 impacted this strategy. Any new service investments are currently on hold due to reduced service demand and revenue shortfall. We will continue to evaluate service demand and make investments to improve service.	
Public Transit	Do Less of - 4-car CTrain service.	We continue to respond and monitor the condition of the U2 cars. A new order for 15 new Light Rail Vehicles was put in place on December 27, 2019.	
Public Transit	Do More of - Invest in strategies to improve customer commitment.	Customer Commitment initiative has moved from being a quarterly feedback initiative to a monthly Voice of Customer program. Calgary Transit is able to track the trends on customer commitment objectives on monthly basis to understand customer feedback.	
Public Transit	Do More of - Improve schedule adherence practices.	Staff continued to leverage suite of technological advancements that came with the upgrade of the scheduling software (Hastus 2017 version) in 2019. Use of new modules in the upgraded software helped improve scheduling practices.	
Sidewalks & Pathways	Continue Doing - Inspect the sidewalk and pathway network, and repair priority locations.	Priority repairs and inspections are ongoing, with response to nearly 5,000 service requests for repairs.	



Service	Strategy	Strategy Update	Status Icon
Sidewalks & Pathways	Do Less of - Lifecycle maintenance including sidewalks, pedestrian bridges, and Plus-15's.	Repairs completed on two pedestrian bridges, nine Plus 15s and three Plus 15s connections. One pedestrian bridge was removed and the tunnel at MacLeod Tr and Glenmore Tr was decommissioned. Replaced 30 km of sidewalk and 10.25 km of pathway.	●
Sidewalks & Pathways	Do Less of - Invest in missing links in the sidewalk and pathway network.	Installed pathways on 42 Av SE and 24 Av NW. Worked with the Ramsay Community Association to install asphalt sidewalks, wheelchair ramps and a pedestrian flasher on 11 St SE.	●
Sidewalks & Pathways	Do More of - Implement Step Forward to improve the attractiveness and accessibility of the pedestrian realm.	Completed the second year of Active and Safe Routes to School, including in-school programming and interventions like curb extensions and crosswalks near schools. Accessibility was prioritized and promoted in public realm retrofit projects.	●
Sidewalks & Pathways	Do More of - Expand snow and ice control on City sidewalks and pathways.	The enhanced pedestrian snow and ice control (SNIC) pilot is ongoing and concluding in Spring 2021. We will report results and recommend future investment strategy in 2021.	●
Sidewalks & Pathways	Do More of - Implement improvements that address community traffic, walking and biking concerns.	Substantial construction completed on four corridor projects (2 St SW, 24 Av NW, 42 Av SE, 8 Av SE).	●
Specialized Transit	Continue Doing - Optimize system of services to consistently maintain directness and on-time performance.	Calgary Transit continues to maintain directness of trip and optimize on time performance of specialized transit service. The on-time performance is consistent.	●
Specialized Transit	Do More of - Invest in strategies to improve customer commitment.	Customer Commitment initiative has moved from being a quarterly feedback initiative to a monthly Voice of Customer program. Calgary Transit is able to track the trends on customer commitment objectives on monthly basis to understand customer feedback.	●
Specialized Transit	Do More of - Invest in service increase.	COVID-19 impacted this strategy. We continued to provide service, making necessary service changes based on service demand. We will continue to monitor the changes in service demand and adjust service accordingly.	■
Streets	Continue Doing - Provide permits for projects and events that use street space.	Health restrictions did not diminish permit availability, however demand for service was reduced. Continuing work with customer groups to identify opportunities to streamline or improve permit services and review on-line application processes.	●
Streets	Do Less of - Lifecycle work on streets and bridges.	Major repairs were completed for seven bridges, while capital funding was advanced to increase the scope of pavement rehabilitation to 385 lane kms.	●

Service	Strategy	Strategy Update	Status Icon
Streets	Do Less of - Engineering studies and land acquisitions that advance current and future work and allow for shovel-ready projects.	Fewer studies are creating challenges with project prioritization and our ability to request stimulus funding.	●
Streets	Do More of - Enhanced maintenance along existing Main Streets projects.	Planning is ongoing to integrate commitments with Main Streets.	●
Taxi, Limousine & Vehicles-for-Hire	Continue Doing - Increase the capabilities of the livery industry to support accessibility for all Calgarians.	The on-demand centralized dispatch pilot for wheelchair accessible vehicles has increased responsiveness to citizens with accessibility needs by using a mobile application and centralized dispatch that identifies the closest wheelchair accessible vehicle.	●
Taxi, Limousine & Vehicles-for-Hire	Continue Doing - Level the playing field of all livery stakeholders by conducting a review of the Livery Transport Bylaw.	External and internal stakeholder engagement was undertaken in 2020 to assess recommendations for the Livery Transport Bylaw review planned to return to Council in 2021.	●
Taxi, Limousine & Vehicles-for-Hire	Do More of - Pilot a centralized dispatch system for on-demand wheelchair accessible taxi service.	Preliminary analysis of trip data indicates the Wheelchair Accessible Vehicles (WAV) pilot is successful. A satisfaction survey was launched in Q4 2020 and preliminary results indicate 90% of respondents will continue using WAV.	●

**Council Directive: M3**

**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 non-profit 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.

Service	Strategy	Strategy Update	Status Icons
Public Transit	Continue Doing - Developing the Green Line including design and construction.	The Green Line project continues to be developed and is nearing the procurement phase. Early works and utility relocates are ongoing. Calgary Transit is in process of appointing a single point of contact to Green Line to better represent transit service.	●
Public Transit	Do Less of - Asset management improvement.	We continue to carefully monitor and assess our assets, however less maintenance activity will slowly start to affect asset performance. To date, there has been no significant impact to service. We continue to monitor.	●
Public Transit	Do Less of - Buildings and major facility maintenance.	Due to reduced capital investments, Public Transit has prioritized the capital funding for building and major facilities to ensure that safety of the structures and associated components is not compromised. Calgary Transit continues to monitor the condition.	●
Specialized Transit	Do Less of - Asset management improvement.	We continue to carefully monitor and assess our assets, however less maintenance activity will slowly start to affect asset performance. To date, there has been no significant impact to service. We continue to monitor.	●
Streets	Continue Doing - Forecast future needs and plan long-term improvements to the street network.	Completed the Deerfoot Trail Corridor Planning Study, and nearing completion of Stoney Tr/80 Av NE Functional Planning Study amongst others, to identify long term corridor requirements.	●
Taxi, Limousine & Vehicles-for-Hire	Do More of - Deliver the endorsed framework for an Accessible Taxi Incentive Program and monitor the effectiveness.	Over 6800 accessible wheelchair taxis trips were delivered in 2020. Engagement with Accessible Taxi Plate holders, drivers and brokers took place in November 2020 to evaluate incentives which would improve service levels in the future.	●

**Council Directive: M4**

**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 reduced peak- hour traffic congestion.

Service	Strategy	Strategy Update	Status Icons
Infrastructure Support	Continue Doing - Provide precision surveys to support the design, construction and asset lifecycle phases of infrastructure projects.	Completed approximately 1500 survey jobs for infrastructure and land development clients. The operation spent significant effort adjusting health and safety protocols to ensure field operations have been delivered throughout the pandemic.	●
Parking	Do Less of - Reactive software implementation and facility maintenance that do not result in long-term benefits.	Completed capital asset management plan, and asset management strategy. Rewrote base code to improve flexibility to make changes and add new modules as well as improve compatibility with other software.	●
Parking	Do More of - Development and implementation of proactive technology, asset management strategies, and new partnerships.	Automate invoice approval process has made paying invoices more efficient and laid the framework to automate additional processes in the future. Planning implementation of payroll and finance software to eliminate inefficient workflows.	●
Parking	Do More of - Enforcement by License Plate Recognition (photo enforcement vehicle patrols rather than foot patrols).	Continued to explore means of increasing the use of License Plate Recognition technology. Foot patrol duties will still be used when appropriate for certain types of parking enforcement monitoring.	●
Specialized Transit	Do More of - Evaluate technologies to analyze public and specialized transit trip integration.	Preliminary work has been started on this and will be continued. This evaluation will involve considerable analysis of data and available technologies.	●
Streets	Continue Doing - Monitor traffic conditions and coordinate incident response.	The Next Gen Traffic Management Centre (TMC) is now operational, improving incident management capabilities and bringing improvements in traffic information collection and dissemination, signal coordination, and traffic radio coverage (107.9FM).	●
Streets	Continue Doing - Traffic signal optimization on major corridors.	Critical signal timing software was unavailable for remote access, and we shifted focus from signal retiming to completing replacement of legacy signal controllers. Four retiming projects were completed, with two ongoing and another deferred to 2021.	■
Streets	Do Less of - Invest in major transportation upgrades such as interchanges, corridor expansions, and major road reconstructions.	Completed several major transportation projects including the Crowchild Trail Upgrades and Ring Road connectors; and community mobility improvements, adding missing links, intersection upgrades, and projects focused on enhancing flood mitigation.	●

# A Healthy & 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: H1

**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.

Service	Strategy	Strategy Update	Status Icon
Affordable Housing	Do Less of - Spending on energy efficiencies.	Projects in design or construction have met or surpassed targets for The City and funding sources including achieving 26%-41% energy efficiency, 35% reduced water consumption, clean electricity through use of solar systems, and water reduction.	●
Environmental Management	Continue Doing - Climate change – key focus on implementation of the Climate Strategy and Actions Plans.	The City of Calgary's Commercial and Institutional Building Energy Benchmarking program, launched in October 2020.	●
Environmental Management	Continue Doing - Environmental leadership – enable the protection and enhancement of the natural environment, corporately and community-wide.	The City's Gas and Oil Group protects The City's interests with informed and coordinated decision making on oil and gas matters. In 2020, ATCO Pipelines received approval to construct the Northwest Calgary Connector segment.	●
Environmental Management	Continue Doing - Capacity building – support the organization to invest and provide uninterrupted services to citizens considering environmental impacts.	Developed new environmental learning modules for staff related to our environmental management system. Provided workshops to project managers and construction industry on the revised Environmental Construction Plan framework.	●
Environmental Management	Do More of - Implement Climate Resilience Strategy and Action Plans.	Climate Adaptation focused on defining Calgary's climate hazards based on new data, benchmarking community climate risk and the development of an infrastructure risk and resilience assessment process and a Climate Resilient Home Handbook for Calgarians.	●
Environmental Management	Do More of - Educate and develop partnerships with communities and business to enable climate and energy action.	The City partnered with Empower Me to deliver 42 virtual workshops to 500 immigrant or non-English speaking Calgarians to reduce energy consumption in their homes. Energy saving kits were provided to help reduce CO2e emissions.	●

Service	Strategy	Strategy Update	Status Icon
Environmental Management	Do More of - Identify funding opportunities for climate risk reduction and energy and GHG management.	The City applied and received funding from the Federation of Canadian Municipalities to upgrade track heaters and the thermostat system for the LRT.	●
Environmental Management	Do More of - Establish and integrate community and operational environmental strategies into City services.	The City-wide Environmental Strategy and Action Plan, directed by Council, is under development and will be completed in Q2 2021. The strategy will define the environmental direction for future business planning activities.	●
Environmental Management	Do More of - Engage Calgarians and City services through environmental awareness and subsequent reduction of environmental impact.	The City of Calgary's Climate Program hosted a series of six webinars for the public in 2020, focusing on enhancing the understanding of climate change and effective actions citizens can take to reduce their impact on the environment.	●
Property Assessment	Do More of - Provide more products electronically in an effort to improve customer service, reduce cost and lower The City's environmental footprint.	Property Assessment increased efforts to have more property owners use eNotices rather than having their property assessments mailed. As of 2020 December 31, approximately 41,000 property owners have signed up to receive an eNotice.	●
Stormwater Management	Do More of - Work to adapt to the impacts of climate change by considering climate change parameters into capital design and operating activities.	The Water Utility Climate Change Adaptation Plan has 46 actions prioritized for 2019-2022. Progress includes database updates, infrastructure planning tools and staff training. A water security strategy and drought risk assessment were initiated.	●
Waste & Recycling	Continue Doing - Invest in and operate waste management facilities to comply with regulatory requirements and protect public health and the environment.	Waste Management Facilities are an essential service for Calgary and the region during the pandemic resulting in a significant increase in customer visits. COVID-19 safety risks to employees and customers were minimized through operational controls.	●
Waste & Recycling	Continue Doing - Provide safe and reliable collection for residential cart-based programs.	As an essential service, Waste & Recycling provided residential cart collection on schedule throughout the pandemic. The volume of waste collected in the black, blue and green carts was higher than last year. Citizen satisfaction scores also increased over 2019.	●
Waste & Recycling	Continue Doing - Advance provincial and regional waste management solutions.	Calgary continues to advocate with the province for Extended Producer Responsibility (EPR) legislation. Many provinces have EPR in place or in development. EPR could potentially save Calgarians up to \$30 million per year in blue cart recycling costs.	●
Waste & Recycling	Continue Doing - Provide community-wide waste management programs for the benefit of Calgarians.	Continues to provide Community-wide waste management programs including, Community Recycling and Household Hazardous Waste depots and response to illegal dumping to support Calgarians recycling, composting and proper disposal of waste.	●
Waste & Recycling	Do More of - Engage the community and explore best practices for waste reduction.	Conducted research to understand customer behaviour regarding cart set-out to prepare a variable set-out pilot program plan and engaged the Industrial, Commercial, and Institutional sector on food waste and recycling.	●

Service	Strategy	Strategy Update	Status Icon
Waste & Recycling	Do More of - Enhance education and enforcement to maintain high participation and low contamination for programs.	The City increased bylaw support for compliance to the Waste Bylaw 4M2020. The blue and green cart spot check program did not run in 2020 due to the COVID-19 pandemic, planning is underway to resume in 2021.	●
Waste & Recycling	Do More of - Consider options for energy production at waste management facilities, and energy efficiencies in fleet and facilities.	The City continues to explore alternative fuels, fleet efficiency, and equipment specifications for new vehicles and maintenance to optimize waste collection vehicle performance.	●
Wastewater Collection & Treatment	Do More of - Work to adapt to the impacts of climate change by considering climate change parameters into capital design and operating activities.	Climate change places additional burdens on wastewater systems. New treatment plant designs for major, peak flow weather events are required. The City is exploring alternatives to reduce the cost of upgrades and still meet environmental objectives.	●
Water Treatment & Supply	Do More of - Work to adapt to the impacts of climate change by considering climate change parameters into capital design and operating activities.	The Water Utility continued to meaningfully embed climate change considerations into its long-term service delivery. Updates included: Glenmore gates, intensity duration frequency (IDF) curves, and treatment plant efficiency.	●



**Council Directive: H2**

**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.

Service	Strategy	Strategy Update	Status Icon
Environmental Management	Continue Doing - Corporate leadership – provide Council and corporate leaders with relevant information to make informed environmental decisions.	A climate status report was presented to Council in April 2020 to provide information on the progress of the Climate Strategy.	●
Environmental Management	Continue Doing - Citizens and business support – inform, educate and prepare communities to manage environmental risks and opportunities.	The City offered its first virtual Mayor Environmental Expo, which drew 10,000 participants, provided 22 live-streamed sessions and 20 pre-recorded sessions throughout the month of June 2020 for students of all grades.	●
Fleet Management	Continue Doing - Deliver green driver training to all City operators.	Fleet Services developed the Fleet Operator Safety Policy to promote and improve green driving practices of operators and launched a new Vehicle and Equipment Safety Manual to assist employees in operating vehicles in a fuel-efficient manner.	●
Fleet Management	Do More of - Evaluate green technologies.	Fleet Services secured \$800,000 in funding for two refuse truck pilot projects--one-diesel hybrid and one battery-electric--through the Federation of Canadian Municipalities and Municipal Climate Change Action Centre.	●
Infrastructure Support	Continue Doing - Provide building commissioning, green building consultations, energy audits information and education.	Team supported projects in identifying sustainability targets across multiple new building projects in alignment with Sustainable Building Policy with multiple LEED certifications completed in 2020.	●
Infrastructure Support	Continue Doing - Implement the Climate Mitigation Strategy through leading by examples in our own operations.	The City completed the construction of Calgary's first Net-Zero institutional building at Haskayne Legacy Park. Corporate Analytics & Innovation also uploaded over 70 sites into a building benchmarking program being developed by Environmental and Safety Management.	●
Infrastructure Support	Do Less of - Management of work related to energy efficiencies, climate actions and consultations for clients.	Leading the implementation of the SAVE initiative on Energy Budgeting. Multiple energy efficiency retrofits completed. Alternative energy projects from biogas underway at landfills and composting facility.	●
Parks & Open Spaces	Do Less of - Naturalization of existing manicured park land and restoration of natural areas.	There are no new major Parks naturalization projects in 2019-22 due to capital constraints. Turn-the-Curve strategies include working with other City services, including Water Services and ROADS.	●

Service	Strategy	Strategy Update	Status Icon
Public Transit	Do More of - Evaluate new technologies and environmentally friendly initiatives.	Calgary Transit will continue to evaluate new technologies and environmentally friendly initiatives. Preliminary work started on an electric bus trial (shuttle buses), after funding was approved. Potential use of Renewable Natural Gas is being investigated.	●
Urban Forestry	Continue Doing - Risk-based public tree pruning to increase tree lifespans and resilience to severe weather.	Further increasing the health and resilience of City trees to severe weather, pests and disease remains a priority.	●

**Council Directive: H3**

**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.

Service	Strategy	Strategy Update	Status Icon
City Cemeteries	Continue Doing - Reduce water usage by becoming more effective and efficient in our watering practices.	Annual maintenance and repairs implemented. Cemeteries is identifying lower-traffic areas that could be watered less.	●
Stormwater Management	Continue Doing - Advocate for land use policy that supports flood resiliency.	New provincial flood maps were released. Work to incorporate mapping, land use regulation and other policies has begun. Significant public engagement is needed, particularly in river communities.	■
Stormwater Management	Continue Doing - Engage and advocate with the Government of Alberta to fund and implement the Flood Mitigation Plan.	Glenmore Dam Gates were completed in 2020, helping bring Calgary's flood risk exposure down to half of what it was in 2013. Resilience programs allow for community level flood investment in Chinatown, Mission, Sunnyside and Deerfoot Meadows.	●
Stormwater Management	Continue Doing - Work with Calgarians to ensure they are prepared for future flooding and are more resilient to floods.	Citizens seek greater engagement on flood barrier and drainage improvements in their communities. Virtual open houses ensured discussions to continue during COVID-19. New digital tools allow adaptive plan refinement as mitigation measures come online.	●
Stormwater Management	Continue Doing - Invest in flood resiliency capital projects such as barriers and storm outfalls and other infrastructure.	Investments at Glenmore Reservoir gates, Deerfoot Meadows, Mission Island and Montgomery were completed in 2020. Flood resiliency work completed since 2013 reduces damage potential by half.	●
Stormwater Management	Continue Doing - Look for efficiency opportunities in fleet and the delivery of the capital program.	Accelerated Community Drainage Improvement (CDI) projects in Tuxedo Park and Sunnyside are on track for 2021. New provincial stimulus funding was secured in 2020 and allows for additional stormwater projects to get underway.	●
Stormwater Management	Continue Doing - Develop our knowledge and practices to maintain and operate green (natural) and grey (traditional) stormwater infrastructure.	Stormwater crews used a comprehensive inspection check list to identify deficiencies in stormwater ponds and create 2021 priorities. Low Impact Development assets were assessed in 2020 to set standards and identify improvement opportunities.	●

Service	Strategy	Strategy Update	Status Icon
Stormwater Management	Do More of - Deliver the Riparian Action Program implementation activities.	Approximately 55 riparian and bank restoration projects were designed, built or maintained by the Water Utility and Parks in 2020. Monitoring continued, and the Riparian Action Program and Source Water Protection Policy were endorsed by Council.	●
Stormwater Management	Do More of - Provide proactive risk-based erosion and sediment control education and inspection activities.	The Water Utility worked closely with the development industry to ensure onsite compliance and used risk assessments to inform approval amendment needs.	●
Wastewater Collection & Treatment	Continue Doing - Ensure appropriate infrastructure upgrades are in place to collect and treat wastewater from our customers.	The program is progressing well, with Phase 1 Capacity Upgrades largely complete and Plant D Expansion on schedule for 2021 commissioning. All electrical upgrades are complete and expansion to the Cogeneration facility on track for 2021 completion.	●
Wastewater Collection & Treatment	Continue Doing - Monitor the wastewater network to prevent sewer releases.	There are 105 sanitary flow monitors located throughout Calgary. The data helps plan infrastructure for future growth, identify where upgrades are required, and track progress to reduce storm and ground water infiltration in the collection system.	●
Wastewater Collection & Treatment	Do More of - Work with regulators and make additional investment in wastewater treatment upgrades to meet regulatory compliance.	The overarching goal of the wastewater approval renewal process is to optimize the Utility's long-range capital planning and operational flexibility needs while meeting provincial environmental protection objectives.	●
Water Treatment & Supply	Continue Doing - Work with stakeholders to reduce the risk to our source water to ensure the quality and quantity of the City's drinking water.	The updated Source Water Protection Plan was approved by Council and supported by several community and regional stakeholders. Source water protection is a coordinated risk management approach that provides the first line of defense in a multi-barrier approach to providing safe, clean drinking water.	●
Water Treatment & Supply	Continue Doing - Strengthen relationships with regulators to maintain regulatory compliance.	The Water Utility strengthened regulatory relationships with Alberta Environment and Parks in 2020. Highlights include recognition of The City's high-quality regulatory applications and an Aboriginal Consultation Office meet and greet.	●
Water Treatment & Supply	Continue Doing - Partner with customers to conserve water and to reduce peak day water demand.	Regional collaboration was advanced through the Calgary Metropolitan Region Board to develop a long-term Growth Plan and Servicing Plan, ensuring appropriate regional growth support through an integrated watershed management approach.	●
Water Treatment & Supply	Continue Doing - Monitor growth and optimize capacity of water treatment plants.	Capital investments of linear water infrastructure needed to support growth are progressing on schedule. Plans to optimize treatment plant infrastructure are underway. Optimization improves plant resilience and provides increased treatment capacity.	●

