



## AGENDA

### EXECUTIVE COMMITTEE

April 16, 2024, 9:30 AM  
IN THE COUNCIL CHAMBER

#### Members

Mayor J. Gondek, Chair  
Councillor K. Penner, Vice-Chair  
Councillor G-C. Carra (Councillor-at-Large)  
Councillor J. Mian (Councillor-at-Large)  
Councillor S. Sharp (Infrastructure and Planning Committee Chair)  
Councillor E. Spencer (Audit Committee Chair)  
Councillor C. Walcott (Community Development Committee Chair)

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

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

*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 Executive Committee, 2024 March 12
5. CONSENT AGENDA
  - 5.1 DEFERRALS AND PROCEDURAL REQUESTS  
None
6. POSTPONED REPORTS  
*(including related/supplemental reports)*  
None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
  - 7.1 Tax Relief for Residential Properties Annexed by Annexation Order 333-2007, EC2024-0380

- 7.2 Planning and Development Sustainment Reserve Fund Amendments, EC2024-0428
- 7.3 Updated Policies for Naming and Sponsorship of City Assets, EC2024-0012
- 7.4 Chief Administrative Officer's Quarterly Report Q1 2024, EC2024-0386
- 7.5 2023 Progress Update, EC2024-0291
- 7.6 Continuous improvement - Delivering faster, better, more effective services for Calgarians, EC2024-0342

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS  
None

8.2 NOTICE(S) OF MOTION

8.2.1 Notice of Motion - Extending Municipal Voting Rights to Permanent Residents, EC2024-0528  
Councillor Walcott, Councillor Wong, Councillor Dhaliwal, Councillor Mian, Councillor Penner

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Saddle Ridge Park Naming Report, EC2024-0451  
Held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection Act*.

**Review By: 2024 April 30**

**Time Specific: First Item following Item 7.3**

10.1.2 Park Renaming - Ward 7, EC2024-0147  
Held confidential pursuant to Section 16 (Disclosure harmful to business interests of a third party) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2024 May 31**

**Time Specific: First Item following Item 10.1.1**

10.1.3 Collective Bargaining Update (Verbal), EC2024-0519  
Held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Time Specific: First Item following Item 10.1.2**

10.1.4 Strategic Approach to Mid-Cycle Adjustments to 2023-2026 Services Plans and Budgets Update (Verbal), EC2024-0385  
Held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2029 December 31**

10.2 URGENT BUSINESS

11. BRIEFINGS  
None

12. ADJOURNMENT





**MINUTES**

**EXECUTIVE COMMITTEE**

**March 12, 2024, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:**

- Mayor J. Gondek, Chair
- Councillor K. Penner, Vice-Chair
- Councillor G-C. Carra (Councillor-at-Large)
- Councillor J. Mian (Councillor-at-Large)
- Councillor S. Sharp (Infrastructure and Planning Committee Chair)
- Councillor E. Spencer (Audit Committee Chair)
- Councillor C. Walcott (Community Development Committee Chair)
- Councillor A. Chabot
- Councillor S. Chu
- Councillor P. Demong
- Councillor D. McLean
- Councillor R. Pootmans
- Councillor T. Wong

**ALSO PRESENT:**

- Chief Administrative Officer D. Duckworth
- City Solicitor and General Counsel J. Floen
- Chief Financial Officer C. Male
- Chief Operating Officer S. Dalglish
- A/General Manager D. Hamilton
- A/General Manager J. Bradley
- General Manager K. Black
- General Manager D. Morgan
- General Manager M. Thompson
- City Clerk K. Martin
- Senior Legislative Advisor A. de Grood

**1. CALL TO ORDER**

Mayor Gondek called the meeting to order at 9:34 a.m.

**ROLL CALL**

Councillor Carra, Councillor Mian, Councillor McLean, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

**2. OPENING REMARKS**

Mayor Gondek provided opening remarks and a traditional land acknowledgement.

Mayor Gondek recognized Shay Spencer, as Calgary's Mayor for a Day program from the Mayor's Youth Council program.

3. CONFIRMATION OF AGENDA

**Moved by** Councillor Penner

That the Agenda for the 2024 March 12 Regular Meeting of the Executive Committee be confirmed.

**MOTION CARRIED**

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Executive Committee, 2024 February 13

**Moved by** Councillor Sharp

That the Minutes of the 2024 February 13 Regular Meeting of the Executive Committee be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES.

7.1 Green Line Board Progress Report No. 1 (2024), EC2024-0223

**Moved by** Councillor Spencer

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, Committee move into Closed Meeting, at 10:06 a.m. in the Council Boardroom, to discuss confidential matters with respect to Item 7.1, Green Line Board Progress Report No. 1 (2024), EC2024-0223.

And further, that Committee authorize Don Fairbairn, Chair, Green Line Board, to attend the Closed meeting discussions with respect to Item 7.1, Green Line Board Progress Report No. 1 (2024), EC2024-0223.

For: (11): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Demong, Councillor McLean, Councillor Pootmans, and Councillor Wong

**MOTION CARRIED**

Committee reconvened in public meeting at 11:12 a.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Carra, Councillor Chu, Councillor Chabot, Councillor Demong, Councillor Mian, Councillor McLean, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

**Moved by** Councillor Pootmans

That Committee rise and report.

**MOTION CARRIED**

People in attendance during the Closed Meeting discussions with respect to Report EC2024-0223:

Clerks: K. Martin and J. Booth. Chief Administrative Officer: D. Duckworth. Law: J. Floen. Advice: S. Dalglish, C. Male, K. Black, D. Morgan, M. Thompson, D. Bhatti, and W. Tynan. External: D. Fairbairn.

A Confidential Revised Attachment 4 was distributed with respect to Report EC2024-0223.

**Moved by** Councillor Mian

That with respect to Report EC2024-0223, the following be approved, **after amendment**:

That the Executive Committee:

1. Receive this report for the Corporate Record; and
2. Direct that the Closed Meeting discussions, Attachments 3 and 4, and **Confidential Revised Attachment 4**, be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, not to be released.

For: (12): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chabot, Councillor Demong, Councillor McLean, Councillor Pootmans, and Councillor Wong

**MOTION CARRIED**

7.2 Charter Bylaw and Council Policy for Tax Corrections and Compassionate Penalty Relief, EC2024-0105

**Moved by** Councillor Penner

That with respect to Report EC2024-0105, the following be approved, **after amendment**:

That the Executive Committee:

1. Forward Report EC2024-0105 to the 2024 June 4 Public Hearing Meeting of Council;
2. Direct Administration to publish a notice of the 2024 June 4 Public Hearing of the Proposed Charter Bylaw under Report EC2024-0105 in two issues of a newspaper, with each issue being in consecutive weeks and no later than 2024 April 4;
3. Recommend that Council:
  - a. Give three readings to the Proposed Charter Bylaw (Attachment 2) to amend Charter Bylaw 1H2018 to delegate authority to Administration to cancel, reduce, refund or defer taxes up to \$500,000 per taxation year in accordance with an approved Council Policy; and
  - b. Adopt the proposed Council Policy on "Tax Relief Delegated to Administration" (Attachment 3), should the proposed Charter Bylaw be fully approved by Council.

For: (13): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor McLean, Councillor Pootmans, and Councillor Wong

**MOTION CARRIED**

7.3 2024 Local Improvements Projects, EC2024-0245

**Moved by** Councillor Spencer

That with respect to Report EC2024-0245, the following be approved, **after amendment**:

That the Executive Committee recommend that Council:

1. Approval of an increase of \$6,104,703.85 in 2024 budget appropriation to Public Services Capital Program 147-148; and
2. Give three readings to Proposed Bylaw 1R2024.

For: (13): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor McLean, Councillor Pootmans, and Councillor Wong

**MOTION CARRIED**

7.4 2024 Local Improvement Bylaws for Stephen Avenue Mall and Barclay Mall, EC2024-0244



**Moved by Councillor Wong**

That with respect to Report EC2024-0244, the following be approved, **after amendment**:

That the Executive Committee recommend that Council:

1. Give three readings to Proposed Bylaw 1L2024; and
2. Give three readings to Proposed Bylaw 2L2024.

For: (13): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor McLean, Councillor Pootmans, and Councillor Wong

**MOTION CARRIED**

By General Consent, Committee modified the Agenda to bring forward Item 8.2.2, Notice of Motion - Managing the Costs Linked to Downloading of Provincial Responsibilities to Municipalities, EC2024-0371 to be dealt with immediately following Item 7.4, 2024 Local Improvement Bylaws for Stephen Avenue Mall and Barclay Mall, EC2024-0244.

Committee then dealt with Item 8.2.2.

- 7.5 Board, Commission and Committee Public Member Remuneration and Expense Policy, EC2024-0037

This Item was dealt with following Item 8.2.3.

**Moved by Councillor Penner**

That pursuant to Sections 17 (Disclosure harmful to personal privacy), 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 4:25 p.m., in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 7.5 Board, Commission and Committee Public Member Remuneration and Expense Policy, EC2024-0037
- 10.1.1 Financial Update (Verbal), EC2024-0360

For: (11): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chu, Councillor McLean, Councillor Pootmans, and Councillor Wong

**MOTION CARRIED**

Committee reconvened in public meeting at 5:10 p.m. with Mayor Gondek in the Chair.

**ROLL CALL**

Councillor Carra, Councillor Chu, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

**Moved by** Councillor Spencer

That Committee rise and report.

**MOTION CARRIED**

Administration in attendance during the Closed Meeting discussions with respect to Report EC2024-0037:

Clerks: K. Martin and J. Booth. Chief Administrative Officer: D. Duckworth. Law: J. Floen. Advice: S. Dalgleish, C. Male, J. Bradley, K. Black, D. Hamilton, D. Morgan, M. Thompson, T. Woo, C. Nelson, J. Fraser, G. Juliano, A. Wedderburn, L. Kongnetiman, and L. Kerr.

**Moved by** Councillor Mian

That with respect to Report EC2024-0037, the following be approved, **after amendment**:

That the Executive Committee recommend that Council:

1. **Endorse** the proposed Council Policy on “Remuneration and Expenses for Public Members Serving on Council-Established Boards, Commissions and Committees” (Attachment 1), to be effective 2026 January 1, **and direct Administration to return to the 2024 Organizational Meeting of Council with changes to lower indirect costs and to remove barriers associated with processing expense reimbursements;**
2. Direct Administration to develop and present a budget submission to Mid-Cycle Adjustments to Service Plans and Budgets to support the direct and related administration costs of implementing the proposed Council Policy, **with lower indirect costs and to remove barriers associated with processing expense reimbursements;** and
3. Direct that Confidential Attachment 3B **and Closed Meeting discussions** remain confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the *Freedom of Information and Protection of Privacy Act*.

For: (10): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chu, Councillor McLean, and Councillor Wong

**MOTION CARRIED**

Committee then dealt with Item 10.1.1.

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

8.2.1 Notice of Motion - Enhancing Public Discourse at Council and Council Committee Meetings, EC2024-0358

This Item was dealt with following Item 10.1.2.

**Moved by** Councillor Mian

That with respect to Notice of Motion EC2024-0358, the following be approved:

That Notice of Motion EC2024-0358 be forwarded to the 2024 March 19 Regular Meeting of Council for consideration.

For: (11): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chu, Councillor McLean, Councillor Pootmans, and Councillor Wong

Against: (1): Councillor Chabot

**MOTION CARRIED**

Committee then dealt with Item 8.2.3.

8.2.2 Notice of Motion - Managing the Costs Linked to Downloading of Provincial Responsibilities to Municipalities, EC2024-0371

This Item was dealt with following Item 7.4.

**Moved by** Councillor Demong

That with respect to Notice of Motion EC2024-0371, the following be approved:

That Notice of Motion EC2024-0371 be forwarded to the 2024 March 19 Regular Meeting of Council for consideration.

For: (13): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor McLean, Councillor Pootmans, and Councillor Wong

**MOTION CARRIED**

Committee then dealt with Item 10.1.2.

8.2.3 Notice of Motion - Plebiscite on City Wide Blanket Re-Zoning, EC2024-0373

Councillor Chabot rose on a Point of Order.

The Chair ruled on the Point of Order.

Councillor McLean rose on a Question of Privilege.

The Chair ruled on the Question of Privilege.

This Item was dealt with following Item 8.2.1.

By General Consent, this Item was postponed to the Call of the Chair.

Committee then dealt with Item 8.2.4.

Committee returned to this Item following Item 8.2.4.

**Moved by** Councillor Walcott

That with respect to Notice of Motion EC2024-0373, the following be approved:

That the recommendation be amended by deleting "2024 March 19 Regular Meeting of Council" and replacing with "the next Special Meeting of Council".

For: (8): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, and Councillor Pootmans

Against: (4): Councillor Chabot, Councillor Chu, Councillor McLean, and Councillor Wong

**MOTION CARRIED**

**Moved by** Councillor McLean

That with respect to Notice of Motion EC2024-0373, the following be approved, **as amended**:

That Notice of Motion EC2024-0373 be forwarded to the **next Special Meeting of Council** for consideration.

For: (11): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chu, Councillor McLean, Councillor Pootmans, and **Councillor Wong**

**MOTION CARRIED**

By General Consent, pursuant to Section 121 of the Procedure Bylaw 35M2017, Committee granted Councillor Wong's request to change his vote from "Against" to "For".

Committee then dealt with Item 7.5.

8.2.4 Notice of Motion - Conservation of Trees on Private Properties, EC2024-0374

This Item was dealt with following the postponement of Item 8.2.3.

**Moved by** Councillor Wong

That with respect to Notice of Motion EC2024-0374, the following be approved:

That Notice of Motion EC2024-0374 be forwarded to the 2024 March 19 Regular Meeting of Council for consideration.

For: (12): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chabot, Councillor Chu, Councillor McLean, Councillor Pootmans, and Councillor Wong

**MOTION CARRIED**

Committee recessed at 3:14 p.m. and reconvened at 3:49 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Carra, Councillor Chabot, Councillor Chu, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

Committee then returned to Item 8.2.3.

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Financial Update (Verbal), EC2024-0360

This Item was dealt with following Item 7.5.

A confidential presentation was distributed with respect to Confidential Verbal Report EC2024-0360.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0360:

Clerks: K. Martin and J. Booth. Chief Administrative Officer: D. Duckworth. Law: J. Floen. Advice: S. Dalgleish, C. Male, J. Bradley, K. Black, D. Hamilton, D. Morgan, M. Thompson, L. Tochor, and C. Jacyk.

**Moved by** Councillor Walcott

That with respect to Confidential Verbal Report EC2024-0360, the following be approved:

That the Executive Committee recommends that Council direct that the Closed Meeting discussion and confidential distribution be held confidential 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*, to be reviewed by 2025 December 31.

For: (10): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chu, Councillor McLean, and Councillor Wong

**MOTION CARRIED**

Committee then dealt with Item 12.

10.1.2 Chief Administrative Officer 2024 Performance Plan (Verbal), EC2024-0367

This Item was dealt with following Item 8.2.2.

**Moved by Councillor Mian**

That pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Committee recess at 11:55 a.m. and reconvene in Closed Meeting at 1:00 p.m., in the Council Boardroom, to discuss confidential matters with respect to Item 10.1.2, Chief Administrative Officer 2024 Performance Plan (Verbal), EC2024-0367.

And further, that Sohail Thaker, External Consultant, be authorized to attend the Closed Meeting with respect to Item 10.1.2, Chief Administrative Officer 2024 Performance Plan (Verbal), EC2024-0367.

For: (11): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chabot, Councillor Chu, Councillor McLean, and Councillor Pootmans

Against: (1): Councillor Wong

**MOTION CARRIED**

Committee recessed at 11:58 a.m. and reconvened in Closed Meeting at 1:00 p.m.

ROLL CALL

Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

People in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0367:

Clerks: K. Martin. Chief Administrative Officer: D. Duckworth. External: S. Thaker.

A confidential document was distributed with respect to Confidential Verbal Report EC2024-0367.

Committee reconvened in public meeting at 2:34 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Carra, Councillor Chabot, Councillor Chu, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

**Moved by** Councillor Sharp

That Committee rise and report.

**MOTION CARRIED**

**Moved by** Councillor Walcott

That with respect to Confidential Verbal Report EC2024-0367, the following be approved:

That the Executive Committee recommend that Council:

1. Approve Confidential Distribution 1;
2. Direct that Confidential Distribution 1 be shared with Sohail Thaker; and
3. Direct that the Closed Meeting discussion, Confidential Attachments 1, 2 and 3, and the Confidential Distribution 1 be held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

For: (12): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chabot, Councillor Chu, Councillor McLean, Councillor Pootmans, and Councillor Wong

**MOTION CARRIED**

By General Consent, Committee set Item 7.5 Board, Commission and Committee Public Member Remuneration and Expense Policy, EC2024-0037, to be heard following Item 8.2.4. Notice of Motion - Conservation of Trees on Private Properties, EC2024-0374.

Committee then dealt with Item 8.2.1.

10.2 **URGENT BUSINESS**

None

11. **BRIEFINGS**

11.1 The City of Calgary Privacy Management Program 2023 Annual Briefing Report, EC2024-0136

11.2 Annual Property Tax Exemptions and Tax Relief Expenditures - 2023, EC2024-0218

12. **ADJOURNMENT**

This Item was dealt with following Item 10.1.1.

**Moved by** Councillor Penner

That this meeting adjourn at 5:14 p.m.

**MOTION CARRIED**

The following Item has been forwarded to the 2024 March 13 Special Meeting of Council:

**ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES**

- Notice of Motion - Plebiscite on City Wide Blanket Re-Zoning, EC2024-0373

The following Items have been forwarded to the 2024 March 19 Regular Meeting of Council:

**CONSENT AGENDA**

- Board, Commission and Committee Public Member Remuneration and Expense Policy, EC2024-0037
- Financial Update (Verbal), EC2024-0360
- Chief Administrative Officer 2024 Performance Plan (Verbal), EC2024-0367

**ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES**

- 2024 Local Improvements Projects, EC2024-0245
- 2024 Local Improvement Bylaws for Stephen Avenue Mall and Barclay Mall, EC2024-0244
- Notice of Motion - Enhancing Public Discourse at Council and Council Committee Meetings, EC2024-0358
- Notice of Motion - Managing the Costs Linked to Downloading of Provincial Responsibilities to Municipalities, EC2024-0371
- Notice of Motion - Conservation of Trees on Private Properties, EC2024-0374

The following Item has been forwarded to the 2024 June 4 Public Hearing Meeting of Council:

**OTHERS REPORTS FOR PUBLIC HEARING**

- Charter Bylaw and Council Policy for Tax Corrections and Compassionate Penalty Relief, EC2024-0105

The next Regular Meeting of the Executive Committee is scheduled to be held on 2024 April 16 at 9:30 a.m.

**CONFIRMED BY COMMITTEE ON**

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CHAIR

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CITY CLERK



## **Tax Relief for Residential Properties Annexed by Annexation Order 333/2007**

### **RECOMMENDATION(S):**

That the Executive Committee recommend that Council receive this report for the Corporate Record.

### **HIGHLIGHTS**

- In 2022, Council directed that Administration report back so that Council may consider cancelling 25% of the municipal tax differential for 2024 from the residential portion of eligible properties annexed to The City of Calgary in 2007 based on [EC2022-0504](#).
- Council previously cancelled 75% of the municipal tax differential for 2022 ([EC2022-0504](#)) but did not cancel any of the municipal tax differential in 2023 ([C2023-0483](#))
- **What does this mean for Calgarians?** Tax cancellations for annexed properties have implications for equity, fairness, and municipal finances as any amount cancelled is incurred by all other taxpayers.
- **Why does this matter?** Following the expiration of the tax provisions of Annexation Order 333/2007 many property owners experienced an increase in property tax due to the transition from the Rocky View County property tax rate to The City of Calgary tax rate and Council decided to ease the impact of the 2022 tax change and consider further relief in 2023 and 2024 for eligible properties.
- Background and Previous Council Direction is included as Attachment 1.

### **DISCUSSION**

Approximately 680 properties were annexed from Rocky View County to The City of Calgary in 2007. Under the terms of Order in Council 333/2007 (the “Annexation Order” – Attachment 2), these properties continued to be taxed at the Rocky View County rates for 15 years as a transitional measure unless an action specified in the Annexation Order (e.g. subdivision, change in land use, connection to City water/sewer) triggered a property’s earlier transition to The City of Calgary’s tax rates.

The City does not have the authority to modify the terms of an annexation order so the tax rate must transition in accordance with the provincial order.

In 2022, 466 taxable properties previously under the Annexation Order transitioned to The City of Calgary’s tax rates. Council decided during consideration of [EC2022-0504](#) (described in Attachment 1) to provide a 75% tax cancellation for the differential between Rocky View Council tax rates and City of Calgary tax rates (municipal tax differential) for 201 residential properties which met criteria set by Council.

Under Municipal Government Act (MGA) section 347, Council, if it considers it equitable to do so, may cancel or refund all or part of a tax. Council may not approve multi-year tax cancellations or deferrals. Council directed administration to return in 2023 and 2024 to prompt the consideration of a 50% and 25% tax differential cancellation, respectively.

In 2023, 200 residential properties previously under the Annexation Order met the criteria set by Council for potential further relief. Council did not proceed with the 50% tax differential cancellation.

**Report to**  
**Executive Committee**  
**2024 April 16**

**ISC: UNRESTRICTED**

**EC2024-0380**  
**Page 2 of 4**

## **Tax Relief for Residential Properties Annexed by Annexation Order 333/2007**

In 2024, 199 residential properties continue to meet the criteria set by Council. The average tax value of a 25% municipal tax differential cancelation would be \$432 per property. The total cost of a 25% municipal tax differential cancelation in 2024 would be \$86,012. This is an estimate based on Rocky View County's indicative tax rate. The figures will be finalized when Rocky View County passes their property tax bylaw.

### **Additional Considerations**

- Annexation Order 333/2007 had a 15-year transition period, which expired in 2021, that was negotiated and agreed to in the Annexation Order. During this 15-year period, residents impacted by the annexation order were aware of the tax rate transition to Calgary's tax rate at the end of the transition period.
- Water and wastewater services are not tax-supported services. For services like these, which primarily benefit the individual using the service, the full costs of providing the service are recovered through a user fee or rate. Properties that do not benefit from these services do not incur charges for these through user fees or taxes.
- Rocky View County tax rates are determined by a third-party and not correlated with The City's budget, land use planning, utility servicing, or any other services that annexed property owners may benefit from relative to other Calgary property owners.
- Property tax responsibility is distributed based on property value (as a proxy for ability to pay) rather than on consumption. Property owners with higher property values pay more taxes than those with lower property values.
- The servicing nature of parcels is considered in a property's assessment value and associated tax responsibility.

### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |   |   |
|---|---|
| <input type="checkbox"/> Public engagement was undertaken                   | <input type="checkbox"/> Dialogue with interested parties was undertaken                |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

In 2021, The City took steps to ensure that impacted property owners were aware of the tax rate change due to the expiry of the tax provisions in the annexation order, impacts on their property tax bill and monthly payment options. A webpage was created and letters were sent to impacted property owners in fall 2021. Property owners with questions about City services or programs were encouraged to contact 311 for assistance.

For the annexation in 2007, The City negotiated with Rocky View County regarding the lands to be annexed in accordance with MGA requirements and Municipal Government Board (MGB) procedures. This included consulting with landowners on the future assessment and taxation of annexed lands. The City and Rocky View County explored various options with landowners to mitigate the financial impact of annexation. This included maintaining the Rocky View County tax rate for 15 years, which was included as a condition of the annexation ordered by the Lieutenant Governor in Council in 2007.

Report to  
Executive Committee  
2024 April 16

ISC: UNRESTRICTED  
EC2024-0380

## **Tax Relief for Residential Properties Annexed by Annexation Order 333/2007**

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### **IMPLICATIONS**

#### **Social**

The City recognizes that a fair and equitable distribution of tax responsibility does not always align with individuals' ability to pay. Regardless of any change in assessed value or tax rate, eligible residential property owners experiencing financial hardship can apply through Fair Entry to access the Property Tax Assistance Program and other subsidized programs and services. Eligible seniors can also defer their residential property taxes through the Province's Seniors Property Tax Deferral Program.

Property taxes in Calgary are applied based on market value assessments because it is a fair, equitable, and transparent process based on the real estate market. Choices made by Council can improve or reduce perceived fairness, equity, and transparency of the property tax system.

#### **Environmental**

Not applicable.

#### **Economic**

Property tax revenue contribute to The City's long term economic prospects by funding of service delivery to Calgarians. Providing quality services helps attract and retain a talented workforce, thus advancing The City's goal to make Calgary a great place to live and work.

### **Service and Financial Implications**

#### **Existing operating funding - one-time**

\$86,012

The City budgets for tax cancellations pursuant to MGA section 347.

Tax cancellations and deferrals involve forgone property tax revenue and operational costs to administer. This staff time is already accounted for in existing operating budgets. Work to support a tax deferral or cancellation would be accomplished through the reprioritization of other existing work and improvement initiatives. Other costs, not included in this estimate, such as foregone investment income or foregone penalty revenue would have negligible impacts on The City's operating budget. As detailed in Attachment 4, estimated total forgone property tax revenue would be \$86,012 from a 25% tax cancellation for the municipal tax differential in 2024. Through the tax system, the forgone \$86,012 will be incurred by other property owners. This is an estimate based on Rocky View County's indicative tax rate. The figures will be finalized when Rocky View County passes their property tax bylaw.

### **RISK**

Equity – Tax provisions in Annexation Order 487/1995 will cease to have any effect after Dec. 31, 2025, impacting approximately 140 properties. Further tax relief provided for properties impacted by the Annexation Order 333/2007 may create expectations that tax relief will be provided for these other annexed properties in 2026. Additionally, there are an estimated 80

Report to  
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### Tax Relief for Residential Properties Annexed by Annexation Order 333/2007

residential properties in Calgary that are not impacted by the Annexation Order but are similarly not connected to City water or wastewater services and are designated as S-FUD.

Legal – Tax cancellations, refunds or deferrals for particular properties based on criteria established by Council may be subject to legal challenges, including challenges on the basis of perceived inequitable treatment in relation to other properties.

Intergovernmental – The terms of annexation orders are negotiated in good faith between municipalities, recommended by the provincial Land and Property Rights Tribunal to the Minister, and ultimately ordered by the Lieutenant Governor in Council. Providing tax relief to annexed properties beyond the timeframe for preferential tax treatment set out in an annexation order could set a precedent that is considered in future annexations. The delivery of services to annexed lands has not previously been a consideration in annexation discussions. Preferential tax treatment for properties affected by the Annexation Order beyond the timeframe set out in the Annexation Order may create expectations for affected landowners and/or a mediation advantage to one side or the other.

#### **ATTACHMENT(S)**

1. Previous Council Direction, Background
2. Order in Council 333/2007
3. MGB Order 079/07
4. Tax Rate and Revenue
5. List of Eligible Properties based on EC2022-0504 Council Direction
6. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Corporate Planning and Financial Services	Approve
Eddie Lee	Corporate Planning and Financial Services	Approve

Author: Assessment & Tax

# Background and Previous Council Direction

## Background

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Approximately 680 properties were annexed from Rocky View County (RVC) into The City of Calgary in 2007. Under the terms of Order in Council 333/2007 (the “Annexation Order” – Attachment 2) and Municipal Government Board 079/07 (the “Board Order” – Attachment 3), these properties continued to be taxed at the RVC rates for 15 years as a transitional measure unless an action specified in the Annexation Order (e.g. subdivision, change in land use, connection to City water/sewer) triggered a property’s earlier transition to The City of Calgary’s tax rates.

The City does not have the authority to modify the terms of an annexation order so the tax rate must transition in accordance with the provincial order. In 2022 Council decided to cancel 75% of the municipal tax differential between The City of Calgary’s tax rates and Rocky View County tax rates pursuant to section 347(1) of the MGA, that Council considered it equitable to do so. Council also directed administration to return in 2023 and 2024 for the consideration of a respective 50% and 25% municipal property tax differential cancellation, as section 374(1) can only provide current-year cancellations. Council did not cancel 50% of the differential in 2023.

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## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 May 9	<a href="#">C2023-0483</a>	<p>Tax Relief for Residential Properties Annexed by Annexation Order 333/2007</p> <p>Council heard the presentation regarding the 2023 cancellation of the municipal property tax differential for properties annexed by Annexation Order 333/2007, with a recommendation to receive the report for the corporate record.</p> <ul style="list-style-type: none"> <li>• Councillor Spencer moved an amendment to delete the Recommendation and replace it with the following: That Council cancel 50% of the municipal tax differential for the residential portion of eligible properties based on the criteria adopted by Council in response to EC2022-0367 for 2023.</li> <li>• The Chair ruled the amendment out of order, and it was withdrawn.</li> <li>• Council passed the recommendation to receive the report for the Corporate Record.</li> <li>• Councillor Spencer moved the following Motion Arising: That Council cancel 50% of the municipal tax differential for the residential portion of eligible properties based on the criteria adopted by Council in response to EC2022-0367 for 2023.</li> <li>• The chair ruled the Motion Arising out of order. The ruling was upheld.</li> </ul>
2022 May 10	<a href="#">EC2022-0504</a>	<p>Tax Relief Options for Residential Properties Impacted by Annexation Order 333/2007</p> <ul style="list-style-type: none"> <li>• Council decided to:             <ol style="list-style-type: none"> <li>1. Cancel 75% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in <a href="#">Attachment 5</a> (and in the sub-bullets below) for 2022;                 <ul style="list-style-type: none"> <li>▪ The property did not trigger clause 7(1) of the Annexation Order and continued to be taxed using the municipal tax rate established by Rocky View County up to and including the 2021 taxation year;</li> <li>▪ The property contains a dwelling unit and is assessed as residential in accordance with MGA s.297;</li> <li>▪ The property has not been connected to City of Calgary water or sanitary sewer services; and</li> </ul> </li> </ol> </li> </ul>

		<ul style="list-style-type: none"> <li>▪ The property is designated as S-FUD under the Land Use Bylaw.</li> </ul> <p>2. Direct Administration to report back to Council through the Executive Committee in Q2 2023 for Council to consider cancelling 50% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2023; and</p> <p>Direct Administration to report back to Council through the Executive Committee in Q2 2024 for Council to consider cancelling 25% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2024.</p>
<p>2022 March 29</p>	<p><a href="#">EC2022-0367</a></p>	<p>Notice of Motion: Tax Relief Options for Residential Properties Impacted by Annexation Order 333/2007</p> <p>Council <a href="#">passed the notice of motion</a> forwarded to it by the Executive Committee.</p>
<p>2022 March 15</p>	<p><a href="#">EC2022-0367</a></p>	<p>Notice of Motion: Tax Relief Options for Residential Properties Impacted by Annexation Order 333/2007</p> <p>Executive Committee forwarded a Notice of Motion to Council for Consideration with the following operative clause:</p> <p>NOW THEREFORE BE IT RESOLVED that Council direct Administration to bring forward recommendations to the Executive Committee in early Q2 of 2022 to provide tax relief measures for any property that was annexed pursuant the MGB Order and Order in Council 333/2007 and which meets all the following criteria:</p> <ul style="list-style-type: none"> <li>• The property did not trigger clause 7(1) of the MGB Order and Order in Council 333/2007 and continued to be taxed using the municipal tax rate established by Rocky View County up to and including the 2021 taxation year;</li> <li>• The property contains a dwelling unit defined as a structure that contains two or more rooms used or designed to be used as a residence by one or more persons, a kitchen, living, sleeping and sanitary facilities as defined in the Land Use Bylaw 1P2007;</li> <li>• The property has not been connected to City of Calgary water or sanitary sewer services; and</li> <li>• The property is designated as the S-FUD land use district.</li> </ul>







Province of Alberta  
Order in Council

O.C. 333/2007

AUG 01 2007

## ORDER IN COUNCIL

Approved and ordered:

The Lieutenant Governor in Council orders that

Lieutenant Governor

(a) effective January 1, 2007, the land described in Appendix A and shown on the sketches in Appendix B is separated from the Municipal District of Rocky View No. 44 and annexed to the City of Calgary,

(b) any taxes owing to the Municipal District of Rocky View No. 44 at the end of December 31, 2006 in respect of the annexed land are transferred to and become payable to the City of Calgary together with any lawful penalties and costs levied in respect of those taxes, and the City of Calgary upon collecting those taxes, penalties and costs must, in accordance with Appendix C, pay them to the Municipal District of Rocky View No. 44,

(c) despite the effective date set out in clause (a),

(i) for the purposes of taxation in 2007, the Municipal District of Rocky View No. 44 must assess and tax the annexed land and the assessable improvements to it,

(ii) upon receipt of the 2007 taxes for the annexed land, the Municipal District of Rocky View No. 44 must transfer the taxes to the City of Calgary,

(iii) any 2007 taxes owing at the end of December 31, 2007 in respect of the annexed land become payable to the City of Calgary together with any lawful penalties and costs levied in respect of those taxes, calculated in accordance with the applicable 2007 tax penalty bylaws of the Municipal District of Rocky View No. 44, and

(iv) any 2007 assessment complaints in respect of the annexed land received by the City of Calgary or the Municipal District of Rocky View No. 44 remain with the Municipal District of Rocky View No. 44 Assessment Review Board, and

(d) the assessor for the City of Calgary must assess, for the purpose of taxation in 2008 and subsequent years, the annexed land and the assessable improvements to it,

and makes the Order in Appendix C.

CHAIR



For Information only

Recommended by: Minister of Municipal Affairs and Housing

Authority: Municipal Government Act  
(sections 125 and 138)

**APPENDIX A**

**DETAILED DESCRIPTION OF THE LANDS  
SEPARATED FROM THE MUNICIPAL DISTRICT OF ROCKY VIEW NO. 44  
AND ANNEXED TO THE CITY OF CALGARY**

WITHIN TOWNSHIP TWENTY-TWO (22), RANGE TWENTY-EIGHT (28), WEST  
OF THE FOURTH MERIDIAN

SECTIONS EIGHTEEN (18), NINETEEN (19), THIRTY (30), THIRTY-ONE  
(31), AND ALL THAT PORTION OF SECTION SEVEN (7) LYING NORTH  
OF THE LEFT BANK OF THE BOW RIVER.

WITHIN TOWNSHIP TWENTY-TWO (22), RANGE TWENTY-NINE (29), WEST OF  
THE FOURTH MERIDIAN

SECTIONS THIRTEEN (13), TWENTY-FOUR (24), TWENTY-FIVE (25),  
THIRTY-SIX (36), AND ALL THAT PORTION OF SECTION TWELVE (12)  
LYING NORTH OF THE LEFT BANK OF THE BOW RIVER.

WITHIN TOWNSHIP TWENTY-THREE (23), RANGE TWENTY-EIGHT (28), WEST  
OF THE FOURTH MERIDIAN

SECTIONS SIX (6), SEVEN (7), SEVENTEEN (17), EIGHTEEN (18),  
NINETEEN (19), TWENTY (20), AND THE WEST ONE-HALF OF SECTION  
EIGHT (8);

ALL THAT PORTION OF THE NORTHEAST QUARTER OF SECTION  
EIGHT (8) LYING NORTH OF RAILWAY PLAN RW30;

THE NORTHWEST QUARTER OF SECTION FIVE (5);

ALL THAT PORTION OF BLOCK C, PLAN 628LK, WITHIN THE  
SOUTHWEST QUARTER OF SECTION FIVE (5) INCLUDING UTILITY  
R/W U-D PLAN 628LK NORTH OF THE BOUNDARY BETWEEN BLOCK C  
AND BLOCK B OF SAID PLAN.