**Council Directive: H4**






**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.

Service	Strategy	Strategy Update	Status Icon
Corporate Security	Continue Doing - Maintain service delivery of the Physical Security program including threat risk assessments.	Continued to meet the needs of clients through our Physical Security program. This includes completing 8 threat risk assessments & 20 countermeasures including work for Heritage Park's Gasoline Alley, 4 Parks' depots, 7 pump stations and others.	●
Neighbourhood Support	Continue Doing - Validate and refine support to community groups towards safe and inclusive spaces that respond to resident needs.	Support was provided to 171 community groups to deliver 540 capital projects, maintaining or improving community spaces.	●
Parks & Open Spaces	Do More of - Leverage partnership and sponsorship opportunities.	Calgary Parks and Parks Foundation Calgary collaborated on several projects including the new bike skills park and the Quinterra music garden at South Glenmore Park.	●
Pet Ownership & Licensing	Do More of - Implement Livestock as Emotional Support Animals program within the Responsible Pet Ownership Bylaw.	Strategy Completed Livestock as emotional support animals was implemented in March 2019. The City of Calgary is among the first municipality in Canada to address emotional support animals.	●
Sidewalks & Pathways	Continue Doing - Plan sidewalks, pathways and bikeway network.	Calgary's pathway network grew beyond 1,000 km in 2020, reaching a total length of 1,115 km. Policies and map of 5A Network of All Ages and Abilities walking and wheeling routes were included in Next20. Planning is ongoing on seven corridors.	●

**Council Directive: H5**

**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.

Service	Strategy	Strategy Update	Status Icon
City Cemeteries	Continue Doing - Support public events in City cemeteries (e.g. monument cleaning, Remembrance Day).	This strategy was impacted by COVID-19. We will reinstate these events in 2021 as public health restrictions allow. Our events include cemetery tours and Mother's and Father's Day events.	■
Parks & Open Spaces	Continue Doing - Evaluate, protect and manage Calgary's ecological corridors to support biodiversity and environmental resilience.	No new major naturalization or biodiversity projects in 2020 due to capital funding constraints. Milestone: Calgary Parks' environmental rehabilitation work "Biodiverse Communities" won national and international awards in 2020.	■
Parks & Open Spaces	Continue Doing - Provide volunteer and public education programs to encourage citizens to be stewards of our parks.	Only some Parks volunteer and stewardship projects were able to proceed in 2020 (with COVID-19 safety adaptations) including: The Annual Pathway and River Cleanup and two habitat restoration events along Nose Creek.	◆
Parks & Open Spaces	Do More of - Enhance accessibility on existing playgrounds where feasible.	Capital budget constraints have delayed this strategy. One playground had accessibility upgrades in 2020. Several more playground accessibility upgrades are proposed in 2021 using provincial stimulus funding.	■
Recreation Opportunities	Continue Doing - Provide a range of accessible and affordable recreation programs and opportunities that encourage active daily living.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Provided opportunities at reduced capacity with limited facility access and programming in alignment with COVID-19 restrictions.	■
Recreation Opportunities	Continue Doing - Support Fair Calgary initiatives to ensure the accessibility of recreation for low income Calgarians.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Provided opportunities at reduced capacity with limited facility access and programming in alignment with COVID-19 restrictions.	■
Recreation Opportunities	Continue Doing - Evaluate and adjust service provision as required to align with meeting industry best practices.	Following consultation with The Lifesaving Society, service delivery has been redesigned at City of Calgary operated pools which considers Lifeguard Point Analysis recommendations and optimized service delivery principles. Further study underway.	●

Service	Strategy	Strategy Update	Status Icon
Recreation Opportunities	Continue Doing - Provide, and support partners, to deliver structured and unstructured recreation opportunities (i.e. inclusive play), to foster active living.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Community Services Outdoor Summer programming was delivered in collaboration with Calgary Parks and Calgary Neighbourhoods.	
Recreation Opportunities	Continue Doing - Participate in and advocate for long-term capital and investment planning to meet the needs of Calgarians.	Regional recreation study for Rocky View County and Chestermere complete, with part 2 ready to begin. Draft of recreation partner asset management framework under review with partners.	
Recreation Opportunities	Do Less of - Lifecycle maintenance on our aging infrastructure (due to limited capital resources).	Facility operational activities transitioned to Facility Management through Corporate Coordinated Operations & Maintenance (CCOM) program.	
Recreation Opportunities	Do More of - Develop an evaluation tool that provides evidence to select optimized service delivery methods to provide sustainable service to residents.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Service Evaluation Tool has been developed but no resourcing available to put in place in 2020. Plan to action for 2021 underway.	
Recreation Opportunities	Do More of - Provide matching funds to enable Vivo's expansion in order to keep pace with catchment area demand for recreation, sport and social space.	Funding Agreement developed with Vivo for City matching funds and has been submitted to Vivo for signature. Project is progressing to tender.	



**Council Directive: H6**

**H6:** Finally, we must continue to make parks and green spaces a priority and proactively seek to increase green space in neighbourhoods.

Service	Strategy	Strategy Update	Status Icon
City Cemeteries	Do More of - Work to shift casket burial operations to the new south cemetery (capital funding dependent).	Capital funding constraints and construction challenges continue to impact establishing site utilities and amenities at the new Prairie Sky Cemetery. Work to overcome these challenges is progressing.	■
City Cemeteries	Do More of - Pursue opportunities for new cemetery space in north Calgary to address future community needs.	Land was acquired for a new regional park and cemetery site in north-central Calgary. Initial public engagement has been overall positive.	●
Parks & Open Spaces	Continue Doing - Provide citizens with safe, fun and accessible parks within both new and established communities.	Parks were popular attractions for citizens during 2020. Calgary Parks receives high scores in annual citizen satisfaction surveys (93% for satisfaction in 2020 and 75% for importance in 2020).	●
Parks & Open Spaces	Continue Doing - Evaluate and maintain parks as well as engage park users on their satisfaction with park features.	Engaging citizens on park design, features and usage is ongoing. In 2020, Calgary Parks responded to community desires for more winter park attractions with fire pits, ice trails, additional skating ponds and ice bikes.	●
Parks & Open Spaces	Continue Doing - Use a balanced approach to managing prohibited weeds, mosquitos and other threats to our environment and quality of life.	In addition to ongoing, seasonal work to address pests and prohibited weeds, Parks worked with Water Services and the Province to mitigate an invasive aquatic species (Flowering Rush) in city stormwater canals.	●
Parks & Open Spaces	Do Less of - Maintain existing park maintenance levels in established communities (due to absorbing new parkland without growth funding).	General parks maintenance levels were lower citywide due to operational budget constraints. Citywide impacts are longer grass, more weeds, less irrigation, etc.	●
Parks & Open Spaces	Do More of - Repurpose low-use sport fields to reflect community needs through the Community Park Initiative.	Strategy Completed Parks engaged communities with underutilized playfields. These fields and green spaces are now open for free play for all citizens and community use.	●
Parks & Open Spaces	Do More of - Support climate change mitigation initiatives and river access improvements where feasible.	The 2019-20 budget adjustments delayed implementation of these projects. However, Parks continues to work with partners where possible, such as naturalization of boulevards with Transportation.	■
Urban Forestry	Continue Doing - Inspect and protect mature trees in established areas and new developments to help sustain our urban forest.	Risk-based tree inspections continue to be a priority. In new developments, we inspect newly planted trees and water those demonstrating stress.	●

Service	Strategy	Strategy Update	Status Icon
Urban Forestry	Continue Doing - Do critical tree replacements in high priority areas, such as Memorial Drive or Centre City (\$1.4M).	We replace trees at the end of their lifecycles to maintain the attractiveness of our city. Urban Forestry completed 289 critical tree replacements in 2018, 300 in 2019 and 365 in 2020.	●
Urban Forestry	Continue Doing - Additional tree planting for canopy growth.	Council boosted funding to increase tree planting in the Nov. 2020 budget adjustment process. This helps us grow the canopy in 2021-22. Our 2018-19 funding levels allowed us to maintain the current canopy level.	●
Urban Forestry	Do More of - Identify future planting areas to expand tree canopy coverages within the city, such as along the Green Line transit route and Ring Road network.	We are working with Greenline and Main Streets project teams on new tree planting sites and sustainable planting plans.	●











# A Well-Run City









Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvements to make life better every day for Calgarians by learning from citizens, partners and others.

## Council Directive: W1

**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.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Do Less of - Board Chair involvement in scheduling and external training for tribunal members (reduce).	Chair involvement in scheduling was reduced in 2019 and further in 2020. Increased communication between the Assessment Business Unit and owners/agents has reduced the complexity of scheduling.	●
Calgary 9-1-1	Do More of - Advocate for increases to the 9-1-1 levy to be less mill rate reliant.	Calgary 9-1-1 submitted a letter of support to the Alberta Urban Municipalities Association for the 9-1-1 resolution regarding a levy change to mobile devices and land lines.	●
Citizen Engagement & Insights	Continue Doing - Provide safe, fair and accessible opportunities for citizens to provide input on City programs, services and quality of life.	Transitioned to online and distanced engagement, which allowed continued work on over 75 City projects. Inclusive engagement actions taken on all projects in 2020, and ongoing feedback collected to improve inclusivity and accessibility.	●
Citizen Engagement & Insights	Continue Doing - Provide meaningful and actionable insight to inform City decision-making, mitigate risks and drive continuous improvement.	Successfully delivered two Financial Conversations reports combining research, engagement, and social media insights to support the 2020 Council budget deliberations. Pivoted corporate research strategy to provide ongoing COVID-19 citizen research.	●
Citizen Engagement & Insights	Do Less of - Expansion and maintenance of the Research & Engagement Library and the Citizen Dashboard.	Strategy Completed	●
Citizen Engagement & Insights	Do Less of - Vendor support for the Citizen's View Panel and research reporting.	Strategy Completed	●

Service	Strategy	Strategy Update	Status Icon
Citizen Engagement & Insights	Do More of - Provide research and engagement summaries by service, Council Priority and community.	The Corporate Research and Engage teams supported the SAVE program by conducting new research and engagement to help with development of business cases, plans and decision-making. Research also provided reviews of relevant pre-existing research.	
Citizen Information & Services	Continue Doing - Provide 24/7 access to City information and services through 311 and Calgary.ca.	In 2020 there were 1,106,371 service requests created in the 311 system, 746,285 conversations completed on the phone and 159,759 311 services created via digital channels. Calgary.ca had 19,746,220 visits in 2020.	
Citizen Information & Services	Continue Doing - Maintain and troubleshoot the calgary.ca and 311 platforms.	311 managed 5,884 changes related to users, content, services, training and reports. Web managed just over 12,000 client and citizen requests in 2020, and reduced overall codebase of Calgary.ca by 38 per cent resulting in reduced sustainment efforts and timelines.	
Citizen Information & Services	Continue Doing - Provide access to information and services to citizens during crisis/disaster situations.	311 managed 52,146 COVID-19 inquiries and concerns in 2020. 33,258 were satisfied by 311 agents by providing information over the phone. 18,888 were dispatched to service areas for review and response.	
Citizen Information & Services	Do More of - Provide information and services in multiple languages.	Translation services were made available on Calgary.ca, as well as in 200+ languages 24/7 through The City's 311 call centre.	
Community Strategies	Do More of - With partners, develop a strategy to advance gender equity and diversity in City services, governance and workforce.	Established a corporate community of practice to utilize equity assessments in planning and service delivery considerations. City-based GBA+ assessment tools are under development.	
Corporate Governance	Continue Doing - Advance The City's interests with the federal and provincial governments and the Calgary Metropolitan Regional Board.	As a result of COVID-19, advocacy was focused on aid to multiple stakeholder groups, stimulative infrastructure and a new deal for cities. Support continues for the development of a Calgary Metropolitan Regional Board Growth and Servicing Plan.	
Corporate Governance	Do More of - Strengthen governance practices within the organization.	A governance, risk and compliance needs assessment project was initiated with maturity assessments completed on each of the competencies for all enabling services.	
Council & Committee Support	Do More of - Better Protocol support for visiting delegations and dignitaries	A new procedure has been developed, along with forms, intake, and advice processes.	
Environmental Management	Continue Doing - Service line oversight – ensure environmental legislative compliance, risk reduction, protection, assurances and standards.	Implemented corporate-wide standards and programs to reduce the environmental impact on operations at The City. Programs include internal audit, green procurement, substance release reporting and environmental construction.	

Service	Strategy	Strategy Update	Status Icon
Executive Leadership	Continue Doing - Implement and execute Administration's Rethink to Thrive Strategy across the corporation.	Administration's Rethink to Thrive Strategy was approved by Council in June 2020. COVID-19 related impacts have delayed the rollout and implementation of some of the associated strategic initiatives.	
Human Resources Support	Continue Doing - Develop solutions to build and sustain leadership effectiveness, accountability, workplace capacity and a healthy workplace.	To continue leadership development through the COVID-19 pandemic, HR Support successfully shifted to online learning platforms. Additional tools are being developed to supplement recruitment from the lens of diversity and inclusion.	
Human Resources Support	Continue Doing - Work with service partners to create and sustain workplace conditions that reinforce employee engagement, inclusion and productivity.	HR Support provided training on diversity and inclusion topics, including: unconscious bias, inclusive leadership, human rights, respectful workplace, and anti-racism.	
Human Resources Support	Continue Doing - Provide governance, negotiate sound contracts, design programs to enrich staff experience, strengthen engagement and drive productivity.	On behalf of the organization, HR Support worked closely with senior leadership and Council to establish mandates for collective bargaining with its Unions and the Municipal Employees Benefit Association of Calgary (MEBAC). This work will continue into 2021.	
Human Resources Support	Continue Doing - Consult proactively with customers on all aspects of workforce and workplace to help them deliver on their business plans and goals.	HR Support provided human resources expertise (including labour relations) to City services, for example: impacts due to the COVID-19 pandemic and the advancement of respectful workplace approaches.	
Human Resources Support	Continue Doing - Revise HR business model and performance measures to meet customer need for service reliability, responsiveness, efficiency and quality.	Work toward this strategy commenced with strategic shifts of resources within the service to better respond to our customers. This will be further realized as the Corporate realignment efforts are implemented.	
Human Resources Support	Do Less of - Transactional and manual processes through enabling technology.	HR Support used existing technology to drive efficiency improvements for leaders and employees. For example, in 2020 the Calgary Police Service transitioned to the corporate HR technology system.	
Human Resources Support	Do More of - Support building a positive corporate culture that addresses diversity and inclusion (including anti-racism). This includes: removing barriers, enhancing awareness and understanding, and enabling staff to raise and resolve concerns.	To support the Gender Equity, Diversity & Inclusion Strategy, HR Support has integrated important elements into the recruitment process to better address bias, diversity and inclusion. These efforts seek to address barriers that previously existed.	

Service	Strategy	Strategy Update	Status Icon
Human Resources Support	Do More of - Strengthen services to meet growing customer demand for: workplace investigations and restoration, change leadership and succession planning.	HR Support continued to support employees through enhanced workplace investigation processes. In addition, change leadership fundamentals are now embedded into recently updated leadership training programs.	●
Insurance & Claims	Continue Doing - Heading towards paperless claims handling.	Strategy Completed	●
Insurance & Claims	Continue Doing - Use of web submissions for claims.	Strategy Completed	●
Insurance & Claims	Continue Doing - Updating transparency of claims information on our website.	Strategy Completed	●
Insurance & Claims	Continue Doing - Upgrading risk management information system to handle claims while adjusters are in the field.	Strategy Completed	●
Insurance & Claims	Continue Doing - Templating risk and claims forms.	This project is currently underway and is progressing as planned.	●
Insurance & Claims	Continue Doing - Appraisals and loss control inspections.	Strategy Completed	●
Insurance & Claims	Do Less of - Ad-hoc risk and claims forms in favour of templated forms.	Development of new corporate forms are in progress for both risk management and claims.	●
Insurance & Claims	Do Less of - Use of hardcopy claims files in favour of electronic files.	Strategy Completed	●
Legal Counsel & Advocacy	Continue Doing - Continuous improvement initiatives identified through Law's ZBR.	Legal Counsel and Advocacy (LCA) continues to implement efficiency improvements based on the business process review. Further improvements as identified in Law's Service Optimization Review (ZBR) will be implemented.	●
Legal Counsel & Advocacy	Continue Doing - Review the roles and responsibilities within the service.	A service organizational review was initiated in 2020. Positions, roles and responsibilities of the service are being reviewed as part of service implementation and in the context of larger corporate re-alignment.	●
Legal Counsel & Advocacy	Continue Doing - Develop a strategic plan for legal counsel and advocacy that aligns with administrative commitments to Council.	Progressing on Service Optimization Review (ZBR) commitments including a review and update of the organizational structure, creation of a ZBR program plan and began implementation.	■
Legal Counsel & Advocacy	Do Less of - Number of customized agreements and documents.	This work has been delayed as a result of COVID-19 resource constraints.	■

Service	Strategy	Strategy Update	Status Icon
Legal Counsel & Advocacy	Do More of - Provide staff with greater flexibility in delivering services to clients through modernization of technology.	All staff have been provided remote access to technology through mobile devices and development of preliminary work related protocols. As we gain more experience with remote technology we continue to refine our practices and protocols.	●
Legal Counsel & Advocacy	Do More of - Continue efforts to increase proactive involvement on priority issues posing corporate risk.	We continue to work with customers to ensure that we are proactively involved in high priority issues.	●
Municipal Elections	Continue Doing - Administer elections.	Execution of the four-year program is ongoing in preparation for the 2021 election.	●
Organizational Health, Safety & Wellness	Continue Doing - Service line oversight: Ensure legislative compliance, risk mitigation, financial accountability, safe work practices and legal standards.	Alberta Municipal Health and Safety Association's (AMSHA) quality assurance review on The City of Calgary's 2020 Certificate of Recognition (COR) Maintenance Action Plan resulted in 93 per cent approval, confirming The City's accordance to AMSHA standards.	●
Organizational Health, Safety & Wellness	Do More of - New safety and health system models encompassing Healthy Workplace Strategy, embracing strategic outcomes and proactive engagement.	A Healthy Workplace online leader training was launched in 2020 highlighting the accountabilities, roles and responsibilities The City, leaders and employees have to support physical and psychological safety.	●
Police Services	Do More of - Perform a Service Optimization Review by 2020.	Completed the Service Optimization Review (ZBR) with recommendations to address patrol workload demand and staffing issues and improve infrastructure and maintenance planning. The study used data analysis and feedback from officers and residents.	●
Police Services	Do More of - Use technology to improve effectiveness and efficiency for police operations.	Leveraged technology to improve police operations: expand online reporting, body-worn cameras, mobile solutions, patrol officer direct data entry, and video interviews. Replaced an aging arrest processing facility with the Spyhill Services Centre.	●
Police Services	Do More of - Communicate more effectively with citizens to further increase transparency.	Engaged with community groups to better understand their experiences of racism in Calgary and systemic racism in policing. Committed to anti-racism, equity, diversity, and inclusion.	●
Police Services	Do More of - Strive to be fully staffed to authorized strength and hire ahead of attrition.	Hired 68 officers and 27 civilians. Forgoing \$10 million in growth for 2021, equivalent to 60 positions. Higher-than-anticipated attrition in 2020 due to Special Forces Pension Plan changes. COVID-19 restrictions hindered recruitment and training.	◆
Procurement & Warehousing	Continue Doing - Provide current services (procurement, inventory and asset disposal) and strive to maintain service level to enable customers to fulfill	Continue to deliver and evolve services to meet service needs; accelerating/prioritizing procurements to support economic resilience. Supplier Code of Conduct Policy and Procurement Policy were approved. Procurement Policy goes live 2021 May 1.	●



Service	Strategy	Strategy Update	Status Icon
	their operational and/or community outcomes.		
Procurement & Warehousing	Continue Doing - Provide warehousing and inventory services to existing Service Line customers.	Continue to deliver and evolve services to meet service needs. This includes onboarding addition services for Calgary Fire and responding to COVID-19. Warehouse and Inventory Audit has been actioned and is now closed.	●
Procurement & Warehousing	Do Less of - Manual creation of inventory records in Peoplesoft.	Work has commenced on establishing an electronic stocking process and tool requirements. Once completed and implemented, further enhancements can be made towards the process automation of inventory records in PeopleSoft.	●
Property Assessment	Continue Doing - Communicate property assessments to property owners and provide excellent individual customer service.	During the 2020 Customer Review Period, customers had multiple ways to communicate with Property Assessment with around 123,00 website visits and 4,700 direct inquiries, which were changes of +12.8 per cent and -37.6 per cent from 2019 respectively.	●
Property Assessment	Do More of - Improve products, processes and systems to deliver better service to increasingly engaged and educated customers.	Moved Property Assessment's Pre-Roll Consultation Symposium online using explanatory videos which can now be accessed by a greater variety of customers whenever and as often as they would like to access them.	●
Real Estate	Continue Doing - Corporate land inventory administration, encroachments, land titles, land support, general utility right-of-way agreements.	The Land Inventory Data Application project was completed, incorporating the circulations tool into the LInDA system to realize even more efficiencies. 95% of circulations were completed within the standard timelines. Encroachment Bylaw 9M2020 was approved in March.	●
Real Estate	Continue Doing - Business operations, technology, process improvements, reporting, information and records management.	A soft launch of the Customer Relationship Management system is expected in Q1 2021. Data migration of relevant files will be transitioned into the new system. The Yardi Leasing & Property Management system has been scoped and ready to go live in 2021.	●
Real Estate	Do More of - Corporate leasing standardization.	Lease terms and conditions are being modified with the Law department to standardize the corporation's leasing and licensing agreements.	●
Real Estate	Do More of - Enhanced land rationalization services.	COVID-19 and current hiring practices has resulted in a 12 month delay in the program launch for 2020.	■
Stormwater Management	Do More of - Engage with customers and evaluate and implement strategies to effectively manage stormwater including tools to improve customer equity.	The Established Areas Growth and Change Strategy – Utility Working Group is actively engaged in Phase 2 discussions with Industry members focusing on Stormwater for 2021. A pilot study in North Hill is being explored with stakeholders this year.	●

Service	Strategy	Strategy Update	Status Icon
Strategic Marketing & Communications	Continue Doing - Manage communication needs, including: crisis communications, media relations, social media, employee communications, and creative services.	Activated the crisis communications team for COVID-19 in March. Supported Customer Service & Communications' projects with brand and creative leadership. Implemented virtual media availabilities and employee livestreams with senior leaders. Provided media training virtually for over 50 staff.	●
Strategic Marketing & Communications	Continue Doing - Manage The City's brand and reputation.	COVID-19 relaunch strategy developed. Monitored social media to answer questions, correct misinformation to demonstrate transparency and to build trust in government. Commenced with The City of Calgary's Brand Policy and Brand Guidelines update.	●
Strategic Marketing & Communications	Continue Doing - Ensure employees are connected, informed, equipped and engaged as ambassadors of The City.	myCity had 2.5M-plus visits and 5.8M page views this year. Clients submitted over 2,200 requests to update information/services on myCity. Started all-employee livestreams with City leaders. Frequency of internal communications tactics increased.	●
Strategic Marketing & Communications	Continue Doing - Manage internal and external channels to ensure effective reach of channels.	Marketing continues to ensure messaging is focused on the right target. Utilized social media to broaden outreach and to increase depth of information. All media availabilities held virtually only to broadcast newsrooms with telephone in Q and A.	●
Strategic Marketing & Communications	Continue Doing - Govern strategic marketing and communication function for the Corporation, including related policies.	Equitable Communications Standards complete as part of the Social Well-being Policy; roles, process and templates were developed for Marketing Strategist position.	●
Strategic Marketing & Communications	Do Less of - One-off campaigns (will aim to bundle and theme campaigns).	A cohesive COVID-19 re-launch strategy was developed for City of Calgary's facilities and citizen services. Business units were provided with re-opening messaging that adhered to brand consistency guidelines.	●
Taxation	Continue Doing - Offer relevant, timely and responsive taxation services to the Corporation and customers.	Taxation's focus for 2020 was supporting property owners and business operators through the pandemic. The execution of support initiatives to offer tax penalty and deadline relief enabled the service to provide meaningful relief to Calgarians in a challenging year.	●
Taxation	Continue Doing - Evaluate workflows in response to changes to Municipal Government Act.	Tax systems are evaluated in response to legislative uncertainty. As The City evaluates tools and pursues provincial advocacy efforts, Taxation prioritized other work such as tax penalty relief to support Calgarians through the pandemic.	●
Taxation	Do More of - Offer compassionate property tax penalty relief under certain circumstances.	The Taxation Service designed and implemented a tax penalty relief program for property owners impacted by the June 2020 hailstorm in approximately three weeks. The platform was further designed to be scalable to allow it to be leveraged for other tax applications.	●