WITHIN TOWNSHIP TWENTY-FOUR (24), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN

SECTIONS SEVEN (7), EIGHT (8), SEVENTEEN (17), AND EIGHTEEN (18);

THE NORTH ONE-HALF OF SECTIONS FIVE (5) AND SIX (6);

THE SOUTH ONE-HALF OF SECTIONS NINETEEN (19) AND TWENTY (20).

WITHIN TOWNSHIP TWENTY-SIX (26), RANGE ONE (1), WEST OF THE FIFTH MERIDIAN

SECTIONS TWO (2), THREE (3), FOUR (4), FIVE (5), SIX (6), EIGHT (8), NINE (9), TEN (10), ELEVEN (11) AND THE EAST ONE-HALF OF SECTION SEVEN (7);

ALL THAT PORTION OF SECTION ONE (1), LYING WEST OF ROAD PLANS 7598JK AND 763LK AND ALL THAT PORTION WEST OF A LINE DRAWN BETWEEN THE SOUTHWEST CORNER OF THE NORTHERLY PORTION OF PLAN 7598JK AND THE NORTHWEST CORNER OF THE SOUTHERLY PORTION OF PLAN 7598JK WHICH ARE ADJACENT TO RAILWAY PLAN 871JK;

ALL THAT PORTION OF THE SOUTHEAST QUARTER OF SECTION TWELVE (12) LYING WEST OF ROAD PLAN 763LK;

THE WEST ONE-HALF OF SECTION TWELVE (12).

WITHIN TOWNSHIP TWENTY-SIX (26), RANGE TWO (2), WEST OF THE FIFTH MERIDIAN

SECTION ONE (1) EXCEPTING THEREOUT THE NORTHERLY 100.58 METRES (330 FEET) LYING EAST OF THE WESTERLY 20.12 METRES (66 FEET) IN THE NORTHEAST QUARTER SECTION AS DESCRIBED IN CERTIFICATE TITLE NUMBER 981 272 818;

SECTION TWO (2) EXCEPTING THEREOUT SUBDIVISION PLAN 0010079 WITHIN THE NORTHEAST QUARTER SECTION;

SECTION THREE (3).

WITHIN TOWNSHIP TWENTY-FIVE (25), RANGE TWO (2), WEST OF THE FIFTH MERIDIAN

THE WEST ONE-HALF OF SECTION SIX (6);

ALL THAT PORTION OF THE EAST ONE-HALF OF SECTION SIX (6) LYING NORTH OF THE RIGHT BANK OF THE BOW RIVER AND NOT SHOWN WITHIN THE CITY OF CALGARY LIMITS PRIOR TO THE EFFECTIVE DATE OF THIS ORDER IN COUNCIL;

ALL THAT PORTION OF THE BOW RIVER LYING EAST OF THE EAST ONE-HALF OF SECTION SIX (6) AND NOT SHOWN WITHIN THE CITY OF CALGARY LIMITS PRIOR TO THE EFFECTIVE DATE OF THIS ORDER IN COUNCIL;

ALL THAT PORTION OF THE SOUTHWEST QUARTER OF SECTION SEVEN (7) LOCATED WITHIN PARCEL D, PLAN 5126JK;

ALL THAT PORTION OF THE SOUTHEAST QUARTER OF SECTION SEVEN (7) LOCATED WITHIN BLOCK 1, PLAN 9010497.

WITHIN TOWNSHIP TWENTY-FIVE (25), RANGE THREE (3), WEST OF THE FIFTH MERIDIAN

ALL THOSE PORTIONS OF SECTIONS ONE (1), TWELVE (12) AND FOURTEEN (14) LYING NORTH AND EAST OF THE LEFT BANK OF THE BOW RIVER (BEARSPAW RESERVOIR);

ALL THAT PORTION OF SECTION THIRTEEN (13) LYING NORTH AND EAST OF THE LEFT BANK OF THE BOW RIVER (BEARSPAW RESERVOIR), AND LYING WEST OF BLOCK 1, BLOCK R1 AND BLOCK 2 IN SUBDIVISION PLAN 7410769, AND LYING WEST OF THE FOLLOWING IN SUBDIVISION PLAN 7410769:

A STRAIGHT LINE FROM THE SOUTHWEST CORNER OF LOT 6 TO THE WEST CORNER OF LOT 7 IN BLOCK 1;

A STRAIGHT LINE FROM THE SOUTHWEST CORNER OF LOT 12 TO THE NORTH CORNER OF LOT 15 IN BLOCK 2;

A STRAIGHT LINE FROM THE SOUTH CORNER OF LOT 19 TO THE NORTHWEST CORNER OF LOT 21 IN BLOCK 2.

WITHIN TOWNSHIP TWENTY-FOUR (24), RANGE TWO (2), WEST OF THE FIFTH MERIDIAN

ALL THAT PORTION OF BLOCK 2, PLAN 7510024 WITHIN THE NORTHEAST QUARTER OF SECTION THIRTY (30);

THE WEST HALF OF SECTION THIRTY-ONE (31).

WITHIN TOWNSHIP TWENTY-FOUR (24), RANGE THREE (3), WEST OF THE FIFTH MERIDIAN

THE EAST ONE-HALF OF SECTION THIRTY-SIX (36).

ALL INTERVENING AND ADJOINING GOVERNMENT ROAD ALLOWANCES AND GOVERNMENT ROAD ALLOWANCE INTERSECTIONS, HIGHWAY PLANS AND ROAD PLANS, EXCEPTING THEREOUT THE FOLLOWING:

THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (RANGE ROAD 285) AND ALL ROAD WIDENINGS ADJOINING THE EASTERN BOUNDARIES OF SECTIONS SEVEN (7), EIGHTEEN (18), NINETEEN (19), THIRTY (30) AND THIRTY-ONE (31), ALL WITHIN TOWNSHIP TWENTY-TWO (22), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN;

THAT PORTION OF GOVERNMENT ROAD ALLOWANCE INCLUDING ROAD PLAN 1400LK (HIGHWAY 560) AND THE SERVICE ROAD WITHIN SUBDIVISION PLAN 7510318 LYING ADJACENT TO THE NORTHERN BOUNDARY OF SECTIONS NINETEEN (19) AND TWENTY (20), ALL WITHIN TOWNSHIP TWENTY-THREE (23), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN;

THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (RANGE ROAD 284) ADJOINING THE EAST BOUNDARIES OF SECTIONS EIGHT (8), SEVENTEEN (17), AND TWENTY (20), ALL WITHIN TOWNSHIP TWENTY-THREE (23), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN;

THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (RANGE ROAD 285), ADJOINING THE WEST BOUNDARY OF THE SOUTHWEST QUARTER OF SECTION FIVE (5), TOWNSHIP TWENTY-THREE (23), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN, EXCEPT THAT PORTION OF THE SAID ROAD ALLOWANCE LYING WEST OF BLOCK C, PLAN 628LK IN THE SAID QUARTER SECTION;

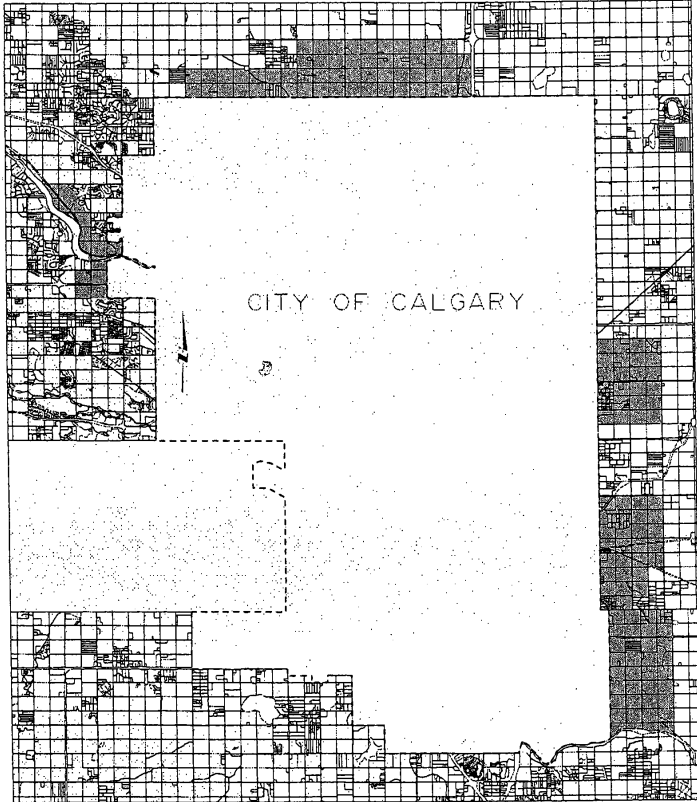
THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (RANGE ROAD 284), ADJOINING THE EAST BOUNDARY OF THE NORTHEAST QUARTER OF SECTION FIVE (5), SECTIONS EIGHT (8) AND SEVENTEEN (17), AND THE SOUTHEAST QUARTER OF SECTION TWENTY (20), ALL WITHIN TOWNSHIP TWENTY-FOUR (24), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN;

THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (HIGHWAY 566) LYING ADJACENT TO THE NORTH BOUNDARY OF THE NORTHEAST QUARTER OF SECTION SEVEN (7) AND ADJACENT TO THE NORTH BOUNDARIES OF SECTIONS EIGHT (8) AND NINE (9), ALL WITHIN TOWNSHIP TWENTY-SIX (26), RANGE ONE (1) WEST OF THE FIFTH MERIDIAN;

THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE AND ROAD PLAN 8210192 (HIGHWAY 566), LYING ADJACENT TO THE NORTHERN BOUNDARIES OF SECTIONS TEN (10), ELEVEN (11), AND THE NORTHWEST QUARTER OF SECTION TWELVE (12), ALL WITHIN TOWNSHIP TWENTY-SIX (26), RANGE ONE (1) WEST OF THE FIFTH MERIDIAN;

THE ROAD ALLOWANCE AND THOSE PORTIONS OF ROAD PLANS 3461JK, 5738K AND 6162BM LYING SOUTH OF THE SOUTHEAST QUARTER OF SECTION THIRTY-SIX (36), TOWNSHIP TWENTY-FOUR (24), RANGE THREE (3), WEST OF THE FIFTH MERIDIAN.

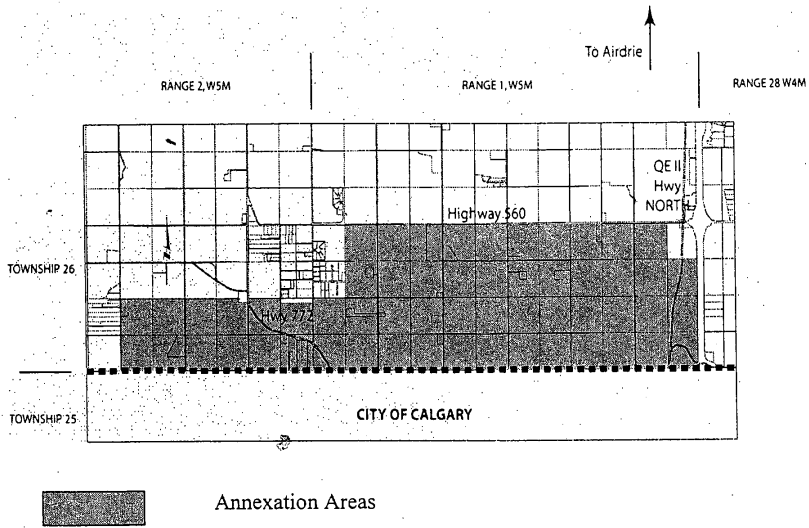
**APPENDIX B**  
**A SKETCH SHOWING THE GENERAL LOCATION OF THE AREAS**  
**ANNEXED TO THE CITY OF CALGARY**



Annexation Areas

Ver 1 - July 19, 2007

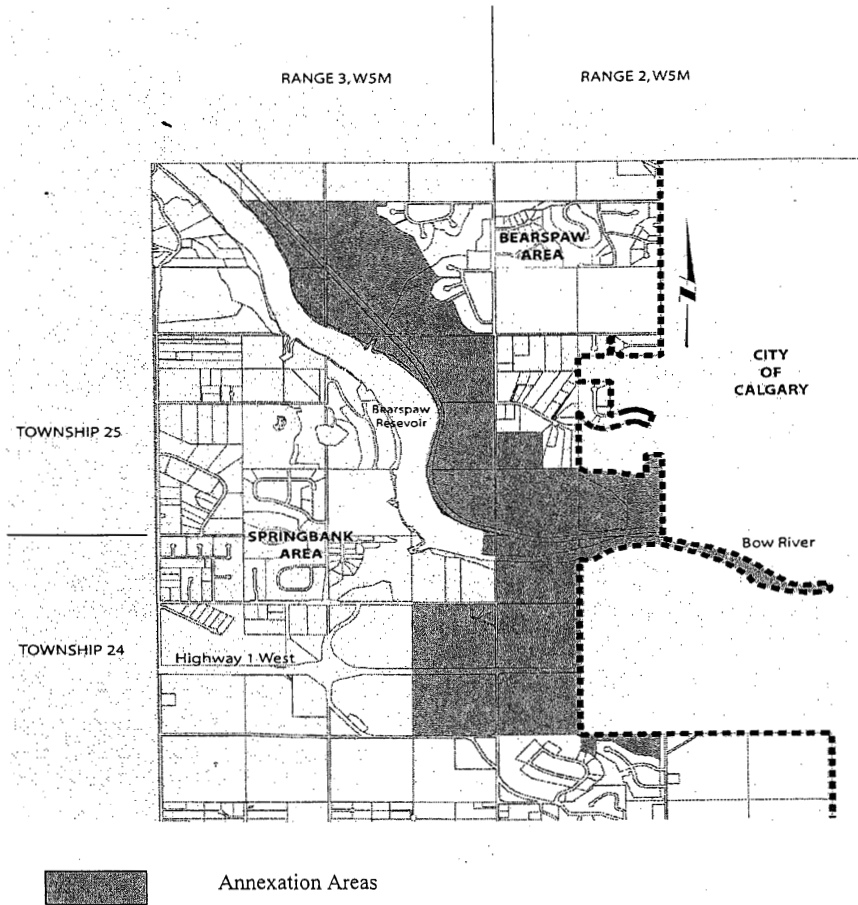
**APPENDIX B – DETAILED AREA MAP 1, WEST ANNEXATION AREA**



Ver 1 - July 19, 2007

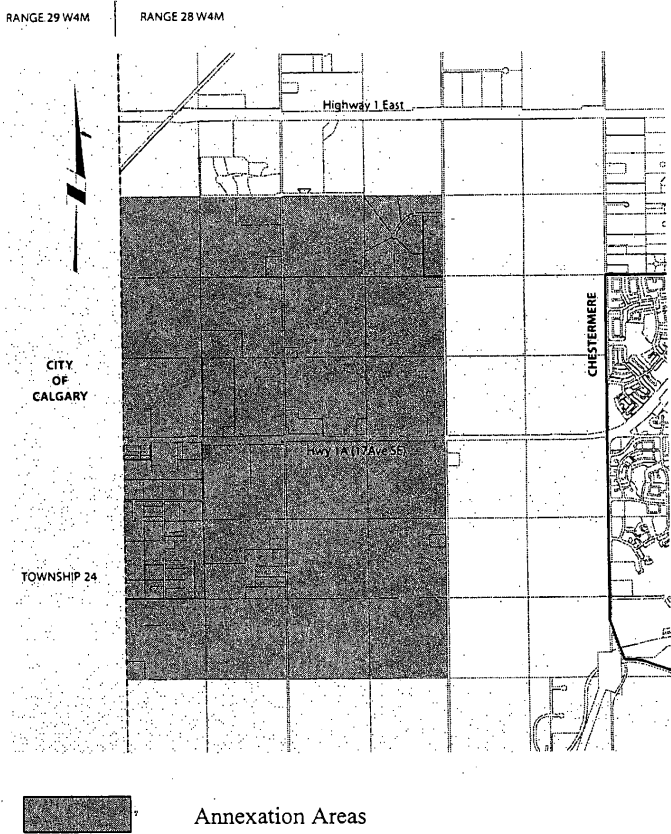


**APPENDIX B - DETAILED AREA MAP 2,  
NORTH ANNEXATION AREA**



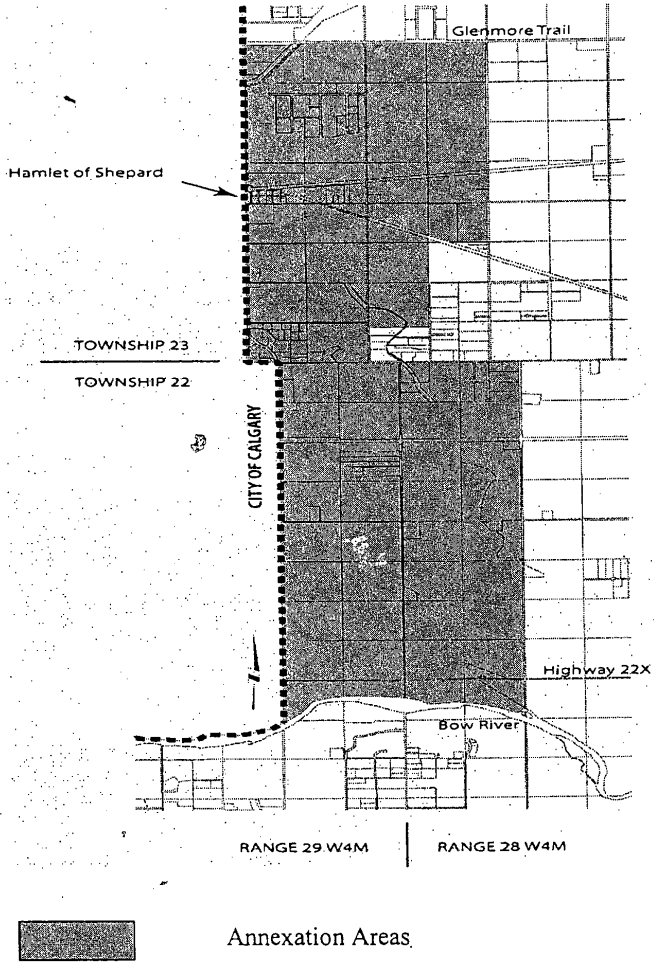
Ver 1 - July 19, 2007

**APPENDIX B – DETAILED AREA MAP 3, EAST ANNEXATION AREA**



Ver 1 - July 19, 2007

### APPENDIX B – DETAILED AREA MAP 4, SOUTH ANNEXATION AREA



## APPENDIX C ORDER

- 1 In this Order, “annexed land” means the land described in Appendix A and shown on the sketches in Appendix B.
- 2 Farm property within the annexed land that qualifies for exemption from taxation shall continue to be exempt from taxation as long as the exemption for Municipal Districts is provided for under the Municipal Government Act or any successor Act.
- 3 Notwithstanding section 2, if the exemption for farm property is no longer provided for under the Municipal Government Act or any successor Act, the exemption from taxation shall apply to the end of December 31, 2036.
- 4 After section 2 ceases to apply to a portion of the annexed land in a taxation year, that portion of the annexed land and the assessable improvements to it must be assessed and taxed for the purposes of property taxes in that year in the same manner as other property of the same assessment class in the City of Calgary is assessed and taxed.
- 5 Despite section 135(1)(a) of the Municipal Government Act, for any taxation year up to and including 2007, the City of Calgary will collect arrears owing to the Municipal District of Rocky View No. 44 in accordance with the Municipal District of Rocky View No. 44’s tax penalty bylaw.
- 6 Subject to section 7, for taxation purposes in 2007 and subsequent years, up to and including 2021, the annexed land, other than farm property referred to under section 2, and the assessable improvements to it
  - (a) must be taxed by the City of Calgary in respect of each assessment class that applies to the annexed land and the assessable improvements to it using the municipal tax rate established by the Municipal District of Rocky View No. 44, and
  - (b) business related taxes for existing businesses operating in the annexation area shall not be greater than the taxes levied if the land had remained in the Municipal District of Rocky View No. 44.
- 7(1) Section 6 ceases to apply to a portion of the annexed land and the assessable improvements to it and to existing businesses operating in the annexation area in the taxation year immediately following the taxation year in which
  - (a) the portion becomes a new parcel of land less than 16 hectares (40 acres) in size created as a result of subdivision or separation of title by registered plan of subdivision or by instrument or any other method that occurs at the request of, or on behalf of, the landowner,
  - (b) the portion becomes a residual portion of less than 16 hectares (40 acres) after

a new parcel referred to in clause (a) has been created,

- (c) the portion is redesignated, at the request of, or on behalf of the landowner, under the City of Calgary's Land Use Bylaw to a designation other than an Urban Reserve as defined in the City of Calgary's Land Use Bylaw 2P80 as amended, or its equivalent,
  - (d) the portion is the subject of a local improvement project described in a local improvement by-law initiated by, with the support of, or on behalf of the landowner pursuant to which the City of Calgary water and sewer services are connected to the land, or
  - (e) the portion is connected to the water or sanitary sewer services provided by the City of Calgary.
- (2) Notwithstanding subsection (1)(a) and (b), section 6 continues to apply in respect of
- (a) an existing farmstead within the annexed land, or
  - (b) residential infill areas located within section 6, township 23, range 28 west of the fourth meridian and section 7, township 24, range 28, west of the fourth meridian.
- 8 After section 6 ceases to apply to a portion of the annexed land in a taxation year,
- (a) that portion of the annexed land and the assessable improvements to it must be assessed and taxed for the purposes of property taxes in that year in the same manner as other property of the same assessment class in the City of Calgary is assessed and taxed, and
  - (b) business related taxes for existing businesses operating in the annexation area must be taxed in accordance with the City of Calgary's business tax bylaw.

9(1) The City of Calgary shall pay to the Municipal District of Rocky View No. 44 seventeen million three hundred and sixty three thousand seven hundred and fifty six dollars (\$17,363,756.00) in Canadian dollars, not later than 30 days after the date this Order in Council is signed by the Lieutenant Governor in Council.

(2) The City of Calgary shall pay to the Municipal District of Rocky View No. 44 one hundred thousand dollars (\$100,000.00) in Canadian dollars annually for ten (10) years or for the life of the gravel operations, whichever occurs first, for gravel operations in the annexation area existing at the time this Order in Council is signed by the Lieutenant Governor in Council, pursuant to the Municipal District of Rocky View No. 44 Community Aggregate Payment Levy Bylaw C-6214-2006.

(3) The payment referred to in subsection (2) shall be made as follows:

- (a) the first payment shall be made on or before July 1, 2007, or within 30 days of

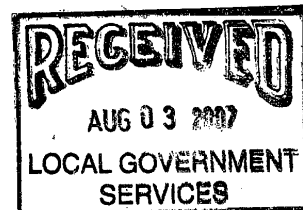
the date this Order in Council is signed by the Lieutenant Governor in Council if this Order in Council is signed after July 1, 2007;

- (b) subsequent payments shall be made before July 1 of each subsequent year unless the gravel operations cease to operate.

10 Notwithstanding the effective date of this Order, for the period from January 1, 2007 until 30 days after the date this Order is signed by the Lieutenant Governor in Council, the Municipal District of Rocky View No. 44 is responsible for

- (a) the direction, control and management of all roads within the annexed land,
- (b) providing all municipal services within the annexed land, and
- (c) any liability that arises from
  - (i) the direction, control and management of all roads within the annexed land, and
  - (ii) the provision of any municipal services within the annexed land.

11 Any decision relating to subdivision and development made by the subdivision and development authorities of the Municipal District of Rocky View No. 44 between the effective date of this Order in Council and the date this Order in Council is signed by the Lieutenant Governor in Council continues and is deemed to be a decision relating to subdivision and development made by the subdivision and development authorities of the City of Calgary.



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**IN THE MATTER OF THE** *Municipal Government Act* being Chapter M-26 of the Revised Statutes of Alberta 2000 (Act).

**AND IN THE MATTER OF** an application by the City of Calgary, in the Province of Alberta, to annex certain territory lying immediately adjacent thereto and thereby its separation from the Municipal District of Rocky View No. 44.

**BEFORE THE MUNICIPAL GOVERNMENT BOARD**

Members:

R. Scotnicki, Presiding Officer  
T. Golden, Member  
R. Strauss, Member

Case Managers:

G. Dziwenka  
D. Hawthorne

After careful examination of the submissions from the City of Calgary (City), the Municipal District of Rocky View No. 44 (MD), affected landowners, and other interested parties, the Municipal Government Board (MGB) makes the following recommendation for the reasons set out in the MGB's report, shown as Appendix D of this Board Order.

Recommendation

That the annexation be approved in accordance with the following:

The Lieutenant Governor in Council orders that

- (a) effective January 1, 2007, the land described in Appendix A and shown on the sketches in Appendix B is separated from the Municipal District of Rocky View No. 44 and annexed to the City of Calgary,
- (b) any taxes owing to the Municipal District of Rocky View No. 44 at the end of December 31, 2006 in respect of the annexed land are transferred to and become payable to the City of Calgary together with any lawful penalties and costs levied in respect of those taxes, and the City of Calgary upon collecting those taxes, penalties and costs must, in accordance with Appendix C, pay them to the Municipal District of Rocky View No. 44,

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- (c) despite the effective date set out in clause (a),
- (i) for the purposes of taxation in 2007, the Municipal District of Rocky View No. 44 must assess and tax the annexed land and the assessable improvements to it,
  - (ii) upon receipt of the 2007 taxes for the annexed land, the Municipal District of Rocky View No. 44 must transfer the taxes to the City of Calgary,
  - (iii) any 2007 taxes owing at the end of December 31, 2007 in respect of the annexed land become payable to the City of Calgary together with any lawful penalties and costs levied in respect of those taxes, calculated in accordance with the applicable 2007 tax penalty bylaws of the Municipal District of Rocky View No. 44, and
  - (iv) any 2007 assessment complaints in respect of the annexed land received by the City of Calgary or the Municipal District of Rocky View No. 44 remain with the Municipal District of Rocky View No. 44 Assessment Review Board, and
- (d) the assessor for the City of Calgary must assess, for the purpose of taxation in 2008 and subsequent years, the annexed land and the assessable improvements to it,

and makes the Order in Appendix C.

Dated at the City of Edmonton, in the Province of Alberta, on the 4<sup>th</sup> day of July 2007.

MUNICIPAL GOVERNMENT BOARD

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(SGD.) G. Thomas, Chairman  
for R. Scotnicki, Presiding Officer



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**APPENDIX A**

**DETAILED DESCRIPTION OF THE LANDS  
SEPARATED FROM THE MUNICIPAL DISTRICT OF ROCKY VIEW NO. 44  
AND ANNEXED TO THE CITY OF CALGARY**

WITHIN TOWNSHIP TWENTY-TWO (22), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN

SECTIONS EIGHTEEN (18), NINETEEN (19), THIRTY (30), THIRTY-ONE (31), AND ALL THAT PORTION OF SECTION SEVEN (7) LYING NORTH OF THE LEFT BANK OF THE BOW RIVER.

WITHIN TOWNSHIP TWENTY-TWO (22), RANGE TWENTY-NINE (29), WEST OF THE FOURTH MERIDIAN

SECTIONS THIRTEEN (13), TWENTY-FOUR (24), TWENTY-FIVE (25), THIRTY-SIX (36), AND ALL THAT PORTION OF SECTION TWELVE (12) LYING NORTH OF THE LEFT BANK OF THE BOW RIVER.

WITHIN TOWNSHIP TWENTY-THREE (23), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN

SECTIONS SIX (6), SEVEN (7), SEVENTEEN (17), EIGHTEEN (18), NINETEEN (19), TWENTY (20), AND THE WEST ONE-HALF OF SECTION EIGHT (8);

ALL THAT PORTION OF THE NORTHEAST QUARTER OF SECTION EIGHT (8) LYING NORTH OF RAILWAY PLAN RW30;

THE NORTHWEST QUARTER OF SECTION FIVE (5);

ALL THAT PORTION OF BLOCK C, PLAN 628LK, WITHIN THE SOUTHWEST QUARTER OF SECTION FIVE (5) INCLUDING UTILITY R/W U-D PLAN 628LK NORTH OF THE BOUNDARY BETWEEN BLOCK C AND BLOCK B OF SAID PLAN.

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WITHIN TOWNSHIP TWENTY-FOUR (24), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN

SECTIONS SEVEN (7), EIGHT (8), SEVENTEEN (17), AND EIGHTEEN (18);

THE NORTH ONE-HALF OF SECTIONS FIVE (5) AND SIX (6);

THE SOUTH ONE-HALF OF SECTIONS NINETEEN (19) AND TWENTY (20).

WITHIN TOWNSHIP TWENTY-SIX (26), RANGE ONE (1), WEST OF THE FIFTH MERIDIAN

SECTIONS TWO (2), THREE (3), FOUR (4), FIVE (5), SIX (6), EIGHT (8), NINE (9), TEN (10), ELEVEN (11) AND THE EAST ONE-HALF OF SECTION SEVEN (7);

ALL THAT PORTION OF SECTION ONE (1), LYING WEST OF ROAD PLANS 7598JK AND 763LK AND ALL THAT PORTION WEST OF A LINE DRAWN BETWEEN THE SOUTHWEST CORNER OF THE NORTHERLY PORTION OF PLAN 7598JK AND THE NORTHWEST CORNER OF THE SOUTHERLY PORTION OF PLAN 7598JK WHICH ARE ADJACENT TO RAILWAY PLAN 871JK;

ALL THAT PORTION OF THE SOUTHEAST QUARTER OF SECTION TWELVE (12) LYING WEST OF ROAD PLAN 763LK;

THE WEST ONE-HALF OF SECTION TWELVE (12).

WITHIN TOWNSHIP TWENTY-SIX (26), RANGE TWO (2), WEST OF THE FIFTH MERIDIAN

SECTION ONE (1) EXCEPTING THEREOUT THE NORTHERLY 100.58 METRES (330 FEET) LYING EAST OF THE WESTERLY 20.12 METRES (66 FEET) IN THE NORTHEAST QUARTER SECTION AS DESCRIBED IN CERTIFICATE TITLE NUMBER 981 272 818;

SECTION TWO (2) EXCEPTING THEREOUT SUBDIVISION PLAN 0010079 WITHIN THE NORTHEAST QUARTER SECTION;

SECTION THREE (3).

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WITHIN TOWNSHIP TWENTY-FIVE (25), RANGE TWO (2), WEST OF THE FIFTH MERIDIAN

THE WEST ONE-HALF OF SECTION SIX (6);

ALL THAT PORTION OF THE EAST ONE-HALF OF SECTION SIX (6) LYING NORTH OF THE RIGHT BANK OF THE BOW RIVER AND NOT SHOWN WITHIN THE CITY OF CALGARY LIMITS PRIOR TO THE EFFECTIVE DATE OF THIS ORDER IN COUNCIL;

ALL THAT PORTION OF THE BOW RIVER LYING EAST OF THE EAST ONE-HALF OF SECTION SIX (6) AND NOT SHOWN WITHIN THE CITY OF CALGARY LIMITS PRIOR TO THE EFFECTIVE DATE OF THIS ORDER IN COUNCIL;

ALL THAT PORTION OF THE SOUTHWEST QUARTER OF SECTION SEVEN (7) LOCATED WITHIN PARCEL D, PLAN 5126JK;

ALL THAT PORTION OF THE SOUTHEAST QUARTER OF SECTION SEVEN (7) LOCATED WITHIN BLOCK 1, PLAN 9010497.

WITHIN TOWNSHIP TWENTY-FIVE (25), RANGE THREE (3), WEST OF THE FIFTH MERIDIAN

ALL THOSE PORTIONS OF SECTIONS ONE (1), TWELVE (12) AND FOURTEEN (14) LYING NORTH AND EAST OF THE LEFT BANK OF THE BOW RIVER (BEARSPAW RESERVOIR);

ALL THAT PORTION OF SECTION THIRTEEN (13) LYING NORTH AND EAST OF THE LEFT BANK OF THE BOW RIVER (BEARSPAW RESERVOIR) AND LYING WEST OF BLOCK 1, BLOCK R1 AND BLOCK 2 IN SUBDIVISION PLAN 7410769, AND LYING WEST OF THE FOLLOWING IN SUBDIVISION PLAN 7410769:

A STRAIGHT LINE FROM THE SOUTHWEST CORNER OF LOT 6 TO THE WEST CORNER OF LOT 7 IN BLOCK 1;

A STRAIGHT LINE FROM THE SOUTHWEST CORNER OF LOT 12 TO THE NORTH CORNER OF LOT 15 IN BLOCK 2;

A STRAIGHT LINE FROM THE SOUTH CORNER OF LOT 19 TO THE NORTHWEST CORNER OF LOT 21 IN BLOCK 2.

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WITHIN TOWNSHIP TWENTY-FOUR (24), RANGE TWO (2), WEST OF THE FIFTH MERIDIAN

ALL THAT PORTION OF BLOCK 2, PLAN 7510024 WITHIN THE NORTHEAST QUARTER OF SECTION THIRTY (30);

THE WEST HALF OF SECTION THIRTY-ONE (31).

WITHIN TOWNSHIP TWENTY-FOUR (24), RANGE THREE (3), WEST OF THE FIFTH MERIDIAN

THE EAST ONE-HALF OF SECTION THIRTY-SIX (36).