Service	Strategy	Strategy Update	Status Icon
Waste & Recycling	Continue Doing - Focus on efficiency and effectiveness of the Waste & Recycling service to reduce costs and optimize customer service.	Waste & Recycling contributed to all reduction requests in 2020 including a \$3.9M base budget reduction in tax support by switching the funding source for Community Recycling Depots and holding cart rates and landfill tipping fee at 2019 levels in 2020 and 2021.	●
Waste & Recycling	Do Less of - Residential cart programs' dependency on tax support (to create a more transparent cost structure for customers).	he goals of this strategy were completed in 2019, however the service continues to look for ways to explore opportunities to reduce tax support and participates in all budget reduction and SAVE program requests.	●
Waste & Recycling	Do More of - Implement financial changes to improve transparency of service costs.	The goals of this strategy were completed in 2019. For 2020 and 2021, the residential black, blue and green cart rates and the basic sanitary waste disposal rate were held at 2019 levels to reduce the financial impact on customers.	●
Waste & Recycling	Do More of - Engage customers to understand priorities for services and service levels.	The City continues to work with the public to share information on how to reduce, reuse and properly dispose of waste. The pandemic shifted engagement away from events to a focus on specific communications and targeted outreach and engagement.	●
Wastewater Collection & Treatment	Continue Doing - Look at ways to improve operational response to meet customer needs.	The Utility continues to look for ways to improve response such as adjusting shifts to provide 7-day service coverage for customers who have sewer backups.	●
Wastewater Collection & Treatment	Continue Doing - Work closely with customers and stakeholders to seek opportunities to improve effectiveness and efficiency of the service.	The Utility is reviewing the consultant recommendations and outcomes from the Wastewater Loading Management Program with focus on capacity optimization for wastewater infrastructure for both The City and our customers.	●
Wastewater Collection & Treatment	Do More of - Support citizens to prevent and respond to sewer backups in home through improved communications.	The Utility has developed a communication campaign focused on ways that customers can prevent sewer backups in their home.	●

**Council Directive: W2**

**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.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Continue Doing - Implement the recommendations of the 2018 business process review.	Assessment Review Board evidence disclosure portal was implemented in Q2 2020. Licence and Community Standards Appeal Board and Subdivision and Development Appeal Board implemented paperless hearings in 2020.	●
Appeals & Tribunals	Do Less of - Newspaper advertising and courier use (reduce).	Newspaper advertisements of appeals before the Subdivision and Development Appeal Board were stopped on 2019 May 1. Continued reliance of electronic transmission of documents by the Assessment Review Board has been possible because of Bylaw 2H2018.	●
Arts & Culture	Do Less of - Run visual and performing arts programs that are historically undersubscribed.	This work is resourced to begin in 2021.	❖
Arts & Culture	Do Less of - Keep art facilities open and staffed when insufficient user demand exists (e.g. align facility operating hours with demand).	This work is resourced to begin in 2021.	❖
Bylaw Education & Compliance	Continue Doing - Implement a funding sustainability plan to ensure reliable funding for programs, promoting community standards through community outreach.	Completed engagement with Neighborhood Partnership Coordinators and engaged partner service lines to assess improvements for service delivery which diversify funding options while expanding community outreach.	●
Calgary 9-1-1	Do More of - Training for implementing new software.	Computer aided dispatch training was undertaken in 2020 to ensure staff are proficient with the new police protocol function and can proceed with training in 2021 for the upgraded unified computer aided dispatch system.	●
Citizen Engagement & Insights	Do Less of - Support of operational research requests in order to prioritize corporate-level research.	Two self-serve tool-kits and guides for low impact/scope internal survey activities have been successfully prepared and implemented, providing the Corporate Research Team the flexibility to prioritize corporate-level work.	●

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Citizen Engagement & Insights	Do Less of - Low complexity, low impact engagement in order to prioritize high complexity, high impact engagement.	Engage has had considerable success in streamlining individual projects into aligned program approaches to create internal efficiencies, as well as combat stakeholder fatigue, with the Eau Claire program being a good example of this.	●
Citizen Engagement & Insights	Do Less of - Provide language access and translation for multiple projects.	While interest in translation of engagement materials continues to increase, Engage has focused effort on translation for only major projects (Mid-cycle adjustments) or projects with a substantial translation need (Tomorrow's Chinatown).	●
Citizen Information & Services	Continue Doing - Accelerate migration of service requests to digital platforms by December 31, 2020.	Six new services were added bringing the total of 311 services online to 235. Migrated Calgary.ca to a new platform, offering new functionality. Web delivered 59 new/updated City services online and initiated another 24 online service enhancement projects.	●
Citizen Information & Services	Continue Doing - Use scripts to manage call volumes at the 311 Call Centre.	262,136 calls mitigated using dynamic scripting throughout 2020.	●
Citizen Information & Services	Continue Doing - Perform required 311 system maintenance and upgrades including: security intrusion testing and agent work from home.	Upgraded the Motorola 311 platform to version 4.5.1 in March 2020. 311 Web chat pilot was cancelled due to loss of source funding in 2020. 98 per cent of 311 staff are equipped to work from home due to COVID-19.	●
Citizen Information & Services	Do Less of - Phone bookings for services (will shift these services online).	A system upgrade to 4.5.2 was required. Strained resourcing and service area acceptance limited ability to deploy this solution.	●
Citizen Information & Services	Do Less of - Limit new service and information updates unless there is a funding source from services.	Though work was performed on new services and processes most recoveries did not take place due to resistance from service areas to do so. Model needs to be reviewed.	●
Citizen Information & Services	Do Less of - Standalone, one-time and custom web development (will use templates and webparts instead).	Increased the amount of Calgary.ca pages using re-usable components by three times and transitioned two custom websites to the new web platform which reduced custom support, maintenance and resource requirements, and created operational efficiencies.	●
Citizen Information & Services	Do Less of - Standalone mobile applications (will integrate with calgary.ca as web applications instead).	In 2020, no new stand-alone mobile applications were created.	●
Citizen Information & Services	Do More of - Promote more multi-channel solutions for services (phone, web and applications).	Six new service requests configured for 311 web online in 2020 bringing the total number of 311 services on the web to 235.	●

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Citizen Information & Services	Do More of - Set up calgary.ca to answer questions based on new voice search formats.	"Special announcement" templates were released onCalgary.ca allowing content to be marked as an official source by voice search devices. 2020/2021 - development in progress focusing on Questions and Answers, and Events based content for voice search.	●
Citizen Information & Services	Do More of - Enable calgary.ca users to perform tasks faster and easier with a better understanding of user behaviour.	Secured 7-year licenses for Voice of Customer, Web Analytics and User Behaviour software. Implementation started in 2020 with completion in Q2 2021. Consolidated into existing tools created efficiency gains and over \$21,000 of cost savings.	●
Citizen Information & Services	Do More of - Improve ability for search engines to consume content and present City information in other platforms.	Templates were released onCalgary.ca allowing event, FAQ and special announcement content to be delivered directly in Google search results. Improvements made toCalgary.ca load times and content structures which Google uses for improving ranking.	●
City Cemeteries	Continue Doing - Provide burial services and memorialization options that meet client and community expectations.	This strategy is ongoing.	●
City Cemeteries	Continue Doing - The internal maintenance agreement with Calgary Parks for the four heritage cemeteries.	Standard operating procedures are in place.	●
City Cemeteries	Continue Doing - Continually review operational practices and become more efficient, innovative and effective.	Cemeteries is doing quarterly financial reporting and following industry best practices.	●
Community Strategies	Do Less of - Focus on implementing actions that are being advanced by the community to decrease duplication and ensure coordination.	Coordinated COVID-19 response with community partners enabled community actions and supported the provision of community services. Focused on filling gaps to support service delivery for unmet needs, ensuring coordination and reducing duplication.	●
Corporate Governance	Continue Doing - Improve adherence to internal policies, frameworks and procedures through education and training.	The EnviroManagement system was implemented and supporting improvements have been made including updated guidelines, tracking and update capabilities, and risk identification. An administration policy framework was approved to be applied across the organization.	●
Data Analytics & Information Access	Continue Doing - Utilize technology advancement and process improvement to offset inflation in manageable costs.	Geospatial Technology Plan approved by Corp. Tech. Committee; launched GeoGateway for spatial data to Corporation; Deployed 8 upgrades with new scripts for faster upgrades; Hosted educational sessions to IT, Planning, engineer society & GIS Users.	●
Data Analytics & Information Access	Do Less of - Employee engagement events.	Designed a streamlined employee engagement structure to keep up employee morale and achieve cost savings.	●

Service	Strategy	Strategy Update	Status Icon
Data Analytics & Information Access	Do Less of - Contracting and consulting for innovation and business development, research, pilot projects and process improvements.	The manageable cost budget was reduced by \$102K to respond to COVID-19 financial gap in 2020.	●
Data Analytics & Information Access	Do Less of - Business development and testing of emerging or maturing technologies including less proactive collaboration between service lines.	Published additional open data to support the Data and Reporting Team for COVID-19 response: 311, Bike and Pedestrian Counts, Traffic Counts, Electrical Inspections.	●
Data Analytics & Information Access	Do More of - Provide targeted analysis for service lines to address challenges, rather than providing a blanket approach to solving issues.	Delivered advanced analytics products: Facility Management, targeted analysis for facility planning portfolio, developed solar potential dashboard for Environmental & Safety Management, and created interface data download for Corporate Economics.	●
Data Analytics & Information Access	Do More of - Leverage the results of the Zero-Base Review.	Contributed to the Corporate Internal Recovery Implementation Project for Enabling Services.	●
Economic Development & Tourism	Continue Doing - Reduce inefficiencies in operations and programming as required to match proposed funding levels for 2019-2022.	Civic Partners adjusted operations to address 2019 reductions to base operating funding and impact of COVID-19. Reporting on specific efficiencies and cost management strategies were included in CPS2020-1051 Civic Partner Annual Report on October 20	●
Economic Development & Tourism	Do Less of - Programs and services based on budget levels and evaluation results.	Civic Partners adjusted program and service offerings to accommodate reduced 2019 base operating grant levels.	●
Emergency Management & Business Continuity	Continue Doing - Ensure sustainable, long-term funding for Canada Task Force 2 to support continued training, exercises and equipment.	Confirmed federal funding through 2021 and secured provincial funding through 2024.	●
Emergency Management & Business Continuity	Do Less of - Print materials for community education programs in favor of online material.	Updated and refreshed content on citizen preparedness website, including translation of some documents to other key languages to extend outreach materials to broader audiences.	●
Emergency Management & Business Continuity	Do Less of - Compiling and providing of 72-hour kits, and instead encourage citizens to build their own kits.	Strategy Completed	●
Emergency Management & Business Continuity	Do Less of - Direct involvement in inventory management of disaster pandemic supplies by engaging cross departmental teams and City Supply.	Experience from COVID-19 highlighted a need for greater, not less, emergency management and business continuity involvement with pandemic supply management, and continuing efforts to ensure stockpiles are current and relevant.	●



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Emergency Management & Business Continuity	Do More of - Apply the structure, process and coordination used during disasters to events not traditionally considered emergencies.	Applied emergency management and crisis communications principles and tools to the COVID-19 public health emergency traditionally managed by the Province. Coordinated town halls and employee livestream events to support information sharing.	●
Environmental Management	Do Less of - Brownfield development.	Service reduction complete as planned. Environmental Management continues to provide expertise to support other services on brownfield development.	●
Executive Leadership	Do More of - Further execute the Solutions for Achieving Value and Excellence (SAVE) program.	Corporate Initiatives led the development of 22 business cases that continue to modernize local government. Due to this work, The City was able to identify \$26 million in net base budget savings, \$1 million in revenue and additional one-time savings.	●
Facility Management	Continue Doing - Maximize limited resources applied to The City's portfolio of facilities through innovation and optimization.	Continues to incorporate resource optimization strategies to better service our ever-growing portfolio. The Preventative Maintenance program was optimized to focus resources on high value, on-demand work.	●
Facility Management	Continue Doing - Professional project management services to support The City's investment in civic facilities.	Project Management Office delivered 100% Audit Compliant Projects on time and on budget (25 in 2020) and is actively working on 186 projects ranging in value and complexity from \$20k-\$50M, including \$7M in accelerated investment in Recreation due to COVID-19 closures.	●
Facility Management	Do Less of - Fixed security services, including hours, at non-critical facilities.	Worked with Corporate Security on installing an intercom at Andrew Davison & Public Building for building security. FM reduced security staff to base requirements to achieve budget reductions.	●
Facility Management	Do More of - Modernization and enhancement of facility maintenance services, business processes and procedures.	Integrated Recreation into our Facility Service Request management system. FM consolidated the Purchase Orders transferred through the Corporate Coordinated Operations & Maintenance Program.	●
Facility Management	Do More of - Partner with service owners to centralize stewardship of The City's civic facility portfolio.	Calgary Parks and Facility Management (FM) have signed a Master Operations & Maintenance Service Agreement, completing the transition of its facility assets. Recreation is in the process of signing all agreements with FM towards transitioning its facility assets.	●
Financial Support	Continue Doing - Ensure economic assets are safeguarded for long-term sustainability.	Continues to undertake activities such as the implementation of a Long-Range Financial Plan, new Investment Policy and review reserves to ensure economic assets are safeguarded and sustainable through the long term.	●










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Financial Support	Continue Doing - Prepare reports and analysis that meet or exceed all legislated requirements.	Continuously develops reports that meet or exceed legislated requirements. The 2019 Annual report was approved and published in Q2 2020.	●
Financial Support	Continue Doing - Prepare reports and analysis, make recommendations to operations in decision-making that minimizes financial risk.	Continues to provide analysis and reports, such as the financial analysis of the Major Capital projects, GreenLine and impacts due to the COVID-19 pandemic, that assist clients in making informed decisions in order to minimize financial risk.	●
Financial Support	Continue Doing - Prioritize process and system improvements to ensure Finance Support can be efficient and effective now and in the future.	Continuously seeking process and system improvements that automate tasks, enabling more effective and efficient service delivery. Some examples that have streamlined processes are Hyperion and TCA Costing.	●
Financial Support	Continue Doing - Create an environment that continues to retain staff and attracts staff members to make Finance with The City a long-term career choice.	There have been multiple engagement sessions, including World Cafe sessions, Town halls, Finance Leaders forums and staff Lunch & Learn sessions to gather staff insight into improvement and developmental opportunities.	●
Financial Support	Do Less of - Transactional and manual processes.	Through the implementation of Hyperion we have reduced our reliance on manual processes and the need to reconcile various sources of information for capital budget management and reporting.	●
Financial Support	Do More of - Leverage the results of the internal services Zero-Based Review.	Work is underway to document Finance's Current State Assessment for the Shared Services Service Optimization Review (ZBR).	●
Financial Support	Do More of - Develop a Financial Support delivery model that aligns with the expectations of Council and our customers.	Conducted 15 customer interviews to develop a customer service and council expectation baseline. The interview results were shared with the Finance Managers to assist with developing improved customer service strategies going forward.	●
Financial Support	Do More of - Introduce cross-training and develop cross-functional positions, where possible and find efficiencies by consolidating work functions.	Completed review of positions with similar Job Evaluation Questionnaires which could be consolidated for enhanced employee development and increase work efficiencies. Review of structure completed through collaboration with HR.	●
Financial Support	Do More of - Monitor and respond to the changing economic and political environment impacting The City's finances.	Work is underway through various inter-departmental initiatives such as Accountability Reporting, One Calgary, SAVE and Calgary Comeback to develop strategies that would support a fiscally responsible and sustainable local government.	●

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Fire & Emergency Response	Continue Doing - Reprioritize resources to maximize efficiencies, manage emerging needs while improving customer outcomes.	Calgary Fire Department prioritized resources throughout 2020 to ensure the right resources were in the right place, at the right time; and this contributed to performance improvements in 2020.	●
Fire Inspection & Enforcement	Do Less of - The number of re-inspections on non-compliant occupancies.	30% of business license inspections required reinspection for compliance due to an increase in inspections on properties that have not been inspected for some time. There is also concern the reinspection fee is insufficient compared to cost of resolving code issues.	◆
Fire Inspection & Enforcement	Do Less of - The number of incoming 311 customer service cases.	The number of incoming 311 Customer Service Requests in 2020 decreased by 17.9% compared to 2019, primarily due to COVID-19 impacts.	●
Fire Inspection & Enforcement	Do More of - Be more innovative, flexible and proactive in the way we plan for and respond to community risk and emergencies.	Collaborated with local and provincial groups to approve safe outdoor patio spaces during the pandemic. Also worked with local businesses (breweries, distilleries) to ensure safety codes compliance as they switched operations to produce hand sanitizer.	●
Fire Inspection & Enforcement	Do More of - Introduce a risk-based, data-driven framework for redesigning fire safety inspections.	The project team is developing an algorithm to assess the risk for buildings within the City to prioritize the inspection schedule. The framework is expected to be completed and ready for implementation during the 2023-2026 business cycle.	●
Fire Inspection & Enforcement	Do More of - Training for fire crews and inspectors to ensure delivery of consistent and accurate information to citizens and customers.	Training and certification courses completed by inspectors in 2020 include Fireworks, Petroleum Tank inspections, sprinkler courses, and NFPA 1035: Fire & Life Safety Educator. Inspections training for fire crews in 2020 was hampered by COVID-19 restrictions.	●
Fleet Management	Continue Doing - Leverage efficiencies to reduce costs to other services.	Fleet Services and Supply Management launched the Supply-Fleet Enhancement Project. The project ensures the right part at the right place, at the right time through enhanced parts coordination and planning resulting in improved efficiency and productivity.	●
Fleet Management	Continue Doing - Maintain a safe, reliable and cost-effective fleet.	Piloted monthly Eco Reports to seven business units. Eco Reports provide direct insight into driver behaviors such as idling, speeding, harsh breaking and acceleration to improve driver performance and reduce collisions.	●
Fleet Management	Do Less of - Fix on Fail as we move to a better preventative maintenance program.	Successfully piloted utilization-based preventative maintenance on 200 City vehicles. The pilot highlighted the benefits of investing in preventative maintenance including reduced vehicle downtime, and increased efficiency and safety.	●

Service	Strategy	Strategy Update	Status Icon
Fleet Management	Do Less of - Customization as we move to a more standardized fleet.	Established a multi-year procurement agreement process and standardized vehicle options to produce savings for our customers, and embedded green criteria in the procurement process to evaluate low emission vehicles to reduce greenhouse emissions.	●
Fleet Management	Do More of - Better alignment of vehicle size with application.	Developed the Fleet Management Policy which establishes corporate standards for vehicle acquisitions to improve oversight ensuring better alignment of vehicles with application.	●
Human Resources Support	Continue Doing - Identify opportunities for further integration, streamlining, efficiency and resiliency, in service to deliver better outcomes to clients.	Continued working closely with senior leadership to realign the organization to a more modern and functional design. These efforts commenced in 2020 and will continue through 2021.	●
Human Resources Support	Do Less of - Costly contracting out of project services by absorbing project work internally.	Endeavours to utilize external consultants when aspects of objectivity may arise. To support the corporate realignment, HR Support used internal professionals to guide strategy, change management and overall support to senior leadership.	●
Human Resources Support	Do More of - Strengthen data accessibility and provide integrated workforce analytics to inform customers' evidence-based decision making.	Relies heavily on providing evidence-based decision-making support to City services and senior leadership. As such, the service continued to enhance and expand corporate data and analytics capabilities.	●
Human Resources Support	Do More of - Strengthen technology-enabled, self-service options for customers to create efficiencies, reduce wait times and optimize resource allocation.	Continued to modernize internal help desk functionality by providing improved access to additional self-service options. HR Support also implemented a new performance development system to coordinate and manage employee performance and development.	●
Human Resources Support	Do More of - Improve employee effectiveness and accountability through individual performance development.	Implemented a performance development system that will provide greater transparency to all employees in strengthening their skill sets and competencies. It will also enhance building positive and constructive dialogue between leaders and their staff.	●
IT Solutions & Support	Continue Doing - Broker technology services and resources for The City to find efficiencies in a constantly changing and growing technology landscape.	Continued to broker the procurement of cloud-based technology solutions for The City. A total of 39 new cloud solutions were implemented in 2020. Introduced new, modernized platforms to streamline the application portfolio.	●

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IT Solutions & Support	Continue Doing - Enhance and support citizen-centric digital services to connect citizens and employees with data and technology to enable all City services.	Released citizen-facing applications for Planning & Development, Transit, Assessment Review Board, Green Line, Calgary Housing, Calgary Neighborhoods, and City Clerk's Office. Facilitated the move to online Council and committee meetings using Teams and eScribe.	●
IT Solutions & Support	Continue Doing - Build and maintain secure and resilient technology infrastructure to improve the availability of City services.	Continue to lifecycle IT infrastructure as needed. Where possible, implement more resilient solutions.	●
IT Solutions & Support	Continue Doing - Enable an agile IT workforce by attracting and retaining people with the right skills for the future.	Increased focus on staff retention including training and growth opportunities. Leveraged online training opportunities. Completed a number of workshops to develop skills for new, modernized platforms including "App in a Day" and chat bot training.	●
IT Solutions & Support	Continue Doing - Optimize technology platforms and applications by balancing business technology investment decisions with corporate solutions.	Review governance model to support technology investments. Corporate Technology Plan is being updated with an increased focus on re-using existing technology platforms and solutions to expand use of existing applications and reduce future support costs.	●
IT Solutions & Support	Continue Doing - Manage information as a strategic asset by advancing the use, reliability, and value of civic data through improved access and analysis.	Policies and standards will be reviewed and updated in 2021. Methodology for records management has been streamlined to enable business units to better manage content. Planning for the next Content Server platform upgrade to be started in 2021.	●
IT Solutions & Support	Do Less of - Pro-active lifecycle replacements for non-essential technology (risk will be partially offset by purchasing extended vendor support).	Extended some lifecycle timeframes and is evaluating utilization rates of equipment and any impacts on performance.	●
IT Solutions & Support	Do More of - Respond to shifts in the software industry from purchased software to subscription-based software.	Continued to refine forecasting for software costs. Increased the rigor for approvals on software subscription renewals, focusing on historically problematic software products. Work is underway for a new Request for Proposal for software license management services.	●
IT Solutions & Support	Do More of - Focus on optimizing workforce productivity devices throughout The City, ensuring users have the right device to do their job.	After reducing 525 devices for the IT Zero-Based Review Right Device initiative, the number of duplicate devices has increased significantly to enable remote work during the pandemic. Lifecycle controls have increased to ensure efficient deployment of devices.	■