ALL INTERVENING AND ADJOINING GOVERNMENT ROAD ALLOWANCES AND GOVERNMENT ROAD ALLOWANCE INTERSECTIONS, HIGHWAY PLANS AND ROAD PLANS, EXCEPTING THEREOUT THE FOLLOWING:

THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (RANGE ROAD 285) AND ALL ROAD WIDENINGS ADJOINING THE EASTERN BOUNDARIES OF SECTIONS SEVEN (7), EIGHTEEN (18), NINETEEN (19), THIRTY (30) AND THIRTY-ONE (31), ALL WITHIN TOWNSHIP TWENTY-TWO (22), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN;

THAT PORTION OF GOVERNMENT ROAD ALLOWANCE INCLUDING ROAD PLAN 1400LK (HIGHWAY 560) AND THE SERVICE ROAD WITHIN SUBDIVISION PLAN 7510318 LYING ADJACENT TO THE NORTHERN BOUNDARY OF SECTIONS NINETEEN (19) AND TWENTY (20), ALL WITHIN TOWNSHIP TWENTY-THREE (23), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN;

THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (RANGE ROAD 284) ADJOINING THE EAST BOUNDARIES OF SECTIONS EIGHT (8), SEVENTEEN (17), AND TWENTY (20), ALL WITHIN TOWNSHIP TWENTY-THREE (23), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN;

THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (RANGE ROAD 285), ADJOINING THE WEST BOUNDARY OF THE SOUTHWEST QUARTER OF SECTION FIVE (5), TOWNSHIP TWENTY-THREE (23), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN, EXCEPT THAT PORTION OF THE SAID ROAD ALLOWANCE LYING WEST OF BLOCK C, PLAN 628LK IN THE SAID QUARTER SECTION;

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THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (RANGE ROAD 284), ADJOINING THE EAST BOUNDARY OF THE NORTHEAST QUARTER OF SECTION FIVE (5), SECTIONS EIGHT (8) AND SEVENTEEN (17), AND THE SOUTHEAST QUARTER OF SECTION TWENTY (20), ALL WITHIN TOWNSHIP TWENTY-FOUR (24), RANGE TWENTY-EIGHT (28), WEST OF THE FOURTH MERIDIAN;

THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE (HIGHWAY 566) LYING ADJACENT TO THE NORTH BOUNDARY OF THE NORTHEAST QUARTER OF SECTION SEVEN (7) AND ADJACENT TO THE NORTH BOUNDARIES OF SECTIONS EIGHT (8) AND NINE (9), ALL WITHIN TOWNSHIP TWENTY-SIX (26), RANGE ONE (1) WEST OF THE FIFTH MERIDIAN;

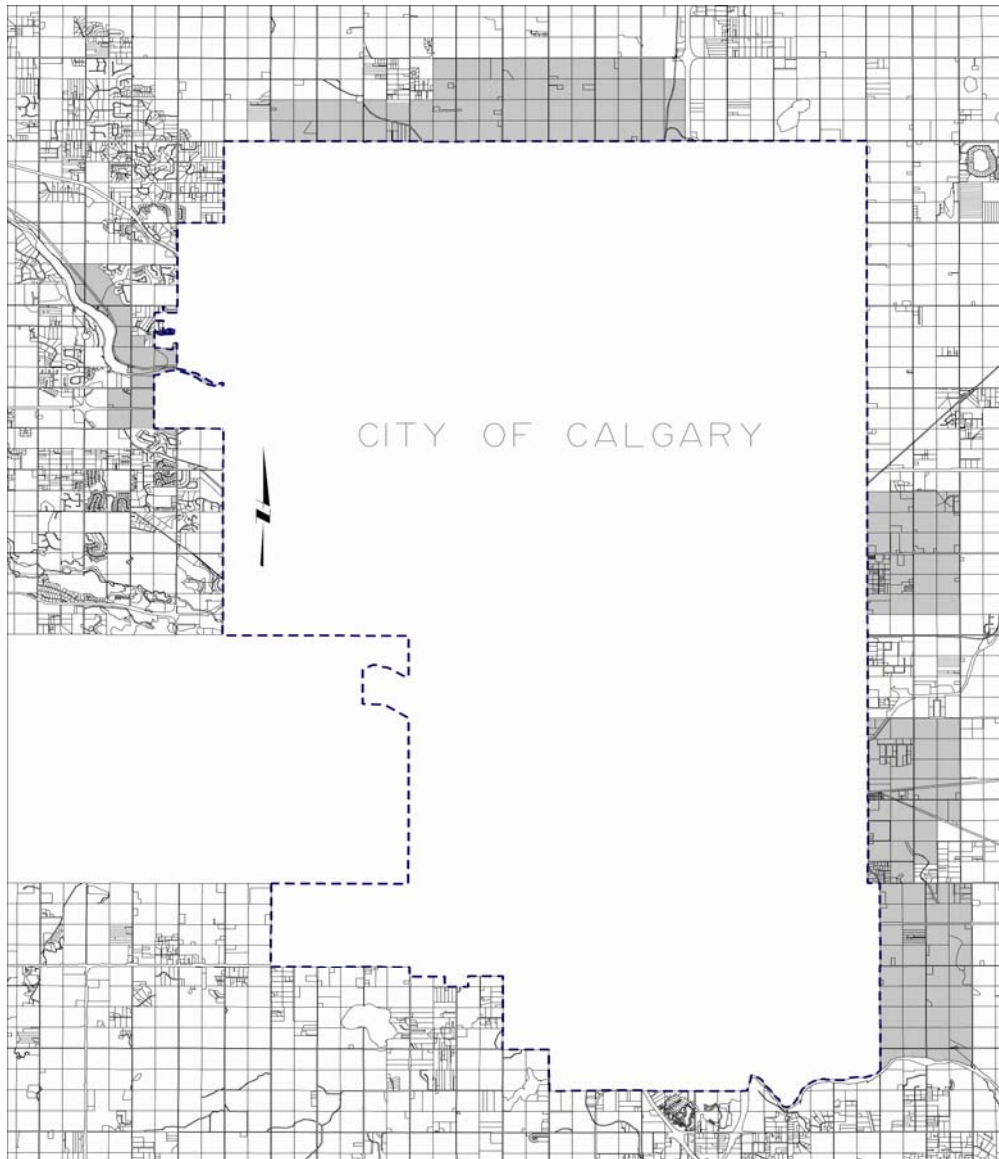
THAT PORTION OF THE GOVERNMENT ROAD ALLOWANCE AND ROAD PLAN 8210192 (HIGHWAY 566), LYING ADJACENT TO THE NORTHERN BOUNDARIES OF SECTIONS TEN (10), ELEVEN (11), AND THE NORTHWEST QUARTER OF SECTION TWELVE (12), ALL WITHIN TOWNSHIP TWENTY-SIX (26), RANGE ONE (1) WEST OF THE FIFTH MERIDIAN;

THE ROAD ALLOWANCE AND THOSE PORTIONS OF ROAD PLANS 3461JK, 5738K AND 6162BM LYING SOUTH OF THE SOUTHEAST QUARTER OF SECTION THIRTY-SIX (36), TOWNSHIP TWENTY-FOUR (24), RANGE THREE (3), WEST OF THE FIFTH MERIDIAN.

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**APPENDIX B  
A SKETCH SHOWING THE GENERAL LOCATION OF THE AREAS  
ANNEXED TO THE CITY OF CALGARY**

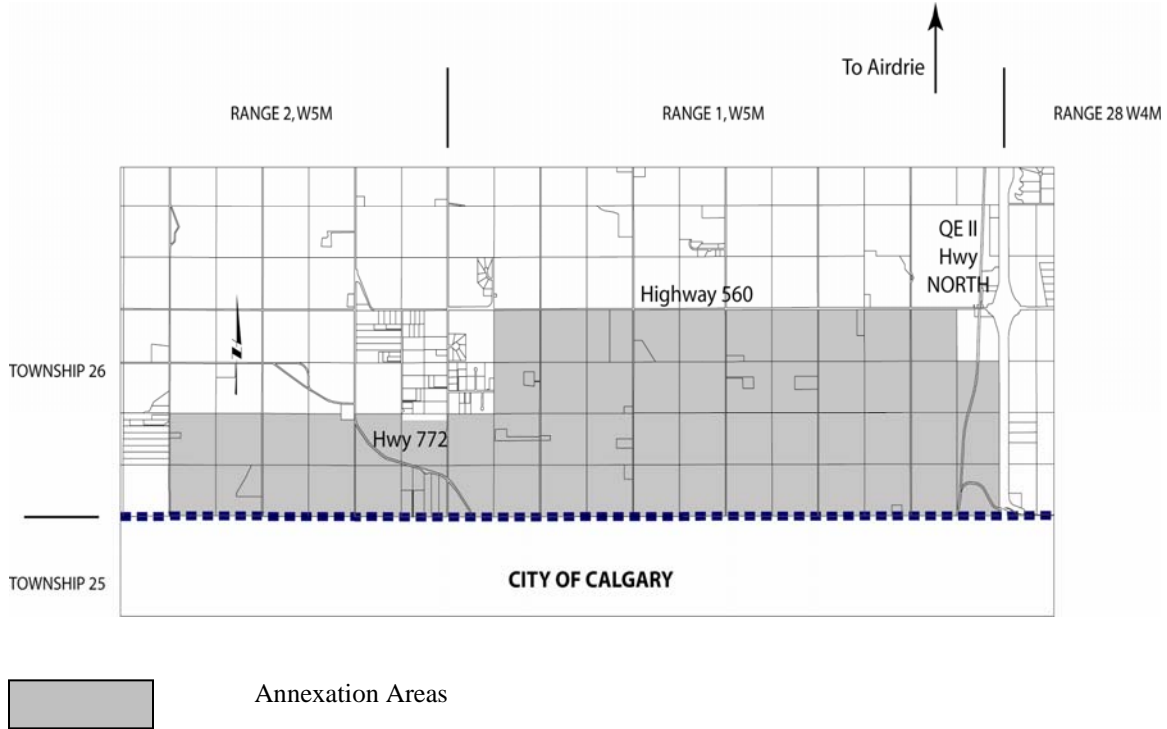


Annexation Areas

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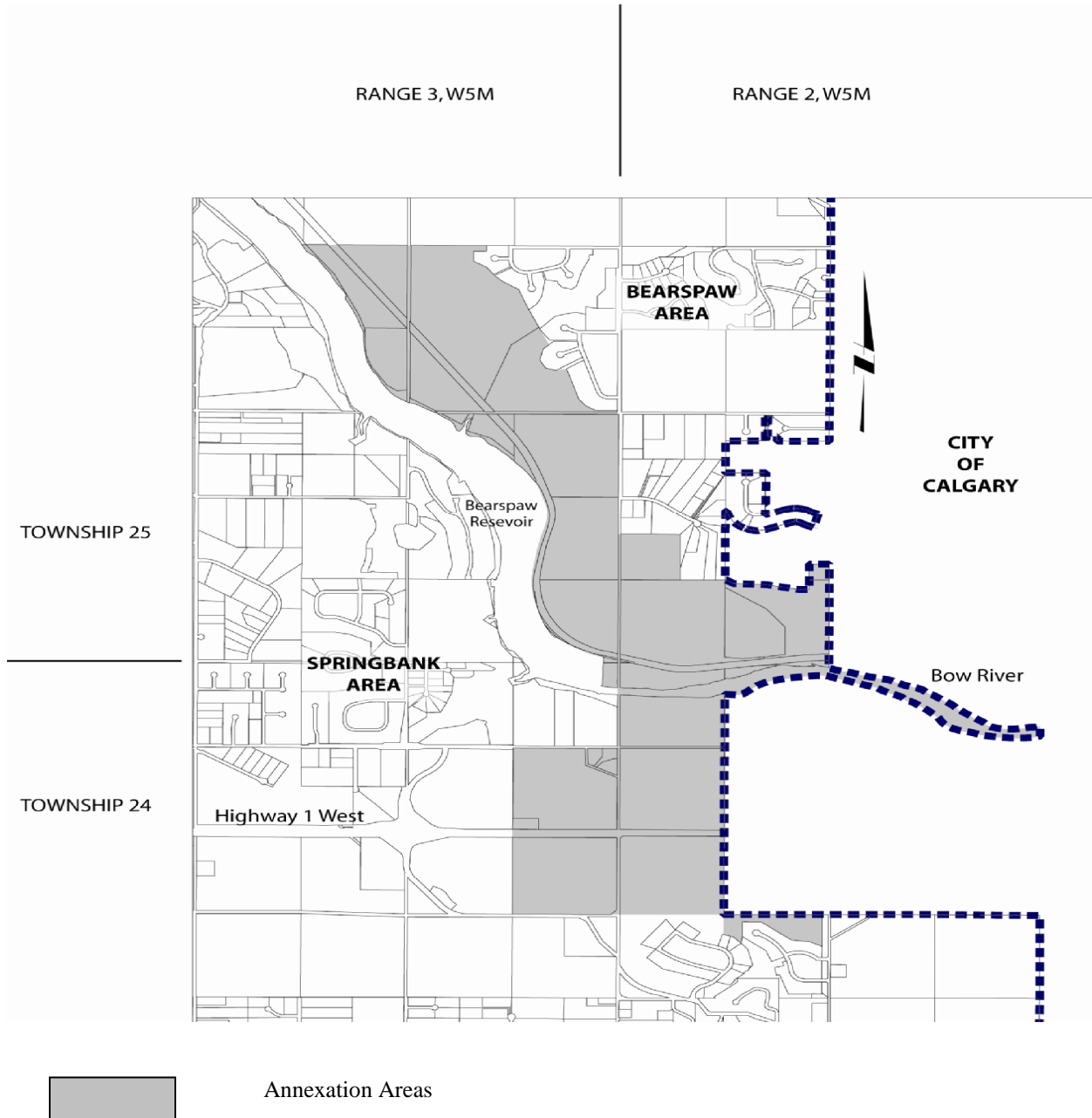
**APPENDIX B – DETAILED AREA MAP 1, WEST ANNEXATION AREA**



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**APPENDIX B - DETAILED AREA MAP 2,  
NORTH ANNEXATION AREA**

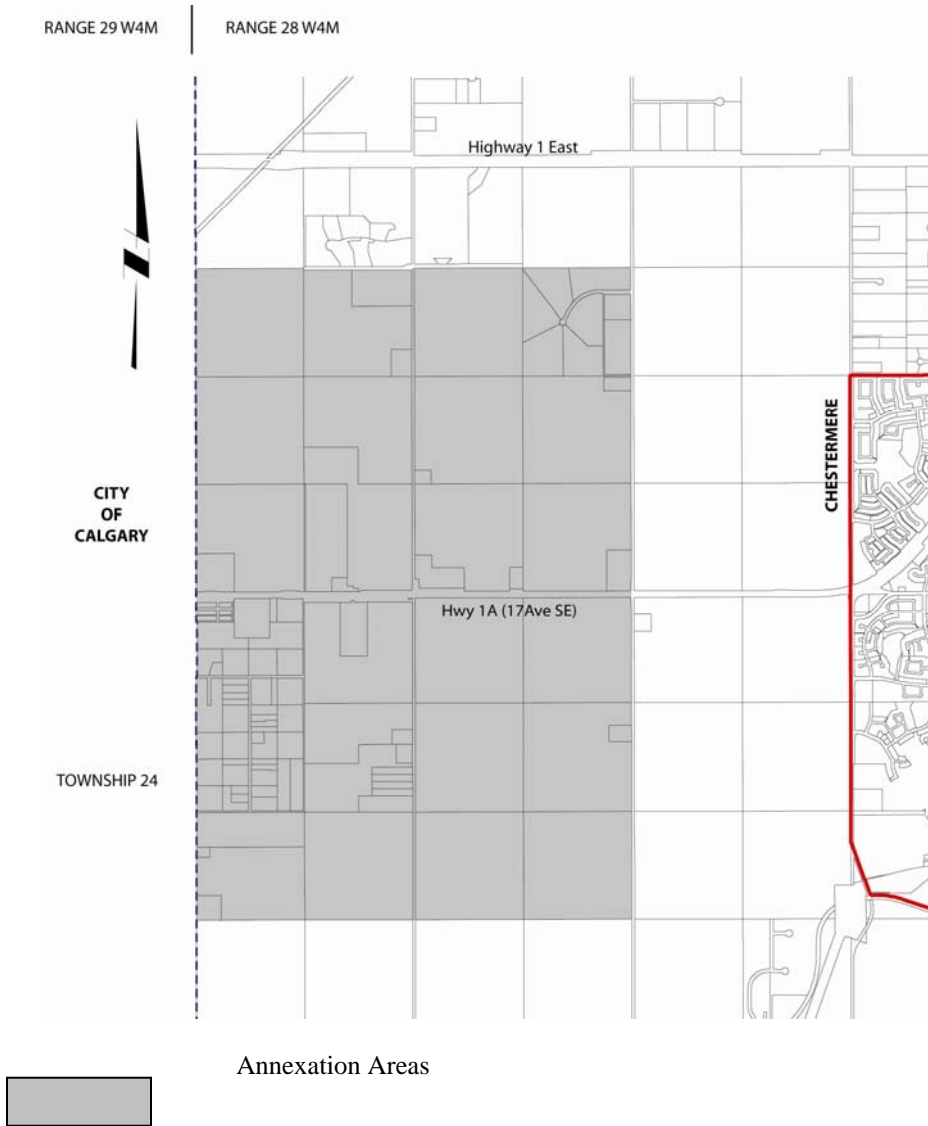




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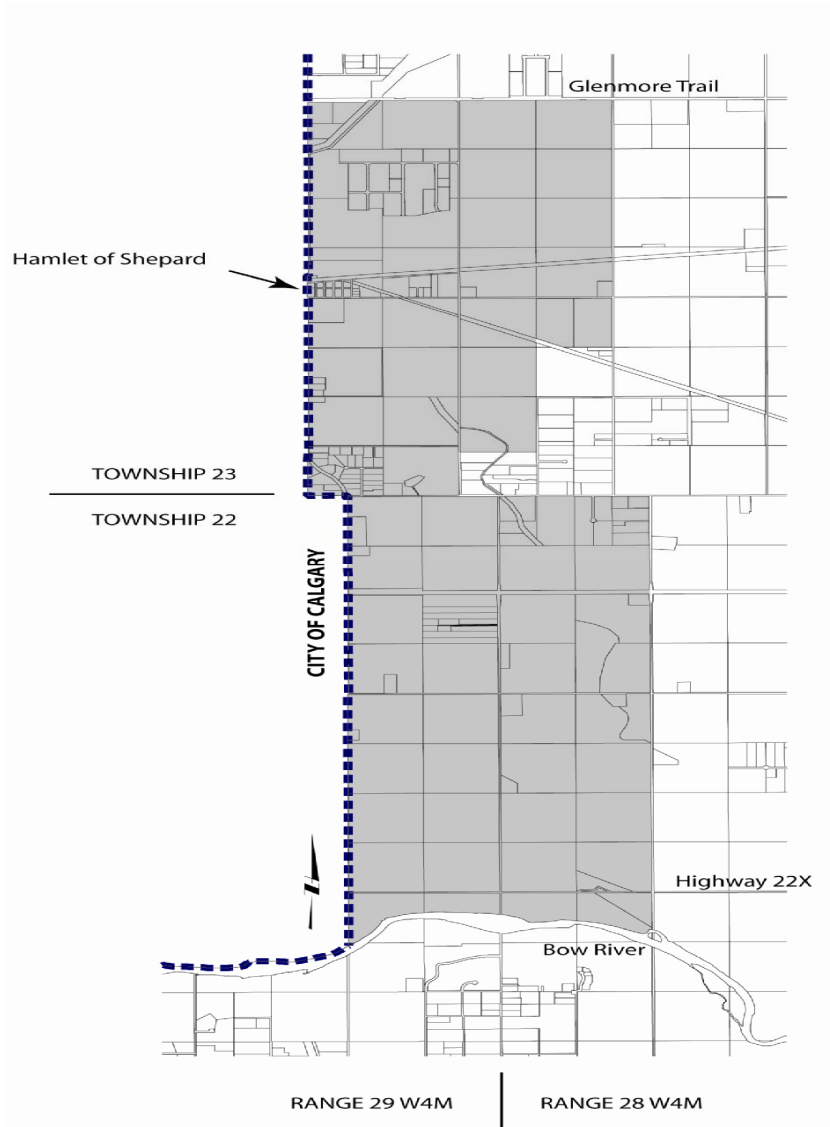
**APPENDIX B – DETAILED AREA MAP 3, EAST ANNEXATION AREA**



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**APPENDIX B – DETAILED AREA MAP 4, SOUTH ANNEXATION AREA**



Annexation Areas



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**APPENDIX C**

**ORDER**

1 In this Order, “annexed land” means the land described in Appendix A and shown on the sketches in Appendix B.

2 Farm property within the annexed land that qualifies for exemption from taxation shall continue to be exempt from taxation as long as the exemption for Municipal Districts is provided for under the Municipal Government Act or any successor Act.

3 Notwithstanding section 2, if the exemption for farm property is no longer provided for under the Municipal Government Act or any successor Act, the exemption from taxation shall apply to the end of December 31, 2036.

4 After section 2 ceases to apply to a portion of the annexed land in a taxation year, that portion of the annexed land and the assessable improvements to it must be assessed and taxed for the purposes of property taxes in that year in the same manner as other property of the same assessment class in the City of Calgary is assessed and taxed.

5 Despite section 135(1)(a.1) of the Municipal Government Act, for any taxation year up to and including 2007, the City of Calgary will collect arrears owing to the Municipal District of Rocky View No. 44 in accordance with the Municipal District of Rocky View No. 44’s tax penalty bylaw.

6 Subject to section 7, for taxation purposes in 2007 and subsequent years, up to and including 2021, the annexed land, other than farm property referred to under section 2, and the assessable improvements to it

(a) must be taxed by the City of Calgary in respect of each assessment class that applies to the annexed land and the assessable improvements to it using the municipal tax rate established by the Municipal District of Rocky View No. 44, and

(b) business related taxes for existing businesses operating in the annexation area shall not be greater than the taxes levied if the land had remained in the Municipal District of Rocky View No. 44.

7(1) Section 6 ceases to apply to a portion of the annexed land and the assessable improvements to it and to existing businesses operating in the annexation area in the taxation year immediately following the taxation year in which

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- (a) the portion becomes a new parcel of land less than 16 hectares (40 acres) in size created as a result of subdivision or separation of title by registered plan of subdivision or by instrument or any other method that occurs at the request of, or on behalf of, the landowner,
  - (b) the portion becomes a residual portion of less than 16 hectares (40 acres) after a new parcel referred to in clause (a) has been created,
  - (c) the portion is redesignated, at the request of, or on behalf of the landowner, under the City of Calgary's Land Use Bylaw to a designation other than an Urban Reserve as defined in the City of Calgary's Land Use Bylaw 2P80 as amended, or its equivalent,
  - (d) the portion is the subject of a local improvement project described in a local improvement by-law initiated by, with the support of, or on behalf of the landowner pursuant to which the City of Calgary water and sewer services are connected to the land, or
  - (e) the portion is connected to the water or sanitary sewer services provided by the City of Calgary.
- (2) Notwithstanding subsection (1)(a) and (b), section 6 continues to apply in respect of
- (a) an existing farmstead within the annexed land, or
  - (b) residential infill areas located within section 6, township 23, range 28 west of the fourth meridian and section 7, township 24, range 28, west of the fourth meridian.
- 8 After section 6 ceases to apply to a portion of the annexed land in a taxation year,
- (a) that portion of the annexed land and the assessable improvements to it must be assessed and taxed for the purposes of property taxes in that year in the same manner as other property of the same assessment class in the City of Calgary is assessed and taxed, and
  - (b) business related taxes for existing businesses operating in the annexation area must be taxed in accordance with the City of Calgary's business tax bylaw.
- 9(1) The City of Calgary shall pay to the Municipal District of Rocky View No. 44 seventeen million three hundred and sixty three thousand seven hundred and fifty six dollars (\$17,363,756.00) in Canadian dollars, not later than 30 days after the date this Order in Council is signed by the Lieutenant Governor in Council.

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(2) The City of Calgary shall pay to the Municipal District of Rocky View No. 44 one hundred thousand dollars (\$100,000.00) in Canadian dollars annually for ten (10) years or for the life of the gravel operations, whichever occurs first, for gravel operations in the annexation area existing at the time this Order in Council is signed by the Lieutenant Governor in Council, pursuant to the Municipal District of Rocky View No. 44 Community Aggregate Payment Levy Bylaw C-6214-2006.

(3) The payment referred to in subsection (2) shall be made as follows:

- (a) the first payment shall be made on or before July 1, 2007, or within 30 days of the date this Order in Council is signed by the Lieutenant Governor in Council if this Order in Council is signed after July 1, 2007;
- (b) subsequent payments shall be made before July 1 of each subsequent year unless the gravel operations cease to operate.

10 Notwithstanding the effective date of this Order, for the period from January 1, 2007 until 30 days after the date this Order is signed by the Lieutenant Governor in Council, the Municipal District of Rocky View No. 44 is responsible for

- (a) the direction, control and management of all roads within the annexed land,
- (b) providing all municipal services within the annexed land, and
- (c) any liability that arises from
  - (i) the direction, control and management of all roads within the annexed land, and
  - (ii) the provision of any municipal services within the annexed land.

11 Any decision relating to subdivision and development made by the subdivision and development authorities of the Municipal District of Rocky View No. 44 between the effective date of this Order in Council and the date this Order in Council is signed by the Lieutenant Governor in Council continues and is deemed to be a decision relating to subdivision and development made by the subdivision and development authorities of the City of Calgary.

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**APPENDIX D**

**MGB REPORT TO THE MINISTER OF MUNICIPAL AFFAIRS AND HOUSING  
REGARDING THE CITY OF CALGARY PROPOSED ANNEXATION OF  
TERRITORY FROM THE MUNICIPAL DISTRICT OF ROCKY VIEW #44**

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**Executive Summary**

According to the *Municipal Government Act* (Act), the Minister and the Lieutenant Governor in Council have the final authority to decide on an annexation application. The Municipal Government Board (MGB) undertakes the processing of the annexation application, conducts a hearing if objections to the annexation are received and prepares a recommendation to the Minister and the Lieutenant Governor in Council. The Minister and the Lieutenant Governor in Council may accept in whole, in part or reject the recommendation of the MGB.

The City of Calgary (City) with the support of the Municipal District of Rocky View (MD) have applied for annexation of approximately 25,000 acres of land to be included into the City from the MD. Having found that there were objections to the City annexation proposal, the MGB conducted a hearing and has prepared this report with findings and recommendations for consideration by the Minister and the Lieutenant Governor in Council.

The proposal to annex approximately 25,000 acres is made up of lands on the west, north and east sides of the City all within the MD. In 2006 the City had a population of approximately 992,000. In the last 15 years the City has grown by 42% and it is expected that over the next 30 years the City will grow by another 51%. The objective of the City is to ensure that it has within its current boundaries an overall land supply of 30 to 35 years. Currently, the City only has an estimated 20 year land supply for residential and industrial development. The MGB has concluded that it is reasonable for a city the size of Calgary and its projected rapid growth to have within its boundaries a 30 to 35 year land supply in order to accommodate both short-term land needs but also to facilitate orderly development and long range coordination of services and infrastructure for the long-term planning horizon. None of the submissions against the annexation convinced the MGB otherwise.

This proposed annexation exemplifies an exhaustive consultation process over many years between the two municipalities which has resulted in a comprehensive intermunicipal agreement referred to by the two municipalities as the “Annexation Agreement”. One of the key and fundamental principles enunciated in the Act, the Provincial Land Use Policies and the MGB’s annexation principles is the demonstration of intermunicipal cooperation. This prerequisite for annexation has clearly been met in this case. Although parties objecting to the annexation requested that the MGB give less weight to this agreement, the MGB was not convinced that the agreement should be ignored but rather that it should be given significant weight in considering this specific annexation application.

Only two major groups objected to the total annexation voicing concerns about the loss of agricultural lands, the sprawling nature of the City and the inadequate financial compensation to the MD. The MGB heard that the residential densities achieved by the City have nearly doubled over the last decade and that the City’s planning mechanisms encourage and facilitate compact and contiguous development at ever increasing densities which reduces the premature loss of

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agricultural lands. The MGB is satisfied that the densities achieved are within the accepted norms within Alberta and that any loss of agricultural lands occurs in an orderly fashion. The generic debate of whether municipalities should be required to develop at even higher densities and reduce the consumption of agricultural lands is best left to the broader debate and current review of the Provincial Land Use Policies. It is the view of the MGB that because of the rapid growth pressures experienced by Calgary that this annexation should not be postponed or altered based on presumptions of what the outcome of this review will be.

Both municipalities conducted an exhaustive financial impact analysis which formed the basis for the financial compensation package from the City to the MD. This financial analysis illustrated that the financial impact on either municipality would be negligible. Although Springbank Community Planning Association suggested that the MD should have received additional financial benefits, its analysis only examined gross revenues and did not take into consideration net costs and benefits to the MD. The duly elected Council of the MD gave learned consideration to the sizeable financial package and with expert advice was satisfied that the compensation to the MD was sufficient. The MGB was not convinced to think otherwise. As well, the MGB is of the view that this sizeable financial package of nearly \$17.5 million does not set a precedent for other annexations in Alberta since very few, if any, municipalities are in the same or similar circumstances as the City and the MD.

The MGB did hear, by area, a minor number of objections to the annexation of small portions of land or objections to the City growing in that specific direction. In the west annexation area, a few objections were raised by Springbank and Bearspaw residents that the rural lifestyle on the western side of the City will be eroded by increased urbanization. The annexation into these rural communities in the west side of the City is relatively small and the MGB is not convinced that any dramatic change would occur that is not already existing as a result of a large urban centre of nearly a million people at the doorstep of these rural communities. The annexation to the west is a logical extension of a major open space system and a minor extension of residential areas. The MGB was satisfied that planning mechanisms exist to protect the major natural area in the west and can integrate urban residential areas adjacent to the acreage residential areas with minimal impact. As well, the MGB heard only minor concerns from landowners in the north and east area that did not want to be in the annexation or that did not want to see the City grow in that direction. These concerns were insufficient to reduce the 30 to 35 year land supply requested by the City to facilitate the growth expected in this major urban centre. The MGB was satisfied that the Hamlet of Shepard would achieve its desired municipal servicing within the City of Calgary in the short to medium planning horizon and would eventually become an urbanized part of the eastern growth of the City. The majority of landowners owning the majority of the land areas in the west, north and east were strongly supportive of the annexation.

This annexation, in the view of the MGB, provides the ability of each municipality to pursue rational growth and achieve the purposes of a municipality as outlined in the Act. The rapid growth of the City is facilitated by this annexation. The Annexation Agreement provides for the

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interests of each municipality to be achieved and has established reasonable transition conditions which address the taxation concerns of the various landowners in the annexed territory. The Annexation Agreement also sets the parameters and initiatives for continued long term intermunicipal planning by establishing dates for the review of strategic intermunicipal plans.

The annexation is a logical extension of existing growth patterns, transportation and infrastructure plans providing for cost effective, efficient and coordinated approaches to the provision of services. The financial impact report prepared by both municipalities illustrates that the proposed annexation and the associated agreed-to compensation will have minimal impact on either municipality. As well, no other municipal authority indicated that it would be affected negatively by the annexation.

Throughout the MGB annexation hearing, the MGB heard more requests to be included in the annexation than requests in opposition to the annexation, however, the City made it very clear that the annexation application did not include these additional lands. As well, the City agreed with the MD that the MGB cannot recommend additional lands to be included in the annexation when the application did not include such lands. The MGB has consistently ruled that the Act no longer permits an individual landowner to make an application for annexation. There was a deliberate amendment to the Act by the legislators to ensure that the lands to be annexed were agreed to by the initiating municipality first. In this specific annexation, the City made it very clear these lands were not included in the application.

Even if the MGB had the authority to consider the additional lands and even though some of these lands may have some merit to be in the urban boundaries, the MGB would be reluctant to recommend their inclusion at this point as it would arbitrarily impact the fundamental financial arrangements agreed to between the two municipalities. The focus and attention to intermunicipal cooperation in the Act must be given considerable weight in the view of the MGB. If the absorption of land within the annexation area occurs at a greater pace in the short-term planning period the City is free to make another annexation application to ensure it is able to maintain the reasonable goal of a 30 to 35 year supply of land within its boundaries. Individual landowners whose lands have not been included can make a request to the City and to the MD for their support to be included in a future phase of annexation. This process respects the increased role municipalities have been given in the annexation process in the current Act. Alternatively, pursuant to section 126 of the Act the Lieutenant Governor in Council, on recommendation of the Minister, may annex other lands despite the recommendations contained in this report.

In conclusion, it is recommended that the annexation as proposed by the City and supported by the MD be approved subject to the conditions outlined in the recommended Order in Council.

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**Part 1 - Introduction**

**1.0 Organization of Report**

This report is organized into ten parts. The first four parts of the report provide background information on the proposed annexation, the annexation area proposed, the application, the annexation process in general and specifically as it evolved in the Calgary annexation as well as events leading to the MGB hearing.

Part 5 specifically deals with a preliminary objection by the MD to the submission of the City of Airdrie and the concerns raised by Airdrie. Part 6 addresses the concerns raised by Fortis Alberta and Part 7 deals with the objection by two groups to the total annexation. The submissions by parties, the MGB's findings and reasons related to specific objections and concerns in each major area of the annexation are included in Part 8. A large number of submissions at the MGB hearing related to a request to include additional lands in the annexation. Part 9 addresses the jurisdiction of the MGB to recommend additional lands not included in the annexation application. Attachment A provides a summary of the submissions made on requests to add additional lands.

The MGB concludes its general findings, recommendations and reasons in Part 10.

**1.1 Background Facts**

The City of Calgary (City) is bounded by the Municipal District of Rocky View and the Municipal District of Foothills. This annexation affects lands in the MD of Rocky View (MD).

The City has applied to annex approximately 39 sections of land for a total of approximately 25,000 acres from the MD. The annexation involves three areas:

East: Approximately 14,000 acres in two groupings along the City's eastern boundary, south of Highway 1 and north of the Bow River,

North: Approximately 9,000 acres along the City's northern boundary, west of Highway 2,

West: Approximately 2,000 acres along the City's western boundary, lying north of the Bow River adjacent to the Bearspaw Reservoir and lying south of the Bow River straddling Highway 1.

The main purpose of this annexation is to bring into the City an adequate supply of land to accommodate and manage its high rate of growth.

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The City has grown by 43% (298,874 people) over the past 15 years. The population of the City was approximately 992,000 in 2006. Over the next 30 years, the City's population is forecasted to grow by 51% with most of that growth in new suburban communities. The share of growth in the City's suburban sectors is projected to capture 112% of overall population growth (long-term average). This is due to the continuing decline of population in the existing built up areas of the City in favour of suburban residential development.

As a policy, the City endeavours to maintain a long-term land supply of at least 30 years through periodic comprehensive annexations. According to the City, the existing land inventories in the suburban residential sectors represent only a 21 year supply land supply within the City. Based on the current population growth figures, the proposed annexation territory within the MD will bolster that supply to approximately 33 years overall.

### **1.2 The Annexation Process**

Pursuant to section 116 of the Act, a municipality seeking annexation must first initiate the process by giving written notice of the proposal to the municipal authority from which the land is to be annexed. In addition, written notice must be given to any local authority considered to be affected by the proposal and to the MGB. The notice must describe the land proposed for annexation, set out the reasons for annexation, and include a scheme for consulting with the public and meeting with the landowners.

Once notice has been given to the other municipality, the municipalities must negotiate in good faith, and if agreement cannot be reached, the municipalities must attempt mediation to resolve the outstanding matters.

At the conclusion of the negotiations, the initiating municipality must prepare a report describing the results of the negotiations. The report must include a list of agreed-to matters and a list of matters in which there is no agreement with mediation undertaken and reasons. The report must also include a description of the public consultation process and the views expressed during this process. The report is signed by both municipalities and, if not, the municipality that did not sign must provide reasons for not signing.

The report is then submitted to the MGB and becomes the application for annexation pursuant to section 119.

### **1.3 The Role of the MGB and the Lieutenant Governor in Council (LGC)**

In the annexation process, the MGB is only a hearing and recommending body. Pursuant to Part 4, Division 6 of the Act, the MGB only has authority to hear from parties to an annexation, and to make findings and recommendations to the Minister of Municipal Affairs and Housing (Minister) and to Cabinet (the Lieutenant Governor in Council).

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Upon receipt of a complete annexation application, section 120 of the Act requires that the MGB determine whether or not there is general agreement with the proposal.

If the MGB is satisfied that the affected municipalities and the public are generally in agreement, the MGB notifies the parties of its findings, and unless there are objections to the annexation filed with the MGB by a specified date, the MGB will make its recommendation to the Minister without holding a public hearing.

But when it is determined that there is not general agreement with the proposal, section 121 of the Act requires the MGB to notify the parties and to conduct a public hearing. The Act further directs the MGB to investigate, analyze and make findings of fact about the annexation, including the probable effect on local authorities and on the residents of the area.

After hearing from the parties and affected persons, the MGB prepares a written report of its findings and recommendations for consideration by the Minister of Municipal Affairs and the Lieutenant Governor in Council (LGC).

The Minister and LGC have the authority to accept in whole or in part or to completely reject the findings and recommendations of the MGB.

Pursuant to section 126 of the Act, the LGC, upon a recommendation of the Minister, may annex land to a municipality without a report from the MGB.

The Act does not allow a property owner to submit an annexation proposal. As such, the MGB hears submissions from landowners that want to be included in the annexation, but can only make a recommendation for the land area included in the annexation application.

Nonetheless, the MGB in its report will identify for the Minister and LGC the circumstances related to the lands not included in the annexation application should they wish to consider their discretion pursuant to section 126 of the Act.

#### **1.4 Provincial Legislation (Act) and Policies**

Section 123 of the Act requires the MGB, after considering the representations made to it, to prepare a written report of its findings and recommendations and to submit that report to the Minister of Municipal Affairs and Housing.

In order to investigate, analyze, and make findings respecting the annexation, the MGB must test the evidence and information in order to determine if the annexation is logical and beneficial and to determine the probable effect on local authorities and residents of the area.

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Section 123 further requires the MGB to consider the principles, standards, and criteria established under section 76 of the Act. However, there are no criteria for evaluating annexation proposals adopted pursuant to section 76.

Because of this, the MGB looks to the scheme of the Act, the Planning Part of the Act, and the Provincial Land Use Policies for guidance. The MGB has also referred to its prior decisions in analyzing the proposal and the annexation principles developed by the MGB in past annexation decisions.

The Annexation Parts of the Act

Part 4, Division 6 of the Act deals with annexations. Within the division, there are key themes to which the MGB gives consideration in their deliberations on the Calgary annexation proposal.

One major theme is the emphasis on consultation with affected authorities, municipalities, and landowners. Especially significant is the consultation and participation encouraged and facilitated with the landowners.

Another major theme is the emphasis on an agreement or mediated solution between the affected municipalities. However, the emphasis on agreement between the municipalities is not to the point of being the sole or determinative factor in a proposal.

The MGB concludes that the Act purposefully sets broad parameters to ensure that the best interests of the municipalities, local authorities, landowners, and the general public will be fully explored.

The Planning Part of the Act

It is the MGB's opinion that land use matters involved in annexation must be viewed in light of section 617 of the Act. Section 617 states that the purpose of the planning part of the Act is to provide a means whereby plans and related matters may be prepared and adopted to achieve the orderly, economical and beneficial development, use of land and patterns of human settlement, and to maintain and improve the quality to the physical environment of human settlements in Alberta without infringing on the rights of individuals except where necessary for the overall greater public interest.

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The Alberta Land Use Policies

These policies do not make reference to annexation of territory from one municipality to another, however, the policies encourage intermunicipal planning and cooperation, which are exercises directly related to annexation issues.

Some of the key policies relative to the MGB's review are:

Section 2.0 directs that planning activities are to be carried out in a fair, open, considerate and equitable manner. The policy further states that municipalities are expected to allow meaningful participation in the planning process by residents, landowners, community groups, interest groups, municipal service providers and other stakeholders.

Section 3.0 fosters cooperation and coordination between neighbouring municipalities. In particular, adjoining municipalities are encouraged to cooperate in the planning of future land uses in the vicinity of their adjoining boundaries in a manner that does not inhibit or preclude appropriate long-term land use. Accordingly, the municipalities are encouraged to jointly prepare and adopt intermunicipal development plans.

Section 4.0 fosters the establishment of land use patterns which make efficient use of land, infrastructure, public services and public facilities which promote resource conservation, enhance economic development activities, minimize environmental impact, protect significant natural environments and contribute to the development of healthy, safe and viable communities.

Annexation Principles

In the absence of Ministerial criteria authorized by section 76 of the Act and in order to deal with the various issues raised by the affected parties, the landowners and the interest groups, the MGB has developed a series of annexation principles. The MGB has developed these principles from the examination of the annexation provisions in the Act, the Provincial Land Use Policies and previous annexation orders and recommendations. These principles are based on significant annexation decisions prior to 1995 and a total of nearly 170 annexations processed since the introduction of the 1995 *Municipal Government Act*.

These annexation principals are best summarized in the recent MGB decision respecting the annexation application made by the City of St. Albert (Board Order 123/06) and outlined below:

1. Annexations that provide for intermunicipal cooperation will be given considerable weight. Cooperative intermunicipal policies in an intermunicipal development plan will be given careful consideration, weight and support so long as they do not conflict with Provincial policies or interests.



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2. Accommodation of growth by all municipalities (urban or rural) must be accomplished without encumbering the initiating municipality and the responding municipality's ability to achieve rational growth directions, cost effective utilization of resources, fiscal accountability and the attainment of the purposes of a municipality described in the Act.
3. An annexation or annexation conditions should not infringe on the local autonomy given to municipalities in the Act unless provisions of the Act have been breached or the public interest and individual rights have been unnecessarily impacted.
4. An annexation must be supported by growth projections, availability of lands within current boundaries, consideration of reasonable development densities, accommodation of a variety of land uses and reasonable growth options within each municipality (initiating and responding municipality).
5. An annexation must achieve a logical extension of growth patterns, transportation and infrastructure servicing for the affected municipalities.
6. Each annexation must illustrate a cost effective, efficient and coordinated approach to the administration of services.
7. Annexations that demonstrate sensitivity and respect for key environmental and natural features will be regarded as meeting provincial land use policies.
8. Coordination and cost effective use of resources will be demonstrated when annexations are aligned with and supported by intermunicipal development plans, municipal development plans, economic development plans, transportation and utility servicing plans and other related infrastructure plans.
9. Annexation proposals must fully consider the financial impact on the initiating and responding municipality.
10. Inter-agency consultation, coordination and cooperation is demonstrated when annexation proposals fully consider the impacts on other institutions providing services to the area.
11. Annexation proposals that develop reasonable solutions to impacts on property owners and citizens with certainty and specific time horizons will be given careful consideration and weight.
12. Annexation proposals must be based on effective public consultation both prior to and during any annexation hearing or proceedings.

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13. Revenue sharing may be warranted when the annexation proposal involves existing or future special properties that generate substantive and unique costs to the impacted municipality(s) as part of the annexation or as an alternative to annexation.
14. Annexation proposals must not simply be a tax initiative. Each annexation proposal must have consideration of the full scope of costs and revenues related to the affected municipalities. The financial status of the initiating or the responding municipality(s) cannot be affected to such an extent that one or the other is unable to reasonably achieve the purposes of a municipality as outlined in section 3 of the Act. The financial impact should be reasonable and be able to be mitigated through reasonable conditions of annexation.
15. Conditions of annexation must be certain, unambiguous, enforceable and be time specific.

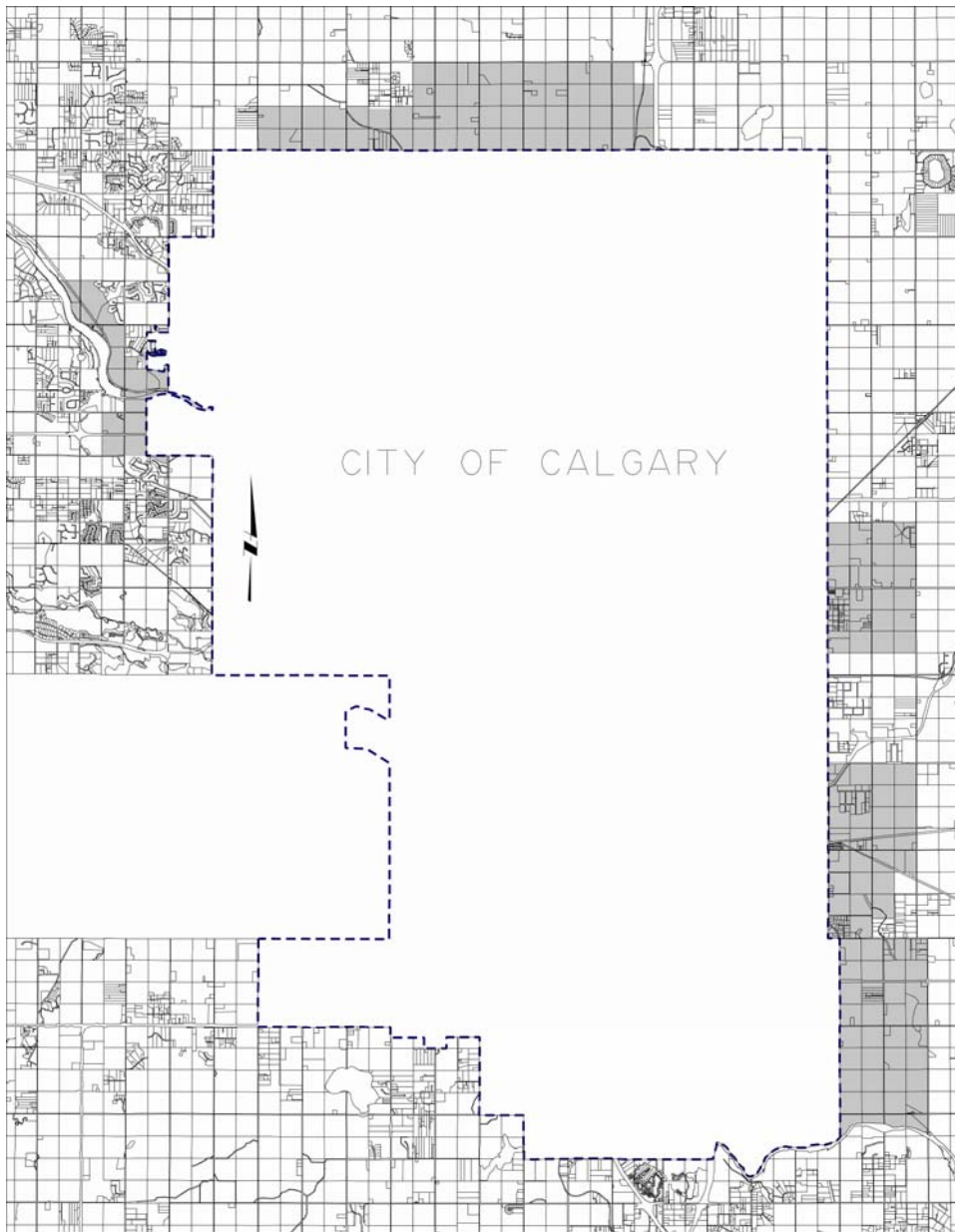
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**Part 2 - The Annexation Application**

**2.1 Overall Annexation Map**

**The shaded areas are the proposed annexation areas**



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**2.2 The Annexation Report of the City**

On November 29, 2006, the MGB received an annexation report from the City signed by both the City and the MD. This report forms the annexation application. This report clearly describes the lands included in the annexation in Schedule A-1 on pages 23, 24, and 25 and illustrates the lands to be annexed in Schedule A-2 page 26 of the Annexation Report.

A certificate is included stating that the report accurately reflects the results of the negotiations and mediation. There has been complete agreement on the annexation between the City and the MD, and an Intermunicipal Annexation Agreement has been signed by both municipalities.

Prior to signing the Agreement, both municipalities conducted an extensive public consultation process throughout the negotiation period in the form of 11 open houses and two public hearings. As a result of objections and concerns from a number of landowners, the City agreed to remove a number of properties from the annexation area.

**2.3 The Annexation Agreement between the City and the MD**

The Agreement states that a Joint Intermunicipal Infrastructure Committee will be formed within 30 days from the effective date of annexation to oversee all annexation implementation requirements through recommendations to the Intermunicipal Committee, including management of all technical planning and infrastructure related issues between the City and the MD.

The City and the MD agree to use all reasonable efforts and to fully cooperate with one another to ensure that the terms and conditions of this Agreement are fulfilled.

The Agreement contains a dispute resolution method for any disputed issues that may arise as a result of implementing this agreement (Part XIII).

Part II of the Agreement, “Mutual Cooperation”, provides for the City to compensate the MD for the costs incurred, to a maximum of \$50,000, for the staff hours required to comply with the requirements of the Agreement.

Under Part IV of the Agreement, “Roadways”, the MD will continue to maintain the roads in the annexation area. These roads are specifically referenced in the Agreement. The City will pay the cost of recovery.

Part V of the Agreement “Assessment and Taxation” provides that lands and improvements within the annexation territory will be taxed by the City on the same basis as if they remained in the MD and shall be taxed by the City at the applicable MD annual tax rate until the earlier of: a) the occurrence of a triggering event, b) December 31, 2021 if the effective date of annexation is

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January 1, 2007, or c) December 31 of the calendar year following 15 full years from the earliest date specified in the annexation order when such date is after January 1, 2007.

Exempt farm property (farm residences and farm buildings) as proved for in the Act and regulations within the annexation territory continues to be exempt from taxation for as long as such exemptions is prescribed for municipal districts under the Act and, where such exemption is not provided by the Act, until December 31, 2036 where the effective date for taxation under the Annexation Order is January 1, 2007 or until December 31 of the calendar year following 30 full years after the effective date where that date is after January 1, 2007.

Part VI of the Agreement deals with existing water servicing in the annexation area and provides that existing water cooperatives can continue to provide servicing to lands serviced as at the effective date of annexation. Further, where there is an existing water cooperative providing servicing to certain lots within a subdivision, the City may approve the provision of water servicing by a water cooperative to the remaining lots. The Agreement specifically provides that the annexation will not impact any existing infrastructure owned by any water cooperative or independent water provider.

New development, however, will be required to connect to City utility services, unless the City permits other arrangements.

Part VII, "Compensation Payable to the MD", states that following lengthy and productive discussions and a thorough review of independent expert analysis pertaining to financial impacts on both municipalities and the compensation to be paid from the City to the MD, the parties have agreed that the City will pay to the MD the following monetary consideration:

\$2,997,500 for the MD's loss of municipal gross revenues for a five year period,

\$2,997,500 for the MD's loss of municipal gross revenues for a further five year period,

\$10,318,756 for industrial planned land absorption revenues, and

\$1,050,000 for recently completed road improvements.

The total cash consideration to be paid by the City to the MD is \$17,363,756. It is to be paid as a one time payment within 30 days of the effective date of annexation.

In addition, consideration for lost revenues pursuant to the Community Aggregate Payment Levy Bylaw of \$100,000 per year for 10 years or when gravel depletes, whichever occurs first.

Part VIII of the Agreement, "Planning and Development Transition" deals with the transition of current MD land uses to the City's jurisdiction. The Annexation Agreement grandfathers in the

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existing land uses. Notably, lands within the annexation territory will continue to be governed by the MD's Land Use Bylaw as of the effective date of annexation until such time as the City rezones the land.

Further, any lands in the annexation territory will continue to be governed by the existing MD Area Structure Plan or Conceptual Scheme until such time as the City passes an Area Structure Plan or other statutory plan for the area.

The Agreement accommodates expansion of buildings for farming or business uses within applicable bylaws and legislation.

In addition, there is an undertaking to commence an Intermunicipal Development Plan (IDP) review no later than 120 days from the effective date of annexation and to endeavour to have the IDP in draft form and to initiate the respective approval processes within 18 months after the IDP review commences.

The parties further agree not to support or initiate any action to annex lands within its boundaries unless the IDP review process is complete and the parties mutually agree to such further action through the process contained within the IDP as it pertains to annexations.

Part IX deals with future growth. The City and the MD agree that based upon the forecasts and projections of land development, and upon the City's 2005 land supply assessment, this annexation provides the City an estimated:

38 year land supply for residential development,

37 year land supply for industrial development in the southeast industrial area,

60 year land supply for industrial and employment lands in the north industrial corridor.

The City and the MD agree that the annexation should occur for all purposes as soon as possible and that both municipalities shall request the MGB to recommend the annexation be effective as of January 1, 2007.

In furtherance of attaining the objectives contained within the Agreement, both municipalities also agree to request the MGB to recommend to the Lieutenant Governor in Council to include all matters contained in the Agreement within the Annexation Order.

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**Part 3 - Description of Parties' Pre-hearing Process**

**3.1 The Annexation Notices**

The City formally initiated the annexation pursuant to the requirements of section 116 of the Act by giving written notice to the MD on October 17, 2002. A copy was sent to the MGB and to all affected local authorities as required by the Act. From 2002 to 2005, annexation negotiations did not result in an agreement.

The City subsequently withdrew that notice and replaced it with a new notice of annexation on November 30, 2005.

**3.2 The Consultation and Mediation Process**

Reference was included in the new notice to the establishment of a Joint Negotiation / Mediation Committee comprised of representatives from both municipalities to address the requirements of section 117 of the Act.

The Joint Committee was appointed in September 2005 and was comprised of three politicians from each municipality, three staff members from each municipality, and two independent facilitators. The Committee discussions were guided by a primary facilitator selected by the Committee with the assistance of a second facilitator appointed by the Minister of Municipal Affairs and Housing.

The Committee played a key role throughout the annexation process through provision of direction to staff managing the project, participation in the public consultation program, and negotiation of a range of annexation related matters. They met 37 times between September 23, 2005 and October 11, 2006.

The City and the MD undertook an extensive public consultation process with 11 open houses and two public hearings. Notices were sent to landowners and other interested stakeholders advising of the open houses at specific stages in the mediation process, and of the public hearings. As well, all open house series and public hearings were advertised in the urban and rural local newspapers. In total, approximately 1,500 people attended.

The first series of four open houses was hosted by the City in November 2005 to present the annexation proposal to the public for the first time.

The second series of three open houses was hosted by the MD in January 2006 to garner further public input on the annexation proposal to take to mediation and for the MD to present its interests to the public.

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The Committee continued annexation negotiations with an agreement in principle being reached in May 2006, which was subsequently brought forth to both Councils in June 2006 and ultimately accepted by both Councils.

This agreement in principle was released to the public and posted on each municipality's website.

A third series of three open houses was held jointly in July and August of 2006 to present the results of the negotiations to the public and to inform the public of the annexation process to follow.

In addition, a public hearing was held by the Council of each municipality. The MD Council held their public hearing on September 20, 2006 and City Council on September 25, 2006.

Throughout the process, the City and the MD maintained up to date information on their respective website. The MD and City also sent out information mail-outs and received over 200 pieces of correspondence from interested parties during this process.

All written submissions from landowners and interested stakeholders resulting from the open houses and correspondence were made available to the Joint Mediation Committee for review. As the Committee worked through the issues, a position paper was produced. This became the "Annexation Transition Provisions" that addressed issues arising from the public consultation process. This paper was presented at open houses and was written into the Annexation Agreement.

As a result of the respective public hearings, both Councils directed the Joint Mediation Committee to review landowner requests for inclusion and exclusion, as well as other issue related items such as servicing requests and transitional matters. The Committee met and agreed to various changes to the annexation areas and reported back to both Councils.

As a result of these efforts and the mediation process, an Intermunicipal Annexation Agreement was successfully concluded and signed by both municipalities. City Council approved the Annexation Agreement on October 16, 2006 and the MD Council approved the Annexation Agreement on November 7, 2006, with the Mayor and the Reeve signing the Agreement on November 24, 2006.

The Agreement embodies a wide variety of intermunicipal matters important to both municipalities and puts in place a detailed framework of collaborative measures to ensure implementation of the Agreement to the satisfaction of both municipalities and affected landowners.



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**3.3 Financial Impact Report**

With respect to the financial impact of the annexation, the City and the MD engaged Nichols Applied Management in late 2005 to undertake a complete financial analysis of the impacts of annexation. Their report assesses financial impacts of the annexation on the City and the MD as well as on the annexed properties.

The result of the analysis was intended to assist in the negotiation and mediation process between the City and the MD.

The MD has a population of approximately 36,500 people and covers a total area of approximately 400,000 hectares. The City has a population in excess of 950,000 people and encompasses an area of approximately 75,000 hectares.

The annexation would have the effect of transferring municipal jurisdiction of a total area of approximately 25,000 acres from the MD to the City. This represents between roughly 2% and 3% of the existing municipality.

Each of the MD's expenditure and revenue functions were examined to ascertain the potential impacts that may rise from the annexation. Annexation is expected to reduce the MD's net revenues by an estimated \$299,000 in 2007 and by approximately \$414,000 annually in subsequent years. The analysis indicates that the potential fiscal impacts of annexation on the MD are likely to be modest and that the municipality's financial health is not expected to be seriously affected.

The proposed annexation will increase the City's land area and population as well as its assessment base, while increasing its responsibilities for road maintenance and other municipal services in the annexed area.

The population within the proposed annexation and the assessment base within that area will have a relatively small impact on the City's overall population and assessment base, increasing them roughly 0.08% and 0.22%, respectively. The impact on the City's road network and land area will be most significant, increasing them by 2.1% and 13.74%, respectively.

If the property owners in the MD are assessed and taxed as if they remained in the MD, the proposed annexation is expected to increase the City's net costs by an estimated \$987,000 in 2007 and by \$872,000 annually in subsequent years. The findings suggest that the potential fiscal impact of annexation on the City is negligible.

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### **3.4 The City's Interests**

There are three guiding goals within the City's policy framework for managing growth. First, the City endeavours to maintain a long-term (at least 30 year) land supply through periodic comprehensive annexations.

Second, the City endeavours to maintain a 15 year supply of planned suburban land within policy documents including area structure plans and community plans.

Third, in concert with short-term capital investments in infrastructure, the City maintains a five year land supply of serviced land to respond to the immediate need for housing and related development as well as for industrial growth.

Maintaining a long term supply of land for growth enables the City to comprehensively plan for new development necessitated by growth, facilitating the orderly and economic development of the City. In addition, it provides a sense of stability in the Calgary region helping adjacent municipalities and landowners to plan with more certainty.

The north, southeast, and south are the City's biggest growth corridors.

For residential growth, the City currently has a 21 year supply of land. The annexation lands would add a 13 year supply giving the City a 33 to 35 year supply of land for residential growth.

Annexation ensures that there is healthy and competitive residential marketplace to achieve a measure of housing affordability. Annexation helps provide location and price choice in the housing marketplace. Housing consumers have traditionally preferred single detached homes in new suburban communities where comparative affordability is achieved. The City's suburban residential development, at a mandated seven units per acre reflects an efficient use of the land base. Annexation helps to ensure that new development is a contiguous extension of the urban form and does not extend unconnected throughout the countryside.

In the next 30 years, it is projected that 342,000 new jobs will be added to the City, which is a 66% increase. It is estimated that 25,000 to 35,000 new jobs will locate in the southeast industrial area over that period of time. The southeast industrial area accounts for two-thirds of all industrial land demand in the City.

Currently, there is a 20 year industrial land supply in the southeast. This is based on a demand of 160 acres per year. The annexation area represents a 12 year supply of developable industrial land for a total industrial land supply in the southeast of 32 years.

The City views annexation as an important tool in its approach to growth management. By annexing a long-term supply of raw land, maintaining a medium term supply of conceptually

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planned suburban lands, and a short term supply of serviced ready to develop lands all contribute to the City's ability to respond to Calgary's significant rate of growth.

In addition, with annexation, all development must connect to piped water and sanitary and storm servicing. This helps mitigate any negative impact to the environment with respect to water quality and groundwater depletion.

In the view of the City, its planning mechanisms promote the protection of agricultural lands by requiring contiguous urban development that is phased in an orderly fashion in concert with the rational expansion of urban infrastructure.

### **3.5 The MD's Interests**

The MD strives to balance the interests of itself, the City, and the public. This is because the annexation not only affects the annexing municipality but also the municipality that is losing the land, and the public. The public is a primary interest group in the annexation.

Throughout the annexation process, the MD focused on balancing the collective interests, with the ultimate goal of reaching a final agreement that achieved a synthesis of these collective interests, met the requirements of Part 4, Division 6 of the Act, addressed future growth needs of both jurisdictions, and provided the foundation for future intermunicipal planning.

In the MD's opinion, the Annexation Agreement meets both Part 4, Division 6 of the Act and the principles of annexation recently set out by the MGB.

The MD's interests can be summed into four key categories. The MD maintains a regional philosophy. The MD's land mass of approximately one million acres either encompasses or adjoins 15 other jurisdictions. As such, the MD necessarily recognizes that how each jurisdiction governs and manages its growth has an influence on the other jurisdiction. The MD is an active regional player and is a committed member of the Calgary Regional Partnership and believes in their philosophy of think regionally, act locally.

Regional considerations such as growth management, transportation, watershed protection, and the delivery of community and utility services formed a primary basis for the MD's interests in the annexation process.

The MD's interest mirrors the principles of the Act and the Provincial Land Use policies. The MD strives to achieve the orderly, economical and beneficial development, use of land and patterns of human settlement, and to maintain and improve the quality of the physical environment within which patterns of human settlement are achieved (s.617 of the Act).

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Financial considerations were a key interest for the MD to have addressed in the Agreement. The two municipalities jointly retained Nichols Applied Management to undertake a financial analysis of the proposed annexation on both the MD and the City. Ultimately, the Report recommended compensation that fairly represents the impact of the annexation on the MD without unduly or unfairly impacting the financial position of the City. The Nichols Report's recommendations are adopted in Part VII of the Agreement.

To the MD, being fairly compensated means that the financial impact is revenue neutral, which was identified as a key interest of the MD at the outset.

To that regard, the MD sought compensation for lost tax revenue, for key commercial and industrial developable lands that would have represented revenue for the MD in future years, and for capital improvements which were incurred over the last five years to the MD road network. This was to ensure that annexation would have little or no impact on the remainder of the taxpayers of the MD.

It was important to the MD that the annexation respected existing land use policy plans and development, as well as established land uses and practices.

The current Intermunicipal Development Plan was approved in 1998 and was due for review in 2003. It was agreed by the City and the MD to delay this review until such time that the annexation process was complete.

One of the MD's fundamental goals was to elevate the need for joint planning along the current and future boundary. From the MD's perspective, the annexation process needed to improve the overall intermunicipal planning relationship and existing process.

These interests of the MD were addressed in the negotiation process and ultimately in the mediated Agreement. The Agreement contemplates cooperation between the MD and the City in implementing the Agreement and in future planning issues.

Furthermore, the annexation complies with the principles of annexation set out in the MD/City Intermunicipal Development Plan as well as with the respective Area Structure Plans for the areas impacted by annexation.

As well, the interests identified by the City at the beginning of the annexation process have been satisfied through the Agreement. Specifically, the annexation accommodates the growth of the City by providing an adequate land supply for residential land and industrial land. It provides for a large contiguous area of land for unfragmented growth.

The public's key interests were communicated to the MD through letters, open houses, public hearings and ongoing discussions throughout the mediation process. From the process, the

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Committee identified the following primary interests from the public: to protect existing communities, ensure land use compatibility after annexation, reasonable tax transition for residents in the annexed area, and to ensure servicing and road maintenance and upgrades are to a certain standard.

These interests were addressed during the annexation process and are addressed in the Agreement.

Communities within the annexation territory continue to be governed by the existing Area Structure Plans until such time as the City adopts a new plan for the area, which would necessarily involve public consultation with the impacted residents under Part 17 of the Act.

Also, lands within the annexation territory will continue to be governed by the MD's Land Use Bylaw as of the effective date of annexation until such time as the City rezones the land.

The Agreement provides that lands and improvements within the annexation territory will be taxed by the City on the same basis as if they remained in the MD for 15 years unless a triggering event occurs. These lands will be assessed on the same basis as the City lands and will be taxed at the MD's tax rates.

Exempt farm property (farm residences and farm buildings) as provided for in the Act and the regulations located within the annexation territory continues to be exempt for as long as such exemptions are prescribed by the Act and, where such exemption is not provided by the Act, essentially for 30 years.

The MD will continue to maintain the roads for which the City is not equipped to maintain, that is the gravel roads. To that regard, the City and the MD are in the process of finalizing a Road Maintenance Agreement.

This is a unique approach to a historical problem whereby annexed roads are not a priority of the City, resulting in neglect. Therefore, this approach to retain existing road maintenance practices of the MD minimizes any impact to the public.

The City acknowledges that it is ill equipped to deal with traditional Agricultural Service Board issues such as weed control and public services such as agricultural consultations and shelterbelt planning. As such, the MD and City are in the process of finalizing an Agricultural Services Agreement whereby the MD's Board would continue to provide these services to the annexation area.

Existing water cooperative connections will continue. Existing water cooperatives can continue to provide servicing to lands serviced as at the effective date of annexation. Further, where there

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is an existing water cooperative providing servicing to certain lots within a subdivision, the City may approve the provision of water servicing by a water cooperative to the remaining lots.

New development, however, will be required to connect to City utility services, unless the City permits other arrangements.

Regional servicing is not a component of the Annexation Agreement. The MD signed the Agreement with the understanding that servicing for the Hamlet of Shepard would be a matter more efficiently addressed via a parallel process to the Annexation Agreement via a Standing Policy Committee of the City. However, this particular issue is not resolved to date.

On January 3, 2007, the MD sent a letter to the City requesting an update on the status of the City's Water resources – Strategic Services report to Council through the Standing Policy Committee on Utilities and Environment to address the servicing issues and concerns within the Hamlet of Shepard.

On January 31, 2007, the MD received a response from the City indicating that administration is currently reviewing options as to how to provide utility servicing to the Hamlet of Shepard. However, no time line has been set with respect to the next steps.

In conclusion, this Annexation Agreement is much different than the traditional annexation agreements seen in the past. This Agreement not only resolves the immediate issue of annexation, but also provides a basis for future intermunicipal cooperation through the establishment of the Joint Intermunicipal Infrastructure Committee and an agreement by the parties to pursue intermunicipal dispute resolution as detailed in the Intermunicipal Development Plan for any issues not resolved at the Intermunicipal Committee level.

The Agreement anticipates future commitment and good faith from both parties and this was incorporated into the Agreement in a number of locations.

This Agreement is more than a simple annexation agreement, it represents a solution to the City's future growth requirements and it recognizes the need for growth and future growth corridors for the MD setting the foundation for future intermunicipal cooperation and collaboration. The Agreement also recognizes the public interest achieved through a mediated agreement endorsed by the elected representatives of the public.

The MD requests that the MGB respect, uphold, and support the terms of the Agreement as submitted in the application.

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**Part 4 – Description of MGB Process**

**4.1 Determination of Need for Public Hearing**

On January 5, 2007, a panel of the MGB held a review of the annexation application filed by the City concerning lands in the MD.

As a result of this review, the MGB determined that it is not satisfied that there is general agreement with the annexation. Although there is a signed agreement between the City and the MD, there are known objections and concerns to the annexation that have been filed by some landowners and other interested parties.

Accordingly, pursuant to section 121 of the Act, the MGB must hold a public hearing with respect to this annexation.

At the same time, the MGB set a procedure in place to accommodate a timely and effective public hearing process and decision process.

March 26, 2007 to March 30, 2007 was set aside as dates for the public hearing.

In order to prepare for the public hearing, the MGB asked any person or group who wished to attend the hearing or to make a submission at the hearing to register directly with the MGB on or before February 16, 2007.

In addition, any person or group wishing to make a submission at the hearing, to submit to the MGB a written one page summary of the submission on or before February 16, 2007.

Lastly, any person who cannot attend the hearing may submit a full written submission to the MGB and the submission will be presented during the hearing.

**4.2 Initial Advertising and Registration**

On January 17, 2007, the MGB notified over 1,200 landowners and known interested parties by direct mail of the existence of the annexation application, the hearing dates, and the process.

On January 18, 2007, the MGB also had the notice published in the Calgary Herald, the Calgary Sun, and in the Rocky View Weekly.

As a result, approximately 100 people registered with the MGB to make submissions and to attend the public hearing. In addition, approximately 50 written submissions were submitted to the MGB.

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### **4.3 Advertising of Hearing dates**

As required by section 122(1) of the Act, the MGB advertised the public hearing in the Calgary Herald, the Calgary Sun, and the Rocky View Weekly during the weeks of March 6, 2007 and March 12, 2007.

The MGB also provided the same public hearing information by direct mail to those people, groups, companies, and agencies that registered with the MGB.



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**Part 5 - Submission From City of Airdrie**

During the public hearing, the MGB had to address a preliminary question of whether or not the City of Airdrie could make a submission on the proposed annexation. At the hearing, the MGB ruled that it would take a broad interpretation to the meaning of an affected person and permit the City of Airdrie to make a submission. As a result of the nature of the submission of the City of Airdrie, the MGB has dealt with this individualized matter along with the submission of Fortis Alberta in this part of its report.

**5.1 Position of the City of Airdrie**

Airdrie does not object to the annexation application, but makes submissions with respect to the impact of the proposed annexation in the area regarding the “Compensation Payable to the MD” generally and, in particular, as referenced in section 7 of the Annexation Agreement between the City and the MD.

Airdrie has concerns regarding the basis for payment of money from one jurisdiction to another to facilitate the transfer of jurisdiction of land. While MGB decisions do not necessarily form precedents, in the absence of any principles, standards, and criteria established under section 76 of the Act, the reasoning of the MGB in previous annexations is used to provide assistance to other municipalities involved in annexations of land. Consequently, the approval or acquiescence of this Annexation Agreement may form the new standard against which all future annexations are compared.

More specifically, Airdrie has concerns about how the numbers agreed upon by the City and the MD were derived. The Annexation Agreement cites the jointly commissioned Nichols Report as the basis for the figures set out in the Annexation Agreement.

However, the Nichols Report does not cite the assumptions upon which several of the calculations are made. To properly assess the financial impact, the assumptions should be specifically listed so that interested parties can assess them in advance of any hearing. Without this express listing, other municipalities may be applying results where the underlying facts or assumptions are different, resulting in the improper application of the decision in this case.

With respect to the loss of revenues, the figures do not appear to be based upon information in the Nichols Report. Again, if the MGB chooses to recommend the compensation as set out in the Annexation Agreement, this may lead to the improper application of that portion of the decision.

Finally, there has been no previous direction, either in the Act, the regulations, or previous decisions under the Act as to the principles behind either revenue sharing (under section 124 of the Act) or compensation (under section 127 of the Act). Without guidelines or some statement

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of principles as to the limits of the need for revenue sharing or compensation, Airdrie, as well as any other municipality seeking to annex land, will have no idea as to the principles which will govern. The absence of any rules will potentially lead to disagreement, which leads to a longer process, and increased cost to all affected municipalities.

**5.2 MD Submission**

The City of Airdrie has raised concerns with respect to the agreed upon compensation between the City and the MD as reflected in Part VII of the Annexation Agreement. However, the City of Airdrie has no standing whatsoever to participate in this hearing and the MGB has no jurisdiction to hear from them in this regard.

In accordance with sections 120(3)(b) and 121 of the Act, the MGB must conduct one or more hearings in respect of the annexation and allow any “affected person” to appear before the MGB. The City of Airdrie is not an affected person in the context of this annexation because the City of Airdrie is not impacted by the annexation in any legitimate consideration of the term. As such, the City of Airdrie has no standing to appear at this hearing nor to otherwise make submissions in relation to this annexation.

While there is no particular guidance on the term “affected person” in the context of sections 120 and 121 of the Act, there is judicial consideration of the phrase “affected” in the planning and development context.

In the 1981 Alberta Court of Appeal decision Re Pension Fund Properties Ltd. v. Calgary (City) 127 D.L.R. (3<sup>rd</sup>) 477, the Court of Appeal considered an appeal from a citizen of Calgary in regard to the issuance of a development permit for a downtown office tower by the Development Appeal Board of the City of Calgary. The appellant’s basis of appeal included the lack of sunshine that would shine upon the mall stroll during the lunch time hours. In evaluating whether or not the individual had standing, the Court addressed the relevant sections of the *Planning Act*. Section 84(1) stated that a person affected by an order, decision or development permit made or issued by a development officer, other than a person having a right of appeal under subsection (3), may appeal to a development appeal board in accordance with this section.