Service	Strategy	Strategy Update	Status Icon
IT Solutions & Support	Do More of - Review and adjust resource levels to maintain an agile workforce and adapt to changing priorities and technologies.	Composition of the workforce is reviewed quarterly. Changes to the workforce are reviewed at the weekly IT Management Team meeting.	●
IT Solutions & Support	Do More of - Review and optimize internal and external service contracts.	Contracts are regularly reviewed. Vendor performance management process is in place to proactively manage supplier performance. IT Vendor Management works with Supply to review and negotiate all IT vendor contracts to obtain best value for The City.	●
Infrastructure Support	Continue Doing - Maintain engineering and geological practices, including maintaining the Engineer-In-Training Program.	Updated version of the Professional Practice Management Plan (PPMP) that includes Association of Professional Engineers and Geoscientists of Alberta's (APEGA) new authentication and validation standards. All six non-compliant permit issues identified in the APEGA audit have been resolved.	●
Infrastructure Support	Continue Doing - Manage municipal rights-of-way using Utility Line Assignment System to ensure public safety, cost avoidance and regulation compliance.	Developed a plan to move initiatives forward. Completed process design to prepare The City to process applications from wireless service providers to access multiple City assets (street light poles, city buildings).	●
Infrastructure Support	Do Less of - Support for Real Time positioning and navigation systems.	Continue to work with partners impacted by addressing service. Some efficiencies have been identified and other joint solutions are being pursued.	●
Infrastructure Support	Do Less of - Contracting and consulting for innovation, business development, research, pilot projects and process improvements.	Engineering Services completed Heritage Park and Calgary Zoo utility mapping.	●
Infrastructure Support	Do More of - Centralize software management (including technical support) for existing asset management enterprise applications, including InforEAM, PowerPlan (formerly RIVA) in order to achieve corporate savings on licensing. This is supported by a base operating budget request.	Provided InforEAM corporate governance, coordination, and support to business units.	●










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Infrastructure Support	Do More of - Implement Project and Portfolio Management software (Microsoft Project Online) to support infrastructure investment prioritization (Infrastructure Calgary), project and cost management. This is supported by both the one-time operating budget request (for licensing / sustainment) and an essential capital budget request for software implementation.	PowerPlan was successfully rolled out to Road Pavements and Roads.	
Insurance & Claims	Do Less of - Internal transfers relating to claims costs in favour of direct billing of claims costs.	Strategy Completed	
Insurance & Claims	Do More of - Direct citizens to our website to provide information on claims and how to submit.	Strategy Completed	
Municipal Elections	Do Less of - Printing and mailing (reduce).	Printing has been reduced and content moved online. Less printing overall. 2020 census access information was printed, but not mailed due to late cancellation of the census.	
Municipal Elections	Do Less of - Call centre hours (reduce).	Strategy has been implemented. Call centre hours are now limited to regular business hours, with 311 providing 24/7 support.	
Municipal Elections	Do Less of - Door-to-door census collection (reduce).	The 2020 census was cancelled due to COVID-19. The permanent funding for the annual census was eliminated in 2021-2022 MCA.	
Municipal Elections	Do Less of - Conduct annual census.	2020 census was cancelled due to COVID-19. Permanent funding for the annual census was eliminated in 2021-2022 MCA.	
Municipal Elections	Do More of - Develop new interorganizational partnerships.	Partnership with the Calgary-area school boards was further enhanced, including a more modern election services agreement and opportunities to ensure a safe election experience (PD day).	
Organizational Health, Safety & Wellness	Continue Doing - Leadership support: Leader and key partner consultation to recommend, develop and implement initiatives.	The City established Health and Safety Committees to improve the sharing of safety information, increase employee engagement on safety issues and policies, and allow for enhanced cooperation toward solving health and safety problems.	



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Organizational Health, Safety & Wellness	Continue Doing - Employee support: Services to support employee physical, mental, social and financial health, safety and well-being.	The City has implemented best practices for citizens and employees, relating to health and safety to continue to manage COVID-19 impacts. Protocols are in place to mitigate the risk (e.g. Personal Protective Equipment, temperature checks, contact tracing etc.).	●
Organizational Health, Safety & Wellness	Continue Doing - Case management: Individualized support to return employees to work, supplemented with injury and illness prevention.	Experienced a surge of cases, as a result of the COVID-19 pandemic, however previous work to support employees returning to work assisted in alleviating the impact of this increase.	●
Organizational Health, Safety & Wellness	Do More of - Increased use of data to assist with and inform strategic workforce trending, performance analytics, reporting and decision-making.	The safety dashboard was enhanced to improve safety performance reporting. Improved standardized reporting will provide more in-depth trend analysis for better understanding of injury incidents and near-miss occurrences.	●
Parking	Continue Doing - Operational Efficiencies.	Reconfiguration of Impound Lot to optimize use of space. Pay machine audit led to 73 under-utilized machines being removed, resulting in annual savings for licensing costs, data costs, and maintenance.	●
Parking	Continue Doing - Workforce Efficiencies.	Implementing Contact Centre progressed throughout 2020. Contact Centre will streamline customer service delivery to increase workforce efficiency as well as improve quality of customer service.	●
Parks & Open Spaces	Do Less of - Fleet and garbage collection (to reduce operational costs through efficiencies and staff attrition).	A new garbage collection RFP is improving contractor efficiency and reducing costs. Parks fleet efficiencies slowed in 2020 due to COVID-19 restrictions (passengers allowed per vehicle). Efficiencies will resume once restrictions are lifted.	◆
Parks & Open Spaces	Do Less of - Grass trimming in low-use areas of parks.	Implementation is ongoing.	●
Parks & Open Spaces	Do Less of - Community flowers and banners pilot project.	Strategy Completed This service ended in 2019 due to funding constraints.	●
Pet Ownership & Licensing	Continue Doing - Review animal shelter operations and streamline service delivery for the recovery, socialization and adoption of pets.	Pet Licensing investigated improvements to review performance for the pet shelter, seeking to identify recommendations which would result in a revenue increase or service improvement.	●
Pet Ownership & Licensing	Do Less of - Repeat visits by improving service responsiveness to incidents using the Hybrid Officer Program.	Strategy Completed	●

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Procurement & Warehousing	Do Less of - Manual handling of physical procurement files.	OneDrive was successfully adopted to transfer files between internal customers, and ShareDrive utilized for electronic document storing. This has resulted in reduced reliance on external document storage facility.	●
Procurement & Warehousing	Do Less of - Manual ordering of fuel replenishment.	Removed manual ordering process for fuel at 3 fuel sites improving service levels to users by ensuring fuel is replenished as soon as there is capacity in fuel tanks. This improvement reduced risk of fuel outages, and simplified the fuel ordering process	●
Procurement & Warehousing	Do More of - Proactively plan maintenance and operational parts needs with customers.	Process mapping workshops facilitated through the Supply Fleet Enhancement Project (SFEP) are now complete. Process Release and Go-Live dates established. Additional operational improvements are in progress. Target end date of March 19th, 2021	●
Property Assessment	Continue Doing - Prepare property assessments for each Calgary property that meet or exceed all legislated requirements.	The 2020 property assessment roll consisted of over 544,000 accounts and approximately \$301 billion in total assessed value. All required quality standards and audits were met or exceeded despite a two per cent increase in the number of accounts.	●
Property Assessment	Continue Doing - Minimize the risk of the property assessment roll being reduced outside of acceptable thresholds.	The 2020 property assessment roll saw a roll stability of -0.427 per cent and tribunal losses of -0.11 per cent. Both were the best results in recent history despite COVID-19 delaying tribunal scheduling, virtual hearings and written submissions.	●
Property Assessment	Continue Doing - Manage the taxable and non-taxable status of properties to ensure the legislation is correctly interpreted and applied.	Property tax exemption processes have changed and only \$52,623 was refunded via the 2020 Assessment and Tax Circumstances Reports. This is the lowest amount since at least 2007 and is out of a municipal property tax base of approximately \$2 billion.	●
Property Assessment	Continue Doing - Prioritize process and system improvements to set Property Assessment up to be efficient and effective now and in the future.	Made good progress on the Calgary Integrated Assessment Office Plus (CIAO+) program despite significant vendor complications. This program will replace Property Assessment's main software and is the primary 2019-2022 capital priority.	■
Property Assessment	Continue Doing - Create a work environment that attracts staff members to make Property Assessment with The City of Calgary a long-term career choice.	Instituted a work from home system in response to COVID-19 that saw around 155 staff members to do the majority of their duties from their own home, including providing network access and the ability to provide customer service.	◆
Property Assessment	Do Less of - Spend on paper, printing and mailing.	The Evidence Disclosure Portal was implemented and online Assessment Review Board evidence submissions jumped from just over 10 per cent in 2019 to well over 90 per cent in 2020.	●

Service	Strategy	Strategy Update	Status Icon
Property Assessment	Do Less of - Allocate staff time to tribunal activities including preparation, attendance and follow-up.	Extensively engaged with non-residential property owners which contributed to a per cent of the total annual assessment base under complaint of 7.4 per cent in 2020 and continued a downward trend since 20.4 per cent in 2017.	●
Property Assessment	Do Less of - Spend on non-salary and wage related expenses.	Non-salary and wage related expenses were greatly reduced for the Property Assessment service in 2020 due to COVID-19, mid-cycle adjustments, and the Solutions for Achieving Value and Excellence (SAVE) program.	●
Property Assessment	Do More of - Actively collaborate with key stakeholders in support of initiatives supporting the downtown and overall tax stability.	Provided expertise and information for the Financial Taskforce, Municipal Non-Residential Phased Tax Program (PTP), Industrial Incentive Report, and other important initiatives to support the downtown and overall tax stability.	◆
Public Transit	Continue Doing - Focus the business around meeting the Calgary Transit Customer Commitment.	Engaged customers on Customer Commitment objectives of Safe, Reliable, Helpful, Informative, Easy to Use, and Clean service as an ongoing initiative. We continue to focus on this initiative to understand our customers' needs.	●
Public Transit	Continue Doing - Improve efficiency in business processes.	Calgary Transit strives to look for efficiencies in its business processes through various continuous improvement initiatives. This is an ongoing process that helps mitigate some external cost pressures and make service improvements.	●
Public Transit	Continue Doing - Optimize use of existing technologies.	Continued optimization of technology systems such as Computer Aided Dispatch/Automatic Vehicle Location, scheduling software, digital cameras across the system including on Calgary Transit vehicles, etc. helps optimization of service and keeping customers safe.	●
Public Transit	Continue Doing - Invest to support Sliding Scale program.	This strategy has been completed, requiring a review in 2022. Provincial funding support for sliding scale program confirmed in 2019 until end of 2022. Additional municipal funding has also been approved under One Calgary for this program.	●
Real Estate	Continue Doing - Client services: land acquisition strategy & project management, intake, expropriation and litigation, valuation.	Updated the Sales, Acquisition, Leasing, Environmental (S.A.L.E.) Policy. Resolved the expropriations for Bowfort Rd and several properties for 17 AV SE BRT. The annual Tax Sale Auction date was revised to September to allow for operational efficiencies.	●
Real Estate	Continue Doing - Property management of corporate real estate holdings held for future Municipal infrastructure.	There has been an increase in the demand on property management to help support pandemic response. Two COVID-19 testing facilities were established in City owned buildings.	●








Service	Strategy	Strategy Update	Status Icon
Real Estate	Do Less of - Property management services – costs will go down, with a commensurate reduction in leasing revenues, as surplus properties are identified for disposition through the Enhanced Rationalization program.	Disposition Strategies 1 and 2 were approved, which reduced one-time maintenance expenses for 2021 by approximately \$770K. It will also lower annual maintenance expenses of about \$7K in 2022 and beyond following the disposition of surplus parcels.	
Records Management, Access & Privacy	Continue Doing - Provide the framework and tools for the management and preservation of records.	Introduced greater online employee training for corporate records and information management. Implemented the accessioning library for the City of Calgary Archives, facilitating the preservation of electronic records of historic importance.	
Records Management, Access & Privacy	Continue Doing - Implement the recommendations of the 2018 business process review.	The scale of changes proposed by the 2018 BPR has been evaluated and found to be insufficient. Broader process changes are now underway.	
Records Management, Access & Privacy	Do More of - Prioritize completing access requests within the legislated timelines.	100% on-time compliance for Access to Information requests was achieved, for the first time in at least 5 years.	
Records Management, Access & Privacy	Do More of - Complete Privacy Impact Assessments in a timely manner.	The City projects requiring privacy impact assessments are increasing in volume and complexity. 2020 saw further increase in complexity and volume, which was only magnified by COVID impacts.	
Recreation Opportunities	Do Less of - Run programs at the same time at adjacent facilities when there is only sufficient market demand for one.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Principles and strategy established for implementation, limited due to COVID-19 restrictions.	
Recreation Opportunities	Do Less of - Keep facilities open and staffed when insufficient user demand exists (e.g. align facility operating hours with demand).	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Future exploration will be required as facilities relaunch pending lifting and adjusting of COVID-19 restrictions.	
Recreation Opportunities	Do More of - Together with our partners, develop measures to demonstrate accountability and benefits across the publicly funded recreation sector.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Plan to action for 2021 underway.	
Recreation Opportunities	Do More of - Optimize current service delivery through a strategic approach to pricing and aligning product and service offerings to market demand.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Plan to action for 2021 underway.	

Service	Strategy	Strategy Update	Status Icon
Specialized Transit	Continue Doing - Focus the business around meeting the Calgary Transit Customer Commitment.	Engaging customers on Customer Commitment objectives is an ongoing initiative at Specialized Transit. We continue to focus on this initiative to understand our customers' needs.	●
Specialized Transit	Continue Doing - Improve efficiency in business processes.	Calgary Transit strives to look for efficiencies in its business processes through various continuous improvement initiatives. This is an ongoing process that helps mitigate some external cost pressures and make service improvements.	●
Specialized Transit	Continue Doing - Optimize use of existing technologies.	Continued optimization of technology systems such as Computer Aided Dispatch/Automatic Vehicle Location, upgraded scheduling software, web booking for customers, etc. helps optimization of service and providing assistance to customers.	●
Stormwater Management	Do More of - Improve localized flooding efforts, proactive maintenance and operational response, including time to resolve drainage issues.	The Water Utility's new organizational structure allows area supervisors to have better oversight of crews throughout Calgary's four quadrants.	●
Strategic Marketing & Communications	Continue Doing - Develop and execute marketing strategies and tactics.	Two marketing strategist positions hired to support revenue generating business units resulting in research based/measurable strategies for Real Estate & Development, Planning & Development, Cemeteries, and Beltline/Inglewood pools.	●
Strategic Marketing & Communications	Do Less of - Corporate seasonal campaigns.	Strategy Completed. All corporate seasonal campaigns have been discontinued.	●
Taxation	Do Less of - Maintain and bill business tax accounts due to the successful conclusion of the Business Tax Consolidation initiative.	Business Tax Consolidation is complete. Currently evaluating systems and processes to respond to legislative uncertainty associated with Business Improvement Area tax billing.	●
Taxi, Limousine & Vehicles-for-Hire	Do Less of - In-person driver training program (through an e-Learning option to better meet the evolving needs of the industry).	E-learning option has been successfully implemented with a 90% pass rate; streamlining service delivery and supporting accessible options for applicants.	●
Urban Forestry	Continue Doing - Operate a cost-effective nursery that will harden plant material for improved tree establishment and health.	In 2020, Urban Forestry and IT implemented software to optimize our tree nursery management operations and increase tree numbers for future plantings.	●
Urban Forestry	Do More of - Annually increase the number of trees pruned to improve the overall resiliency in our urban forest.	Increasing resilience of current City trees to severe weather, pests and disease is priority work. In 2019, we pruned 14,467 trees. In 2020, we pruned 16,014 trees.	●

Service	Strategy	Strategy Update	Status Icon
Wastewater Collection & Treatment	Continue Doing - Invest in 'no dig' technology to maintain service levels in a more efficient way to minimize customer disruption.	The investment avoids major disruptions to the public caused by excavating and costs substantially less than traditional dig and replacement repairs. It is an effective program to minimize the number of sewer backups that our customers experience.	●
Wastewater Collection & Treatment	Continue Doing - Look for efficiency opportunities in energy, fleet and the delivery of capital program.	Savings were found in fleet, largely due to contract and lease rate efficiencies, however, energy efficiencies were not achieved as planned due to delays in the expanded cogeneration facility and an unsuccessful grant application for a solar project.	■
Water Treatment & Supply	Continue Doing - Implement and complete risk-based operational maintenance plans to minimize customer disruption.	With the addition of personnel to advance risk-based maintenance plans, data tool replacements, and the ability to track valve status in near real-time, the Water Utility's field operations can evaluate and better use data for work planning.	●
Water Treatment & Supply	Continue Doing - Optimize resources to ensure water is restored quickly.	Operator staff training is key to streamlining the responses that our customers count on when they are out of water. Online and field process flows are being assessed to improve service accountability, prioritization, and efficiency.	●
Water Treatment & Supply	Continue Doing - Look for efficiency opportunities in energy, fleet and the delivery of the capital program.	Savings were found in fleet, largely due to contract and lease rate efficiencies, however, energy efficiencies were not achieved as planned due to delays in turbine replacement, pump resizing and network efficiency optimization projects.	■
Water Treatment & Supply	Do Less of - Capital maintenance in 2019-2022 by investigating the appropriate levels of investment to address infrastructure risk.	Capital maintenance investments in the water system have continued in order to address risk. The trend in water service disruptions to customers will be monitored to ensure the level of service meets customer expectations.	●
Water Treatment & Supply	Do More of - Improve operational practices during a water service interruption and improve communication to impacted customers.	Calgary.ca was updated with concise, plain language for home and business owners during a water outage. Onsite crews are providing customers with up-to-date information.	●
Water Treatment & Supply	Do More of - Develop a long-term meter strategy and the cost and benefits of alternative metering opportunities.	The Water Utility has a consultant assisting with Advanced Metering Infrastructure development. The intent is to modernize technology, find economical ways to collect data and provide customers with a different experience around their water usage.	●

**Council Directive: W3**

**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.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Do More of - Increase board member hours and resulting remuneration.	The number of non-residential assessment review hearings unexpectedly decreased significantly in 2019 and 2020, and fewer total member hours were required as a result.	
Council & Committee Support	Do More of - Develop enhanced processes to coordinate the appropriate release of confidential reports	Program enhancements were implemented to allow for the potential release of older records on request.	
Council & Committee Support	Do More of - Enhance communication and recruitment processes for Boards, Commissions and Committees	Work continues with the Gender Equity & Diversity inclusion to enhance BCC recruitment. Unconscious bias training was delivered to Board Chairs and Members of Council and will be offered again in 2021.	
Fire Safety Education	Continue Doing - Be innovative, flexible and proactive in the way we plan for and respond to community risk.	Virtual Fire Prevention Week in 2020 reached a wider audience than previous year (300,725 Calgarians). Engagement included social media posts targeting areas with higher levels of fire risk and collaborations with community partners and businesses.	
Municipal Elections	Continue Doing - Validate petitions.	Validating petitions as needed is part of the regular course of business.	
Procurement & Warehousing	Do More of - Use a web-based intake and order tracking for clothing/uniform requirements (internal).	The software application for corporate clothing shopping online selected and implementation is underway. Release 1 implemented July 2020. Online Production Pilot scheduled for May 2021, and System available to all users planned for Fall 2021.	
Records Management, Access & Privacy	Continue Doing - Administer the FOIP program.	In 2020, 100% on-time compliance for Access to Information requests was achieved, for the first time in at least 5 years. Current state analysis of Access & Privacy practices presented to Council, who approved a privacy framework work plan (2019-2021).	



**Council Directive: W4**

**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.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Do More of - Allow members to write decisions from remote locations using secure access.	Decision writing was entirely remote in 2020 due to COVID-19 and advances on this file are expected to persist into the future.	●
Citizen Engagement & Insights	Continue Doing - Collaborate with Administration to report back to citizens and stakeholders on how input was used.	Review and updates completed to Spring Pulse and Fall Citizen Satisfaction Surveys. Other research insights and metrics were included in Council presentations to maximize the usefulness for Council, including research focused on young Calgarians.	●
Citizen Information & Services	Continue Doing - Use technology to gather and provide customer and citizen data to help service owners improve service delivery.	Six 311 dashboards deployed including historical/real time data on information calls, Service Requests, COVID-19, Snow & Ice, and Finance. Delivered a Voice of Customer (mOpinion) tool and departmental dashboards for reporting back to Service areas.	●
City Cemeteries	Continue Doing - Enhance our grounds with ecological treatments for cemeteries (compost tea program).	Strategy Completed	●
City Cemeteries	Do Less of - Sod use for plot excavations to reduce costs.	Expanding this efficiency measure to use grass seed instead of sod since 2018.	●
City Cemeteries	Do More of - Increase seeding practices (versus sod use) for plot excavations to reduce costs and enhance turf sustainability.	Experimenting with different seed mixes for low- and high-traffic areas.	●
City Cemeteries	Do More of - Promote the new Cemetery Grave Finding App to help the public find family graves.	Exploring opportunities for more community event opportunities. More eco-friendly approaches under consideration for Prairie Sky Cemetery in 2021.	●
City Cemeteries	Do More of - Investigate new burial trend opportunities (e.g. green burials).	Exploring opportunities for more community event opportunities. More eco-friendly approaches under consideration for Prairie Sky Cemetery in 2021.	●
Corporate Governance	Continue Doing - Optimize the administrative policy library through timely reviews for adherence to external requirements, consistency and effectiveness.	The 3P, AP and Credit policies were reviewed and updated. New policies to address governance gaps included the Fleet Management and Operator and Safety policies, Supplier Code of Conduct and an overarching Administration Policy Framework policy.	●

Service	Strategy	Strategy Update	Status Icon
Corporate Governance	Do More of - Initiate more cross-corporate collaborative approaches to Corporate Governance.	Infrastructure Calgary addressed a shortfall in Municipal Sustainability Initiative funding and prepared the City's application for provincial stimulus funding. Resilience has provided a resilience lens on COVID-19, economic recovery and the anti-racism movement.	●
Corporate Security	Continue Doing - Maintain service delivery of the Information Security program – including the Cyber Security Awareness program.	Corporate Security, IT, Corporate Analytics & Innovation & City Clerks collaborated to identify the goals & objectives of Information Calgary (IC). IC is progressing as planned with the intent to report back to Council as requested or when required.	●
Corporate Security	Continue Doing - Technical support and maintenance for enterprise security systems.	In 2020, Corporate Security's Technical Services team monitored, troubleshooted and repaired all the critical security systems in The City. This included over 2,000 service work orders to repair Intrusion alarms, CCTV and access control and intercom systems.	●
Corporate Security	Continue Doing - Consulting services (for both Information and Physical Security services) for capital projects.	Continued to identify/mitigate risks through risk assessments on capital projects, and/or assess City facilities, infrastructure and technology. 2020 projects included: Calgary.ca 3.0–The City's website and Supply's contract management system.	●
Corporate Security	Continue Doing - Employee engagement and support services for Corporate Security.	In 2020, the engagement comm hosted activities despite COVID-19, by moving them online. This included lunch and learn events, town halls & a mentorship program. A weekly newsletter was shared with staff to keep them connected and informed.	●
Corporate Security	Continue Doing - Train staff about security issues including workplace violence and active assailant (shooter) training.	13 education sessions were scheduled in 2020, 4 were cancelled due to COVID-19; 4 were delivered in person, 3 presented virtually, & 2 postponed until Q1 2021. Also, 86 employees completed the Information Security Awareness curriculum.	●
Corporate Security	Do Less of - Tools to improve automation for Information Security's ongoing operations and during a response if an incident occurs.	The automation workflows for monitoring cyber incidents were updated and streamlined in 2020. These workflows, developed with the use of software, saved significant staff time: 120 person days on Incident Response 730 person days on Operations	●
Corporate Security	Do Less of - Tools to coordinate automation for cloud security for information technology projects and services.	Corporate Security will investigate capability and processes, collaborating with IT, to monitor cloud services via features that may exist in our toolsets. This work was not prioritized in 2020 due to resourcing and workload as a result of COVID-19.	❖

Service	Strategy	Strategy Update	Status Icon
Corporate Security	Do More of - Information Security incident response (FOIP/privacy legislation).	In 2019, an Integrated Incident Response process was developed with other stakeholders to address audit requirements. In 2020 there was an audit review that determined Corporate Security is on track, compliant with the findings and have a successful program in place.	●
Council & Committee Support	Continue Doing - Support the structure by which The City's legislative decision-making meetings are conducted	COVID-19 restrictions required members and the public to participate remotely through the use of technology. Measures were continually refined and led to the successful delivery of legislative meetings that saw record levels of public participation.	■
Council & Committee Support	Continue Doing - Implement the outcomes of the 2018 business process review	Several initiatives have been completed to streamline processes and procedures including eVoting, paperless agendas, and leveraging technology.	●
Council & Committee Support	Continue Doing - Support the structure by which The City's Protocol functions are conducted	Support and leadership has been provided to Council and the Corporation on a variety of events, activities and recognitions, while adapting to COVID-19 restrictions. Work continues on the development of corporate event tools.	■
Council & Committee Support	Do More of - Enhance transparency through the improved use of technology and available tools	Enhancements to meeting management technology (e-voting) were implemented in 2020 and more functionality and options will be explored in 2021.	●
Council & Committee Support	Do More of - Retrofit the Engineering Traditions Committee Room.	Project was delayed by COVID-19 restrictions and supply chain disruption and is now expected to be complete in Q1 2021.	■
Data Analytics & Information Access	Continue Doing - Nurture a culture of innovation and expand human-centered design and prototyping, to develop the next generation of civic services.	Led a new 'Design Thinking Cycle' approach in partnership with Recreation Services, in response to Council NOM on the future of the Inglewood & Beltline Pool facilities. A progress update briefing was approved by SPC on Community and Protective Services.	●
Data Analytics & Information Access	Do More of - Work closely with service owners to proactively identify challenges and make improvements using a targeted approach.	Streamlined processes by implementing workflow tool (OneWindow) in multiple areas. This tool will allow reduction in administrative workload and provide more consistent customer experience.	●
Environmental Management	Continue Doing - Risk reduction – support the organization to reduce City and community environmental risks (e.g. climate change, contamination, etc.).	The City worked collaboratively with a non-profit organization to provide an environmental review on land use, for a development of a residential special needs shelter project.	●

Service	Strategy	Strategy Update	Status Icon
Executive Leadership	Do More of - Enhance risk understanding, reporting, and management.	The Integrated Risk Management (IRM) Policy was updated and the IRM Administrative Guidelines were approved. Together these demonstrate The City's leadership commitment, clarify roles and responsibilities and support consistency in risk management.	●
Facility Management	Continue Doing - Strategically plan and prioritize deferred, preventative and predictive maintenance activities including climate change resiliency actions.	Facility Management in collaboration with Corporate Analytics & Innovation, commenced a LED lights installation program to reduce operating costs and support climate resiliency at Parks and Fire facilities, starting with the Fire apparatus shop.	●
Facility Management	Do Less of - Low Impact maintenance services.	Reduced 8000 noncritical, low risk preventative maintenance work orders in 2019.	●
Facility Management	Do Less of - Investment in building technology systems.	Utilized \$260K in one-time 2020 funding to upgrade the Building Management System (BMS) in 10 Fire Stations and 1 Parks asset.	●
Facility Management	Do More of - Explore regional service opportunities with internal and external partners.	The Regional Planning Technical Advisory Committee resumed in 2020, meetings are ongoing to explore opportunities	◆
Financial Support	Do Less of - Support improvement initiatives (not directly tied to corporate strategic goals).	There are no noteworthy updates to provide at this time.	●
Fire & Emergency Response	Continue Doing - Strive to maintain response time performance and efficacy through the effective placement of personnel.	Response time performance for first-in unit and effective response force improved city-wide in 2020. This was primarily due to operational changes during the pandemic which minimized apparatus moves and redeployments, allowing the system to function as designed.	●
Fleet Management	Do More of - Invest in SMART fleet.	The City awarded the contract for the Flex Fleet Program and launched the Flex Fleet Pilot Project. Flex Fleet is an innovative vehicle sharing program that provides employees better access to vehicles through online registration and keyless entry.	●
IT Solutions & Support	Do Less of - Investment in new technology advancements (e.g. Internet of Things and robotic process automation).	Capital funding for this initiative was reduced. IT continues to work with business units and the Urban Alliance to complete small projects. Robotic Process Automation initiative is now delivering a Solutions for Achieving Value and Excellence (SAVE) project.	●
Infrastructure Support	Continue Doing - Create a corporate database and business process for construction drawings and implement online submission tools.	Input and feedback were collected for updating the Computer-Aided Design (CAD) templates before the end of year. Project wise explorer was selected for the Construction Drawings Repository Project.	●


Service	Strategy	Strategy Update	Status Icon
Infrastructure Support	Do Less of - Infrastructure Support employee engagement events.	Reduced budget for employee engagement activities.	●
Insurance & Claims	Continue Doing - Internal and external training.	Internal and external training is progressing as planned.	●
Municipal Elections	Do More of - Use technology.	Collection of business requirements was completed. Implementation of the base module of the new elections technology system was completed in 2020. COVID-19 restrictions drove greater use of online collaboration technologies.	●
Municipal Elections	Do More of - Develop new performance measures and benchmarks.	New performance measures and benchmarks may be developed in advance of the 2021 election.	❖
Municipal Elections	Do More of - Implement a 4-year election program (including business process review implementation).	Changes to provincial legislation have shifted the business requirements when compared to the 2018 BPR. Needed changes to processes have been identified and implementation has started.	●
Organizational Health, Safety & Wellness	Continue Doing - Corporate Leadership: Create organizational culture that prioritizes health, safety and wellness. This includes both contractor safety and the continued need for an effective organization-wide response to COVID-19.	"Resilience and Thriving – Looking after Your Physical and Psychological Health" was the focus of the Safety, Health & Mental Wellness month. Close to 1,000 City employees attended the diverse events and over 3,500 staff visited the website.	●
Organizational Health, Safety & Wellness	Do More of - Greater understanding and support for the growing areas of mental health and psychological safety.	Early intervention services to support mental health were developed. Unfortunately, implementation of some supports was delayed as a result of COVID-19 pandemic.	●
Parking	Do Less of - Enforcement by foot patrol.	Have succeeded in reducing reliance on foot patrol where appropriate. Officer resources are being deployed to maximize their effectiveness and improve citizen engagement; as such, foot and bike/e-bike patrols are being considered in strategic areas.	●
Parks & Open Spaces	Do More of - Transition to self-watering flowerpots.	This strategy is underway in public areas of the Centre City as well as some regional parks.	●
Procurement & Warehousing	Continue Doing - Implement alternative service delivery and technology efficiencies.	E-signature for internal/legal documents has been adopted. RightFax decommissioning project completed. Procurement of a Contract Management System is in evaluation stage. Warehouse scanning hardware upgrade completed, and cellular scanning devices purchased in 2021.	●

Service	Strategy	Strategy Update	Status Icon
Procurement & Warehousing	Do More of - Use a web-based intake and monitoring of procurement requests.	Contract Management System Request for Proposal is currently in evaluation stage.	●
Records Management, Access & Privacy	Do More of - Dispose of records as appropriate.	Disposition process for both physical and electronic records resumed in November 2019. Work continued in 2020 on evaluating the current disposition process and transitioning to more of an electronic disposition process.	■
Sidewalks & Pathways	Continue Doing - Seek innovative solutions to improve efficiency and effectiveness.	Implemented adaptive roadways and expanded restaurant patios to accommodate social distancing and encourage the economy. Expanded the rubber sidewalk pilot to 11 additional locations to repair damage by tree roots and avoid removing adjacent trees.	●
Stormwater Management	Do Less of - Capital maintenance in 2019-2022 by investigating the appropriate levels of investment to address infrastructure risk.	The stormwater infrastructure preventative maintenance plan is being implemented. The plan defines priorities to allocate staff in 2021.	●
Strategic Marketing & Communications	Continue Doing - Utilize paid advertising and media buying strategically to ensure reach and effectiveness of City campaigns.	391 campaigns were targeted by audience or geography. 50% decrease in total spend due to COVID-19 from 2019. Saving is due to lower cost and higher impact digital channels to allow for quick changes if needed and cancellation of larger campaigns.	●
Strategic Marketing & Communications	Do Less of - Mass communications in favour of more targeted marketing and communications.	New media/creative brief was developed for targeted messaging. All campaigns included defined media habits, multicultural aspects and measurable objectives. Innovative content was created with advocates to share their authentic voice to our messaging.	●
Strategic Marketing & Communications	Do More of - Digital marketing to align with Municipal Government Act and Canadian Anti-Spam Legislation.	Partnered with web and digital services on customer journey and insights project. The corporate email strategy was delayed due to COVID-19; however, the Request for Proposal is almost complete with planned implementation for Q2 2021.	●
Strategic Marketing & Communications	Do More of - Deepen marketing expertise to support revenue generating operations with effective marketing solutions.	Marketing division was developed in 2020.	●
Streets	Continue Doing - Seek innovative solutions to improve efficiency and effectiveness.	Made the Street Light Outage Map our primary intake tool to reduce duplicate reports, adjusted Spring Clean-Up processes to benefit customers, and launched the roadside naturalization pilot to assess potential savings and enhance the local ecosystem.	●
Taxation	Do Less of - Redirect resources from improvement initiatives not directly tied to corporate strategic goals.	Continually evaluating resource capacity for opportunities to align Taxation Service priorities with those of the Corporation, such as offering property tax relief for those impacted by the pandemic and June 2020 hailstorm.	●



Service	Strategy	Strategy Update	Status Icon
Taxation	Do More of - Leverage technology to create capacity to accommodate rise in transactional volumes.	Continually evaluating system capacity and capability for opportunities to enhance efficiency. Changes were recently completed to further automate the process of taxation records' management. This enhanced efficiency and reduced data storage costs.	●
Taxi, Limousine & Vehicles-for-Hire	Continue Doing - Ensure state of readiness for growth within sharing economies such as Transportation Network Companies (TNCs).	Performed engagement with Transportation Network Company stakeholders to evaluate ongoing trends and determine recommendations which ensure citizens have a choice when seeking transportation options.	●
Urban Forestry	Do More of - Investigate alternative methods for watering young trees during droughts to build resilience to climate change and severe weather.	Tree watering truck routes were optimized (with GPS) and improved tree watering standards introduced. In 2020, we watered 30,000 newly planted trees to improve their survival rate and lifespan.	●
Waste & Recycling	Continue Doing - Provide safe and reliable container collection to multi-family, businesses and organizations.	Waste & Recycling continues to focus on safe, reliable and efficient service delivery to our customers. Container collection has worked with customers to adjust service levels based on COVID-19 impacts and customer needs.	●
Waste & Recycling	Continue Doing - Educate, communicate and engage with customers to optimize existing programs and design and implement new waste management programs.	Implemented the Tag-A-Bag program (Oct 2020) to reduce extra garbage bags outside of the black cart. Customers who have excess garbage that will not fit in the cart, can buy a \$3 tag to place on extra bags for collection.	●
Waste & Recycling	Do Less of - Green Cart Program collection frequency (by adjusting to every-other-week in the winter months).	The goals of this strategy were completed in 2019, however the service continues to monitor and adjust the program as needed.	●
Waste & Recycling	Do Less of - Community-wide waste management programs (by adjusting to reflect changing customer needs).	Continues to monitor demand for community-wide waste management programs to ensure customer needs are met. W&R will report back to council on the Community Recycling Depot optimization in 2021.	●
Wastewater Collection & Treatment	Continue Doing - Explore and develop a resource recovery strategy to reduce the environmental footprint and create new products.	The Water Utility has been working on an RFP for this work, to be issued in 2021. We are working to refine the scope to ensure that the short/medium term resource recovery strategy addresses existing operational constraints.	●
Wastewater Collection & Treatment	Do Less of - Capital maintenance in 2019-2022 by investigating the appropriate levels of investment to address infrastructure risk.	Capital maintenance investments in the wastewater system have been reduced from previous years. The trend in disruptions to customers will be monitored to ensure the level of service does not unacceptably decline.	●



Service	Strategy	Strategy Update	Status Icon
Water Treatment & Supply	Do More of - Improve the ability to address water loss in the water system.	A strategy and action plan is underway to address water loss in Water Utility operations. The strategy has defined water loss targets, recommended operational changes and identified capital investments.	




**Council Directive: W5**

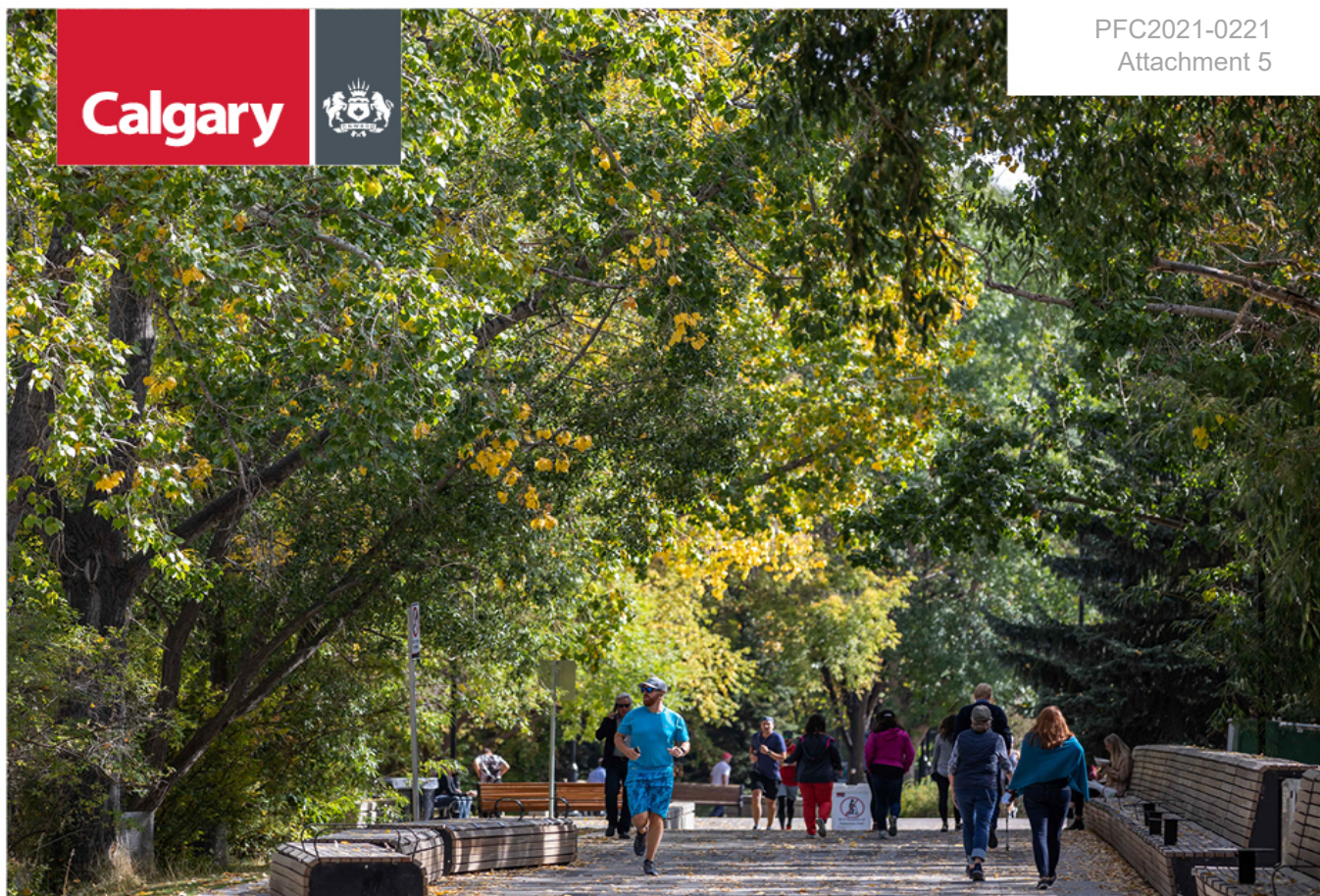
**W5:** The City must develop a positive, strong and enduring relationship with Treaty 7 First Nations, Metis Nation of Alberta Region 3, and all urban Indigenous Calgarians. Council is committed to developing a new vision of Truth and Reconciliation that acknowledges historical issues and challenges and focuses 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 Indigenous partners.

Service	Strategy	Strategy Update	Status Icon
Arts & Culture	Continue Doing - Create opportunities to action the City of Calgary's Cultural Plan, Public Art Policy and Truth and Reconciliation Calls to Action.	Indigenous Curator has been hired and scope of work has been defined. The Indigenous Curator will play a role in the implementation of Truth and Reconciliation Calls to Action.	●
Community Strategies	Do More of - Advance engagement to establish an Indigenous Relations Office to support The City's advancement of Truth and Reconciliation as outlined in White Goose Flying.	Indigenous Relations Office (IRO) was established in Q1. In Q4, Council approved Administration's recommendation to work with the Indigenous community to co-create an Indigenous relations governance model for The City of Calgary.	●
Library Services	Do More of - Deliver programs focused on inclusion, reconciliation, connectedness, early literacy, lifelong learning support and personal empowerment.	Most face-to-face activity was restricted or eliminated, severely limiting the delivery of programs in these areas.	■
Neighbourhood Support	Do More of - Increase capacity of community stakeholders to understand Indigenous culture and history to further Indigenous residents' social inclusion.	Due to the pandemic and public health restrictions, in-person training was placed on hold, however, Indigenous training was available and continued through virtual platforms.	●
Social Programs	Continue Doing - Deliver programming that provides cultural opportunities for Indigenous children and youth.	Due to safety concerns associated with COVID-19, in-person programming was cancelled, however, Youth Justice teams worked to connect Indigenous children and youth to virtual resources, when possible.	■
Strategic Marketing & Communications	Do More of - Develop a Multilingual Communications and Engagement Policy and framework to better communicate and engage with diverse populations.	Supported over 20 multicultural components in campaigns. Overall multicultural advertising was six per cent of total campaign spend in 2020, up two per cent over 2019. A new vendor was on-boarded for Administration and Council translation use.	●

**Council Directive: N/A**

**N/A:** The Services listed in the following table align best with A Well-Run City overall, but do not align with one specific Council Directive.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Continue Doing - Provide impartial process for residents to challenge specific City decisions.	The City Clerk's Office facilitates citizens and stakeholders exercising their rights to participate in appeals before The City's tribunals. COVID-19 restricted in-person hearings and virtual hearings were used in their place for 2020.	
Appeals & Tribunals	Do Less of - Summer student positions (eliminate).	Funding was removed for summer students	
Appeals & Tribunals	Do More of - Increase legal costs.	Legal costs across the service were further reduced in 2020, despite the needs for legal opinions related to COVID-19 process changes.	



## **2020 Year-End Accountability Report**

# The City of Calgary Awards in 2020



# The City of Calgary Awards

Refer to the table below for a list of The City of Calgary's (The City's) collective accomplishments received in 2020.