The Court concluded that the appellant was not affected within the scope of the *Planning Act*, stating:

The word “affected” is capable of a very large meaning: (Re Clarendon Development Ltd. (1965), 50 D.L.R. (2d) 521. Like any other word used in a statute, it must take its meaning from the context of the statute in which it is used. As one member of the Board said, “... any resident of Calgary is affected by what happens on the Mall”. This may be so but only in the very broadest sense of the word. Did the Legislature intend a resident of Calgary, living some miles from the

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mall, and who may occasionally walk there, should have the right to appeal against the grant of a development permit to an owner of property contiguous to the mall, to construct a building thereon? I find nothing in the Act which would so suggest and much to the contrary .... The line of necessity (separating those people affected from those that are not) may be an arbitrary one decided by the Courts on a pragmatic basis; in using such a broad word the Legislature has made the Act difficult to administer, if not unworkable, if the word is not interpreted in a reasonable manner.

The City of Airdrie cannot be considered to be an affected party within the context of sections 120 and 121 of the Act because the annexation and Annexation Agreement has no impact whatsoever on the City of Airdrie beyond the potential impact that any MGB decision has on every municipality in Alberta.

If the City of Airdrie is considered to be an affected person and permitted to make submissions on the content of this Annexation Agreement on the basis that the City of Airdrie requires “direction”, then there is nothing preventing any other municipality within the Province from making submissions on any annexation agreement that comes before the MGB, which will lead to an unworkable situation whereby municipalities with no connection to the annexation are given free rein to interfere with agreements negotiated in good faith between the initiating and responding municipalities.

With respect to the merits arguments of Airdrie, the MD did not respond. The MD maintained their position that Airdrie did not have standing to make merit arguments before the MGB at this hearing.

### **5.3 City’s Position**

The City did not make a specific submission, either for the issue of whether Airdrie could make submissions at this hearing or for the merit arguments presented by Airdrie. Rather, the City confirmed its support of the MD’s position that Airdrie was not an affected person vis-à-vis this particular annexation and, therefore, should not be allowed to make submissions at this hearing.

### **5.4 MGB’s Findings**

1. The City of Airdrie is a rapidly growing center surrounded by the MD. Airdrie’s southern boundary is located two miles north of the proposed Calgary boundary.
2. The Agreement between the City and the MD does not set a precedent for other municipalities and annexations.

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3. The Act requires the MGB to hear from a wide group of affected persons and to investigate, analyze and make finds about the annexation.
4. In order to fulfill its mandate, the MGB applies the term “affected person” broadly and the MGB’s historical practice is to hear all people that wish to be heard at an annexation hearing.
5. The City of Airdrie is an “affected person” with respect to the proposed annexation.

**5.5 MGB Decision**

The MGB decided to hear from the City of Airdrie.

**5.6 MGB’s Reasons**

The MGB does not accept the argument of the MD that the City of Airdrie has no standing on this annexation and cannot make a submission. The MGB prefers the view that the public interest is best served by providing a broad meaning to affected persons and not excluding persons from making submissions on an important matter like this annexation. The MGB finds the referenced Pension Fund Properties v. City of Calgary, 1981 to be applicable to a narrow planning circumstance and not as relevant as Leduc (County, No. 25) v. Alberta (Local Authorities Board) (Alta.C.A.) where the courts directed a broader participation in annexation proceedings. Under the Act, the City of Airdrie represents a considerable number of persons who live in close proximity to the proposed annexation area. Their interests should be heard. Indeed, the MGB finds it impossible to determine whether or not a person is affected until it hears the detailed nature of the objection or concern brought forward.

Notwithstanding the ability of the City of Airdrie to make a presentation on this annexation, the MGB cannot accept the proposition of Airdrie that this annexation agreement sets a precedent for Airdrie or other like centres.

The amounts payable from the City to the MD are a result of interest based negotiation between the two municipalities. It is specific to the circumstances and land in this annexation application.

Future annexation applications between municipalities will not have the same characteristics or circumstances and the two municipalities will have to negotiate between themselves based on their specific factors. In fact, the MGB recently heard the St. Albert proposed annexation whereby the primary focus of the hearing referenced matters related to compensation and revenue sharing. The facts were specific to the municipalities involved. If, in future, the City of Airdrie or any other municipality proposing annexation cannot resolve the issue of compensation, the matter would come before the MGB as a contested annexation. The MGB would be obligated to evaluate the situation based on the general principles of fairness expressed in the St. Albert report but the MGB would require the municipalities to provide detailed

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financial evidence of those specific municipalities. In the Calgary/Rocky View situation, the amount of compensation was determined and agreed by the two municipalities through mediation. Because the municipalities signed confidentiality protocols for the mediation, all the details are not available to the MGB or the general public. The MGB places high importance on signed annexation agreements and as a result accepts the financial arrangement as a settlement between the two municipalities. Furthermore, this annexation does not have a detrimental financial impact on either the City or the MD, which is a fundamental principle for any annexation.

**5.7 Recommendation**

The Minister may wish to study and monitor the compensation and revenue sharing arrangements in various annexation agreements to determine if suitable Ministerial criteria should be established pursuant to section 76 of the Act.

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**Part 6 - Submission from Fortis Alberta**

Due to the nature of the submission of Fortis Alberta, the MGB's report deals with the matters raised in this separate part of the report.

**6.1 Position of Fortis Alberta**

Fortis Alberta is the electricity distribution service for people in the MD, and as such is affected by the City's annexation application. If the annexation proceeds and Fortis Alberta is required to surrender parts of its service area established under the provisions of the *Hydro and Electric Act* (RSA 2000, c. H-16), (HEE Act), its customers will be negatively impacted.

The annexation plan has not dealt with issues of avoiding adverse impacts on customers arising from changes to the provider of electricity distribution services. Additional costs incurred by both utilities to reconfigure the distribution system to allow for the transfer of facilities from one service provider to another become the burden of all ratepayers.

In addition to the added costs, Fortis Alberta's lost revenue from these customers also becomes the burden of the remaining customers through upward pressure on rates. It is Fortis Alberta's submission that these costs are unnecessary and a forced transfer of assets under section 29 of the HEE Act is uneconomic and inefficient.

It should not be taken as a given that forcing customers to switch electric service providers because of an annexation is appropriate. Fortis Alberta currently provides electrical distribution service to various customers within the City and Enmax serves customers in the MD. In these situations, both utilities have worked together to provide the most economic and efficient solution for electricity distribution and this concept should prevail through the annexation process regardless of the municipal boundary.

Fortis Alberta accordingly asks that any report made by the MGB in this matter include comments that it is the view of the MGB that nothing in the report should be taken to suggest or conclude that a change in electric service area boundaries should be assumed to be in the public interest.

**6.2 City's Position**

The City took no position.

**6.3 MD's Position**

The MD took no position.

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**6.4 MGB's Findings**

1. The service area for an electric service company and the details of rates and other marketing issues are matters dealt with under the *Hydro Electric and Energy Act* administered by the Alberta Energy and Utilities Board.
2. There were no requests to modify an utility agreement within the annexation area.

**6.4 MGB's Recommendation & Reasons**

Section 127.1 of the Act provides authority for an annexation order to modify the provision of a public service within an annexed area.

*127.1 (1) In this section, "utility agreement" means an agreement approved by the Public Utilities Board in which a municipality grants a right to a person to provide a public utility in all or part of the municipality.*

*(2) An annexation of land does not affect any right under a utility agreement to provide a public utility on the annexed land unless the annexation order provides otherwise.*

*(3) This section does not apply to a right to provide a natural gas service if the right is subject to section 23 of the Gas Distribution Act.*

The MGB heard no requests to change the rights under any existing utility agreement for the lands in the annexation agreement. The submission by Fortis Alberta requested that the annexation order not change any existing arrangements. Having not received any substantive requests and arguments to instruct a change through the annexation order the MGB recommends that there is no need in the annexation to direct any change pursuant to section 127.1 (2) of the Act.

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**Part 7 - Opposition to Annexation in General**

During the MGB hearing, the MGB heard from parties who either objected or raised concerns regarding all of the annexation or who objected to small portions of the annexation or who had isolated concerns. In order to effectively deal with these matters the MGB has organized Part 7 to deal with those who raised concerns with the total annexation and Part 8 deals with the more individualized concerns by area.

At the public hearing, the presentations were broken down into three areas, the west annexation area, the north annexation area and the east annexation area. In some instances, issues overlap from one area to the other.

**7.1.0 Springbank Community Planning Association (SCPA)**

Springbank forms part of the MD and the Springbank Community Planning Association is presenting on behalf of its members, who are residents of the Springbank community.

The SCPA opposes the Annexation Application and the accompanying Annexation Agreement.

The citizens are concerned about the future of their community. Irrespective of which side of the municipal boundary they live on, the future of the region encompassed by the City and the MD should be carefully and thoughtfully planned rather than in haste so that the City can take advantage of the current political situation, or because the City has always done annexations that way. This is particularly important in light of the number of land uses, development, servicing, and environmental issues now facing the region.

Springbank residents are impacted by development. Some live adjacent to the proposed annexation areas and would be subject to the development processes and the nature of development proposed by the City and the subsequent impacts.

The SCPA is opposed to the annexation for four reasons.

(1) The first reason is that the process was fundamentally flawed and the public consultation process did not provide for due process.

The annexation justification presented with the annexation application is an after the fact justification of the application. The Initial Justification found in Appendix F of the report is the most forthright justification in which the annexation is related to such things as achieving the annexation before changes occur in provincial policy.

The public consultation process does not appear to meet the expectations of the MGB. The SCPA believes that the integrity of the public hearing and public review processes was severely



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compromised by the fact that a draft of the actual Annexation Agreement was not presented prior to the public hearings.

From the perspective of public consultation, the MGB, in previous Orders, noted that the best interests of local authorities, landowners, and the general public will be fully explored, and that the MGB should determine if the annexation is logical and beneficial and determine the probable effect on local authorities and the residents of the area.

The SCPA does not believe that these criteria have been addressed in any reasonable form. The general public (who are landowners in the MD) were excluded from the process primarily through a lack of information. As such, the applicant has not explored the best interests of the community.

(2) The second reason is that the Annexation Application is premature. In its haste to outrun any potential changes to provincial policy or legislation, the City has ignored its own planning processes, has not allowed the MD to complete its planning studies, and has not waited for the outcome of significant regional servicing studies and the review of provincial land use policy.

There are no less than six important planning and servicing studies underway and close to completion that would most certainly impact the outcome of this Annexation Application, including the Calgary Municipal Development Plan and the Regional Water / Waste water study.

In addition, the Intermunicipal Development Plan review for the City and the MD, which was to have started in 2002, and which would have informed this process, was set aside until this Annexation Agreement was complete.

(3) The third reason is that the negative financial impacts imposed on the taxpayers of the MD are not properly accounted for or compensated for in the Annexation Agreement. The public has not had an opportunity to discuss with the authors of the Nichols report the financial analysis.

The SCPA members have attempted to calculate the financial impact to the MD using some simple and conservative assumptions on land values and taxation rates in order to get a sense of the magnitude of losses to the MD as a result of this annexation. Using very conservative assumptions, it appears that the tax revenue lost by the MD would be in the order of \$44 million annually in exchange for the \$1.8 million annual subsidy from the City. On the other hand, the City ultimately stands to gain tax revenue of over \$215 million annually.

(4) The fourth reason is the inadequate implementation process proposed in the Annexation Agreement. For instance, the Joint Planning Area approach referenced in the Agreement has been attempted in the MD without success, and the growth corridors clearly plant the seeds for the next annexation application.

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The SCPA believes that there is time to do it right and proposes that the Annexation Application be tabled until all of the above studies and planning processes are complete. At that time, the City could consider whether or not an Annexation Application was still appropriate. If the City decided to proceed, it could do so, with an Annexation Application that reflected new planning, servicing, and land use policies that have been prepared with the future in mind, and with input from communities that have had an opportunity to consider a common vision for the future in the context of long term provincial and municipal objectives and policies.

**7.1.1 City's Position**

The City relies on its original rationale and annexation report.

**7.1.2 MD's Position**

The MD relies on its original rationale and took no specific position.

**7.1.3 MGB's Findings**

1. The City and the MD conducted 11 open houses and two public hearings as part of the public consultation process.
2. The City and the MD maintained websites and provided updates on the annexation proceedings throughout the negotiation and mediation phases.
3. The Annexation Agreement provides for the establishment of a Joint Intermunicipal Infrastructure Committee to be formed within 30 days of the date the annexation Order in Council is signed.
4. The Annexation Agreement provides for the ongoing application of MD Area Structure Plans and Concept Plans until such time as the City passes new plans.
5. The Annexation Agreement obliges both municipalities to undertake a review of the Intermunicipal Development Plan within 120 days of the annexation Order in Council is being signed.
6. The municipalities agree that the annexation does not impose a financial burden on either municipality.
7. The Annexation Agreement provides for future joint planning initiatives in a number of locations throughout the annexation areas.
8. The Annexation Agreement identifies the anticipated future growth areas for both municipalities.
9. The submission of the SCPA has not convinced the MGB that the annexation should be denied.

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**7.1.4 Reasons**

The Annexation Process

The City and the MD undertook an extensive public consultation process with 11 open houses and two public hearings. Notices were sent to landowners and other interested stakeholders advising of the open houses at specific stages in the mediation process, and of the public hearings. As well, all open house series and public hearings were advertised in the urban and rural local newspapers. In total, approximately 1,500 people attended.

The public consultation undertaken by the municipalities was exhaustive. The Act requires that the municipalities undertake a public consultation process. The Act does not specify the nature of that process nor does it require that the municipalities conduct public hearings.

In this case, the MGB is of the opinion that the municipalities met and exceeded their obligations to consult with the public, for the following reasons:

1. The City and the MD formed a Joint Negotiation/Mediation Committee comprised of representatives from both municipalities to address the requirements of section 117 of the Act. The Committee met 37 times between September 23, 2005 and October 11, 2006.
2. Throughout the process, the City and the MD maintained up-to-date information on their respective websites. The MD and City also sent out information mail-outs and received over 200 pieces of correspondence from interested parties during this process.
3. All written submissions from landowners and interested stakeholders resulting from the open houses and correspondence were made available to the Joint Mediation Committee for review. As the Committee worked through the issues, a position paper was produced. This became the “Annexation Transition Provisions” that addressed issues arising from the public consultation process. This paper was presented at open houses and was written into the Annexation Agreement.
4. As a result of these efforts and the mediation process, an Intermunicipal Annexation Agreement was successfully concluded and signed by both municipalities.

The SCPA stated that the draft of the Annexation Agreement was not made available prior to the public hearings held by the municipalities. The draft Annexation Agreement was made available during the municipal hearings and the MGB is satisfied that the satisfactory procedures prior to the annexation application were followed. The MGB recognizes the sensitive nature of mediation. The MGB’s policy and the provincial direction is that cooperation and reaching agreement in annexation matters has the highest of priorities in municipal interactions.

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Annexation Not Premature

The MGB considered the assertion by the SCPA that the annexation is premature due to a number of ongoing planning studies by the MD, regional servicing studies and the review of provincial land use planning policies. While this is a serious consideration, the MGB notes that both the City and the MD stated that their respective interests respecting future plans and servicing are met through the provisions of the annexation agreement. In the MGB's opinion, ongoing planning studies and servicing studies will take place no matter the municipal jurisdiction. In fact, approval of the annexation will allow those studies to go forward with a known boundary and better predictability of future growth and infrastructure needs.

The MGB understands the SCPA concern about future provincial land use policy changes; however, the MGB is not willing to recommend refusal of the proposed annexation based on provincial land use policy currently under review.

The City policy of having a 30 to 35 year land supply is reasonable considering the size of the City and its current rapid growth. For this reason, the MGB does not conclude that this annexation is premature.

Financial Impact

The MGB accepts the Nichols Report as an expert document prepared by professionals in the field and finds that the public consultation with respect to the whole annexation was exhaustive.

The SCPA is of the opinion that the negative financial impacts imposed on the taxpayers of the MD are not properly accounted for or compensated for in the Annexation Agreement. The MGB notes that the City and the MD hired the Nichols Group to undertake a thorough financial study to determine the appropriate financial payment from the City to the MD. They examined the factors and came up with the amounts as stated in the agreement. Further, the report concludes that neither municipality will suffer unreasonable negative financial impacts as the result of this annexation.

The SCPA presented a financial analysis suggesting projected revenues from the annexed lands of \$215 million per year, compared to the approximately \$17 million as compensation in the Annexation Agreement. The problem with this analysis is that it only examined the revenue side of the equation. The SCPA did not address and account for the cost side of generating that revenue, that is, the costs associated with generating that revenue or even if the same kind of revenue could be expected if the land stayed in the MD. The SCPA only dealt with gross revenues and not net amounts. As a result, the MGB finds that the analysis is incomplete and, therefore, the figures derived by the SCPA are not reliable for determining whether or not the compensation was sufficient.

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The MGB accepts that this annexation does not have a detrimental financial impact on either the City or the MD, which is a fundamental principle for any annexation. Further, the compensation amounts were determined and agreed by the negotiating committee and ultimately sanctioned by the duly elected representative of both municipal Councils.

#### Implementation of the Agreement

The SCPA alleges that the implementation process envisaged in the Annexation Agreement is inadequate for the establishment of joint planning areas and growth corridors. The SCPA is of the opinion that growth corridors may plant the seeds for future annexation.

The MGB sees the establishment of joint planning areas and growth corridors to be one of the more positive provisions in the annexation agreement. Generally identifying these areas gives stability to the future growth areas and identifies for landowners and neighbours the type of development expected to occur over the next 30 or more years.

## **7.2 Action for Agriculture**

Action for Agriculture (AA) is a concerned citizens group promoting the preservation of agricultural lands and “smart growth” which reduces the pressures for utilization of agricultural lands for non-agricultural interests. AA was formed in 1990 in the MD of Rocky View to respond to issues of urbanization.

### **7.2.1 Position of Action for Agriculture**

AA submits that it is inappropriate for the City to continue to expand outwards at its current rate of development and at the current densities at the expense of agricultural lands. This type of urban sprawl is unsustainable.

Farmland must be protected. Only 5% of Canada’s land base is capable of producing food. Alberta has 52 million acres or 30.9% that land base. In the last 50 years, the United States has lost 200,000 acres to sprawl. That is far more than all of Canada’s food producing land base of 168,000 acres.

Other municipalities across North America are pursuing more intensified development, encouraging more downtown housing and redeveloping existing suburbs. These strategies should be used in this annexation reducing the economic liability to the City and the MD.

The City of Calgary has the same geographic area as the City of New York with one tenth the population illustrating the need for significant changes to the approach to urban development in Calgary. Changes must be made to protect and conserve precious agricultural lands through a variety of innovative initiatives.

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**7.2.2 City's Position**

The City preserves agricultural land until needed for urban development and phases urban development in. Furthermore, the situation of the City and New York City vary so greatly that it cannot be compared. The City has historically been increasing development densities and has been handling the transition from rural to urban in an orderly fashion.

**7.2.3 MD's Position**

The MD relied on its original submission in support of the annexation and took no specific position on the AA submission.

**7.2.4 MGB's Findings**

1. The planning mechanisms used by the City provide for an orderly transition from agricultural activities to urban activities.
2. The proposed annexation conforms to the agricultural provisions in the provincial Land Use Policies.
3. The Annexation Agreement recognizes agricultural land and includes provisions that encourage farmers to continue farming until urban style development is imminent.
4. Development densities within the City of Calgary have been consistently increasing.
5. The submission of Action for Agriculture has not convinced the MGB that the annexation should be denied.

**7.2.5 Reasons**

The City is centered in an agricultural setting and the municipalities, in their plans, have identified the annexation as a primary area for urban development. In the MGB's opinion, the Annexation Agreement and the City's planning practices will accommodate the transition of agricultural land in an orderly fashion and reduce any premature loss of agricultural lands.

Municipalities and the MGB are bound by the provincial Land Use Policies, Order in Council 522/96. These land use policies provide for an orderly transition of agricultural lands to urban development. Policy 6.1 provides for the identification of areas where agricultural should be the primary land use and encourages the use of planning mechanisms to limit the premature conversion of agricultural lands.

This annexation complies with this policy. As the proposed annexation includes agricultural lands, the MGB was satisfied that the planning mechanism used by the City results in an orderly transition and limits premature conversion.

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In addition, the Annexation Agreement facilitates continued agricultural operations through taxation conditions beneficial to farming, by considering expansions, and by contracting the MD Agricultural Services Board to address agricultural service needs.

The MGB observes that City policy has resulted in overall density increasing from four units per acre in the early 1960s to seven units per acre on current residential development. In addition, City policy encourages high density infill developments in inner City developments. The MGB is satisfied that the City is undertaking significant measures to increase densities within current accepted social and economic norms within Alberta.

In the opinion of the MGB, the presentation by Action for Agriculture was intended to address broader agricultural policies in the province as a whole, and it is inappropriate to address or develop new provincial policy in this specific annexation. These matters of agricultural land consumptions and urban densities are best addressed in the context of the current review of the provincial land use policies.

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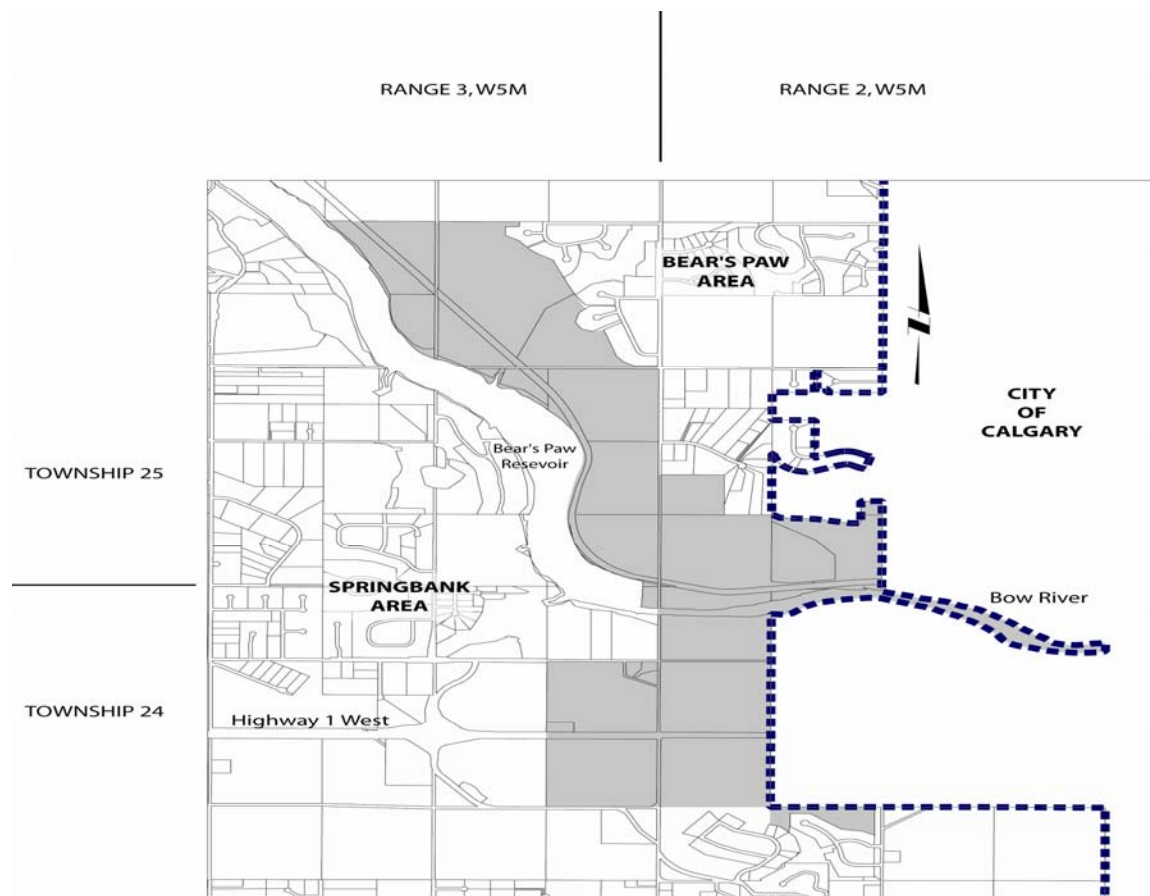
**Part 8 - Submissions/Findings/Reasons by Specific Area**

**8.0 Submissions by Specific Area**

The following submissions are broken down into three geographical areas, the west, the east, and the north. This part does not include the requests for lands to be included in the annexation where those lands were not part of the annexation application. Nor does it include the submissions of those opposed to such requests for inclusion. These submissions are shown in attachment A of this report for the Minister's information. The reason for separating these submissions in attachment A is explained in Part 9 of this report.

**8.1 West Annexation Area**

The west annexation area is primarily made up of two communities – Springbank (south of the Bow River) and Bearspaw (north of the Bow River).





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**8.1.1 Springbank**

A number of residents in the Springbank Area adjacent to the proposed westerly annexation area were opposed to the annexed lands. The Springbank area is largely made up of acreage and country residential development. The residents wish to preserve this low density rural life style and are of the view that the annexed area will be developed to urban development standards and will negatively impact their rural life style and sense of community. In the view of the residents, these higher densities will bring increased traffic to the area where the transportation infrastructure is inadequate.

Residents worked hard on an Area Structure Plan to guide the future development in Springbank and to provide some protection for the lifestyle they desired when they chose to live in the MD and not in the City. Likewise, other areas have adopted their own plans. All are concerned that if the City annexes these areas, these area structure plans will be discarded with little or no consideration of the wishes of the area residents. The City in the past has not negotiated in good faith as evidenced to what occurred in their annexation of lands in East Springbank.

If the proposed annexation does take place, it is requested that the Order in Council contain provisions stating that the existing area structure plans must stand until modified by the residents immediately affected and not by the wishes of the rest of the City. The Order in Council must also contain provisions guaranteeing that whatever agreements are made prior to the annexation must be adhered to by all the parties, again unless modifications are accepted by the residents in the affected area. In addition, the City should be required to properly maintain adjoining roads and facilitate a water conservation program; particularly where the MD properties abut the City and water access is readily available.

**8.1.2 The Existing Artist View Development in Springbank**

Artist View development is located immediately south of the west annexation area. The Artist View development in Springbank is a country residential estate subdivision with large open areas between various clusters of residential development. The proposed annexation includes some of these larger open areas but leaves the existing clusters of development in the MD.

Crestmont Developments Inc. owns the land proposed to be annexed. The residents of Artist View Development in Springbank have negotiated a transition plan with Crestmont Developments Inc. The Plan calls for staged lot sizes in the Crestmont Development interfacing with the Artist View development. A transition plan was requested by the City and the MD.

The Plan was approved by the MD, but since that time, the Crestmont lands are part of the proposed annexation into the City. It is further the understanding that Crestmont intends to develop the balance of their subdivision in accordance with the plan notwithstanding that the lands in the MD will be annexed by the City.

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If the annexation of this piece of land is approved, the annexation should be specifically subject to the development proceeding as agreed in the transition plan, such as lot sizes, buffering, density, etc.

**8.1.3 Bears paw**

The Bears paw Annexation Committee (BAC) requests that the Bears paw lands (located in the northerly portion of the west annexation area) be removed from the City's annexation. The lands total 1384.37 acres and are located adjacent to the north side of the Bow River and the Bears paw Reservoir.

A large portion of the area are the donated lands which are being envisioned for a park. The BAC wants to ensure that the park vision and that appropriate residual land development is achieved. Therefore, the Intermunicipal Development Plan should be amended with the inclusion of a Special Area Municipal Development Plan first and annexation should follow.

In the view of these Bears paw residents, the best alternative is to remove the Bears paw lands from the annexation application. The annexation is premature and should wait until a Special Area Municipal Development Plan is developed.

If the lands remain in the annexation application, it is requested that the MGB include in the Order in Council a condition indicating that the Bears paw lands may only be developed as a municipal park and that land use and development densities of residual lands must be compliant with the amended Intermunicipal Development Plan's new Special Area Municipal Development Plan; otherwise, the lands would revert back to the MD, prior to any development application review. Further, the lands must be governed by the Bears paw Area Structure Plan until replaced by an approved Municipal Development Plan.

**8.1.4 The MD's Position**

The MD took no specific position on these submissions and relies on their overall submission for justification of the annexation.

**8.1.5 The City's Position**

The City took no specific position on these submissions and relies on their overall submission for justification of the annexation.

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**8.1.6 Support for the Western Annexation Area as Proposed**

Lehigh Cement is supportive of the annexation as it affects their lands which are located in the Bears paw area of the west annexation along the north side of the Bow River. Due to the history of gravel extraction and processing on the site, these lands can most easily be redeveloped to urban standards under the City. Further, the lands form an important link in the City's proposed open space system along the Bow River.

**8.1.7 Findings**

1. All matters raised in this part by residents of Springbank, Bears paw, and Artist View are very localized planning issues.
2. Pursuant to the Act, local planning issues are, and/or, should be dealt within local planning documents by the City or the MD.
3. It is not appropriate for annexation conditions to limit the discretion given to local authorities in their statutory planning bylaws under the Act.
4. Any of the impacts on the issues identified may be mitigated through local planning bylaws.
5. These lands are comprised of a significant park for the Calgary region and located adjacent to the major water source for the City, as well as future residential lands and are a logical extension of the urban open space and residential system.
6. The submissions offered do not convince the MGB that the annexation should be denied or altered.

**8.1.8 Reasons**

The MGB understands the concerns of the residents of Springbank and Bears paw with respect to future land uses in the annexation area. While these are valid concerns, the MGB finds that these are matters of local planning concern and it is inappropriate for conditions of annexation to limit the discretion provided by the Act to local authorities in their bylaws. The Annexation Agreement recognizes that existing area structure plans and other plans will continue to operate and will not change without the benefit of due process. The MGB appreciates that there will be impacts because of the nearby urban expansion and, more importantly, there are significant ongoing negotiations with respect to park development. The MGB accepts this as a logical extension of the urban open space system.

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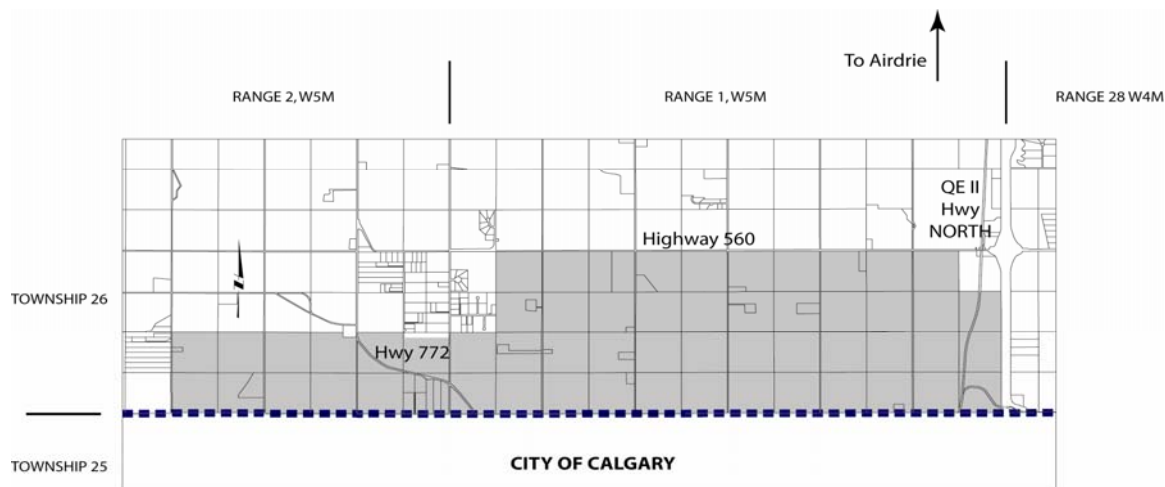
The MGB also understands that the City has plans to continue with the large parkland proposals adjacent to the Bearspaw reservoir. Indeed it is in the City’s best interest to keep this area development free as the reservoir is one of the main drinking water supply sources for the City.

The MGB does not concur with the concern that the annexation is premature in these areas without amendments to the intermunicipal development plan or other planning documents presently in effect. The cooperation and obligations expressed by both municipalities in the Annexation Agreement underline a commitment to be sensitive to any future development in this area and to proceed promptly to addressing them as stated in clause 2.12 of the Annexation Agreement.

The Parties specifically acknowledge that the mutually agreed upon five (5) year review of the November, 1998 MD of Rocky View/City of Calgary Intermunicipal Development Plan (the “IDP”) was delayed as a result of the Annexation process. The parties agree that no later than 120 days after the Effective Date of Annexation, the parties will commence a review of the IDP, which review will specifically deal with the matters outlined in Schedule “D” attached hereto. The parties agree that they shall use reasonable efforts to finalize the IDP review, have the IDP in draft form and initiate respective approval processes within 18 (eighteen ) months after the IDP review commences.

In this western annexation area, the MGB accepts that the City and the MD have agreed and will take action to respect the rural character of the area and recognize the special environmental features of the region including those identified for major park use.

**8.2 – North Area**



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**8.2.1 Landowners' Submissions**

Willetts

The Willetts oppose the annexation of their lands because of the effect it will have. Their property lies in the path of the planned interchange between 144 Avenue NW and the Shaganappi Trail. If this annexation is approved, this land will become part of the City and the City will have the right to expropriate it to accommodate the City's transportation future plans. The collective behaviours of the City and the MD to date have done nothing to suggest that they will be dealt with fairly post annexation. In the view of the Willetts, this annexation should be denied until such time as the process allows affected landowners to be dealt with in an integrated, informed, fair and equitable manner.

Miller

Jeff and Laurie Miller's lands are located in an area which the City and the MD show as a future residential growth corridor and are requesting that this designation be removed. It is their contention that this designation is unnecessary.

In the view of the Millers, historically, the mechanism used by a city to reserve tracts of land has been annexation. Now the City and the MD have agreed to this new and confusing designation of residential corridor. The reason for a residential corridor has been explained as a planning tool that brings greater stability to the long range planning process. While this may be true for the municipalities, it does not acknowledge the rights of a landowner.

Charette

Mr. Charette owns a 20 acre parcel at the northwest edge of the north annexation area outside of the annexation area. The original annexation boundary was further east of his property and now the proposed boundary is immediately east. Mr Charette would like to see the annexation boundary moved to its original location further east of his property. Mr. Charette is of the view the annexation area in the northwest is inappropriate since it will be adjacent to three gravel pits and, therefore, in his view cannot be developed. It is approximately eight to ten miles from any City development. Further, there is no infrastructure in place and no pressure to develop this area.

**8.2.2 The MD's Position**

The MD took no specific position on these submissions and relies on their overall submission for justification of the annexation.

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**8.2.3 The City's Position**

The City took no specific position on these submissions and relies on their overall submission for justification of the annexation.

**8.2.4 Support for the North Annexation Area as Proposed**

Centron and Homburg LP (Irwin Torry)

The Centron Group of Companies, together with Homburg LP, own approximately 320 acres in the proposed annexation area along the northern boundary of the City. They support the annexation of the approximately 9,000 acres in the north.

The inclusion of these lands ensures the City has a sufficient long-term supply of residential, commercial, and industrial property to supply anticipated levels of growth and employment. In addition, it allows property owners and the City to commence long term planning and ultimately development in a coordinated fashion.

North Stoney Landowner Group (Brown and Associates)

The North Stoney Landowner Group owns approximately 7,500 acres of land within the northern lands proposed for annexation. The Group fully supports the annexation of their lands into the City.

**8.2.5 Findings**

1. Any concerns regarding expropriation are best dealt with through discussions with the City or, if required, settled by due process required pursuant to the *Expropriation Act*.
2. The identification of residential growth corridors does not prohibit existing agricultural activities. The Annexation Agreement facilitates the continuation and expansion of existing agricultural activities until the use changes.
3. The existence of gravel pits in the area does not prohibit long term urban development.
4. The submissions offered do not convince the MGB that the annexation of the north area should be denied or modified.