Service	Award Details
Affordable Housing	<p><b>One City Awards: Economic Reward</b></p> <p>The Non-Market Land Sale Program won for the Economic Impact category "Leveraging land for investment in affordability". Award was presented on 2020 June 11.</p>
City Planning & Policy	<p><b>2020 Commonwealth Association of Planners (CAP) Award: Outstanding Planning for cities and human settlements/plan making in the Commonwealth award</b></p> <p>The CAP Awards for Outstanding Planning Achievement in the Commonwealth seek to champion the very best examples of planning practice in the Commonwealth. This year the award winner was Transit-Oriented Development implementation strategy-City of Calgary. This plan is relevant to the current discourse on city planning and Transport Orientated Development (TOD), which in itself will support the Sustainable Development Goals (SDG) and improve sustainability across the Commonwealth but will also be very relevant in a post-COVID world. This piece of work demonstrates how plan and plan making is key to planning for cities and human settlement but continues to support the importance of evidence base gathering and collaboration to achieve the best outcomes.</p>
City Planning & Policy	<p><b>2020 Commonwealth Association of Planners (CAP) Award: Outstanding Planning for cities and human settlements/plan making in the Commonwealth award</b></p> <p>The CAP Awards for Outstanding Planning Achievement in the Commonwealth seek to champion the very best examples of planning practice in the Commonwealth. This year a Commendation was given to the Calgary-Chestermere Interface Intermunicipal Development Plan, Calgary and Chestermere due to its inter-municipal collaboration. The commitment made by the intermunicipal agencies to adhere to the involvement of the residents and other stakeholders are important aspects of planning, but most importantly working together to cooperate is commendable. The entry demonstrated the skills and planning process required for collaboration and partnership. The formation of a Technical Advisory Committee comprising of representatives of the two municipalities, and the process undertaken to synchronize two different policies, plans, and municipal process was keys to its success. With rapid urbanisation taking place across the Commonwealth, thinking about undeveloped land in this manner, in a collaborative manner, will support sustainable growth in a forward planning manner.</p>

Service	Award Details
City Planning & Policy	<p><b>Alberta Professional Planners Institute (APPI)-Award of Merit: The Beltline Area Redevelopment Plan</b></p> <p>The Alberta Professional Planners Institute (APPI) recognized The City's extended engagement efforts in developing the Beltline Area Redevelopment Plan with an Award of Merit. APPI credits the work for advancing the field and profile of community planning in Alberta, the Northwest Territories and Nunavut – particularly connected to the Indigenous engagement efforts undertaken to inform the plan. Given the importance of this area to Indigenous people, the activities delved into the pre-colonial history of the land, as a supplement to comprehensive engagement with the public and other key stakeholders</p>
Corporate Security	<p><b>One City Awards: Making it Real Cyber Security Awareness</b></p> <p>Cyber Security Awareness Month (CSAM) is an annual awareness campaign designed to educate the public and private sector about the importance of security and safe practices in a world facing increasing cyber threats. CSAM is a joint effort by the governments of Canada, the United States, the United Kingdom, Australia and New Zealand to put into effect better practices and safeguards to combat cybercrime. Corporate Security and partners in Information Technology, Clerks, Corporate Analytics &amp; Innovation, and Communications continue to join international awareness efforts with its own creative and proactive communications to educate City employees on the importance of cyber security and their responsibilities in keeping The City safe and secure.</p>
Development Approvals	<p><b>Canadian Home Builders' Association: Municipal Benchmarking Initiative Ranking</b></p> <p>Ranked 3rd of 23 municipalities across Canada for overall best planning features, government charges and approvals times. The study compares 23 Canadian municipalities, examining how their processes, approvals timelines, and charges and fees contribute to housing affordability and supply issues in major housing markets across Canada. The report reads as a report card to show which municipal governments are leading in which of the three pillars of the study—planning system features, approval timelines and government charges.</p>
Financial Support	<p><b>Canadian Award for Excellence in Financial Reporting</b></p> <p>Recognition of comprehensive annual financial reports that evidence the spirit of transparency and full disclosure for the citizens of Calgary.</p>
Financial Support	<p><b>Distinguished Budget Presentation Award</b></p> <p>Recognition of transparency in budgeting through preparation of budget documents of the highest quality that reflect the established National Advisory Council guidelines and best practices on budgeting. The budget documents excel as a policy document, financial plan, operations guide, and communication tool.</p>

Service	Award Details
Fire & Emergency Response	<p><b>Innovation Award: Fire Station Design Excellence</b></p> <p>Awarded by the Fire Industry Education Resource Organization for the transportable and redeployable modular design of Calgary Fire Department (CFD) Station 43.</p>
Infrastructure Support	<p><b>Canstruction 2020: Best structural design</b></p> <p>Calgary Food Bank CANstruction is annual event that brings together a variety of local engineers, designers, architects and builders to create incredible structures made solely out of canned foods and non-perishable goods</p>
Infrastructure Support	<p><b>LEED Certification - version 4.1</b>  <b>LEED: Leadership in Energy and Environmental Design</b></p> <p>Corporate Analytics &amp; Innovation lead certification process for Calgary first LEED (Leadership in Energy and Environmental Design) version 4.1 certifications in conjunction with Facility Management, Calgary Neighbours, Water Resources and Recreation. These include Varsity and Bonnybrook, the Central Public Library, the National Music Centre, Sarcee OWC Admin, Rocky Ridge YMCA, Quarry Park YMCA, Great Planes Arena, Tuscany Fire Station, and Manchester M.</p>
Legal Counsel & Advocacy	<p><b>One City Awards: Social Category - Considering Calgary's Vulnerable Population and Law</b></p> <p>The Prosecutions team has focused its efforts upon making life better every day for Calgary's vulnerable population. Through integrative work with community organizations, the team has developed processes and services that attend to the unique needs of Calgarians struggling with mental health, housing, low income, medical issues, substance use, and abuse.</p>
Library Services	<p><b>One City Awards: Accessibility</b></p> <p>Recognition from The City of Calgary for exceeding building codes (Central Library) in support of accessibility.</p>
Library Services	<p><b>Disability Employment Awareness Month Award</b></p> <p>Recognition from Inclusion Alberta for unique contributions in making inclusive employment possible at Calgary Public Library.</p>
Library Services	<p><b>2020 Innovation Award in Organizational Change &amp; Strategic Management</b></p> <p>Recognition from The Urban Libraries Council for creative thinking and imaginative application of resources in response to a crisis.</p>



Service	Award Details
Library Services	<p><b>LEED Gold Certification: The Central Library</b></p> <p>LEED, or Leadership in Energy and Environmental Design, is the most widely used green building rating system in the world. The certification is measured through an extensive set of requirements, some of which include electricity cost savings, lower carbon emissions, and healthier environments for visitors and employees who use the facility to work, learn, and play.</p>
Parks & Open Spaces	<p><b>World Urban Parks: Honorary Recognition</b></p> <p>2020 International Large Urban Parks Awards for the operation and maintenance of Reader Rock Garden.</p>
Parks & Open Spaces	<p><b>Canadian Institute of Planners: 2020 Award for Planning and Excellence in New and Emerging Categories</b></p> <p>Biodiverse Communities: The works plays an integral role in restoring urban biodiversity and increasing our resilience and ability to adapt to climate change.</p>
Parks & Open Spaces	<p><b>Commonwealth Association of Planners: Climate Emergency Category</b></p> <p>Biodiverse Communities: The works plays an integral role in restoring urban biodiversity and increasing our resilience and ability to adapt to climate change.</p>
Parks & Open Spaces	<p><b>Canadian Society of Landscape Architects: Award of Excellence</b></p> <p>Archeology and Calgary Parks—Uncovering Human History is a book by Calgary Parks' Cultural Landscapes staff showcasing the region's rich archeological sites.</p>
Parks & Open Spaces	<p><b>Canadian Society of Landscape Architects: National Award for Medium-Scale Landscapes</b></p> <p>West Eau Claire Park: New public amenities and critical flood mitigation measures resulted in a more beautiful, safe and resilient riverside park.</p>
Police Services	<p><b>Governor General Order of Merit of the Police Forces</b></p> <p>The Order of Merit of the Police Forces is a fellowship of honour based on the highest qualities of citizenship, service to Canada, to the police community and to humanity at large.</p> <p>2019/2020 Recipients from CPS: Inspector Clare Elizabeth Smart, Superintendent Steven Channing Barlow, Detective Michael Alexander Cavilla</p>
Strategic Marketing & Communications	<p><b>Gold Quill: Award of Merit</b></p> <p>The 'This is Not an Ashtray' campaign used an innovative social marketing approach which included social media influencers, advertising trucks and human billboards. The campaign centered around forced perspective photography with the tag lines This is not an Ashtray and #ButtFreeYYC.</p>

Service	Award Details
Strategic Marketing & Communications	<p><b>Gold Quill: Excellence in Safety Communications</b></p> <p>The City received the Award of Excellence in Safety Communication for Reducing Firefighter Cancer campaign. This was the only entry in the Safety category to receive the top excellence score this year. Faced with growing rates of occupational cancer in firefighters due to increased toxicity of modern-day firefighting, the Calgary Fire Department (CFD) initiated a year-long campaign in 2018-2019 to raise awareness on cancer and roll out new decontamination tools and procedures to reduce incidence of cancer among its 1400 uniformed staff.</p>
Waste & Recycling	<p><b>One Calgary Awards: Environment Award for the Shepard Solar Park</b></p> <p>The Shepard Solar Park is a joint venture partnership between The City of Calgary (Corporate Analytics &amp; Innovation, Waste &amp; Recycling) and ENMAX to build the largest building-connected solar power project in Western Canada.</p>
Water Treatment & Supply	<p><b>Natural Resources Canada ENERGY STAR Certification: The City of Calgary Water Centre</b></p> <p>The ENERGY STAR® certification is for superior energy performance in buildings (cutting energy waste, reducing greenhouse gas emissions, and doing our part to protect the environment)</p>

**Chief Financial Officer's Report to  
Priorities and Finance Committee  
2021 April 27**

**ISC: UNRESTRICTED  
PFC2021-0559  
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**Designated Officer Bylaw and Banking Delegation of Authority**

**RECOMMENDATIONS:**

That the Priorities and Finance Committee recommend that Council:

- 1) Approve adoption of a bylaw continuing the position of City Treasurer and establishing the positions of Chief Financial Officer and Deputy City Treasurer as designated officers pursuant to section 210 of the Municipal Government Act;
- 2) Repeal the current Banking Resolution; and
- 3) Repeal Bylaw 31M2004

**HIGHLIGHTS**

- The City of Calgary requires new and modern banking governance that aligns with the Municipal Government Act as well as reflects The City's governance practices.
- What does this mean to Calgarians? Proper banking governance ensures proper stewardship of The City's financial assets.
- Why does this matter? The current banking resolution, passed in 2000, is out of date and Administration would resolve procedural inefficiencies with implementation of the recommendations of this report. .
- Administration is recommending a two-part solution which has been endorsed by the Executive Leadership Team:
  - Adopting a bylaw designating three positions within Finance as Designated Officers as per the Municipal Government Act.
  - Adopting a City Manager delegation of authority to cover areas not specifically identified by the Municipal Government Act.
- To facilitate the above solution, Administration is recommending that the current bylaw (31M2004) and banking resolution be repealed.
- This solution does not change any existing policy or process currently in place at The City nor does it change the banking risk profile.
- Strategic Alignment to Council's Citizen Priorities: A well-run city

**DISCUSSION**

In 2000 January, Council adopted the Banking Resolution (Attachment 1) authorizing the City Treasurer, Deputy City Treasurer, and Executive Officer of Corporate Services currently known as the Chief Financial Officer to carry out certain actions with respect to The City's banking. The Banking Resolution is a standard template provided by banking institutions to corporate customers when the bank requires evidence of the actual authority of its customer's agents or employees to perform certain tasks with the bank, such as signing cheques.

The Resolution has several aspects that make maintaining it in its current form undesirable:

- Job titles are out of date;
- Contains undefined critical terms, such as "Bank" and "Customer"; and
- Contains terms that may not be favourable to The City. One such example is The City unreservedly adopts the "Bank's general financial services agreement"

**Chief Financial Officer's Report to  
Priorities and Finance Committee  
2021 April 27**

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### **Designated Officer Bylaw and Banking Delegation of Authority**

With respect to cheques and other negotiable instruments, subsection 213(4) of the Municipal Government Act states that they must be signed or authorized by:

- The Mayor or another person authorized by Council to sign them, and by a designated officer; or
- By a designated officer acting alone if so authorized by Council.

Bylaw 31M2004 (Attachment 2) established the City Treasurer as a designated officer of The City. Currently there is no bylaw establishing either the Chief Financial Officer or Deputy City Treasurer as designated officers.

In practice, the electronic digital signatures of the Mayor and the City Treasurer are affixed to cheques. Other negotiable instruments, such as debentures, have been signed by the Mayor and either the Chief Financial Officer or Deputy Treasurer. While this is permissible pursuant to authority delegated from the City Manager, it would be better practice to have this authority more clearly delineated in a bylaw:

- Authority is more direct and transparent.
- This would also help streamline dealings with the third-party financial institutions, such as banks and investment fund managers which The City regularly conducts business with.

Administration recommends that Council adopt a bylaw establishing the Chief Financial Officer and Deputy Treasurer as designated officers of The City. Section 210 of the Municipal Government Act sets out the requirements for a bylaw establishing designated officers. Said bylaw must include:

- Setting out which of the powers, duties and functions of a designated officer may be exercised by each position; and
- Setting out who the designated officers are accountable to and supervised by (in the absence of such direction, it will be assumed to be the “chief administrative officer” or, in this case, the City Manager).

Note, that the proposed bylaw restricts the signing of cheques to the Chief Financial Officer and City Treasurer whereas the Deputy Treasurer’s authority under the bylaw will be restricted to the signing of debentures and opening accounts.

The banking provisions of the Municipal Government Act are not comprehensive and deal with only very specific matters, which are not entirely reflective of current banking practice. To address the other facets of banking, Administration will implement a Delegation of Authority by the City Manager.

**Chief Financial Officer's Report to  
Priorities and Finance Committee  
2021 April 27**

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**Designated Officer Bylaw and Banking Delegation of Authority**

**STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

**IMPLICATIONS**

**Social**

There are no social implications anticipated in association with implementing these recommendations.

**Environmental**

There are no environmental implications anticipated in association with implementing these recommendations.

**Economic**

There are no economic implications anticipated in association with implementing these recommendations.

**Service and Financial Implications**

**No anticipated financial impact**

**RISK**

The recommendations of this report do not change the financial risk profile of The City as there is no change in process, procedure or level of authority.

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**ATTACHMENT(S)**

1. Attachment 1 - Banking Resolution
2. Attachment 2 - Bylaw 31M2004
3. Attachment 3 - Draft Designated Officer Bylaw

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Jill Floen	Legal Services	Consult
Carla Male	CFOD	Approve

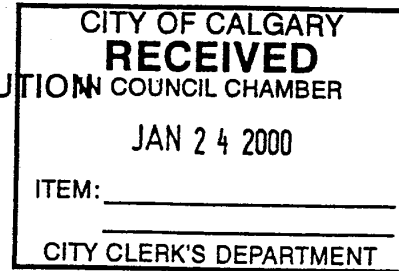


Appendix A

C2000-05

ATTACHMENT 2

"REVISED"

**BANKING RESOLUTION*****Resolved:***

1. That the Mayor and the City Treasurer are authorized jointly on behalf of The City from time to time:
  - (a) to make, draw, accept, endorse or sign cheques, promissory notes, bills of exchange and other negotiable instruments or other orders for the payment of money.
2. That any one of the City Treasurer, Deputy City Treasurer or Executive Officer of Corporate Services is authorized on behalf of The City.
  - (a) to withdraw or order transfers of funds from the Customer's accounts by any means including the making, drawing, accepting, endorsing or signing of cheques, promissory notes, bills of exchange, other orders for the payment of money or other instruments or the giving of other instructions; and
  - (b) to do , or to authorize any person or persons to do, any one or more of the following:
    - (i) to receive from the Bank any cash or any securities, instruments or other property of The City held by the Bank, whether for safekeeping or as security, or to give instructions to the Bank for the delivery or other transfer of any such cash, securities, instruments or other property to any person named in those instructions;
    - (ii) to deposit with or negotiate or transfer to the Bank, for the credit of The City, cash or any security, instrument or other property, and for those purposes to endorse (by rubber stamp or otherwise) the name The City, or any other name under which The City carries on business, on any security or instrument;
    - (iii) to instruct the Bank, by any means, to debit the accounts of third parties for deposit to the credit of The City;
    - (iv) to receive statements, instruments and other items (including paid cheques) and documents relating to The City's accounts with or any service of the Bank (including any revisions to the Bank's rules and manuals of operation), and to settle and certify The City's accounts with the Bank; and



- (v) to receive from the Bank any software and any security devices, including security cards, codes, and passwords, relating to electronic banking services or electronic communications between The City and the Bank, and to determine and set the levels and limits of authority applicable to individual security devices.
- 3. That the provisions contained in the Bank's general financial services agreement including, without limitation, the provisions concerning the binding effect of electronic communications received by the Bank from or in the name of The City, are expressly approved.
- 4. That all instruments, instructions, agreement and documents made, drawn, accepted, endorsed or signed (under the corporate seal or otherwise) as provided in this Resolution and delivered to the Bank by any person, shall be valid and binding on The City, and the Bank is hereby authorized to act on them and give effect to them.
- 5. That the Bank be furnished with:
  - (a) a copy of this Resolution; and
  - (b) a list of the names of the persons authorized by this Resolution to act on behalf of The City, and with written notice of any changes which may take place in such list from time to time, and with specimens of the signatures of all such persons;each certified by the (1) Chief Executive Officer and (2) City Clerk of The City, and
  - (c) in writing, any authorization made under paragraph 2(b) of this Resolution.
- 6. That any document furnished to the Bank as provided for in paragraph 5 of this Resolution shall be binding upon The City until a new document repealing or replacing the previous one has been received and duly acknowledged in writing by the bank or agency of the Bank where The City has its account.

**BYLAW NUMBER 31M2004**

**BEING A BYLAW OF THE CITY OF CALGARY TO  
CONTINUE THE POSITION OF TREASURER AS  
A DESIGNATED OFFICER**

\*\*\*\*\*

**WHEREAS** s. 210 of the *Municipal Government Act* ("the Act") allows Council to pass a bylaw establishing a position to carry out the powers, duties and functions of a designated officer;

**AND WHEREAS** Council wishes to continue the office of City Treasurer as a designated officer under the Act;

**AND WHEREAS** Council wishes to delegate certain functions to the Treasurer pursuant to s. 203 of the Act;

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS  
FOLLOWS:**

1. The position of Treasurer as a designated officer is continued.
2. The City Treasurer shall be appointed by and subject to the supervision of and accountable to the General Manager of Corporate Services.
3. The powers, duties and functions conferred by Council on the City Treasurer are as prescribed in this or any other bylaw making reference to the City Treasurer.
4. The City Treasurer is hereby delegated the authority to add to the tax roll of a parcel of land all unpaid costs, charges, expenses and remuneration which Council could add to the tax roll pursuant to ss. 553, 553.1 and 553.2 of the Act.
5. The City Treasurer or Deputy City Treasurer or the General Manager of Corporate Services are hereby authorized to open or close accounts that hold the money of The City of Calgary.
6. The City Treasurer is authorized to:
  - (a) certify the date tax notices are sent under s. 335 of the Act;
  - (b) decide to which taxable property or business owned by a taxpayer a tax payment is to be applied under s. 343 of the Act;
  - (c) decide the distribution of tax arrears and taxes pursuant to s. 429.1 of the Act among the parcels of land created by a subdivision;
  - (d) issue a tax certificate under s. 350 of the Act;
  - (e) certify a copy of tax roll, or part of it, or a tax notice as a true copy of the original;

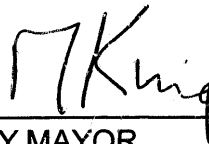
**BYLAW NUMBER 31M2004**

- (f) enter and take possession of tax sale properties under s. 420 of the Act;
  - (g) bid for land at a tax forfeiture auction pursuant to s. 429 of the Act;
  - (h) prepare and issue distress warrants and seize goods pursuant to such warrants under s. 439 of the Act;
  - (i) make an agreement with a person who wishes to pay taxes by instalments under s. 340 of the Act.
7. The City Treasurer is authorized to add to the tax roll of a parcel of land any amount that may be added thereto by any Provincial or Federal legislation, including any unpaid costs, charges, expenses or remuneration under s. 553 of the Act.
8. (1) All cheques drawn in the name of The City shall be signed by the Mayor or other person authorized by Council to sign and counter-sign by the City Treasurer.
- (2) Any of the signatures referred to in this s. 8 may be signed, printed, lithographed or otherwise reproduced.
9. The City Treasurer may further delegate any authority delegated by Council to the City Treasurer.
10. Bylaw 54M99, as amended, is repealed.
11. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME THIS 3<sup>rd</sup> DAY OF MAY, 2004.

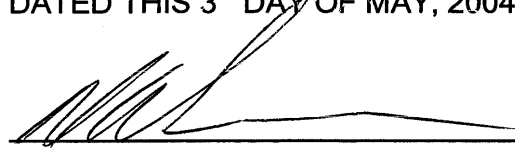
READ A SECOND TIME THIS 3<sup>rd</sup> DAY OF MAY, 2004.

READ A THIRD TIME THIS 3<sup>rd</sup> DAY OF MAY, 2004.



DEPUTY MAYOR

DATED THIS 3<sup>rd</sup> DAY OF MAY, 2004.



CITY CLERK

**DATE:** 2004 April 13

**TO:** CITY CLERK

**FROM:** BRAND R. INLOW, Q.C.  
BARRISTER & SOLICITOR

**RE:** BYLAW NUMBER 31M2004  
BEING A BYLAW OF THE CITY OF CALGARY

APPROVAL AS TO CONTENT

  
\_\_\_\_\_  
HEAD – ORIGINATING BUSINESS UNIT

APPROVAL AS TO FORM

  
\_\_\_\_\_  
CITY SOLICITOR

BUDGET PROGRAM NO.  
(if applicable)

\_\_\_\_\_

DATE OF COUNCIL INSTRUCTION  
(if applicable)

\_\_\_\_\_



**BYLAW NUMBER 34M2021**

**BEING A BYLAW OF THE CITY OF CALGARY  
TO CONTINUE THE CITY TREASURER AS A DESIGNATED OFFICER,  
AND TO ESTABLISH THE CHIEF FINANCIAL OFFICER AND  
DEPUTY CITY TREASURER AS DESIGNATED OFFICERS**

\*\*\*\*\*

**WHEREAS** section 210 of the *Municipal Government Act* (the "Act") allows Council to pass a bylaw establishing a position or positions to carry out the powers, duties and functions of a designated officer;

**AND WHEREAS** Bylaw number 31M2004, as amended, continued the position of City Treasurer as a designated officer pursuant to the Act;

**AND WHEREAS** Council wishes to further continue the position of City Treasurer as a designated officer pursuant to the Act;

**AND WHEREAS** Council wishes further to establish the positions of Chief Financial Officer, as well as Deputy City Treasurer, as designated officers pursuant to the Act, and to set out their powers and responsibilities as designated officers;

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. The position of City Treasurer as a designated officer is continued.
2. The positions of Chief Financial Officer and Deputy City Treasurer are hereby established as designated officers pursuant to the Act.
3. The Chief Financial Officer shall be appointed by and subject to the supervision of and be accountable to the City Manager.
4. The City Treasurer shall be appointed by and subject to the supervision of and be accountable to the Chief Financial Officer.
5. The Deputy City Treasurer shall be appointed by and subject to the supervision of and be accountable to the City Treasurer.
6. The powers, duties and functions conferred by Council on the Chief Financial Officer, City Treasurer, and Deputy City Treasurer are as prescribed in this bylaw, or any other bylaw making reference to these positions.

7. The Chief Financial Officer and City Treasurer are hereby delegated the authority to add to the tax roll of a parcel of land all unpaid costs, charges, expenses and remuneration which Council could add to the tax roll pursuant to sections 553, 553.1 and 553.2 of the Act.
8. The Chief Financial Officer, City Treasurer or Deputy City Treasurer are hereby authorized to open or close accounts that hold the money of The City of Calgary.
9. The Chief Financial Officer and City Treasurer are authorized to:
  - (a) certify the date tax notices are sent pursuant to section 335 of the Act;
  - (b) decide to which taxable property or business owned by a taxpayer a tax payment is to be applied pursuant to section 343 of the Act;
  - (c) decide the distribution of tax arrears and taxes pursuant to section 429.1 of the Act among the parcels of land created by a subdivision;
  - (d) issue tax certificates pursuant to section 350 of the Act;
  - (e) certify a copy of tax roll, or part of it, or a tax notice as a true copy of the original;
  - (f) enter and take possession of tax sale properties pursuant to section 420 of the Act;
  - (g) bid for land at a tax forfeiture auction pursuant to section 429 of the Act;
  - (h) prepare and issue distress warrants and seize goods pursuant to such warrants pursuant to section 439 of the Act; and,
  - (i) make an agreement with a person who wishes to pay taxes by instalments pursuant to section 340 of the Act.
10. The Chief Financial Officer and City Treasurer are authorized to add to the tax roll of a parcel of land any amount that may be added thereto by any Provincial or Federal legislation, including any unpaid costs, charges, expenses or remuneration pursuant to section 553 of the Act.
11. (1) All cheques drawn in the name of The City shall be signed by the Mayor or other person authorized by Council to sign and counter-signed by either the Chief Financial Officer or the City Treasurer.



(2) Any of the signatures referred to in this section 11 may be signed, printed, lithographed or otherwise reproduced.

12. The Chief Financial Officer, City Treasurer and Deputy City Treasurer may sign debentures and other negotiable instruments on behalf of The City when so authorized by Council.

13. The Chief Financial Officer may further delegate any authority that has been delegated to the Chief Financial Officer by Council.

14. Bylaw number 31M2004, as amended, is hereby repealed.

15. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2021.

READ A SECOND TIME THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2021.

READ A THIRD TIME THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2021.

\_\_\_\_\_  
MAYOR

SIGNED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2021.

\_\_\_\_\_  
CITY CLERK

SIGNED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2021.



## **Conclusion of Cash-in-Lieu Parking Program and Fund Allocation**

### **RECOMMENDATION(S):**

That the Priorities and Finance Committee recommend that Council direct Administration to:

1. Transfer \$750,000 from the Cash-in-Lieu of Parking Fund to program 854 (17 Ave Redevelopment Program) for improvements to 16 Avenue SW.
2. Transfer funds from the Cash-in-Lieu of Parking Fund to the Parking Revenue Reinvestment Reserve using the table in attachment 2.
3. Review the terms of the Parking Revenue Reinvestment Reserve to earn investment income.
4. Direct that Attachment 3 remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

### **HIGHLIGHTS**

- Voluntary cash-in-lieu of parking programs in three commercial areas were concluded in 2008. The funds have exhausted project opportunities under their existing mandate to provide alternative parking facilities, making it difficult to use remaining funds.
- *What does this mean to Calgarians?* Updating this program by transferring funding to the Parking Revenue Reinvestment Reserve will enable the use of funds for community investments that improve the public realm and access to/within participating areas.
- *Why does it matter?* Broadening the terms of use will better allow for funds to be used and benefit the communities where contributions were made and satisfy obligations that The City make these investments.
- Unspent contributions to the Cash-in-Lieu Fund represents a gap in investments in the participating business communities.
- Funds have sat largely idle since the programs were repealed, though the obligation for The City to invest in the areas remains.
- The Parking Revenue Reinvestment Reserve is the least complicated option since it is already set up and funds can be quickly accessed.
- A timely decision will allow for funds to begin to be used in 2021 where they can aid in stimulus and COVID-19 recovery.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background, Context and Maps are included as attachment 1.

### **DISCUSSION**

Voluntary cash-in-lieu of parking programs for non-downtown areas were operated by The City between 1989 and 2008. Enacted originally through the Land Use Bylaw 2P80, programs in Kensington, 4 St SW (Mission) and 17 Avenue S (Beltline) provided an alternative to fulfilling parking requirements for some new development applications (see maps in attachment 1.)

Unlike the better-known downtown program that had mandatory participation, non-downtown cash-in-lieu programs were optional and were meant to provide applicants an easy option for fulfilling parking requirements in busy commercial areas where that could be difficult. Instead of pursuing other routes such as relaxations, direct control districts or shared parking arrangements, the cash-in-lieu program provided clear criteria that could be used for some or all

## **Conclusion of Cash-in-Lieu Parking Program and Fund Allocation**

of the parking requirement for a particular development. Contributions pooled from multiple developments would then allow for The City to provide centralized public parking facilities which are more cost-effective to build.

However, the fund never saw contribution totals high enough to purchase land or build facilities as intended. Instead, The City has made some use of funds by investing in additional on-street parking stalls and partnering on portions of parkades on an opportunity basis (see attachment 1.) One final project on 16 Avenue SW is proposed which does align to the original program and fund intent. However, as of 2021 additional opportunities have been exhausted and there is little reason to believe funds can be used for similar initiatives in the future.

16 Avenue SW: Following initial conversations with 17 Avenue Retail and Entertainment District BIA, this project proposal contemplates a streetscape refurbishment of 16 Avenue between 9 St and 14 St SW. Temporary roadway reconfigurations on 16 Avenue have been well received and there is a desire to make many of these permanent. The project aims to improve the walking environment, improve safety, simplify vehicle circulation and rationalize on-street parking. Upcoming work in the area provides an opportunity to use existing work crews and realize cost savings. Administration recommends allocating \$750,000 of funding from the Cash-in-Lieu of Parking Fund to this project before allocating remaining funding to the Parking Revenue Reinvestment Reserve.

### *Alternatives Analysis:*

When reviewing the program and prospects, Administration evaluated maintaining funds in their current state, transferring them to another program with similar objectives, and other options proposed by stakeholders.

Maintaining Funds (Opt 1): Though maintaining the funds best fits with Council's original intent for the program, any new municipal parking facility would require additional funding to construct, and is unlikely to reflect the highest and best use of land in the commercial parking areas. This combined with the unlikely prospect of new opportunities suggests that this option will not be effective.

Repurposing Funds (Opt 2): The City administers an ongoing program with similar objectives and uses which has been successful at investing back into communities with parking challenges. The Parking Revenue Reinvestment Program has invested over \$2.3M back into communities where there is paid on-street parking since it began in 2017. The program has broad terms of use with the goal of improving the public realm and community vibrance, attracting visitors to business areas and improving the visitor experience. The terms of this reserve are contained in attachment 4. This option is supported by most Business Improvement Areas and can be executed immediately because processes are already in place.

Alternative Transfer (Opt 3): An additional option was proposed by the 17<sup>th</sup> Avenue Retail and Entertainment District BIA which would see a transfer of funds from The City to Business Improvement Areas in the form of a trust account. The intent is to use investment income from the account to fund a range of initiatives. While possible, this type of program would require a set process, reporting and auditing criteria. For other BIA areas, the fund amounts are not significant enough to warrant this approach.

Conclusion: Across these three options, transferring funds to the Parking Revenue Reinvestment Program (option 2) minimizes risk while providing value back into communities.

**Transportation Report to  
Priorities and Finance Committee  
2021 April 27**

**ISC: UNRESTRICTED  
PFC2021-0487  
Page 3 of 4**

## **Conclusion of Cash-in-Lieu Parking Program and Fund Allocation**

To retain investment income within the Parking Revenue Reinvestment Reserve, recommendation 2 adjusts the terms of the reserve accordingly. Though this program has aimed to see funds used in the community through regular investments in the past, this change will add additional flexibility. This would allow BIAs to use the fund similar to option 3, without the complexity of transferring the funds and setting up a trust. It can also be implemented immediately which would allow for investments to be made in 2021 when the need for stimulus and COVID-19 recovery are the greatest.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

Specific stakeholder consultation was undertaken with the four Business Improvement Areas that overlap with cash-in-lieu areas. Conversations included analyzing options to maintain funds as they are, broadening the use of funds by reallocating to the Parking Revenue Reinvestment Program, and reviewing other options presented by the stakeholders. One additional option of pursuing an interest-bearing trust account was presented and forms part of the analysis. The risks and benefits of each option are shown in confidential attachment 3. Letters expressing support and opposition are contained in attachment 5.

### **IMPLICATIONS**

#### **Social**

There are no direct social impacts of broadening the use of these funds, however spending through the Parking Revenue Reinvestment Program has frequently involved cultural investments such as public art installations and event spaces, as well as accessibility improvements. Additional funds in the program can be expected to provide significant social return on investment as they are spent.

#### **Environmental**

There are no direct environmental impacts of broadening the use of these funds.

#### **Economic**

Approving the allocation to the Parking Revenue Reinvestment Program will make funds available in 2021 for investment in these communities. Investments through this program improve the attractiveness of and access to these business areas and support business vitality. Timely investments will also aid in recovery efforts by encouraging customers to return to business areas and by supporting local vendors.

#### **Service and Financial Implications**

Transportation Report to  
Priorities and Finance Committee  
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ISC: UNRESTRICTED  
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Page 4 of 4

## **Conclusion of Cash-in-Lieu Parking Program and Fund Allocation**

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### **Existing capital funding - one-time**

\$750,000

Transferring funding from the Cash-in-Lieu of Parking Fund to the Parking Revenue Reinvestment Reserve allows The City to make investments in communities from an untapped funding source and without reprioritizing any other spending. As this is a transfer between reserve accounts it is net-zero, though it makes \$1,587,000 in funding available to BIAs.

### **RISK**

Risks are contained in confidential attachment 3.

### **ATTACHMENT(S)**

1. Background Context and Maps
2. Proposed Allocation Table
3. Options and Risk/Benefit Assessment (CONFIDENTIAL)
4. Parking Revenue Reinvestment Reserve Terms
5. Stakeholder Correspondence

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Doug Morgan	Transportation	Approve
Moe Houssaini	Calgary Parking Authority	Consult
Les Tochor	Finance	Consult

# Background

## Context and Previous Council Direction

In 1988, on the recommendations of Calgary Planning Commission, Administration prepared an investigation on the feasibility of a cash-in-lieu parking program for the Hillhurst commercial area (Kensington.) This report led to bylaw amendments to Land Use Bylaw 2P80 to create a voluntary cash-in-lieu of parking framework for commercial buildings within the area which were adopted in 1989 (10P89.) Shortly after, Calgary Planning Commission recommended a second program be adopted for the 17 Avenue S commercial area. This additional area was also adopted by Council in 1989 (17P89) with a similar framework. In 1994, Council added a third program for the 4 Street commercial area with its own framework (21P94).

Under the terms of these programs, some commercial developments could satisfy some or all of their on-site parking requirements by making cash contributions. The cash-in-lieu program was voluntary. The commercial areas had all experienced ongoing issues with smaller scale developments, strong corridors with limited access and historically valuable properties, all of which can make providing on-site parking difficult and expensive. The cash-in-lieu option simplified the development process by providing a uniform process for meeting Land Use Bylaw requirements instead of pursuing relaxations or alternate parking arrangements. Each of the three areas had slightly different participation frameworks but relied on the same principle that City-built centralized parking facilities could be a simpler and more cost-effective solution.

Contributions collected under these programs are held in the Cash-In-Lieu of Parking Fund and credited to the property. New development applications account for stalls previously credited through cash-in-lieu. Deposits were refundable to applicants in the event they choose to build parking stalls on-site that would fulfil their original Development Permit requirements. In 2008 all three programs were repealed and closed, but unspent contributions and investment income remain available for use (13P2008).

Council has approved some projects through the fund on an opportunity basis. These include:

- Parking reconfiguration on Kensington Cr and 10A St NW (Hillhurst)
- Parking reconfiguration on 16 Av SW (Beltline)
- Parkade partnership – Lido building (Sunnyside)
- Improved signage (Kensington and 16/17 Avenues SW)

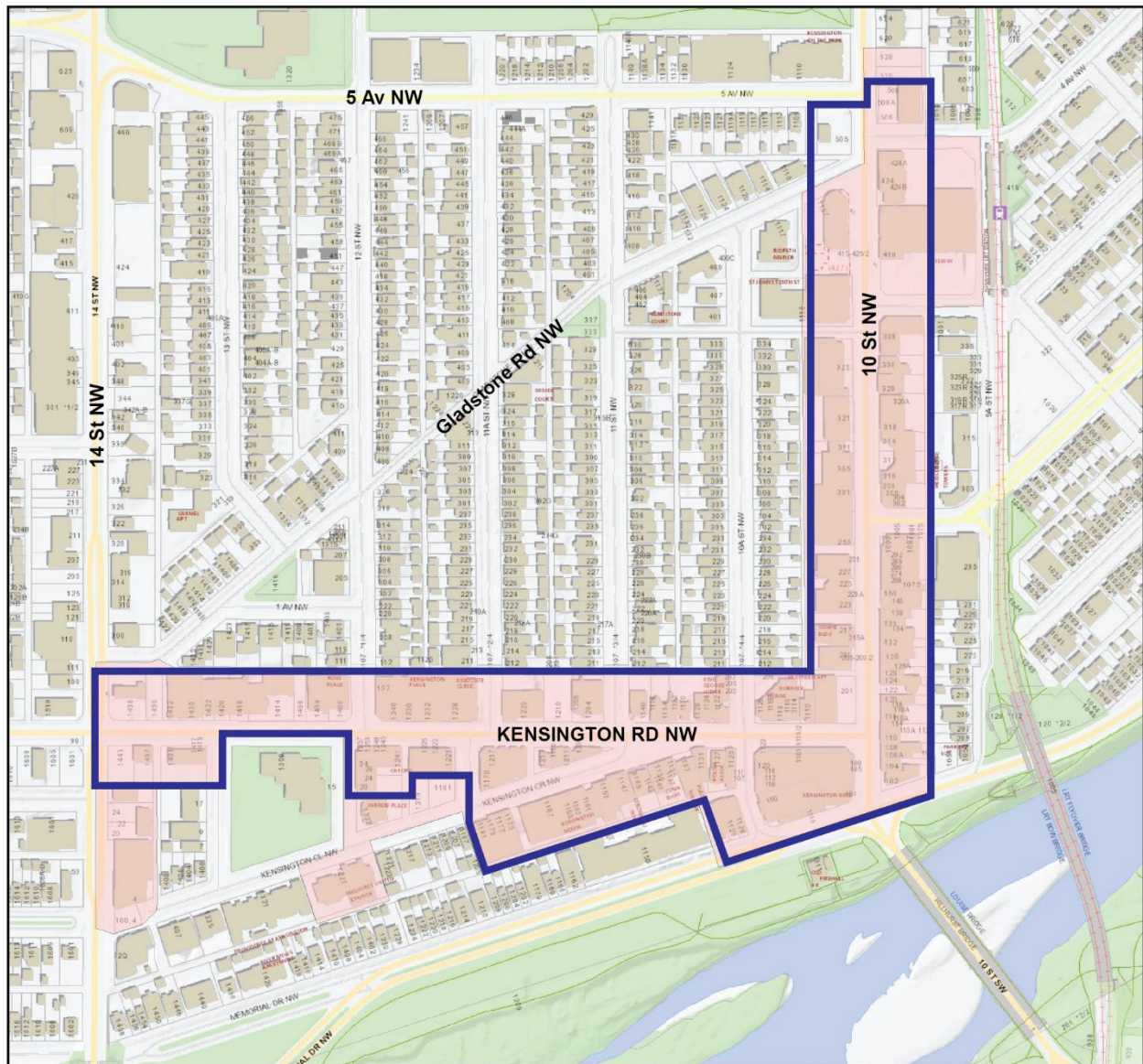
Despite these investments, new opportunities have not materialized, and land acquisition remains infeasible as it is both cost prohibitive and does not conform with contemporary land use and parking policies.



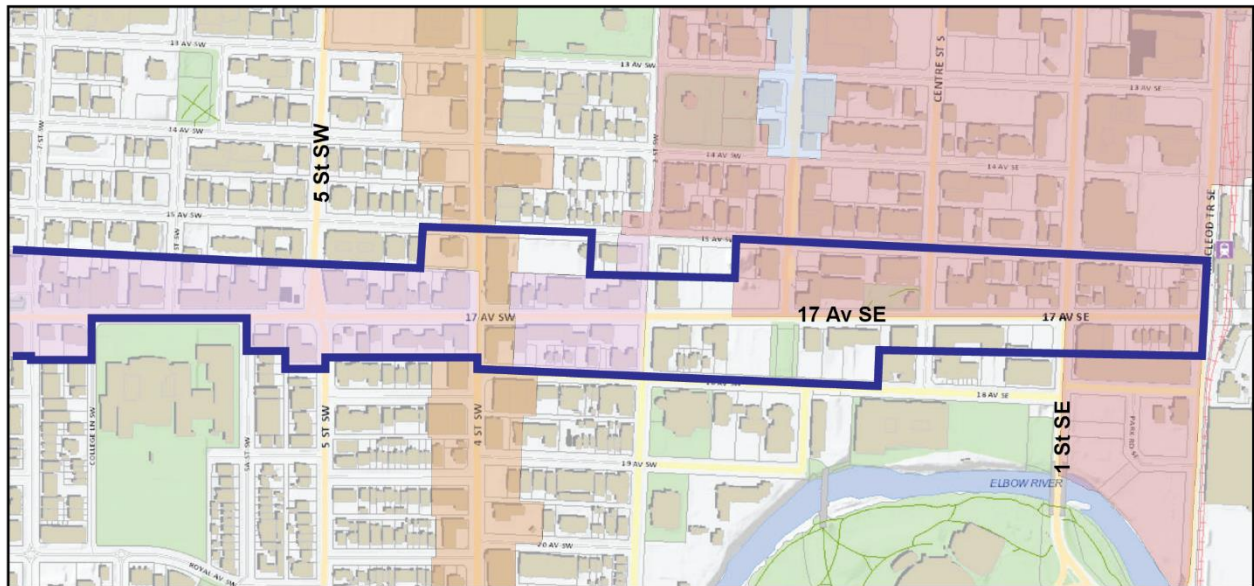
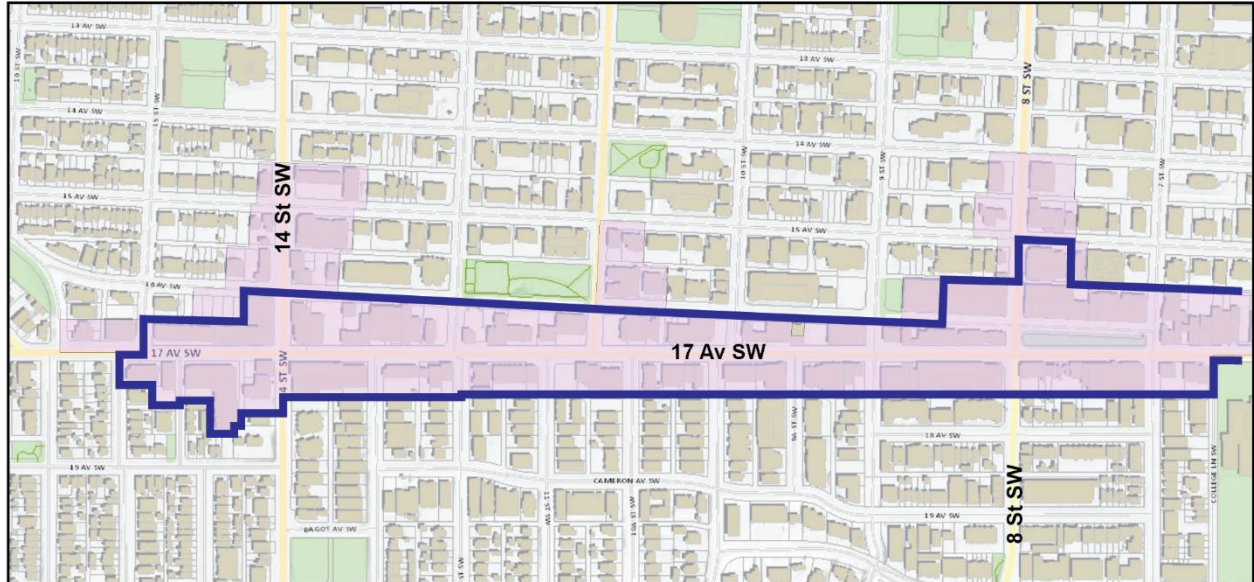
**Relation to Other Cash-in-Lieu Areas:**

In addition to the three programs outlined, two other cash-in-lieu programs exist that are not addressed in this report. The well-known downtown program operated beginning in 1972 and was closed through the Integrated Downtown-TOD Parking Strategy in 2018 (TT2016-0204, TT2017-0383 and PFC2018-0004.) Funding has been fully utilized as of 2021 and the downtown program is considered concluded. Another program was enacted through the Chinatown Area Redevelopment Plan in 1986 and remains open (3P86). Council approved reviewing this program through the then-pending redevelopment plan review (now the Tomorrow's Chinatown initiative) in report TT2016-0204. As such, the Chinatown program does not form part of this report.