**8.2.6 Reasons**

The concerns of the Willets regarding possible expropriation cannot be resolved through conditions of annexation, modification of the annexation area or denial of the annexation.

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Indeed, if the Willets property was excluded from annexation and the City determines that it requires all or a part of the property for the proposed 144 Avenue roadway intersection, the Act provides that it may acquire such land with the consent of the MD. Should these lands become the subject of an expropriation, there is an established process that a municipality must go through in order to expropriate land. Part of that process is the ability of the landowner to have the Land Compensation Board determine the reasonable and appropriate compensation payable to the landowner by the municipality for the land.

Similarly, land designations are not something that can or should be fixed in a condition of annexation. Land use planning is a continuous process to be undertaken by local municipalities according to the public processes required under the Act. It would be inappropriate to limit the discretion of a local municipality in an annexation order to affect reasonable change after all public processes required in the Act have been adhered to.

The MGB does not accept that the gravel pits in the northwest are an obstacle to long term growth in the northwest direction. After utilization gravel pits can be and have been incorporated into urban development. This annexation provides for a 30 to 35 year land supply and as a result in the long-term planning horizon appropriate adjacent land uses can be planned adjacent to the gravel pits or the gravel pits can be incorporated into the land uses suited to the area. This is a matter of long-term local planning.

With respect the northern annexation area, the MGB is not convinced that it should recommend an alteration to any of the annexation area in the north. The boundary is a result of extensive negotiation and mediation between the City and the MD. Subsequently, the municipalities entered into an annexation agreement creating the boundary. The MGB places considerable weight on this agreement.

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**8.3 East Area**

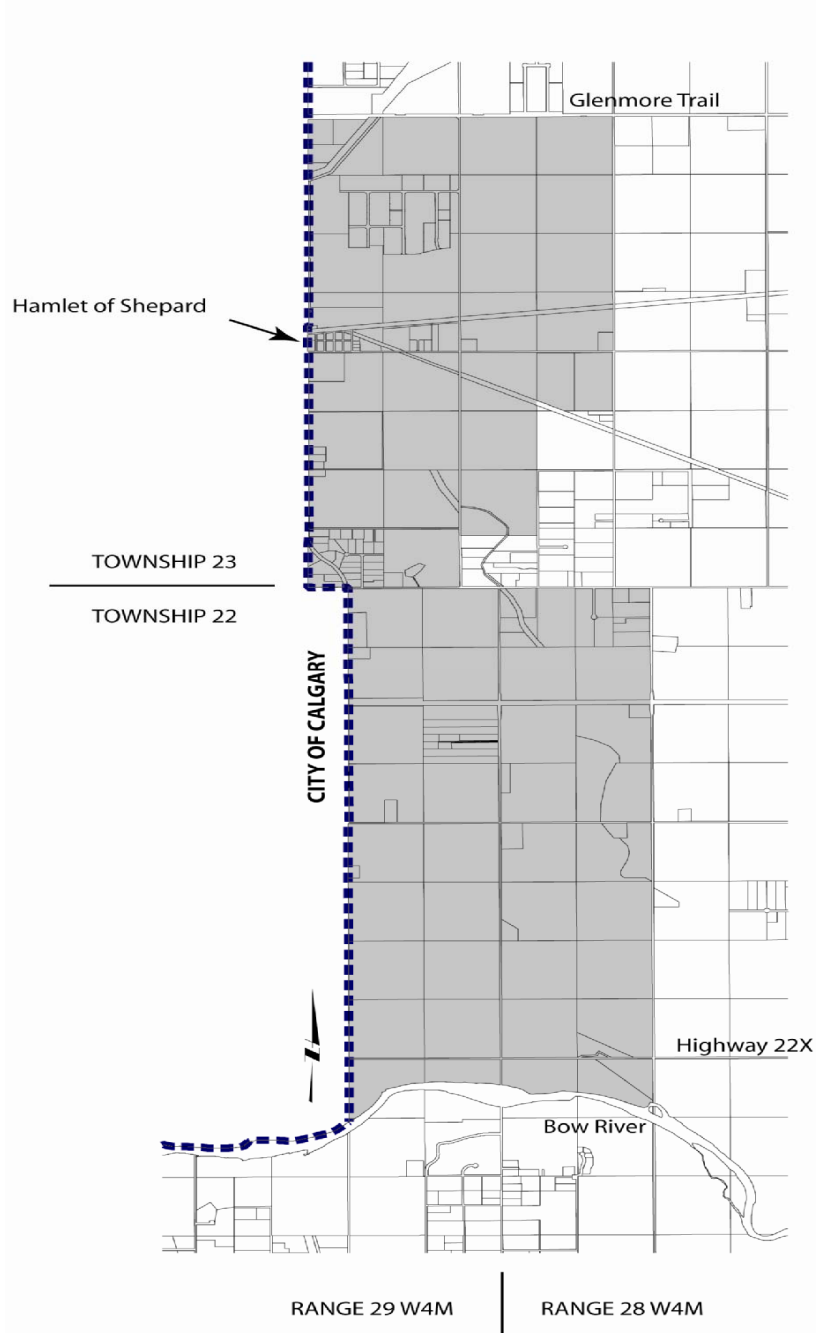


Northern Portion of East Area



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**FILE: AN05/CALG/01**



Southern Portion of East Area

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**FILE: AN05/CALG/01**

**8.3.1 Support for the Annexation Application as Proposed**

Several landowners support the annexation boundaries as proposed. In particular, the Belvedere Landowner Group, which owns approximately 1,120 acres, supports both the annexation of their lands into the City and the annexation of the approximately 4,000 acres in the east annexation area.

The landowners that support the annexation area are concerned that the Springbank Community Planning Association (SCPA) may be viewed as speaking for everyone in the annexation area. It is their collective opinion that the proposed annexation is a logical expansion of the City's boundaries.

**8.3.2 Submissions Opposing the Annexation of some of the Lands in the Eastern Area**

A few landowners (Humenuk, Kutynk, and Yewchuk) in the south portion of the eastern annexation area oppose the annexation of their lands. These lands involve a very small portion of the southeast annexation area.

These landowners are of the view that the subject lands should remain in agricultural use. This property has been in continuous agricultural use with no intention to change its use by the landowners. The City's long range plan is not agricultural use; therefore, there is no benefit to the City by annexing these lands.

These properties do not utilize the City's utilities or services and do not need these services. In addition, the City's expansion negatively impacts these properties through increased traffic congestion and associated driving risks, vandalism, pollution, and diminishment of peaceful enjoyment.

These landowners are of the view that the City is facilitating urban sprawl through the annexation plan. The annexation area is extreme and contrary to placing emphasis on sustainable development. The City has been unable to adequately address its existing infrastructure requirements. It is illogical to expect that the responsibility for additional lands would do anything but exacerbate the existing problems and issues unless the newly acquired lands are subsidizing lands within the previous boundaries.

There are inequities forced upon the landowners by this annexation. Ideally, the annexation should be denied. But if the annexation proceeds despite landowner opposition, specific measures would minimize the adverse consequences to existing landowners.

The basis for property taxation equivalent to the current MD agricultural assessment and tax rate must be grandfathered, as well as the existing property uses, and water and waste treatment infrastructure.

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Further, the properties should be exempt from any current and future assessments for utilities and infrastructure. And lastly, the landowners should be compensated for their legal and professional representatives.

**8.3.3 Gleneagles Investments, Louson Investments, and A & H Holdings**

Gleneagles Investments, Louson Investments, and A & H Holdings own 880 acres east of the City on either side of 50 Avenue (Township Road 240), comprising the majority of section 5 and the northeast quarter of section 33. The north half of section 5 is included in the proposed annexation and the remaining lands are affected by proposed joint planning areas and by the Peigan Trail extension.

The groups' particular interest is in the reference to the Peigan Trail Extension, Part 5 of Schedule D, Intermunicipal Development Plan and Principles, contained in the Intermunicipal Agreement on Annexation, which states that the roadway will establish the interface between industrial (MD) and residential (City) development in this area.

On September 25, 2006, City Council adopted a motion stating that the administration ensure that the future alignment of Peigan Trail/43 Avenue east of the Transportation Utility Corridor does not unnecessarily bisect private property and allows for optimum land use as part of joint planning in this area. This may require a municipal boundary adjustment once the alignment is fixed to ensure all developable lands are in the City. The motion further states that both municipalities agree that the land use north of the extension will be residential for the City and south of the extension will be industrial for the MD.

These developer landowners are seeking further assurances, ideally through the Annexation Order, that when the alignment of Peigan Trail/43 Avenue is resolved, the municipal boundary adjustment referred to will be automatically initiated through a simplified annexation process.

**8.3.4 City's Position**

The City relied on their overall submission and the annexation agreement for the justification of the annexation of these areas.

**8.3.5 MD's Position**

The MD relied on their overall submission and the annexation agreement for the justification of the annexation of these areas.

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**8.3.6 Findings**

1. The growth of the City in an easterly direction is a logical extension of existing land use patterns and servicing.
2. These lands are essential to achieving the goal of a 30 to 35 year land supply for the City.
3. The annexation agreement provides tax relief to landowners in the annexation area until the year 2021. These properties will be taxed on the same basis as if they remained in the MD. The annexation agreement also provides for continued tax exemption for farm properties (farm residences and farm buildings) as provided for currently in the Act and regulations until the year 2036 or latter period if the Act continues to provide for such an exemption.
4. Conditions in an Annexation Order in Council must be specific and unambiguous, especially the description of lands included.
5. The MGB did not receive exact legal descriptions required to identify portions of land isolated or bisected due to the future alignment of Peigan Trail.

**8.3.7 Reasons**

The eastern annexation area provides for reasonable options to accommodate residential and non-residential growth. The City has largely fully developed all lands near the existing eastern City boundary. As well, considerable lands within the existing City boundaries have been utilized for the eastern transportation corridor, thus, the annexation of the lands in the eastern area is logical and must be of sufficient size to facilitate reasonable economies of scale.

As well, the eastern annexation area recognizes the constraints of sour gas installations northeast of the current City boundaries, thus, making the annexation of lands in the southeast areas more necessary. With respect to the request for tax conditions the Annexation Agreement has provided for appropriate conditions which mitigates the impact on those properties included in the annexation area.

The MGB understands the concerns raised by the objectors, but finds the greater public interest is better served by including these areas in the annexation at this time. The City has plans to better use its existing infrastructure through more intense urbanization in the annexation areas with higher densities, smaller lot sizes and the creation of employment centres and town centres in the suburban areas. The MGB believes this to be the best solution in a situation where unprecedented urban growth is demanding space and services.

With respect to the concerns of the Peigan Trail alignment, the MGB was not satisfied that it had received a sufficient detailed description of the alignment to recommend a specific description in

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this annexation order. In the absence of a precise alignment, the annexation boundary could not be described with any certainty. If and when the alignment becomes certain, an application for boundary change could be processed expeditiously at a later date with the support of the two municipalities and the landowners.

**8.4 Servicing of the Hamlet of Shepard**

The Hamlet of Shepard is located east of 84 Street SE and south of 114 Avenue on the eastern edge of the City. Residents of the hamlet and surrounding area are opposed to the proposed mediated annexation of their land as long as the annexation does not include the City servicing the area with water and sewer in the near future.

On September 20, 2006, a petition was signed by 120 residents citing no benefit to being annexed by the City. The petition was presented at both the City and the MD public hearings. The area residents are concerned that there is nothing within the annexation agreement that includes servicing the Shepard area. The City has since shown a willingness to look into water and sewer servicing but is not prepared to provide or commit to any defined period of time in which to extend such services. It is the position of the area residents that servicing Shepard is a key issue to annexing this area.

The City is constructing the Shepard Wetland Project in the immediate area. This is a joint venture between the City and the Province. The residents of Shepard are of the view that the wetlands project will result in contamination of their private water wells thus servicing is vital for area residents in order to prevent contamination of the residents' water wells and debilitate their septic fields.

In the view of the residents, a signed agreement prior to annexation to service the hamlet should be required; otherwise, it will fall on the residents to pay for the cost of servicing. The costs should not fall on the residents because the servicing is required to alleviate the potential problems caused by the wetland project. The municipal and provincial government need to be proactive in preserving health to the community of Shepard by providing finances for the servicing before any storm water flows into the projected Shepard Wetland.

The residents argue that the hamlet can be serviced through the servicing extensions of a nearby industrial park located to the north of Shepard. It is currently in the MD, but there are discussions of it being serviced by the City in the near future. Services will have to run directly past the hamlet to get to this industrial park.

The hamlet residents dispute the remarks of the City that there will be only minor leakage from the wetland to the wells and that it would take 80 to 100 years for any impact to occur. Although, the City did indicate that the hamlet would receive servicing before this time period, the residents were of the view that they should not have to wait that long for services.

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It was requested that the MGB examine the intentions of the City with respect to providing water and sewer services to the Hamlet of Shepard and surrounding area and to include strict timelines for implementation.

**8.4.1 Response by the City to the Shepard Servicing Issue**

The Shepard Wetland Project is a cost shared project between the City and the Province. The City is currently studying the options to service the hamlet. At present, servicing of the 50 homes in the hamlet is financially prohibitive. The hamlet is located in a major industrial growth corridor so it is anticipated that servicing will probably occur within five years. The servicing can be accommodated through the logical extension of the southeast servicing and may be extended past the hamlet. The City will bear the cost and these costs will be recovered in the rates.

**8.4.2 Findings**

1. The City indicated that servicing will be provided to the hamlet as industrial development grows in the area.
2. Servicing of the hamlet should occur well in advance of any potential impact of the Wetlands Project on the hamlet's groundwater supply.

***Reasons***

The MGB is satisfied by the submission of the City that the hamlet will be serviced along with the growth expected in the area. Although this may not be immediate because of the financial viability of extending services, the MGB is satisfied it will occur well within the time horizon of the annexation. The solution to the servicing problems of the hamlet can be best resolved through the annexation of the lands into the City as surrounding lands are absorbed for urban growth. This will mitigate any of the associated or anticipated problems related to the Wetlands Project.

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**Part 9 - Legal Argument**

**9.0 Jurisdiction of the MGB to Consider and Recommend Inclusion of Additional Lands**

Most of the submissions relating to the subject annexation were to include additional lands in the annexation. However, before dealing with these requests the MGB must address the ability of it to consider recommending the addition of other lands, as well as, the authority of the Minister and the Lieutenant Governor to do so.

**9.1 Landowners Submissions on Jurisdiction**

***Background***

A group of landowners namely, Melcor Developments Ltd., Qualico Communities, Crestmont Developments, Joan Synder and Carburn Aggregates, are requesting additional lands to be included in the annexation.

These additional lands were all included in the City's October 2002 and October 2005 notices of intent to annex. These lands were also included in a motion of City Council in September 2006 to ask the intermunicipal committee to investigate these lands. Subsequently, certain lands owned by these landowners were included in the annexation application, whereas other lands owned by the same landowner were not included in the annexation application filed with the MGB.

These lands are almost entirely contiguous with the existing City boundaries or other lands in the annexation application. In total, these lands comprise 2,064 acres in total of which 1,220 acres were excluded from the Annexation Agreement by the Annexation Mediation Committee. In particular, the mediated agreement provides for the exclusion of all the Snyder and Burnswest lands, although the Burnswest lands were identified in the Agreement as a joint planning area. Only portions of the Melcor and Qualico lands were included. Specifically, of Melcor's approximately 519 acres, 391 acres were proposed for annexation and 1,287 acres were proposed to remain in the MD. Similarly, in terms of Qualico's lands, of their total holdings of 541 acres, 333 acres were proposed for inclusion in the annexation and 120 acres were excluded.

***Land Owner Submission on Jurisdiction***

It was argued by the representative of the landowners that the MGB has jurisdiction to consider private landowners' requests to have their lands included in the annexed lands. There is a sound planning rationale justifying the MGB's deviation from the mediated agreement.

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It is submitted that the MGB is empowered to deviate from the mediated agreement. In the MGB's Airdrie annexation Order (MGB 070/03), the MGB commented at page 20 that the Act is silent on the status of a mediated settlement relative to a recommendation for annexation. The MGB goes on and states that had the legislature intended that a mediated settlement be the final annexation solution, then the Act would state this and there would be no point in the MGB conducting a hearing and making a recommendation to the Minister.

Further, in the MGB's Order in the Red Deer annexation matter (MGB 058/04) the MGB points out at page 29, that the emphasis on an agreement between municipalities is not the point of being the sole or determinative factor in a proposal. And further at page 43, the MGB states that it is clear to the MGB and the parties to the annexation proceedings, that neither the MGB, the Minister nor the Cabinet are bound to an annexation agreement.

Annexation agreements between municipalities have carried considerable weight before the MGB and as further stated in the Airdrie Order at page 20, the MGB's recommendation to the Minister had only deviated from the annexation agreement in cases where an affected landowner raised objections and where the annexation agreement had not provided a sound rationale. The MGB in that annexation varied the terms of that particular mediated agreement and added certain lands and deleted other lands in its recommendation to the Minister.

The landowners are of the view that the City had no planning rationale for leaving these lands out of the annexation. Further, the City described the excluded lands as being in the very desirable residential growth corridor on the west side. Subsequently, the City compensated by going to the north area in substitution. There is difficulty with the sound planning rationale behind compensating by substituting with lands in the north, particularly when the land lost is in the otherwise very desirable residential growth area.

The question now before the MGB can be characterized as one of weighing the validity of what is a political agreement to sound planning rationale. If there is not sound rationale for excluding parcels of land which the annexing municipality had originally sought to include on the basis of good planning, then the mediated agreement should not dictate the result. For example, with respect to the Qualico and Melcor lands, parcels of land owned by one owner that are otherwise indistinguishable are cut into pieces, one part in the City and the other part outside the City. On the strength of the MGB's Airdrie and Red Deer Board Orders, the MGB clearly has the authority, in a proper case, to deviate from an annexation agreement to add in a parcel of land.

Section 119(2) of the Act specifically provides that the report on negotiations becomes the initiating municipality's application for annexation. In the Airdrie Board Order (MGB 070/03) the MGB addressed what constituted the application for annexation. This involved a situation in which the MD argued before the MGB, as it is doing in the present annexation, that if a landowner's land was not included in the mediated agreement, then that land could not be



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included in the report that formed the basis of the application, despite being part of the initiating municipality's notice to the MGB.

At page 19 of that Board Order, the MGB stated:

The MD would like the MGB to interpret the word "report" in section 119(2) in a very narrow fashion as referring to those lands agreed to after the mediated settlement. If the legislators had meant that only those lands agreed to after the mediated settlement, then section 119(2) would have used these specific words. In the MGB's opinion, the word "report" must be given a broad meaning when it is examined within the total context of sections 118 and 119.

To underline the point, sections 118 and 119 anticipate both agreement and disagreement by the parties to an annexation. This implies to the MGB that all documents and materials that come before the MGB constitute the report. This would include all the growth studies, engineering reports, public participation reports, environmental reports, financial reports and the lands agreed to and lands not agreed to, whether or not those lands are included in a mediated settlement.

It was argued that the Melcor, Qualico and Snyder lands were part of the "application". These lands were all included in the City's October 2002 notice of intent to annex. They were also included within the City's October 2005 notice to the MGB of lands sought to annex with the exception of a small portion. They were also included in a motion by City Council dated September 2006 to have the mediated agreement reviewed as to their inclusion as originally proposed.

There is a slight distinction with respect to the Burnswest lands. While included within the 2002 notice, they disappeared in the 2005 notice. But it is submitted that they are clearly in the broadly defined term "application". The Burnswest lands were the subject of consideration and discussion throughout the annexation process. They were involved from the beginning. Most importantly, the mediation committee and both Councils specifically identified the Burnswest lands as a joint planning area within the mediated agreement map.

The Act provides that notice under section 116 initiates the annexation process and obligates the subject municipalities to commence public consultation and good faith negotiations in relation to such notice. By using the 2002 notice which included the Burnswest lands, the City started this process.

The City and MD maintain that formal mediated negotiations began in September 2005. The landowners disagree. By November 2005 when the second notice was issued, the annexation was already well underway. This annexation was commenced in 2002 and the 2005 notice effectively represents an amended or enlarged request by the City.

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Perhaps the most important indication of the City's desire to have these lands included in its annexation is evidenced in the September 25, 2006 minutes of City Council where after hearing all the cogent planning arguments, the City referred these lands back to the Joint Annexation Committee to review the specific inclusion of lands including the Burnswest lands. It is very significant that this direction of Council was made in September 2006, after the annexation map was produced in June 2006 and it clearly indicates that even after the City's initial 2005 notice of intent and the June 2006 draft mediated annexation maps, the City had requested the Annexation Committee to include the Burnswest lands.

There can be little question that the Burnswest lands formed part of the "application" as the MGB has defined the term. Under the Act, the section 118 report on negotiations becomes the section 118 application for annexation. In addition, the MGB had made a clear statement in the Airdrie Annexation Order at page 19, that in the MGB's opinion, the word "report" must be given a broad meaning when expressed in the context of section 118 and 119.

In the view of the landowners, the annexation hearing is clearly not a rubber stamp of a political agreement and should, under section 122 of the Act, be a proper hearing on the principles, standards and criteria for annexation. The fundamental question as it affects these landowners that want to be included in the annexation boundary is whether or not the annexation agreement has provided a sound rationale to overcome the sound planning rationale to include these lands.

**9.2 MD Submission on the MGB's Jurisdiction to Consider and Recommend Additional Lands**

The MD submits that the MGB does not have any jurisdiction to hear any request by landowners to have lands which are not currently in the annexation application to be included in the annexed lands because to do so would be permitting a private landowner to initiate annexation, which is contrary to the provisions of the Act and the overall public interest. These particular landowners are attempting to do indirectly what the legislature does not authorize nor permit them to do directly by asking the MGB to expand the boundaries of the annexation to include their respective private lands.

The annexation process is governed by Part 4, Division 6 of the Act, which specifically does not provide private landowners with the ability to make annexation applications. Section 116 clearly states that a municipal authority initiates the annexation of land.

In 1981, the previous legislation was amended to specifically take away the ability of private landowners to initiate annexation applications. The government of the day made it very clear that the ability of private landowners to bring annexation applications before the Local Authorities Board was taken away as a deliberate policy decision. The rationale provided was that

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landowners were misusing the provision as a tool for land speculation and financial gain that was never the intent of the legislation.

The MGB considered the issue of whether private landowners have any right to bring an annexation application before the Board in the Airdrie decision. The MGB stated at page 17:

The legislation specifically states that only a municipality can put forward an annexation proposal. There is no ability for an individual or group of land owners, like Melcor, to initiate an annexation. The MGB should be very cautious in creating ability for landowners to put a proposal before the MGB when the ability is not provided for in the Act.

And further, at page 18 of the decision, the MGB states:

The MGB agrees with the MD that an individual landowner cannot submit an annexation application. The MGB comes to this conclusion by comparing the provisions of the previous Act with the current Act. In the previous Act, there was clear provision for a landowner to request to be annexed, however, this provision is not in the current Act.

In the 2004 decision City of Red Deer/County of Red Deer (Board Order: MGB 058/04), the MGB considered a private landowner's request to be included in the annexation. The MGB ultimately concluded that the MGB did not have authority to recommend that these lands be included. In making its determination, the MGB stated at page 42:

The MGB accepts that it must give meaning to this deliberate legislative action that parties who wish land to be annexed must first convince the local municipality that the lands should be included in the municipality's application for annexation. The local municipality must at first instance be satisfied that the lands are needed, are a logical extension of land use patterns and existing servicing, that any financial, environmental, corporate impacts are fully considered and that the responding municipality is reasonably satisfied with the change in boundaries and with the various impacts. The change in boundaries can have significant impacts and the legislation as amended envisages a thorough review will happen first at the local level before an annexation is submitted for provincial approval. This further enhances the theme of local autonomy developed throughout the various sections of the new 1995 *Municipal Government Act*.

Although the MGB accepts that when objections are filed it can investigate, analyze, and make findings of fact, consider the greater public good and must hold a hearing to allow affected persons to provide input into the annexation, all

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this is done within the context of evaluation of lands included in the annexation application filed under Section 119 by the initiating municipality. If various land areas are not included in the annexation application then there is nothing to evaluate, analyze, or make findings about or to determine what is the greater public good. The MGB's report, completed pursuant to Section 123 of the Act, is in regards to the public hearing about lands included within the annexation application filed by the initiating municipality under section 119, and is not in regards to other lands. The MGB concludes that this approach best meets the deliberate intent of the legislation to eliminate the ability of a landowner to make an application for annexation. In addition, there is no specific authority in the Act, which states that there is an appeal to the MGB from a municipality not including lands within an annexation application.

In the present hearing, if the MGB were to conclude that it had jurisdiction to recommend that lands that were not part of the annexation application should be annexed to the City, this would have the effect of creating a right for a private landowner to make its own annexation application, which would run counter to the legislative intention and the resulting legislation.

Further, section 120(3) of the Act provides that the MGB may investigate, analyze and make findings of fact about the annexation. The question is what is the annexation? Logically, it can only be the annexation that the City has applied for, which in this case did not include the additional private lands. Neither the MGB nor a private landowner is provided any authority to increase the annexed area of the initiating authority's annexation application. There is no language in the Act which would allow the MGB to include lands which had not formed any part of the annexation application from being included.

**9.3 City's Position on the MGB's Jurisdiction to Recommend Additional Lands**

The City supported the submission by the MD that the MGB has no jurisdiction to recommend including landowners in the annexation area that are not part of the mediated annexation.

**9.4 MGB Findings**

1. The City submitted a notice of annexation dated October 17, 2002 and, in a letter dated November 30, 2005, jointly withdrew that notice and submitted a new notice, thereafter proceeding to negotiations and mediation resulting in an agreement with the MD resulting in a filed application dated November 28, 2006.
2. The 2006 annexation application contained a precise map of the lands to be included with precise legal descriptions.

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3. Certain lands were excluded in the annexation application from the lands in the notice. A clear rationale for the exclusion was provided.
4. The Calgary notice of intent to annex dated November 30, 2005 is a preliminary step toward an annexation application pursuant to section 116 of the Act.
5. Upon the filing of the November 28, 2006 annexation application pursuant to section 119 of the Act, the notice of intent became a background historical document.

**9.5 Reasons**

The MGB accepts that the annexation application by the City to annex lands did not include the disputed lands. The City confirmed that its application is limited to the lands shown in Schedule A-2 page 26 and described in Schedule A-1 of the City's November 28, 2006 Annexation Report. It is clear to the MGB that the disputed lands are not included.

The MGB accepts the arguments of the MD on this issue and reiterates its position as plainly stated in the Red Deer report (MGB 058/04). It is clear to the MGB that the legislature intended that municipal autonomy in annexation matters be recognized especially when the municipalities have cooperated and signed an agreement stating which lands are being requested for annexation, and importantly there is no confusion on what lands are to be included. The MGB was convinced by the City and the MD that there is a clear rationale for annexation being limited to the described lands unlike the Airdrie annexation. Further, the City clarified that the lands included in the annexation met its requirements for a 30 to 35 year land supply and both municipalities adequately justified their planning initiatives with respect to the lands not included at this time.

The proponents of including additional land argue that the 2005 annexation notice is part of the annexation application because it is included as part of the other supporting information sent to the MGB with the annexation agreement. The MGB accepts that studies and reports submitted with the agreement form part of the application for reasons of clarification and justification of the proposal. However, a notice of annexation does not serve the same function and is submitted pursuant to section 116 of the Act. The notice of annexation is only a starting point for negotiation and mediation for the municipalities, landowners, other affected persons and authorities. The report is submitted as part of the requirements of section 119 whereas the notice of annexation is submitted as part of the requirements of section 116 of the Act. The MGB is not engaged in the process until an application is received pursuant to Section 119 of the Act. Under section 116 of the Act, the notice serves an initial function to sort out all the issues and sets the stage for the establishment of the proposed boundaries prior to the submission of an official application.

As found in the MGB's Report on the Red Deer Annexation in 2004, the intent of the legislators was that individual landowners could not make an annexation application. The reasoning for this

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conclusion is fully outlined in (MGB 058/04). In this annexation application, Calgary clearly reinforced its position that the excluded lands were not part of its annexation application.

As the landowners relied on the Airdrie Annexation Report (MGB 070/03), the MGB distinguishes that case from the annexation matter currently before it. In Airdrie, the mediated agreement occurred after the annexation application was filed and no rationale was provided for exclusion of the lands identified in the annexation application. In this annexation, the City of Calgary filed its annexation application after mediation and clearly stated the rationale for the lands being excluded.

The MGB did not receive convincing argument to vary from its previous practices on this issue. Even if the MGB had authority to recommend inclusion of such land, it would not do so in this case because the City and the MD have properly demonstrated the highest principle of cooperation by reaching the annexation agreement. The City clearly stated that its interests were met and any additional lands are not required to meet the City's growth objectives of a 30 to 35 year land supply. Furthermore, the MGB observes that this annexation territory is subject of a considerable financial arrangement between the municipalities. Accordingly, the MGB is reluctant to recommend additions of land that would arbitrarily upset these considerations. The financial impact analysis was based on the considerations of the lands applied for and not any additional lands.

As time passes, the municipalities will be able to assess the status of the 30 to 35 year land supply and determine if another annexation application should be made to include additional lands. Depending on the growth rates in the short term planning horizon, the City and MD may jointly see the need to replenish the supply of land required by the City at an earlier point in time. The landowners who have lands that were not included at this time have every opportunity to approach the two municipalities as the current demands become better defined to convince the municipalities that these lands should be considered in another application.

Having stated this, it is important to point out that the Minister and Cabinet are not restricted by the MGB's recommendation. In the event the Minister may wish to consider the requests for inclusion of additional lands, he may do so pursuant to section 126 of the Act. The details of the requests are provided in the attachment to this report so that an informed decision can be made.

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**Part 10 - Summary of Annexation Proposal**

**10.1 MGB Summary Statement**

After considering the submissions of the City of Calgary, MD of Rocky View, all the affected landowners, persons and authorities, the MGB is satisfied that the annexation as applied by the City in its application dated November 28, 2006 should be recommended to the Minister and Cabinet for approval.

This annexation proposal has been the subject of exhaustive negotiation, mediation and public consultation since 2002. The City of Calgary is a major urban centre experiencing rapid growth and the MGB is satisfied that it is reasonable for the annexation to target a 30 to 35 year land supply to ensure long range planning and coordination of services. The economic, financial, population, land use projections and servicing proposals submitted by the City supported this target.

The “Annexation Agreement” reached between the City of Calgary and the MD of Rocky View exemplifies efforts of intermunicipal cooperation between a major urban centre and its neighbour and establishes many mitigative measures to address the concerns raised by landowners and parties at the MGB hearing and throughout the annexation process. These cooperative efforts and the support of the MD received considerable weight and consideration by the MGB.

The general findings of the MGB are documented in the following.

**10.2 - General Findings**

Stated below are the MGB Annexation Criteria as identified in Section 1.3 of this report, followed by the general finding.

- 1. Annexations that provide for intermunicipal cooperation will be given considerable weight. Cooperative intermunicipal policies in an intermunicipal development plan will be given careful consideration, weight and support so long as they do not conflict with Provincial policies or interests.*

**Finding:** The City and the MD have demonstrated considerable cooperation in reaching the Annexation Agreement. The agreement provides for the preparation of joint planning areas and identifies future growth corridors for both municipalities. The agreement also calls for a review and update of the existing intermunicipal development plan within 120 days of the date the Order in Council is signed.

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2. *Accommodation of growth by all municipalities (urban or rural) must be accomplished without encumbering the initiating municipality and the responding municipality's ability to achieve rational growth directions, cost effective utilization of resources, fiscal accountability and the attainment of the purposes of a municipality described in the Act.*

**Finding:** The Annexation Agreement meets the interests of both municipalities, facilitates the expected rapid growth of Calgary and does not encumber the growth of Calgary or the MD. The Annexation Agreement identifies future growth corridors for both municipalities.

3. *An annexation or annexation conditions should not infringe on the local autonomy given to municipalities in the Act unless provisions of the Act have been breached or the public interest and individual rights have been unnecessarily impacted.*

**Finding:** The Annexation Agreement respects the provisions of the Act and takes into account and strives to balance the public interests as represented by the respective Councils and the concerns of the landowners and individual rights. The "Annexation Agreement" contains numerous mitigative measures to minimize the impacts on affected landowners.

4. *An annexation must be supported by growth projections, availability of lands within current boundaries, consideration of reasonable development densities, accommodation of a variety of land uses and reasonable growth options within each municipality (initiating and responding municipality).*

**Finding:** The City has completed extensive research through its growth studies regarding the expected population levels and the associated land needs. The historical practice of the City to maintain a 30 to 35 year land supply is reasonable considering the size of the City and its current rapid growth. The City has also adopted a policy to increase population densities in future new residential areas.

5. *An annexation must achieve a logical extension of growth patterns, transportation and infrastructure servicing for the affected municipalities.*

**Finding:** The City and the MD have worked together to identify future growth corridors for industrial and residential land uses in both municipalities. These growth corridors were developed based on existing and proposed transportation routes and existing and proposed infrastructure extensions.



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6. *Each annexation must illustrate a cost effective, efficient and coordinated approach to the administration of services.*

**Finding:** The proposed annexation facilitates cost effective, coordinated and efficient utility servicing for the expected expansion of the City's residential and industrial subdivisions into the west, north and east annexation areas.

7. *Annexations that demonstrate sensitivity and respect for key environmental and natural features will be regarded as meeting provincial land use policies.*

**Finding:** The City intends to create and preserve park areas in the annexation area such as those lands adjacent to the Bearspaw Reservoir through a variety of provincial programs, individual initiatives and its own planning and funding mechanisms.

Historical patterns of development within the City illustrate an orderly transition of agricultural lands to urban development. As well, planning mechanisms are in place to ensure the orderly transition of agricultural lands will occur at increased densities.

8. *Coordination and cost effective use of resources will be demonstrated when annexations are aligned with and supported by intermunicipal development plans, municipal development plans, economic development plans, transportation and utility servicing plans and other related infrastructure plans.*

**Finding:** While negotiating the annexation agreement, both municipalities identified the need to update the intermunicipal development plan and are obliged to do so within 120 days of the signing of the Order in Council. Both municipalities maintain detailed economic development plans, transportation and utility servicing plans. The Annexation Agreement illustrates that the municipalities are working together and updating plans when there are mutual interests to be addressed.

9. *Annexation proposals must fully consider the financial impact on the initiating and responding municipality.*

**Finding:** A financial impact analysis has been completed and supported by both municipalities. This analysis illustrates that the proposed annexation and the related annexation conditions will have minimal impact on the City and the MD.

10. *Inter-agency consultation, coordination and cooperation is demonstrated when annexation proposals fully consider the impacts on other institutions providing services to the area.*

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**Finding:** Through the public consultation process and notification of the annexation proposal to institutions in the region, the City and the MD provided an opportunity for such institutions to have input. No institutions or municipal authorities operating in either of the municipalities raised any concern regarding the impacts of the proposed annexation.

11. *Annexation proposals that develop reasonable solutions to impacts on property owners and citizens with certainty and specific time horizons will be given careful consideration and weight.*

**Finding:** The Annexation Agreement provides solutions for potential impacts on property owners in the annexation areas. Until 2021, all non-farm properties and businesses in the annexation areas will be taxed on the basis that those properties remained in the MD unless certain events occur in the meantime, such as a rezoning of the property at the landowners request. The Annexation Agreement also states that all exempt farm property (farm buildings and farm residences) as provided for in the Act and regulations will remain exempt.

12. *Annexation proposals must be based on effective public consultation both prior to and during any annexation hearing or proceedings.*

**Finding:** The annexation proposal was the subject of extensive open house meetings and two public hearings. Approximately 1,500 persons attended these events prior to attending the MGB public hearing. Public consultation resulted in a number of changes to the City's original proposal including the exclusion of lands that were originally sought by the City.

13. *Revenue sharing may be warranted when the annexation proposal involves existing or future special properties that generate substantive and unique costs to the impacted municipality(s) as part of the annexation or as an alternative to annexation.*

**Finding:** Revenue sharing is not an issue in this annexation proposal. The annexation agreement provides for an immediate one time compensation payment to the MD based, in part, on the loss of revenue from the current taxation of property in the annexation area and in part on the expected taxation of industrial properties on lands in the north and east annexation areas as previously approved for imminent development by the MD.

14. *Annexation proposals must not simply be a tax initiative. Each annexation proposal must have consideration of the full scope of costs and revenues related to the affected municipalities. The financial status of the initiating or the responding municipality(s) cannot be affected to such an extent that one or the other is unable to reasonably achieve the purposes of a municipality as outlined in section 3 of the Act. The financial impact should be reasonable and be able to be mitigated through reasonable conditions of annexation.*

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**Finding:** The municipalities have completed a study of the financial impact of annexation and have mutually agreed that the compensation package as reflected in the Annexation Agreement will have a minimum impact on the City and a revenue neutral impact on the MD.

*15. Conditions of annexation must be certain, unambiguous, enforceable and be time specific.*

**Finding:** The conditions of annexation recommended by the MGB for inclusion in the Order in Council generally reflect the historical practice within Alberta regarding tax relief for landowners and payments to the municipality losing the territory. All these conditions are certain and time specific.

### **10.3 Recommendation**

The MGB recommends to the Minister of Municipal Affairs and Housing the following:

1. The annexation boundaries be approved in accordance with the annexation application (Schedule A-2 page 26 and described in Schedule A-1 of the City's Annexation Report).
2. That the annexation be approved subject to those conditions outlined in the recommended Order in Council.

### **10.4 Reasons**

In regard to intermunicipal land use concerns and annexation issues affecting adjacent municipalities, the MGB notes that Alberta, through the new Act and various announcements, have clearly signalled all municipalities that cooperation and coordination is the desired goal and outcome. Since 1995, the vast majority of annexations have been approved as a result of such cooperation. Considering the scope of this annexation proposal and the extensive detailed provisions of the annexation agreement, the MGB sees this document and its undertakings as a positive example of compromise and cooperation. The MGB finds that the City and the MD clearly demonstrated that the Annexation Agreement fully meets the interests of both municipalities while also satisfying the MGB's annexation principles applicable to this annexation. The City and the MD have clearly and positively demonstrated cooperation and the MGB can find no reason to recommend a different boundary or conditions of annexation not contemplated in the agreement.

The Annexation Agreement represents not only an agreement to deal with the immediate annexation issues but also provides a framework for the City and the MD to expand their intermunicipal relationship in the future with the Agreement provisions dealing with Agreement implementation, transition, future intermunicipal planning and conflict resolution. The Agreement satisfies the requirements of Part 4, Division 6 of the Act and the established

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principles of annexation. To that regard, the City and the MD engaged in an extensive mediation process and an extensive public consultation process. The purpose of interest based mediation is to resolve annexation through agreement that acknowledges the equal and legitimate interests of each municipality.

The MGB was satisfied that the proposed annexation was based on extensive consultation. The City and the MD held a number of public consultation meetings over the course of several years. Some of the first public consultation meetings were held after the initial 2002 notice was submitted. These meetings raised the annexation issue in the public mind even though a new proposal was brought forward in late November of 2005. As a result of the new proposal, a number of public consultation meetings occurred before and after the Annexation Agreement was signed by the City and the MD. To the MGB, this demonstrates that both municipalities made extraordinary efforts to inform the public and the affected landowners of the proposal and the issues.

One of the primary concerns in any annexation is the financial impact on both municipalities. In this regard, the City and the MD commissioned and accepted a financial impact analysis prepared by a qualified independent consultant. This financial report provided valuable information for the municipalities in regard to negotiations related to satisfying the MD's revenue neutral position. The financial report concludes that this particular annexation will not impose a detrimental impact on either municipality. The MGB accepts this conclusion.

In the MGB's opinion, the Annexation Agreement adequately addresses future growth directions, land use patterns, the provision of infrastructure and the development goals of both municipalities. The Annexation Agreement has been well crafted because it recognizes that the MD also has achievable development goals.

The objections by the Springbank Community Planning Association and Action for Agriculture were insufficient to convince the MGB that this annexation should not be recommended for approval. As stated earlier in this report, the concerns raised by these two groups are more appropriately dealt with in the current review of the Provincial Land Use Policies. As well, the objections of the few landowners in the various specific areas of the annexation were insufficient and the majority of the concerns are mitigated through reasonable, appropriate and time specific conditions of annexation.

As stated in Part (9), the MGB has concluded it does not have jurisdiction to recommend the inclusion of additional lands in the annexation. Even if the MGB is wrong on this jurisdictional matter, the MGB is not prepared to recommend the inclusion of the additional lands as a result of the positions of the two municipalities, the fact that the included lands already meet the objective of a 30 to 35 year land supply and that any change in the included lands would have an arbitrary impact on the significant financial arrangements agreed to by the two municipalities. Furthermore, if growth trends surpass those anticipated in this annexation, the landowners who

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still wish to have there lands included within the City can approach both municipalities to seek an appropriate solution. The initiative for annexation under the current legislation rests with the initiating municipality and depends on the cooperation of the adjoining municipality.

The City of Calgary and the MD of Rocky View requested that the Order in Council implementing the annexation encompass the complete agreement between the two municipalities. The MGB has recommended that only the critical parts of the agreement, which are required by the Act to implement the annexation, be included in the Order in Council such as the financial compensation, the assessment and tax conditions and any actions needed to provide for an orderly transition from one governing authority to another. Many parts of the agreement involve what would be described as day to day actions of each municipality. Any changes to these actions would require an amendment to the agreement and correspondingly an amendment to an Order in Council. It is inappropriate for the Lieutenant Governor in Council to be required to change an Order in Council every time a change would be made to the agreement or the actions of the Municipalities on their day-to-day intermunicipal relationships.

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**Attachment A**

**Summary of the Submissions of Landowners to Include  
Lands Not Included in the City's Annexation Application**

**Introduction**

At the MGB's public hearing, several landowners made submissions requesting that the MGB recommend including their land in the annexation. These requests are related to the west annexation area, the north annexation area and a location in the Northern Bearspaw area between the west and the north annexation areas. This attachment also includes a summary from those landowners opposed to the requests for inclusion from certain landowners in the Bearspaw area and the Northern Bearspaw area.

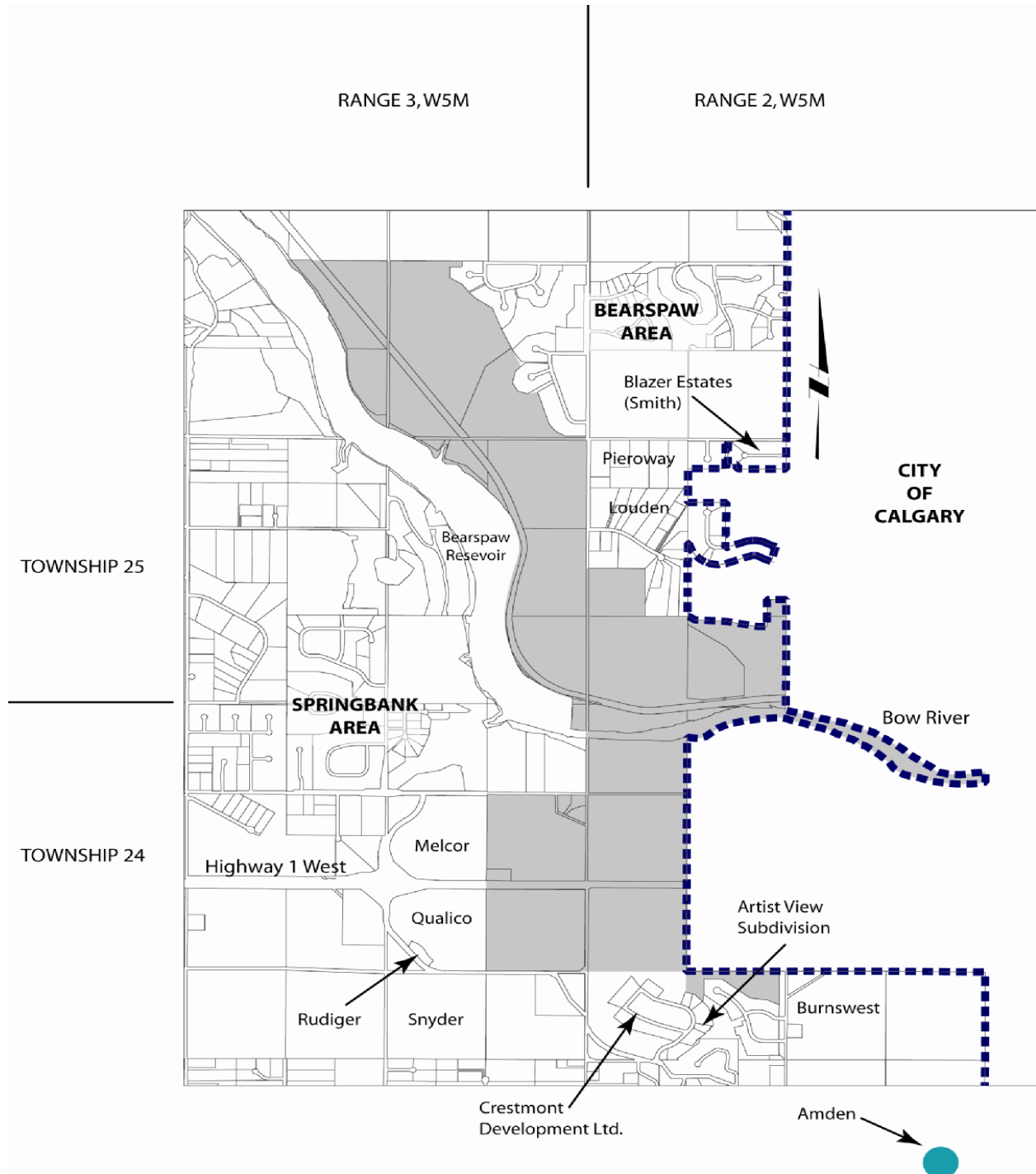
The MGB holds, consistent with previous annexation reports to the Minister, that it cannot recommend the inclusion of any lands not part of the annexation application. However, this attachment provides a brief summary of these requests because the Minister, Cabinet and the Lieutenant Governor in Council have the authority to approve the additional lands even though such lands are not part of the annexation application.

**Requests Related to the West Annexation Area**

The west annexation area is generally described as Springbank, being those lands south of the Bow River and Bearspaw being those lands north of the Bow River. This area is distinguished from other requests made at the hearing related to the Northern Bearspaw area because the location of the northern Bearspaw area is approximately one and one-half miles northeast of the west annexation area as identified on the map

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**FILE: AN05/CALG/01**



**BOARD ORDER: MGB 079/07**

**FILE: AN05/CALG/01**

**Springbank Area**

Melcor, Qualico, Snyder, Burnswest, Crestmont

Representatives for Melcor Development Co., Qualico Developments, J.C. Snyder, Burnswest Corporation and Crestmont Development Co. submitted a request for the inclusion of approximately 1,300 acres of land in the Springbank area. These lands are adjacent to the proposed annexation areas and/or the existing City boundary.

The majority of these lands were included in the City's original annexation notice and the representative claims that City Council has, on several occasions, reiterated its desire to have these lands included as part of the annexation.

In argument for the inclusion, the representative stated that the boundaries arrived at by the municipal Negotiation/Mediation Committee for the west area ignores the fundamental principles used by the City to define and arrive at a logical extension of boundaries. The boundaries selected by the City were drawn along roads wherever appropriate, sought not to sever lands owned by the same landowner and included logical, appropriately sized development cells. However, the Negotiation/Mediation Committee's boundaries ignored these principles. Inclusion of the lands removed would restore the logical basis for boundary definition originally used by the City in this area.

According to the representative, the mediated boundary severs a significant portion of the Melcor and Qualico lands and leaves them under the jurisdiction of the MD. Similarly, the removal of the Burnswest property from the annexation prevents it from being consolidated with an adjacent 68 acre parcel immediately to the east which is already in the City and under the same controlling interest.

The representative submits that these lands provide additional lands for residential development and employment uses in the TransCanada Highway West corridor, thus, making a significant contribution to the City's strategic planning and growth management policies concerned with maintaining a healthy housing market in the City and with improving the relationship between where people live and where they work. Given that the present supply of land for future development in this area is all but exhausted, the exclusion of a significant portion of this area from the annexation would compromise the achievement of these policies.

The representative claims that these lands meet all the physical criteria necessary to ensure that the lands to be annexed are capable of accommodating urban development. Specifically, the lands remain, for the most part, not fragmented by country residential development. This area is one of the few areas west of the City still capable of accommodating comprehensive urban development. The gently sloping topography is well suited for urban density uses. The subject lands are of relatively poor agricultural quality compared to other lands proposed for annexation



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**FILE: AN05/CALG/01**

to the north and east of the City. There are no environmental constraints that would preclude the area for annexation.

In the representative's opinion, the highest and best use of this land is urban density development and annexation is necessary if this is to be achieved. The present rural density of 64 dwelling units per quarter section stands in stark contrast to a density of 1,280 units per quarter that would be achieved under the City's policies. This is consistent with the Provincial Land Use policies that promote the efficient use of land. In contrast, if annexation were not to occur, this area would be developed under the jurisdiction of the MD. This would mean two acre country residential development to a maximum density of 64 dwelling units per acre. This would result in an inefficient use of land, the introduction of rural sprawl into an area which is presently not fragmented by acreage development, and which would ultimately frustrate the City's ability to expand to the west in the future.

The representative claims that water and sanitary servicing is the priority issue for the development of this area and the City's water and sanitary sewers that already exist within the City limits to the east have been sized to service development outside the City to the west. City policies do not permit the extension of these services to rural areas.

In summary, the representative maintains that the City is the appropriate municipal government to facilitate and govern the development of this area in order to achieve the orderly, economical and beneficial use of land in accordance with the Act. When urban development is to take place adjacent to an urban municipality, the proper authority to govern that development is the urban municipality. The last comprehensive annexation done by the City for lands in the MD was 18 years ago. It is conceivable that this current annexation application will be the last one for some time. In the meantime, the subject lands would succumb to rural density standards.

John R. Rudiger

Mr. Rudiger owns a 4.6 acre parcel adjacent to the larger Qualico parcel at the intersection of Highway 1 and the Old Banff Coach Road. Mr. Rudiger stated that in order to be able to upgrade the existing home and to include separate lots for family members, his lot must be annexed to the City for municipal servicing reasons.

1181814 Alberta Ltd. (Amden Developments)

This property is approximately 169 acres in size, adjacent to the western City boundary and on the south side of Old Banff Coach Road. According to Amden's representative, inclusion of this parcel was supported by City Council until last minute negotiation resulted in the parcel's removal from the Annexation Agreement.

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**FILE: AN05/CALG/01**

The representative explained that this land is developable land and is one of the last unfragmented pieces of land in the area. If annexed it would provide for residential and business center development to meet market demands on the west boundary next to an important transportation junction.

The representative stated that this site is designated for two acre country residential development (76 units) within the MD. Using good planning principles, urban density for this land approaches 500 to 800 units and can provide a transitional edge condition to integrate the contact of rural and urban living. If annexed, this land will contribute to sustainable urban density and avoid rural sprawl. The MD servicing options are limited to this land. If developed in the City, a major water trunk line exists at Old Banff Coach Road and sewer service is easily available through Cougar Ridge to the east.

**Bearspaw Area**

Hopeton and Lona Loudens

The Loudens own an eight acre parcel on Bearspaw Village Road as shown on the map.

The Loudens claim that the present Annexation Agreement in this area leaves a haphazard boundary between the two municipalities. As a result, the subject land and immediate neighbours own property that forms a panhandle shape of land that jutting into the City. As MD residents there will be no input into any matters that occur on City land which will surround the neighbourhood on three sides. For example, the continuation of the single entrance and exit to this neighbourhood is a concern, especially for emergency planning. Annexation of this neighbourhood will provide an opportunity to remedy the access situation.

The Loudens state that the water supply for this area is from wells and landowners cannot tap into any of the water coops in the area because of the provincial moratorium on water licenses from the Bow River. If approval of resubdivision in this neighbourhood occurs a rural standards, there would be a plethora of wells and septic fields creating potentially dangerous contamination issues. Again, this annexation provides an opportunity for sensible regional planning respecting water and sewage. Further, it is imperative that the supply of water and sewage by the City to the MD be part of this agreement.

Margo Salter Pieroway

Ms. Pieroway owns approximately 17 acres in the same neighbourhood as Mr. and Mrs. Loudens. A portion of Ms. Pieroway's parcel backs onto the Lynx Ridge golf course which is now in the City. Ms. Pieroway raises the same issues and concerns as the Loudens and is especially concerned over access of City traffic coming through the neighbourhood from the east, through the MD, in order to gain access to City land to the west.

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**FILE: AN05/CALG/01**

Susan and Gordon Smith

The Smiths are country residential lot owners in Blazer Estates, which is a subdivision adjacent to the City, in a pocket surrounded on the west and south by lands in the present annexation and to the east partially by the recently annexed Lynx Ridge golf course. The Smiths request all of Blazer Estates because the moratorium issued by Alberta Environment effective August 30, 2006, that they will no longer accept new water licence applications for the Bow River has raised a problem for Blazer Estates. Existing water wells and contamination from septic fields is always a major concern. The adjacent water coops presumably do not have extra capacity for hook ups beyond their area and any other land that borders Blazer Estates either has already been annexed by the City or is part of the current annexation application.

The Smiths feel that they have no other options but to be annexed if there are ground water problems. In the Smith's opinion, it would seem that this area should be under the control of the City due to the proximity of Blazer Estates to the Bearspaw dam and the Bow River

Landowners Opposed to the Requests for Inclusion in the Bearspaw Area

Mr. Al Sacuta submits that he speaks for 40 landowners in the Bearspaw area that are opposed to the requests that land be included that was not part of the City's annexation application. Mr. Sacuta pointed out that prior rulings of the MGB have shown that the legislature changed the law regarding annexation and only municipalities have the ability to make an application. This has been underlined in recent MGB reports about other annexations and the Minister has accepted those reports.

Mr. Sacuta reviewed the status of a number of statutory plans that affect the Bearspaw area and pointed out that section 8.1, the Bearspaw Area Structure Plan, specifies policies for country residential includes a requirement that parcel size should not be less than four acres. If the City honours their commitment that previously adopted area structure plans will prevail and the stability of existing communities will be protected from ad hoc proposals to increase densities, then the City must comply with the Bearspaw Area Structure Plan. Therefore, Bearspaw can only be developed to country residential densities. At these densities, the City cannot economically service or support the area, and the area cannot provide any meaningful accommodation for the City's rising population. Under such conditions, Bearspaw should remain in the MD, and any additions to the City's annexation application should be denied.

Mr. Sacuta ponders that if the City repudiates its commitments and does not comply with the Bearspaw Area Structure Plan, they will likely develop the area consistent with their policy of six to eight units per acre. This would completely change the character of existing neighbourhoods such as Bearspaw Village, Blueridge Estates, Bearspaw Meadows and Blazer Estates, which constitute and surround the proposed annexation area. It would ignore the wishes

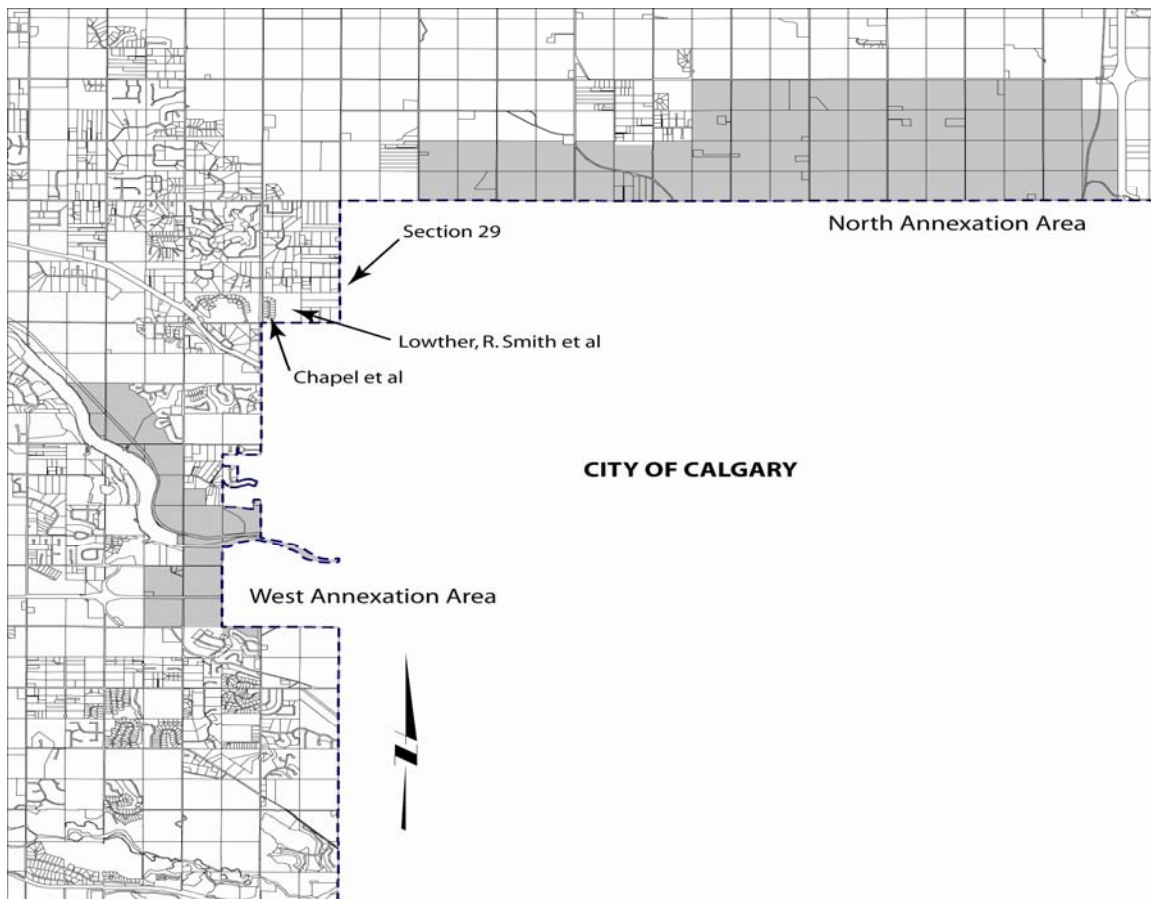
**BOARD ORDER: MGB 079/07**

**FILE: AN05/CALG/01**

of Bearspaw residents as expressed in the plan that these citizens helped create. The annexation would not only violate the Bearspaw Area Structure Plan, but would also violate the letter and intent of the Act and the Alberta Land Use Policies. To prevent such violations, Bearspaw should remain in the MD, and any additions to the City's annexation application should be denied

**Northern Bearspaw Area - also known as Section 29-25-2-5 (Section 29)**

Section 29 is considered to be part of the Bearspaw area but it located approximately two miles northeast of the proposed west annexation area. It is also located approximately two miles southwest of the north annexation area. This section of land is also adjacent to the existing northwestern boundary of the City of Calgary. This particular neighbourhood has a number of country residential parcels approximately two acres in size, and the balance land has been broken down into a larger remainder parcel and a number of other parcels up to 20 acres in size.



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Eric Lowther, Mike Verbitski et al

Mr. Lowther and Mr. Verbitski represent a group of 16 landowners in Section 29 requesting that this section be included in the City annexation. This section was originally included in the annexation notice; however, after negotiation and mediation the area was excluded.

Mr. Lowther maintains that the annexation planning documents refer to the need for transitional development zones and that they are a priority in the planning process. These properties are surrounded by City roads on three sides and immediately adjacent is a high density condominium development and a four lane major thoroughfare. The current boundary ends with developed high density condominiums immediately adjacent to Section 29. Mr. Lowther concludes that annexation of Section 29 would allow for a transition zone between urban density and rural residential densities.

Mr. Lowther points out that oversized sanitation and water services were installed over a year ago on the south boundary of Section 29 in anticipation of annexation.

Dr. Rosina Smith

Dr. Smith and her family own two 20-acre parcels in Section 29 and are requesting inclusion into the City annexation. Dr. Smith contends that the MD never gave any explanation as to why these lands were excluded from the original proposal.

Dr. Smith explained that she does not trust the joint planning initiatives envisioned in the annexation agreement because the interests of two very different municipalities are naturally different. Indeed, Dr. Smith is of the opinion that the agreement was not created in the best interests of orderly and economical development of land in the west corridor or in the greater public interest. Therefore, it is preferable that Section 29 be annexed in order to provide adequate levels of municipal services.

Mr. and Mrs. Chapel and other landowners opposed to the request by Eric Lowther and others to include Section 29 in the Calgary annexation.

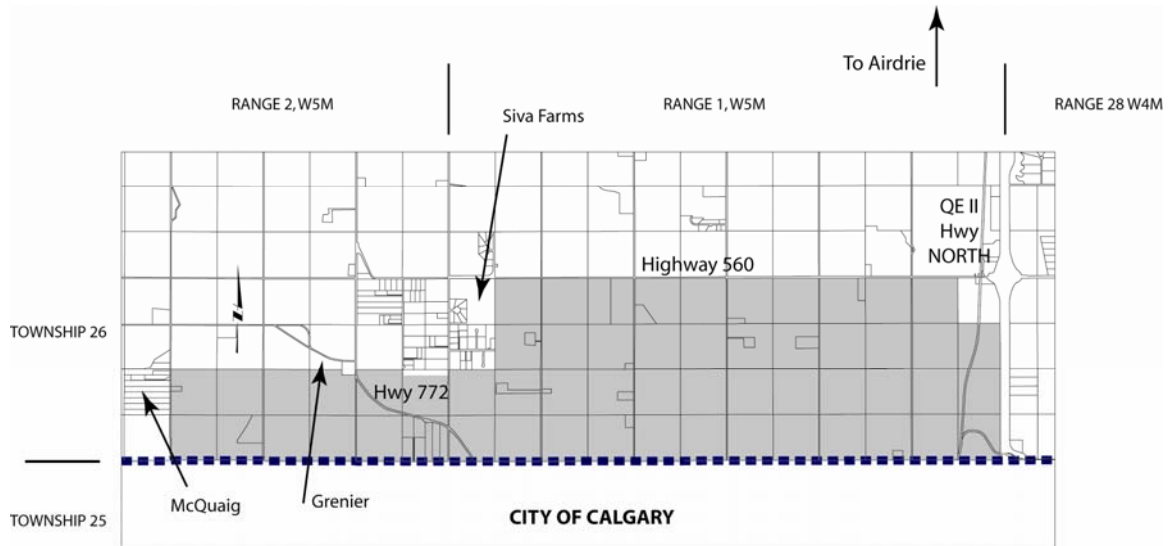
Mr. and Mrs. Chapel own a two acre parcel in Bearspaw Ridge Estates located on the west side of Section 29 and adjacent to the larger balance parcel in Section 29. Mrs. Chapel and other neighbours registered their opposition to the annexation of any portion of Section 29 stating the importance of maintaining a rural atmosphere for the area. This subdivision of 15 exclusive homes does not object to development in the area at rural densities but finds urban densities would represent a land use conflict.

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**FILE: AN05/CALG/01**

**North Annexation Area**

The MGB received two requests for land adjacent to the proposed North Annexation Area to be included in the Calgary annexation.



Siva Farms Ltd.

Siva Farms owns approximately 127.5 acres on the south side of Highway 566 approximately five miles west of the QE 2 Highway.

The representative for Siva Farms explained that the Siva Farm property was included in the original annexation notice but was excluded for unknown reasons after mediation occurred between the City and the MD. The representative submits that the property is accessible from two major traffic arteries, namely Mountain View Road and Highway 566 and is located in the City Growth Corridor. The Siva Farm is well positioned to be serviced by existing major infrastructure and servicing.

Leo and Susan Grenier

Mr. and Mrs. Grenier own approximately 50 acres, in two titles, located on Highway 772 near the western end of the proposed annexation area. The proposed annexation boundary runs along the south side of the Grenier property. Mr. and Mrs. Grenier request that their property be included in the annexation.

The Greniers submit that their property was included in the original annexation notice but was excluded for unknown reasons after negotiation and mediation occurred between the City and the

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MD. The Greniers argue that there is no logic in moving the annexation boundaries in an irregular pattern to the south of their property.

The Greniers point out that their land is encumbered by a growth corridor shown on the mediated annexation map which places severe limitations on the options available to land owners in these areas. The Greniers suggest that they are being put in the position of having to gain support from both the City and the MD for any development initiatives.

Irene McQuaig

Mrs. McQuaig owns a 20-acre parcel immediately adjacent to the west edge of the north annexation area.

Mrs. McQuaig requests inclusion of her property into the Calgary annexation for financial reasons.

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**FILE: AN05/CALG/01**

**Attachment B**

**Submissions Made and/or Appearances, By Area**

• **Municipal Authorities**

City of Calgary

Tim Creelman, Planner  
Brand Inlow, City Solicitor  
Rob Sparkman, City Infrastructure Planning

Municipal District of Rocky View

Joanne Klauer, Solicitor  
Barry Sjolie, Solicitor  
Lori Pesowski, MD Director of Planning and Development  
Drew Hyndman, MD Planner

• **Other Local or Regional Authorities and Service Providers**

City of Airdrie, Mayor Linda Bruce  
City of Airdrie, George Keen, City Manager  
Fortis Alberta Submission, Ron Litzenberger

• **West Annexation Area Submissions**

Springbank Community Planning Association  
Tom Fletcher, Gloria Wilkinson, Ena Spalding  
Action for Agriculture  
Harvey J. Buckley, Eliz Breakey

Affected Landowners Adjacent or Within West Annexation Area

Chris Bailey  
Greg and Dana Hanlon  
Clint Smith  
Breanna Sikorski  
Donald J. Lucky  
Greg Jones  
Qualico for Crestmont Developments Inc.  
Karin Finley  
Carburn Aggregates



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James F. Burns  
Don Brownie and Associates for Joan Snyder  
J. Patrick Peacock, Q.C. for Artist View Development  
John Merrett and Ted Brown for Melcor, Qualico, Snyder, Burnswest and Crestmont  
Developments  
Melcor Developments Ltd.  
Ralph B. Young  
John R. Rudiger  
Chris Lennon  
Ryan Atkins for 1181814 Alberta Ltd. (Amden Investments)  
Qualico for Coach Creek Developments Inc.  
Karin Finley  
Eric Lowther  
Robert and Audrey Guedo  
Michael and Jeannine Verbisky  
Raymond and Dr. Rosina Smith  
John and Serafina Di Georgio  
Hopeton and Lona Loudon  
Margo Salter Pieroway  
Susan and Gordon Smith  
The Staddon Family  
Al Sacuta on behalf of certain Bearspaw residents  
F.F. and R.M. Lang  
G.D. and C.E. Chapel  
Brown and Associates on behalf of Leheigh Cement  
Greg Brown  
George Trutina

• **North Annexation Area Submissions**

Affected Landowners Adjacent or Within the North Annexation Area

Irwin Torry on behalf of Centron and Homburg LP  
Brown and Associates on behalf of the North Stoney Landowner Group  
Paul Mercer  
Catherine Agar on behalf of Walton International Group  
Niels F. Molbak, Robin Himes and Ian Denison, Evelyn Bevel and Bernd Schuld, Romona  
and Jim Salvador  
Verena Zumbuhl on behalf of Siva Farm Ltd.  
Leo and Susan Grenier  
Jeff and Laurie Miller, Walter and Trish Savill  
David B. McQuaig for Irene McQuaig

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**FILE: AN05/CALG/01**

James Charette

- **East Annexation Area Submissions**

Affected Landowners Adjacent or Within the Eastern Annexation Areas

William Gaskarth

John and Sherryl Egely

Brown and Associates for the Belvedere Landowner Group

Paul Mercer

Brown and Associates for Gleneagles Investments, Louson Investments and A&H Holdings

Greg Brown

Jean-Claude Prefontaine and Bryan Bunz

Helen Thomson

Stan Humenuk, Olga Yewchuk, Anastasia Kutryk, Terrance Kutryk

# Tax Rates and Revenue Changes

## 2024 Municipal Property Tax Rates

2024 Municipal Tax Rates	Calgary	Rocky View County <sup>1</sup>	Difference
Residential	0.0042036	0.002444	0.0017596

Tax Relief Information	
# of Properties for Relief	199
Cost of Relief (25% of Difference)	\$86,012
Average Property Relief	\$432

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<sup>1</sup> Rocky View County's 2024 property tax rate bylaw has not yet been passed. This is the 2023 property tax bylaw rate. This rate is subject to change.