# Map 1: Hillhurst Commercial Parking Area (Kensington)



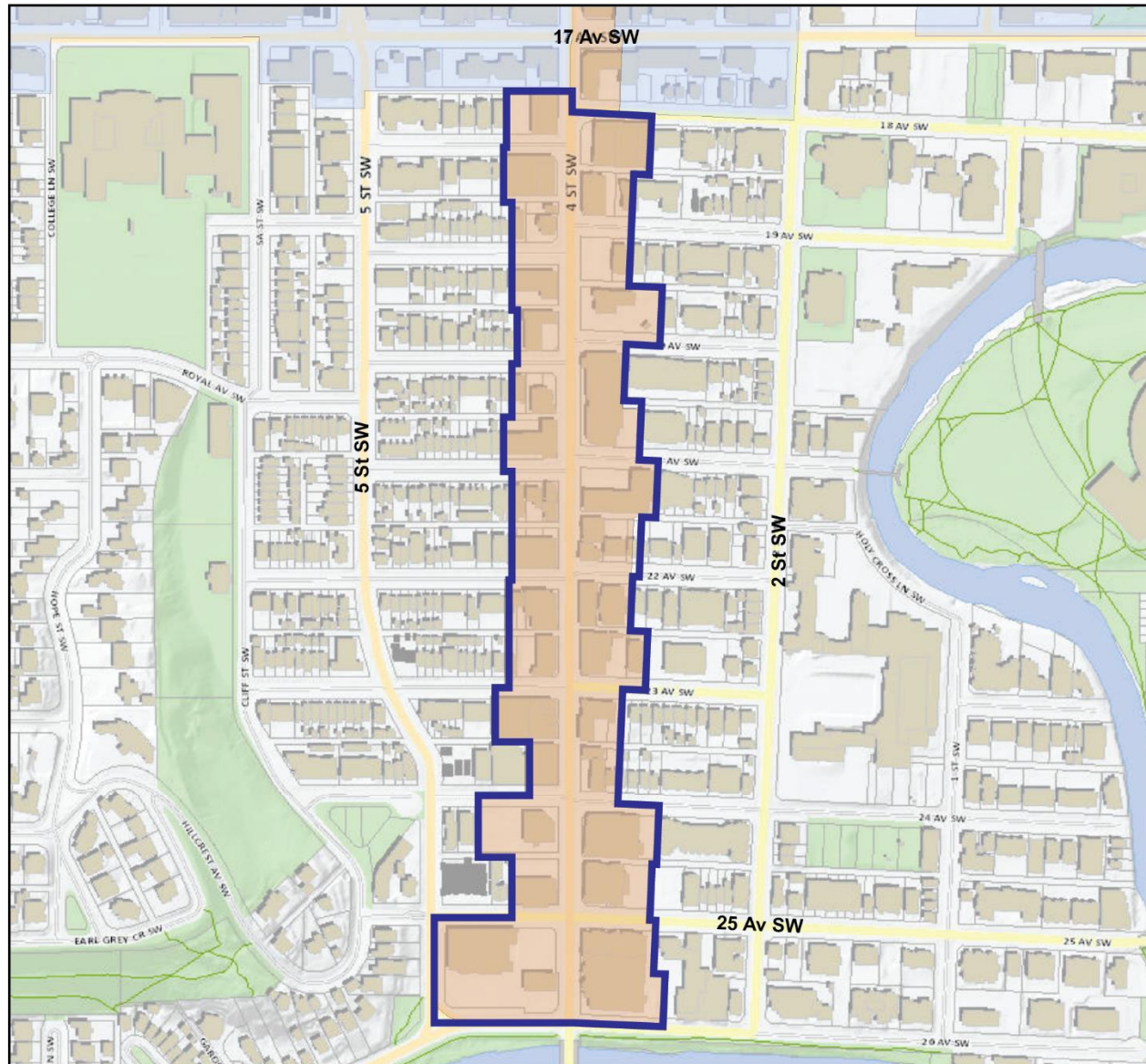
## Map 2: 17 Avenue Commercial Parking Area (Beltline)



- 17 Avenue Retail and Entertainment District Business Improvement Area
- Fourth Street Business Improvement Area
- Victoria Park Business Improvement Area
- 17 Avenue Commercial Parking Area



### Map 3: 4 Street Commercial Parking Area (Cliff)



- Fourth Street Business Improvement Area
- 4 Street Commercial Parking Area



# Proposed Allocation Table

## Method for Allocation

All Business Improvement Areas (BIAs) that have paid on-street parking participate in the Parking Revenue Reinvestment Program. Each year that there is a revenue surplus from the sale of parking, a portion of the city-wide surplus that is proportional to the amount of revenue earned in each area is allocated to the BIA using formulas contained in the Calgary Parking Policies. All BIAs that overlap with cash-in-lieu areas participate in this program.

To transfer funds from the Cash-in-Lieu of Parking Fund to the Parking Revenue Reinvestment Reserve, Administration proposes allocating the principle and interest for each cash-in-lieu contribution that was made to the overlapping BIA using current BIA boundaries. Each contribution made to the program falls within a current BIA. In the Hillhurst and 4 Street Commercial Parking Areas, all contributions are within a single overlapping BIA. For 17 Avenue, contributions were made for developments in three different BIAs.

## Allocation Table

Cash-in-Lieu Deposits		Reinvestment Fund Allocation	
Parking Area	Amount	BIA	Amount*
Hillhurst	\$74,000	Kensington BIA	\$74,000
4 Street	\$311,000	Fourth Street BIA	\$311,000
17 Avenue	\$1,202,000**	17 Avenue Retail & Entertainment District BIA	\$1,028,000
		Fourth Street BIA	\$87,000
		Victoria Park BIA	\$87,000

\*Amounts are rounded, include interest and are current as of Feb 28, 2021. Figures will be recalculated at the date of transfer.

\*\*Figure assumes \$750,000 is allocated for 16 Avenue improvements. Without this allocation there is \$1,952,000.





# Parking Revenue Reinvestment Reserve

Originally adopted by Council in report PFC2017-0223

## **Reserve Name**

Parking Revenue Reinvestment Reserve

## **Purpose of New Reserve**

The purpose of the reserve is to hold monies generated from surplus returns from CPA parking revenues to The City. The money is to be used for investment in public realm improvements and services in paid parking areas. The intent of the policy is to improve infrastructure in paid parking areas to improve streetscapes, urban design and improve the success of the area. It provides a line of sight between the collection of paid parking and area reinvestment. The complete policy is defined in section 5.3 of Council Policy TP017.

## **Type of Reserve**

Operating

## **Expected Time Period**

Ongoing, will receive annual contributions from surplus parking returns.

## **Specific project or on-going program**

Ongoing, will incrementally fund public realm improvements as surplus returns are generated.

## **Anticipated funding Source**

The funding source will be 50% of the surplus amount above approved budget from CPA net revenue contributions to The City.

## **Calculations Associated with Funding Source(s) (if required)**

Contributions to the reserve should be 50% of the surplus amount above approved budget from CPA net revenue contributions to The City. Council Policy TP017, section 5.3, provides the complete policy detailing the calculations.

## **List Budget Programs Affected**

Transportation Planning operating program #617 will be used to fund the work.

**Anticipated Target Balance for the Reserve**

The target balance for the reserve should be zero. The intent is to use the reserve to hold monies until public realm improvements are identified and then draw down the reserve to fund said improvements. However, in cases where the monies are being assembled for a larger or longer-term project, they may remain in the reserve in the interim.

**Other Reporting Requirements**

No additional formal requirements. Reporting to stakeholders will be provided via The City's website on the use of funds and reserve balance (this will be coordinated by Transportation Planning). Reporting to stakeholders will be provided via The City's website on the use of funds and reserve balance (this will be coordinated by Transportation Planning).

**List and explain any Condition(s) and/or Restrictions**

The funds should be restricted to uses that support public realm improvements only. These are generally identified in Attachment 3 of Report TT2017-0044 (though this is not an exhaustive list). Funds are internally restricted but the reserve may fund other improvements at The City's discretion. Projects will be proposed by the business areas generating revenues and by The City. The projects will be approved jointly.

**Consequence of not creating the reserve**

If no reserve were created, surplus returns will continue to be placed in the Parking Land Acquisition Reserve. This reserve is not an appropriate place for these funds as the remaining balance is to be used to fund lifecycle requirements of CPA facilities.

**Reserve Review Guideline**

Three-year review cycle is appropriate.

**List Key operating and financial contacts responsible (for information purposes only).**

Financial – Finance Lead, Transportation Planning & Roads, Finance  
Operating – Manager, Transportation Strategy, Transportation Planning



April 19, 2021.

Dear Robert Whyte,

Regarding the conclusion of the Cash-in-Lieu Parking Fund:

The Kensington BRZ (BIA) acknowledges that opportunities to create additional parking in Kensington are limited

The BIA is in favour of transferring the remaining Kensington Cash-in-Lieu Parking Funds into the Kensington Surplus Parking Revenue account. The broader terms of usage for the Surplus Parking Revenue program will enable the BIA to use these funds to support economic recovery and our struggling businesses.

Thank you for another wonderful idea for how best to help the BIA organizations and members.

Annie MacInnis, Executive Director  
Kensington Business Revitalization Zone  
200 203 10A Street NW, Calgary, AB, T2N 1W7  
Cell: 403-969-3216  
Email: [kensingtonbrz@shaw.ca](mailto:kensingtonbrz@shaw.ca)



April 19, 2021

To:  
Robert V. Whyte  
Parking Strategist  
City of Calgary  
Transportation Planning, Transportation

RE: Cash-in-Lieu Reinvestment

The Victoria Park Business Improvement Area fully supports the transfer of Cash-in-Lieu funds into the Parking Revenue Reinvestment Program (PRRP). The PRRP has been an invaluable tool to the BIA, allowing us to make significant contributions to the public realm. The PRRP helped us install the longest wirelessly controlled LED lighting system in Canada and expand our pageantry program. The addition of the Cash-in-Lieu funds to our existing parking revenue would further enable us to continue to make significant public realm improvements that will be critical in maintaining the areas vitality and attracting people back once we are through the pandemic.

Sincerely,

A handwritten signature in black ink that reads "David Low".

David Low  
Executive Director

## Whyte, Robert

---

**From:** Shannon McNally <shannon@lilacfestival.net>  
**Sent:** Monday, April 19, 2021 1:49 PM  
**To:** Whyte, Robert  
**Subject:** [EXT] RE: Forthcoming Report on Cash-in-Lieu Fund

Hi Robb,

Thanks for providing the memo about the parking program. The 4th Street BIA is in support of the recommendation proposed by administration to allocate the principle and interest for cash-in-lieu contributions to the overlapping BIA using the current BIA boundaries. We have no further feedback.

Regards,

Shannon McNally  
4<sup>th</sup> Street BIA Manager

---



Robert Whyte  
Parking Strategist  
Transportation Planning, Transportation  
T 403.701.3737 | F 403.268.1874 | Mail code #8124  
P.O. Box 2100, Stn. M Calgary AB T2P 2M5

RE: 17 Avenue Cash in Lieu of Parking Program

In response to your letter dated April 12, 2021 which outlined and gave an overview of the report that the City's Administration intends to present to Council, we have surmised our concerns with staff's direction and recommendations below.

The direction from Council in 2007 and attached below, advised clear instructions on how the collected funds were to be used. Until inquiries made by our BIA began in 2019 about the status of these funds, the City has not attempted to use the collected funds for the purposes depicted in Council's decision over the past 14 years.

The BIA recognizing the benefit that the funds would provide for our small businesses and membership requested control of the funds via a formal letter (Nov 13, 2020) and a proposal (Jan 25, 2021) to the City to allow us to support our businesses through new and innovative parking strategies that had not been contemplated, proposed or implemented by the City of Calgary, for reasons unknown to the BIA, since Council delivered their directives in 2007.

Here are the issues that the BIA has with the recommended approach:

1. We do not agree that the division of the funds detailed in the letter are justified and would like a complete reconciliation of the Cash In Lieu Funds account.
2. The Cash In Lieu funds were to be held by the City as a Trustee for us (17th Ave RED BIA) as the beneficiaries of the funds that the BIA membership contributed to. The BIA agrees that the City (perhaps Calgary Roads) should hold the funds. However, we must stress that the use of these funds is not to be dictated by the City. This is a community benefit and we are asking for the funds that the 17th Ave BIA Membership has contributed so we can support our community in this time of need.
3. Thirdly, use of \$750,000.00 of these funds for a project (16th Ave SW between 9th and 14th St SW) that the BIA has repeatedly advised we did not wish to use the funds for is not in keeping with either the nature of the fund or with the direction of Council to work in partnership with the BIA.

Though the City has recently completed a report regarding what to do with the Cash In Lieu Funds, the timing of the report is beyond overdue and for the most part, holds a vastly different perspective from the BIA on how to proceed.



We are hopeful that we can reach an agreement that is suitable, in keeping with the intent of the funds, and that will support the interests of the 17th Ave RED BIA.

Sincerely,

A handwritten signature in black ink that reads 'Esther Kelly'.

Esther Kelly  
Executive Director  
17th Avenue Retail & Entertainment District BIA

A handwritten signature in black ink that reads 'martin halliday'.

Martin Halliday  
Board Chair  
17th Avenue Retail & Entertainment District BIA

C.C. Ryan Vanderputten, Meghan Mahoney



Transportation Report to  
The SPC on Land Use, Planning and Transportation  
2007 April 18

LPT2007-22  
Page 1 of 1

## **BUSINESS REVITALIZATION ZONE CASH-IN-LIEU/PARKING MANAGEMENT**

### **SUMMARY/ISSUE**

Review of Business Revitalization Zone (BRZ)  
Cash-In-Lieu for parking.

### **ADMINISTRATION RECOMMENDATIONS:**

That the SPC on Land Use, Planning and  
Transportation recommends that Council:

1. Abandon the Cash-In-Lieu policies for Kensington, 4 Street S.W. and 17 Avenue S.W.;
2. Utilize the remaining funds in the existing Cash-In-Lieu for the Kensington, 4 Street S.W. and 17 Avenue S.W. parking districts for the short term parking improvements identified in Attachment 1;
3. Develop a Parking Management Strategy for each of the Kensington, 4 Street S.W. and 17 Avenue S.W. parking districts in partnership with the Business Revitalization Zones;
4. Develop a Council Policy outlining criteria for relaxing parking requirements in the Kensington, 4 Street S.W. and 17 Avenue S.W. parking districts in partnership with the Business Revitalization Zones.

### **RECOMMENDATIONS OF THE SPC ON LAND USE, PLANNING & TRANSPORTATION DATED 2007 APRIL 18:**

That the SPC on Land Use, Planning and  
Transportation recommends that Council:

1. Abandon the Cash-In-Lieu policies for Kensington, 4 Street S.W. and 17 Avenue S.W.;
2. **Work with the Business Revitalization Zones to utilize the remaining funds in the existing Cash-In-Lieu for the Kensington, 4 Street S.W. and 17 Avenue S.W. parking districts for the**

### **short term parking improvements identified in Attachment 1;**

3. Develop a Parking Management Strategy for each of the Kensington, 4 Street S.W. and 17 Avenue S.W. parking districts in partnership with the Business Revitalization Zones **and Community Associations;**
4. Develop a Council Policy outlining criteria for relaxing parking requirements in the Kensington, 4 Street S.W. and 17 Avenue S.W. parking districts in partnership with the Business Revitalization Zones **and Community Associations;**
5. **Direct Administration to report to the SPC on Land Use, Planning, and Transportation by 2008 April 30; and**
6. **Adopt the criteria for Parking Relaxation (listed in Attachment 4), as interim decision making criteria until more formal criteria are developed as directed in Recommendation 4.**

### **Oppositions to Recommendations:**

Recommendations 1 and 2

OPPOSED: Alderman Hodges

### **ATTACHMENTS**

1. Short Term Parking Improvements
4. Criteria for Parking Relaxations

LPT2007-22  
ATTACHMENT 1

SHORT TERM PARKING IMPROVEMENTS

**4 Street S.W.**

- Improve directional signage to underutilized parking facilities in the area
- Develop 17 angle parking stalls on the south side of 25 Avenue S.W. between 4 Street S.W. and 5 Street S.W.

**17 Avenue S.W.**

- Improve directional signage from 17 Avenue S.W. to the underutilized parking on 16 Avenue S.W. between 8 Street S.W. and 12 Street S.W.

**Kensington**

- Improve directional signage to the underutilized parking facilities in the area
- Add 22 angle parking stalls south of Kensington Road N.W.
- Add 8 angle parking stalls on Kensington Crescent N.W.
- Add 6 parking stalls on the east side of 10 A Street N.W. north of Kensington Road N.W.

LPT2007-22  
ATTACHMENT 4

CRITERIA FOR PARKING RELAXATIONS

In the Business Revitalization Zones (BRZs) areas of 4 Street S.W., 17 Avenue S. and Kensington, parking relaxations for commercial uses should be considered when:

1. The relaxation will ensure the retention of a building on The City's Inventory of Potential Heritage Sites;
2. The relaxation will ensure the retention of a small building or lot which would otherwise be demolished or consolidated to accommodate the parking requirement for the use.
3. Parking relaxations for medium or large restaurants, either licensed or food service only, (as defined by Land Use Bylaw 1P2007) are not to be considered.

Note that these criteria are to be considered at the discretion of the approving authority, and they must be considered against the unique merits of each application.



Beltline Neighbourhoods Association  
102 17 Ave SW  
Calgary, AB T2S 0A1

April 7, 2021

Attn: Robert Whyte  
The City of Calgary  
700 Macleod Trail S.E.  
Calgary, AB T2G 2M3

**Re: Cash-In-Lieu Parking Program - 17th Ave**

Dear Members of the Priorities and Finance Committee,

We strongly support the proposed initiative to reallocate funds from the cash-in-lieu parking program towards immediate upgrades to 16th Avenue South between 7th Street and 14th Street SW. This avenue has long been a neglected interface between the 17th Avenue commercial main street and the more residential areas within the Beltline and presents significant opportunities.

We recognize the importance of improving the public realm along this avenue through improvements to the walking environment, safety and vehicle circulation. With existing contractors in the area already in 2021 we also understand the opportunity for considerable cost savings.

Finally, it's important to note that public parking along 17th Avenue has already increased significantly over the last decade through the addition of new underground parkades including Mount Royal Block, Best Buy and Mount Royal Village (Urban Fare / Canadian Tire).

Thank you for your consideration.

Sincerely,

Peter Oliver  
President

Tyson Bolduc  
Director of Planning & Urban Development



BELTLINEYYC.CA





**Report Number:** PFC2021-0618

**Meeting:** Priorities & Finance Committee

**Meeting Date:** 2021 April 27

## NOTICE OF MOTION

**RE: Pilot Program – Public Consumption of Alcohol in Calgary Parks**

**Sponsoring Councillor(s):** Gian-Carlo Carra, Evan Woolley

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**WHEREAS** the public consumption of alcohol is regulated by the provincial Gaming, Liquor and Cannabis Act which permits the consumption of alcohol at designated picnic sites;

**AND WHEREAS** the Province now allows alcohol in some Provincial park sites, including two sites at Fish Creek Park within Calgary;

**AND WHEREAS** Calgary has no municipal bylaws which prohibit the public consumption of alcohol in most City parks;

**AND WHEREAS** the COVID-19 pandemic and its associated restrictions has Calgarians looking for outdoor social gathering opportunities;

**AND WHEREAS** The City has seen successful uptake of other outdoor initiatives including public winter fire pits;

**AND WHEREAS** The City has piloted several temporary COVID pilots in response to the pandemic and the shift in the daily habits of Calgarians;

**AND WHEREAS** The City has seen an increased usage of outdoor amenity spaces, including parks;

**AND WHEREAS** the COVID-19 pandemic provides an opportunity for a temporary designation of some City picnic sites to allow for public consumption of alcohol;

**AND WHEREAS** a 2019 Engage survey indicated 56 per cent of Calgarians supported allowing liquor in Calgary Parks;

**AND WHEREAS** Calgary's Winter City Strategy Survey Conducted in 2020 December found that 79 per cent of respondents indicated a support for consumption of alcohol at small social gatherings in parks;

**AND WHEREAS** engagement on the Parks Bylaw review conducted in 2018 received a large number of unsolicited responses requesting that alcohol be permitted in parks;

**AND WHEREAS** the Ward 9 office often receives requests by citizens and business owners requesting that that alcohol be permitted in parks;

**NOW THEREFORE BE IT RESOLVED** that Council direct Administration to allow for the consumption of alcohol at temporarily designated City Parks picnic sites as a pilot, beginning 2021 June 1 and ending 2021 September 7 – or earlier at the discretion of the Director of Parks;

**AND FURTHER BE IT RESOLVED** that the locations and any regulations associated with the proposed picnic sites be identified on Calgary.ca;

**AND FURTHER BE IT RESOLVED** that Council direct Administration to report on outcomes of implementation no later than 2021 November.



## NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion: **Pilot Program – Public Consumption of Alcohol in Calgary Parks**

There are two classifications of a Notice of Motion (Check the one that applies):

☒

Regular

☐

Urgent (Include details in Urgency Rationale box below)

☐

Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
There will be a small cost to print signage and install at picnic tables. Parks has confirmed they have resources to allocate to this activity.
Legal / Legislative
Consultation with Bylaw and a review of the provincial Gaming, Liquor and Cannabis Act have taken place and this NoM can fit within the act.

Technical Content
<p>Consulation has taken place with Parks &amp; Bylaw.</p>
Procedural (Including reasons for confidentiality)
<p>This work does not conflict with Council directed work and aligns with the City piloting new initiatives during COVID to enhance citizen's enjoyment of City owned assets. No reconsideration is required, and Parks and Bylaw have both requested that this work happen through a Notice of Motion rather than another avenue.</p>
Other Considerations
<p>n/a</p>
Urgency Rationale
<p>n/a</p>



**Report Number:** PFC2021-0619

**Meeting:** Priorities & Finance Committee

**Meeting Date:** 2021 April 27

## NOTICE OF MOTION

**RE: Long Term Planning for the Bridgeland Place Building – 736 McDougall Court NE**

**Sponsoring Councillor(s):** Gian-Carlo Carra

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**WHEREAS** Council, at its 2021 March 22 meeting, approved a recommendation from Administration that the City-owned building located at 736 McDougall Court NE and referred to as Bridgeland Place should be vacated and decommissioned by 2023 January;

**AND WHEREAS** Council, at its March 22 meeting, approved a recommendation from Administration to return to Council by no later than Q2 2022 with a long-term plan for Bridgeland Place;

**AND WHEREAS** in planning for the long-term future of the Bridgeland Place site, there is a significant opportunity to renovate or redevelop the site to increase and diversify the affordable housing options within the neighbourhood of Bridgeland-Riverside;

**AND WHEREAS** Council approved the Benefit Driven Procurement recommendations in 2021 March;

**AND WHEREAS** the benefit of aligning social procurement policies with affordable housing projects is well documented across North America;

**NOW THEREFORE BE IT RESOLVED** Council direct Administration, in their development of a long-term plan for the Bridgeland Place site, investigate options to, at minimum, replace the existing 210 homes provided by the building preferably within the Bridgeland-Riverside neighbourhood, or other neighbourhoods, if the overall benefit to Calgarians is greater;

**AND FURTHER BE IT RESOLVED THAT** Council direct Administration to prioritize the investigation of options that could deliver more homes with consideration of the City of Calgary East Riverside Masterplan and the City of Calgary's considerable land holdings within the area;

**AND FURTHER BE IT RESOLVED THAT** Council direct Administration to consider options that are financially sustainable, including ensuring any replacement homes are mixed-income and offer a variety of housing choice;

**AND FURTHER BE IT RESOLVED THAT** Council direct Administration to consider options that involve innovative partnerships with the private sector, other business units within The City and external partners;

**AND FURTHER BE IT RESOLVED THAT** that Council direct Administration to consider including a benefit driven procurement process in any applicable future Request for Proposal(s), to support local small to medium-sized businesses that strive to provide opportunities for diverse and underrepresented groups.



The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

Title of the Motion: **Long Term Planning for the Bridgeland Place Building – 736 McDougall Court NE**

☒ Regular

☐ Urgent (Include details in Urgency Rationale box below)

Financial and Other Resource Capacity	<p>This work will be part of the long term planning for Bridgeland Place which has already been approved by Council</p>
Legal / Legislative	<p>n/a</p>

Technical Content
<p>Consulation with Calgary Housing has taken place to help develop this NoM.</p>
Procedural (Including reasons for confidentiality)
<p>This work does not conflict with Council directed work and aligns with the City's approval of the development of a long term plan for Bridgeland Place and the overall housing strategy.</p>
Other Considerations
<p>n/a</p>
Urgency Rationale
<p>n/a</p>