## List of Eligible Properties based on EC2022-0504 Council Direction

Roll Number	Address
201130630	15550 PANORAMA RD NW
201131489	9000 114 AV SE
201192184	16909 104 ST SE
201126976	11515 30 AV SE
201127297	38 MARQUIS MEADOWS PL SE
201127800	15525 14 ST NW
201126919	17 HART ESTATES BV NE
201128675	18300 88 ST SE
201126612	9110 178 AV SE
201126455	9110 34 AV SE
201131844	9555 17 AV SE
201127107	3015 88 ST SE
201127008	3030 88 ST SE
201131349	2825 88 ST SE
201130622	1400 144 AV NE
201127081	16600 CENTRE ST NE
201127347	16555 PANORAMA RD NW
201131364	3130 84 ST SE
201127057	3131 88 ST SE
201130374	15355 SYMONS VALLEY RD NW
201131059	9300 146 AV SE
201130648	3025 92 ST SE
201147691	11909 148 AV SE
201126737	96 HART ESTATES BV NE
201131281	3250 84 ST SE
201147642	11975 153 AV SE
201126752	103 HART ESTATES BV NE
201126646	8665 114 AV SE
201126711	79 HART ESTATES BV NE
201126745	95 HART ESTATES BV NE
201126786	16555 6 ST NE
201147766	15220 104 ST SE
201131802	8500 84 ST SE
201128139	17505 11 ST NE
201147808	17950 104 ST SE
201130226	1855 176 AV NE
201128766	11755 210 AV SE
201131174	16700 88 ST SE

201127149	9999 8 AV NE
201131380	16910 14 ST NW
201130184	16905 CENTRE ST NW
201126802	7905 133 ST NW
201131760	2121 148 AV NE
201129046	11505 115 AV SE
201129038	11025 114 AV SE
201157062	3838 84 ST SE
201131646	17507 6 ST NW
201131034	16909 14 ST NW
201131430	9800 178 AV SE
201130234	16450 15 ST NE
201126489	17330 22 ST NW
201128840	16655 14 ST NW
201129020	11888 178 AV SE
201126794	16115 6 ST NE
201128071	15300 PANORAMA RD NW
201131091	125 MARQUIS MEADOWS PL SE
201126836	3235 100 ST SE
201131406	14555 84 ST SE
201130754	8803 138 AV SE
201126463	8775 17 AV SE
201131810	8400 84 ST SE
201147519	11977 154 AV SE
201127685	10775 146 AV SE
201126828	3287 100 ST SE
201130655	9770 114 AV SE
201128709	11500 114 AV SE
201157047	11500 2 AV NE
201147592	11885 163 AV SE
202981932	13800 100 ST SE
201126414	13000 84 ST SE
201126448	9190 34 AV SE
201126661	24 MARQUIS MEADOWS PL SE
201126679	9200 146 AV SE
201126687	11 MARQUIS MEADOWS PL SE
201126703	18 HART ESTATES BV NE
201126778	700 100 ST SE
201126810	3205 88 ST SE
201126844	3195 100 ST SE
201126851	3163 100 ST SE

201126869	2910 88 ST SE
201126877	3010 84 ST SE
201126885	3050 84 ST SE
201126901	3502 84 ST SE
201126935	16115 14 ST NW
201126943	11809 146 AV SE
201126984	8500 23 AV SE
201126992	8580 23 AV SE
201127016	3000 88 ST SE
201127024	34 MARQUIS MEADOWS PL SE
201127032	23 MARQUIS MEADOWS PL SE
201127040	35 MARQUIS MEADOWS PL SE
201127065	3095 88 ST SE
201127099	3035 88 ST SE
201127214	30 FORZANI WY NW
201127222	20 FORZANI WY NW
201127271	3180 88 ST SE
201127305	39 MARQUIS MEADOWS PL SE
201127313	47 MARQUIS MEADOWS PL SE
201127362	8920 84 ST SE
201127370	2665 88 ST SE
201127388	51 MARQUIS MEADOWS PL SE
201127396	55 MARQUIS MEADOWS PL SE
201127404	59 MARQUIS MEADOWS PL SE
201127412	63 MARQUIS MEADOWS PL SE
201127420	67 MARQUIS MEADOWS PL SE
201127446	12770 84 ST SE
201127453	2710 88 ST SE
201127479	3275 88 ST SE
201127503	2662 88 ST SE
201127537	2585 88 ST SE
201127545	2475 88 ST SE
201127552	2405 88 ST SE
201127560	14225 84 ST SE
201127701	3260 88 ST SE
201127719	2800 88 ST SE
201127727	2830 88 ST SE
201127743	2985 100 ST SE
201127784	12850 84 ST SE
201128634	11625 178 AV SE
201128881	23 GUNNSTONE GD SE

201128899	31 GUNNSTONE GD SE
201128907	39 GUNNSTONE GD SE
201128980	12 GUNNSTONE GD SE
201128998	6 GUNNSTONE GD SE
201129004	3100 88 ST SE
201129053	3300 88 ST SE
201129327	3035 100 ST SE
201129343	11327 87 ST SE
201129350	13950 84 ST SE
201130689	11326 87 ST SE
201130697	3315 100 ST SE
201130713	14100 84 ST SE
201130721	14010 84 ST SE
201130739	8555 138 AV SE
201130747	8727 138 AV SE
201130762	8915 138 AV SE
201130846	13100 84 ST SE
201130937	15700 85 ST NW
201131000	11355 85 ST SE
201131083	115 MARQUIS MEADOWS PL SE
201131109	9075 138 AV SE
201131125	11400 84 ST SE
201131133	11305 85 ST SE
201131182	11515 1 AV SE
201131273	11408 87 ST SE
201131356	2727 92 ST SE
201131398	14303 84 ST SE
201131463	15555 PANORAMA RD NW
201131547	11312 87 ST SE
201131570	11393 87 ST SE
201131588	11405 87 ST SE
201131653	11000 84 ST SE
201131695	11317 85 ST SE
201131703	11390 84 ST SE
201131745	11392 86 ST SE
201131794	11445 86 ST SE
201132057	11403 85 ST SE
201132107	11368 86 ST SE
201132131	11400 88 ST SE
201132149	11458 88 ST SE
201132156	11370 85 ST SE



201132164	11396 87 ST SE
201132180	11455 88 ST SE
201132198	11407 88 ST SE
201132206	11397 88 ST SE
201132222	11309 86 ST SE
201132255	11310 85 ST SE
201132263	11335 88 ST SE
201132271	11311 88 ST SE
201132305	11320 88 ST SE
201132313	11446 85 ST SE
201132321	11401 86 ST SE
201132339	11395 86 ST SE
201132347	11448 86 ST SE
201132354	11451 87 ST SE
201132388	11315 87 ST SE
201132396	11390 88 ST SE
201132404	11611 146 AV SE
201132412	11707 146 AV SE
201147501	19200 104 ST SE
201147527	16715 104 ST SE
201147535	16535 104 ST SE
201147543	11340 89 ST SE
201147550	11392 89 ST SE
201147568	11428 89 ST SE
201147576	11476 89 ST SE
201147618	11475 89 ST SE
201147626	11427 89 ST SE
201147634	11399 89 ST SE
201147659	11957 152 AV SE
201147683	16651 104 ST SE
201147717	16699 104 ST SE
201147725	16665 104 ST SE
201147741	16611 104 ST SE
201147774	15300 104 ST SE
201147782	15280 104 ST SE
201147816	11345 89 ST SE
201147832	16505 104 ST SE
201192234	16625 104 ST SE





# Tax Relief Options for Residential Properties Impacted by Annexation Order 333/2007

2024 April 16



# Recommendation

That the Executive Committee recommend that Council receive this report for the Corporate Record.



# Background



680 properties annexed in  
2007



15 years tax transition  
ended in 2021



466 properties transitioned  
from the Rocky View County  
tax rate to The City of  
Calgary in 2022

As of 2024, there are 199 properties that remain eligible for potential annexation tax relief based on previous Council direction.

# Previous Council Direction

## EC2022-0504 Tax Relief Options for Residential Properties Impacted by Annexation Order 333/2007

In May 2022, Council directed Administration to:

1. Cancel 75% of the municipal tax differential for the residential portion of eligible for 2022;
2. Report back to consider cancelling 50% of the municipal tax differential for the residential portion for 2023; and
3. **Report back to consider cancelling 25% of the municipal tax differential for the residential portion for 2024.**



# Impacts of cancelling 25% of the municipal tax differential for the residential portion for 2024

## 2024 Municipal Residential Property Tax Rates



0.0042036



ROCKY VIEW  
COUNTY

0.002444\*



Estimated Difference

0.0017596

## Potential Tax Relief Information



Eligible Residential  
Properties

199



Average Relief

\$432



Total Cost of  
Relief

\$86,012



# Recommendation

That the Executive Committee recommend that Council receive this report for the Corporate Record.



Planning & Development Services Report to  
Executive Committee  
2024 April 16

ISC: UNRESTRICTED  
EC2024-0428

## Planning and Development Sustainment Reserve Fund Amendments

### PURPOSE

The purpose of this report is to amend the Planning & Development Sustainment Reserve to reflect previous council direction, including recommendations from the 2023 Triennial Reserve Review, and to align with changes to the Planning & Development Services (PDS) department structure arising from the corporate realignment.

### PREVIOUS COUNCIL DIRECTION

In the 2023 June Triennial Reserve Review (EC2023-0466), Administration was directed to provide an update on the impacts of the realignment on our reserves. In 2022 November (C2022-1051), Council directed Administration to conduct a review of whether more existing tax-supported initiatives could be funded by fee-based reserves.

### RECOMMENDATION(S):

That Executive Committee recommend that Council:

1. Approve recommended changes to the Planning and Development Sustainment Reserve Template as presented in Attachment 2;
2. Approve the proposed Service Funding Principles as presented in Attachment 3; and
3. Direct Administration to include the impact of these changes as part of Mid-Cycle Adjustments.

### CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Chief Administrative Officer David Duckworth, Chief Financial Officer Carla Male and Acting General Manager Debra Hamilton concur with this report. Updating the Planning and Development Sustainment Reserve sets transparent expectations for how funds are used to support department services and initiatives.

### HIGHLIGHTS

- These amendments, along with approval of proposed Service Funding Principles, will allow fee revenues to fund more of the services offered by PDS, which enables a reduced reliance on tax-support.
- **What does this mean to Calgarians?** Approval of these recommendations will lower the amount of tax funding required to deliver some existing services provided within PDS, allowing for tax revenue to be shifted to fund other services that matter to Calgarians. This will strengthen PDS' abilities to provide consistent, quality and timely services that enable the development of new homes and businesses for Calgarians.
- **Why does this matter?** These recommendations will align user fees with the value of service provided, and approving the Service Funding Principles provides clarity around when PD fees and the PD Sustainment Reserve can and should be utilized.
- The proposed amendments align with the User Fee and Subsidies Policy (CFO010 CD2024-0015).
- If approved, these changes will result in 2025 Mid-Cycle Budget Adjustments.
- Background and Previous Council Direction is included as Attachment 1.

## Planning and Development Sustainment Reserve Fund Amendments

### DISCUSSION

The PD Sustainment Reserve Fund was established in 2003 by Council to provide future operational stabilization to the department, and to fund one-time operating and capital expenditures from annual operating surpluses from fee-supported operations. PDS as a department enables and provides development, building and approval services along with tools that support and enable future development. These services are all delivered within the Planning Approvals Continuum (Approvals Continuum is shown in the Service Funding Principles found at Attachment 3).

As part of the 2023 Triennial Reserve Review, and following the organizational realignment, it was directed that Administration provide an update on the impacts of the realignment on the reserve including any impacts to the user fee and tax funded ratio. As a result, Administration completed a review to analyze the new department functions to better understand the services provided by each division and how they align to expenditures along the Approvals Continuum, Administration agreed to report back to Council in 2024 with any resulting budget adjustments.

As a result of this work, Administration is recommending the proposed amendments to the PD Sustainment Reserve Template outlined in Attachment 2, along with approval of the Service Funding Principles presented in Attachment 3, which outline how and when PDS fee funding can and should be applied to services along the Approvals Continuum. If approved, PDS will bring forward mid-cycle budget adjustments that reflect the updates.

In 2022 PDS engaged an external consultant to complete a comprehensive fee review, which concluded that our fees are competitive with other jurisdictions. There is no immediate impact anticipated to current PDS fees as a result of these recommendations. In future years, expenditure and projected reserve levels will be monitored to inform any future proposed fee changes.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |

PDS management proactively presented the proposed changes to the BILD Board of Directors, welcoming follow up conversations and the opportunity for input on these amendments. BILD shared a letter of support for the proposed changes (Attachment 4), noting a desire to continue conversations on approved planned expenditures and welcoming opportunities for further collaboration to support the development industry.

## Planning and Development Sustainment Reserve Fund Amendments

### IMPLICATIONS

#### Social

Services performed within PDS and included in scope of the proposed amendments play a critical role in shaping the future of Calgary communities. Notably, they help enable the delivery of more housing and business opportunities for Calgarians.

#### Environmental

Effectively funded PDS services support the development of more environmentally sustainable buildings, communities and mobility networks.

#### Economic

The proposed amendments support continued development activity in Calgary and align fee funding to services which enable that development.

#### Service and Financial Implications

##### Self-supported and tax-supported funding

If approved, the updated PD Sustainment Reserve will be more closely aligned with the intended services. PD user fees will be applied to related expenditures, which supports reduced reliance on tax support. There will be no change to the services provided.

### RISK

Fluctuations to building and development activity impact the PD Sustainment Reserve balance. Such fluctuations could result in user fees increasing, or a reduction in operating and capital expenditures. This is an ongoing risk with shifting more services from tax support to support from fees that may fluctuate based on market conditions. Administration will continue to monitor this risk and pursue mitigation measures as necessary.

### ATTACHMENT(S)

1. Previous Council Direction, Background
2. Amendments to PD Sustainment Reserve Template
3. Service Funding Principles
4. BILD Letter
5. Presentation

#### Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth	Chief Administrative Officer	Approve
Debra Hamilton	Planning and Development Services	Approve
Carla Male	Chief Financial Officer	Approve



## Background and Previous Council Direction

### Background

On 2003 September 29, Council approved the establishment of Development & Building Approvals reserve fund, now called the Planning and Development Sustainment Reserve, for operational stabilization and for capital expenditure through funding from operating surpluses for 2003 and onward.

### Previous Council Direction

Date	Report Number	Direction/Description
2023 June 6	EC2023-0466	Triennial Reserve Review: PDS to provide an update on the impacts of the realignment on the reserve
2023 March 14	EC2023-0222	Administration provided an update on reserves generally, noting that PDS was conducting a review to identify opportunities to adjust fee vs tax supported services
2022 November 25	C2022-1051	Council directed administration to conduct a review of fee-based reserves to determine if there are tax-supported initiatives that could be funded from them
2019 December 3	PFC2019-1385	Triennial Reserve Review: recommend to review alignment of fee revenues and expenditures
2016 December 13	PFC2016-0796	Triennial Reserve Review: recommend changes to the reserves to reflect reorganization
2013 December 10	PFC2013-0745	Triennial Reserve Review: Edit reserve purpose to: The reserve is used to: <ol style="list-style-type: none"> <li>1. Stabilize the DBA operating budget</li> <li>2. Fund one-time operating expenditures, and</li> <li>3. Fund DBA capital expenditures</li> </ol>
2003 September 29	FB2003-49	Establishment of the Development & Building Approvals (DBA) Sustainment Reserve



## Summary of proposed amendments to Reserve Template

Previous Reserve Template	Updated Reserve Template
<p><b>Title:</b> Planning &amp; Development Sustainment Reserve</p> <p><b>Purpose:</b> The reserve will be used to respond to market fluctuations and volatility in the level of development and building activity. The reserve will fund fee supported budgets for the continuity of development approvals and building safety services. The reserve will have the following specific uses:</p> <ol style="list-style-type: none"> <li>1) Stabilize the operating budget</li> <li>2) Fund one-time operating expenditures</li> <li>3) Fund capital expenditures</li> </ol> <p><b>Conditions:</b> The reserve has a target balance of 75% of the annual budgeted fee based operating expenditures. Should the fund exceed the target, the excess would be used as a contribution from the reserve to fee supported operations in the following year to soften any required user fees increase</p>	<p><b>Title:</b> Planning &amp; Development Services Sustainment Reserve</p> <p><b>Purpose:</b> The reserve will be used for (a) service sustainability in response to development and building activity fluctuation and the corresponding impact on fee revenues, and (b) operating and capital expenditures to improve and sustain services which benefit the user and future applications as outlined in the Service Funding Principles.</p> <p><b>Conditions:</b> The reserve has a target balance of 75% of the annual budgeted fee based operating expenditures. Should the fund exceed the target, the excess may be used as a contribution from the reserve to fee supported operations in the following year to make adjustments to user fees.</p>

# Proposed Amendments to Reserve Template

**Planning & Development ~~Services~~ Sustainment Reserve**     \$     103,545  
Sustainment Reserve ('000s)     (2022)  
Contingency & Cashflow

**Creation Date:**     **October 14, 2003**

**Authorization:**     FB2003-49, C2005-60, C2005-68, FCS2005-33, FCS2006-37, FCS2007-45, LPT2008-67, LPT2011-30, PFC2013-0745, PFC2016-0796, PFC2017-1081, and PFC2019-1385

**Confidential Documents:**     \_\_\_ yes X no

**Purpose:**     ~~The reserve will be used to respond to market fluctuations and volatility in the level of development and building activity. The reserve will fund fee supported budgets for the continuity of development approvals and building safety services.~~

The reserve will be used for

(a) service level sustainment in response to variability of development and building activity and associated fee revenues, and

(b) operating and capital expenditures to improve or sustain services which benefit the user and future applications as outlined in the Service Funding Principles.

~~The reserve will have the following specific uses:~~

- ~~1. \_\_\_\_\_ Stabilize the operating budget~~
- ~~2. \_\_\_\_\_ Fund one-time operating expenditures~~
- ~~3. \_\_\_\_\_ Fund capital expenditures~~

**Conditions:**     ~~The reserve has a target balance of 75% of the annual budgeted fee based operating expenditures. Should the fund exceed the target, the excess would be used as a contribution from the reserve to fee supported operations in the following year to soften any required user fees increase.~~

The reserve has a target balance of 75% of the annual budgeted fee based operating expenditures. Should the fund exceed the target, the excess may be used as a contribution from the reserve to fee supported operations in the following year to adjust user fees.

**Restrictions:**     External - \$ 0     Percentage of reserve - 0%  
Internal - \$ 0     Percentage of reserve - 0 %  
Principal available for use: X yes     \_\_\_ no \_\_\_ N/A  
Percentage unavailable - 0 %



Other - \$ \_\_

Unrestricted - \$ \_\_                      Percentage of fund - 100 %

**Related Budget Programs:**

Operating Budget Rollups: Various department IDs

Capital BUDGET IDs:

- P061\_002 - Capital Asset Lifecycle
- P067\_002 - Business Technology Sustainment
- A481251 - DA Service Improvements
- P064\_001 - Working Space Initiatives
- A470150 – Modernizing Service Delivery
- A470013 – litaa Paisoon Traditl Heat Map
- A470034 – Building Safety Vehicle Acquisition

**Funding Sources:** Annual operating surpluses from fee supported operations

Reserve approved to record allocation of investment income:

X yes                      \_\_ no

**Authorization  
For Investment**

**Income Allocation:** *FB2003-49*

**Special Reporting  
Requirements:** None



# Planning & Development Services Sustainment Reserve Service Funding Principles

## Background

When the Planning & Development Sustainment Reserve (the "Reserve") was established in 2003, its purpose was to fund operational stabilization, one-time packages, and capital expenditures to support Development & Business Approval's fee-supported core services. These core services were defined in the report accompanying Administration's recommendation to establish the Reserve (FB2003-49).

In the 20 years since the Reserve's establishment, the fee-funded services provided by Planning & Development Services ("PDS") to industry members have evolved, as has the regulatory system enabling planning and development in Calgary. As a result, an updated foundational document is needed to guide the use and administration of the Reserve.

## Purpose of Service Funding Principles

The Service Funding Principles are, in conjunction with the Reserve's Template, intended to replace previous guidance on use and administration of the Reserve, including but not limited to descriptions of Core Services, Core Processes and Value-Added Activities in FB2003-49.

All transfers from the Reserve must be aligned with these Service Funding Principles and the Reserve's purpose.

## Approvals Continuum

The services provided by PDS to Calgarians and industry members all fall on the Approvals Continuum. For a summary of these services, see Appendix 1.

## Transfers from the Reserve

All transfers from the Reserve must be used to support and enable services provided by Administration within and for PDS along the Approvals Continuum, as outlined below. The examples in the lists below are illustrative, but are not exhaustive. If a proposed expenditure falls within Category 1 or 2, it is eligible for funding from PDS fees.

- 1) **Category 1:** Services that PDS charges a fee for. Examples include:
  - a. Growth Applications
  - b. Land use amendments
  - c. Development permits
  - d. Building permits
  
- 2) **Category 2:** Services performed by Administration within and for PDS that are part of the overall regulatory regime. These services support and enable the continuity of current and future development or building approvals. Examples include:
  - a. Development specific policy
  - b. Zoning bylaw drafting and amendments
  - c. Local Area Planning
  - d. Service improvements & strategic support

## Appendix 1

### Our Approvals Continuum



**Regional Strategy:** Guides and influences planning and servicing decisions beyond our municipal borders.



**Policy:** Policy guides long-term planning in the city and sets parameters to the land development process.



**Growth Strategy & Funding:** Mechanism to facilitate growth that helps achieve strategic goals while maintaining City fiscal sustainability.



**Public Realm Implementation:** Public realm refers to the spaces around, between and within buildings that are generally accessible to the public. Public realm includes streets, sidewalks, parks, squares and open spaces. Areas within the public realm support public life and social interaction.



**Land Use:** Legal control of the use and intensity of development on a parcel of land.



**Outline Plan:** An outline plan is a non-statutory plan that is usually processed with Land Use Amendments, to ensure a workable distribution of land uses, open space and road network.



**Subdivision:** Process of dividing land into smaller parcels. Two basic types of subdivision are tentative plan, and subdivision by instrument.



**Infrastructure:** Once the civil engineering design for the infrastructure has been approved, grading & construction of the essential infrastructure can begin.



**Development:** A permit authorizing a development, issued by the development authority



**Building:** A building permit is required to construct a new building, also to relocate, repair, alter or make additions to existing buildings or structures.



**Occupancy:** An occupancy permit allows the occupancy or use of a building. In order to be granted occupancy the building must have passed a series of inspections ensuring that the building is safe.



**Building & Business Use:** During the post-occupancy stage, there are several future potential interactions with Planning & Development Services including but not limited to: business licensing, tenancy changes, alternations, and demolition.



April 5, 2024

City of Calgary  
P.O. Box 2100, Station M, Mail Code 8117  
Calgary, Alberta T2P 2M5

Attention: Randel Coles, Manager Service Excellence, Planning & Development Services

Dear Randel,

**Re: Planning & Development Services Sustainment Reserve**

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We appreciate the opportunity to meet with you on March 25th to discuss the recent updates to the Planning and Development Services Sustainment Reserve template. Your dedication to ensuring the effectiveness and appropriateness of these changes is commendable, and we are grateful for the chance to provide our feedback.

The revisions to the name and purpose statement, alongside the new guidelines on the utilization of the reserve, as well as the introduction of service funding principles, reflect a proactive approach to addressing the evolving needs of our industry. BILD Calgary Region fully supports initiatives that cost effectively reduce barriers to development and enhance housing supply, recognizing that these funds stem from contributions made by our members within the building and development sector. It is reassuring to see a commitment to leveraging these resources to navigate market fluctuations effectively.

While we acknowledge the importance of these updates, we believe that clarity regarding the expected "service outcomes" of budgeted expenditures is essential. Our members seek a more detailed understanding of how these investments will translate into tangible improvements, such as streamlined development permit processes and enhanced efficiency in townhouse and row housing project approvals.

Specifically, the "working space initiative" allocation of \$17.08 million has garnered attention due to its significant proportion of the budget. We respectfully request further insight into how this aligns with existing available office space within municipal facilities, the potential for remote work arrangements, industry benchmarks concerning space utilization per headcount, and any other initiatives aimed at driving automation and efficiency.

Capital expenditures, like the "working space initiative", should be viewed as investments with enduring benefits rather than one time or lump sum expenses. We recommend reporting and accounting for them in the reporting of the reserve over a defined time period, i.e., their expected life. By adopting this approach, it will better capture their complete time value and enable a more comprehensive, comparable, and meaningful financial analysis and assessment of the reserve.

As stakeholders committed to the broader spectrum of housing needs, we advocate for a balanced distribution of funds that benefits the entire housing continuum. It is imperative that expenditures reflect the proportional contribution of various sectors within the industry, rather than being skewed towards any single area.

Furthermore, amidst the ongoing challenges surrounding housing affordability, we were pleased to hear from our discussion that there are no anticipated increases to Planning and Development Services fees. This assurance underscores a shared commitment to mitigating the financial burdens associated with housing for both the building and development industry and residents alike.

We trust that The City is actively exploring avenues to secure additional Federal funding support aimed at bolstering resources dedicated to expediting regulatory and municipal approval processes essential for enhancing housing supply promptly. We sincerely appreciate any efforts made in this regard and would greatly appreciate regular updates regarding the acquisition of funds and the strategic utilization thereof. Specifically, we are keen to understand how these funds will be utilized to mitigate, leverage, and ultimately minimize withdrawals from the reserve. Your ongoing communication on this matter is invaluable to us, ensuring transparency and alignment with shared objectives.

In conclusion, we extend our gratitude for considering our input on these matters of significant importance to our industry. We remain committed to collaborating with you to ensure that the Planning and Development Services Sustainment Reserve continues to serve its intended purpose effectively.

Thank you for your attention to these concerns, and we look forward to further dialogue and progress. Should you have any questions please contact the undersigned.

Best Regards,



Brian R. Hahn  
CEO, BILD Calgary Region

Calgary



# Planning and Development Sustainment Reserve Fund Amendments

EC2024-0428  
2024 April 16

## Previous Council Direction

This report concludes Council direction to update the Planning and Development Sustainment Reserve, as directed through:

- Triennial Reserve Review EC2023-0466, where Administration was directed to provide an update on the impacts of the realignment on the reserve .
- Fee Based Reserves Report EC2023-0222, which noted Administration would conduct a comprehensive review of fee vs tax services.
- 2023-2026 Service Plans and Budgets C2022-1051, where Council directed Administration to conduct a review of fee-based reserves to determine if there are tax-supported initiatives that could be funded from them.



# Recommendations

That Executive Committee recommend that Council:

1. Approve recommended changes to the Planning and Development Sustainment Reserve Template as presented in Attachment 2; and
2. Approve the proposed Service Funding Principles as presented in Attachment 3.
3. Direct Administration to include the impact of these changes as part of Mid-Cycle Adjustments.



# Highlights



Approvals Continuum Review Findings



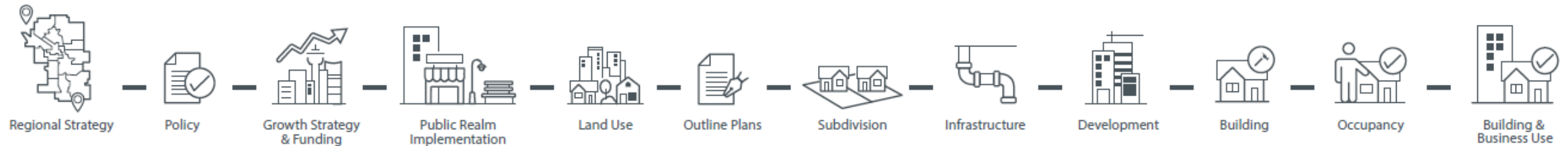
Tax Relinquishment



Service Funding Principles

# Approvals Continuum

## Our Approvals Continuum



- User fees are charged across the Approvals Continuum
- Fees collected within a given year fund the related annual operating expenditures across the Approvals Continuum
- At the end of a given year, any fee revenue or expenditure variance is transferred to or from the Reserve

# Reserve Template Amendments

- **Title** – Reflects realignment
- **Purpose Statement** – now references **Service Funding Principles**
- **Conditions** – now clarifies funds that exceed the target balance may be directed to any type of fee adjustments, in alignment with service funding principles



# Service Funding Principles

- All transfers from the Reserve must be used to support and enable services provided by Administration within and for PDS along the Approvals Continuum

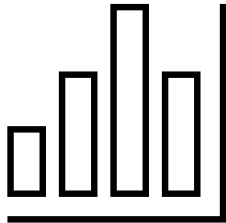
- If a proposed expenditures falls within Category 1 or 2, it is eligible for funding from PDS fees:

**Category 1:** Services that PDS charges a fee for

**Category 2:** Services performed by Administration within and for PDS that are part of the overall regulatory regime. These services support and enable the continuity of current and future development or building approvals.



# Current Context and Impacts

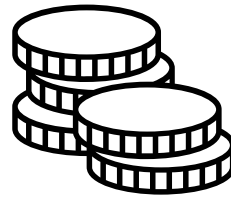


## Reserve Balance

2022 Balance: \$104M

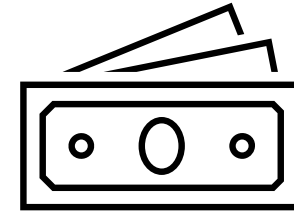
Target Balance: 75% of annual fee-based expenditures

Current target balance: \$82M



## Current Commitments

Approved capital projects and expenditures remaining in 2023-2026 cycle: \$50M



## Fee impact

Administration does not anticipate a need to increase fees as a result of these amendments

# Recommendations

That Executive Committee recommend that Council:

1. Approve recommended changes to the Planning and Development Sustainment Reserve Template as presented in Attachment 2; and
2. Approve the proposed Service Funding Principles as presented in Attachment 3.
3. Direct Administration to include the impact of these changes as part of Mid-Cycle Adjustments.





Infrastructure Services Report to  
Executive Committee  
2024 April 16

ISC: UNRESTRICTED  
EC2024-0012

## **Updated Policies for Naming and Sponsorship of City Assets**

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### **PURPOSE**

The purpose of this report is to update Council on the redevelopment of The City's *Municipal Naming, Sponsorship, and Naming Rights Policy* and recommend policy updates. This work was initiated at Council's directive to develop and integrate a renaming process for City assets into the current policy. Proposed policy changes also address other policy gaps identified since the last major policy amendments in 2018 and incorporate recommendations from Heritage Calgary's *Naming, Renaming, and Commemoration Project Final Report*.

### **PREVIOUS COUNCIL DIRECTION**

On 2023 June 6, Council approved deferral of Administration's reporting to Council with the *Municipal Naming, Sponsorship and Naming Rights Policy* update until end of Q1, 2024 to allow for additional time to finalize consultation with impacted parties. Additional Information on previous Council direction can be found in Attachment 1.

### **RECOMMENDATIONS:**

That Executive Committee recommend that Council:

- 1) Rescind the existing *Municipal Naming, Sponsorship and Naming Rights Policy*, Attachment 2;
- 2) Adopt the proposed *Naming of City Assets Policy*, Attachment 3; and
- 3) Adopt the proposed *Sponsorship of City Assets Policy*, Attachment 4.

### **CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

Infrastructure Services General Manager, Michael Thompson agrees with the recommendations of this report.

### **HIGHLIGHTS**

- The City's naming and sponsorship policy provisions are being updated to better respond to current community and business needs.
- Proposed policy changes derive from engagement with impacted internal and external teams, Heritage Calgary's *Naming, Renaming, and Commemoration Project Final Report* findings and project team's research on how naming and sponsorship is regulated in other jurisdictions.
- The updated naming policy reflects a higher standard of public engagement in naming of public assets and provides an avenue for meaningful renaming conversations that better reflect current societal values.
- Updated naming policy provisions will improve wayfinding and navigation within the city.
- Proposed sponsorship policy enables improved assets and programs for Calgarians through private investments.

## Updated Policies for Naming and Sponsorship of City Assets

### DISCUSSION

In 2020, when dealing with renaming of James Short Park and Parkade (PFC2020-0802), Council directed Administration to create a process by which citizen requests to rename City assets shall be handled. In the existing policy, renaming is treated as an exceptional practice and is discouraged in all but the most clear-cut cases. After conducting research, Administration proposes a responsive approach to renaming of City assets: renaming should not be prevented if the majority of a community supports it and the financial and logistical impediments do not outweigh the reason for the proposed renaming.

The proposed naming policy also addresses identified policy gaps, including:

- Updated requirements when naming assets after people.
- Naming of minor community assets (e.g., community ball diamonds, playgrounds, skating rinks, etc.) at the Administration level.
- Updated roadway naming requirements to reduce confusion and improve wayfinding and navigation within the city.
- Providing an inclusive approach to naming based on the cultural heritage and histories of our communities.
- Naming associated with religion should be given careful consideration and should recognize the significant community contributions of local individuals.
- Updated references to Indigenous engagement when naming City assets.
- Broader public engagement standards on naming initiatives in alignment with *Heritage Calgary's Naming, Renaming and Commemoration Project Final Report*.

Addressing various naming and renaming matters within a policy that also regulates commercial sponsorship arrangements increased the length and complexity of the document and created terminology issues. To simplify and allow for better regulation of both needs, naming and sponsorship regulations are separated into two Council policies.

The updated sponsorship policy streamlines the sponsorship approval process while providing more clarity for when such arrangements would be appropriate for public assets, strengthening balanced approach to sponsorship.

All business units impacted by the policy were consulted during this project. Partnerships, Recreation and Social Programs, Calgary Transit, Parks & Open Spaces and Community Planning were heavily involved due to their asset stewardship role, or support for partners that manage City-owned assets. The Indigenous Relations Office and Anti-Racism Action Committee were also engaged on the naming policy development to ensure that the updated policy is aligned with the Truth & Reconciliation Committee recommendations and The City's commitment to inclusive, diverse, and equitable naming outcomes. A full list of internal and external teams engaged on this project is included in Attachment 6.

If the recommendations in this report are approved, Administration will proceed with implementation of the updated policies:

- The Policy Steward's team will update procedural documents to reflect the revised policy requirements.

## Updated Policies for Naming and Sponsorship of City Assets

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- The Policy Steward's team will develop of a citizen-facing webpage, naming portal, dedicated to naming and sponsorship of City assets, that will include a launch of public map identifying all formally named City assets.
- We have also identified a need for the development of a guiding framework for naming assets in recognition of public servants. The first phase of this project, which included a review of existing City assets named in honor of public servants, has been completed, and we have included it as Attachment 8.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |

Building Industry and Land Development Association (BILD) – Calgary Region and impacted Civic Partners were directly engaged in the development of updated naming and sponsorship policies.

### IMPLICATIONS

#### Social

The updated naming policy aims to foster community pride and a sense of belonging by better reflecting local community identity and history, while also allowing for the reassessment and renaming of assets to ensure they remain relevant and acceptable to the community.

#### Environmental

Not Applicable

#### Economic

The streamlining of smaller sponsorship arrangements entails reducing procedural requirements, acknowledging the relatively low risks associated with these arrangements. This approach lowers the overall costs of implementing the sponsorship program and fosters favourable conditions for the program's overall growth and increase of net revenue to The City.

#### Service and Financial Implications

#### No anticipated financial impact

### RISK

Naming of City assets, especially naming assets after people comes with inherent reputational risks. Proposed broader public engagement standards on naming initiatives for City assets will allow The City to make better informed naming decisions reducing reputational risks. The proposed renaming process will also allow for a review of existing asset names in case of identified concerns.

Infrastructure Services Report to  
Executive Committee  
2024 April 16

ISC: UNRESTRICTED  
EC2024-0012

## Updated Policies for Naming and Sponsorship of City Assets

### ATTACHMENT(S)

1. Previous Council Direction
2. Current *Municipal Naming, Sponsorship & Naming Rights Policy*
3. Proposed *Naming of City Assets Policy*
4. Proposed *Sponsorship of City Assets Policy*
5. Summary of the Proposed Policy Changes
6. Sources of Information
7. BILD Calgary Region Letter of Support
8. Legacy of Service - Review of City of Calgary Assets Named in Honour of Public Servants
9. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Michael Thompson	Infrastructure Services	Approve
Katie Black	Community Services	Inform
Doug Morgan	Operational Services	Inform
Chris Arthurs	People, Innovations & Collaboration Services	Inform
Debra Hamilton	Planning & Development Services	Inform

Author: Svetlana Montuffar Simonova, Business & Engineering Services

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
6/6/2023	EC2023-0506	<p><b>Municipal Naming, Sponsorship and Naming Rights Policy Work Update, EC2023-0506</b></p> <p>That the Executive Committee:</p> <ol style="list-style-type: none"> <li>1. Forward this report to the 2023 June 6 Regular Meeting of Council as an Item of Urgent Business; and</li> <li>2. Recommend that Council direct Administration to return with an updated Municipal Naming, Sponsorship, and Naming Rights Policy by end of Q1 2024 to allow for additional time to finalize consultation with impacted parties.</li> </ol>
5/17/2022	EC2022-0574	<p><b>Council Innovation Fund (CIF) Report Back - Heritage Calgary Naming, Renaming and Commemoration Process Design, EC2022-0574</b></p> <p>That the Executive Committee recommend that Council defer reporting back on PFC2021-1342 Reporting on Re-examination of City Asset Names Process, from Q2 2022 to the end of Q2 2023.</p>
7/9/2021	PFC2021-1342	<p><b>Deferral Request - Reporting on Re-examination of City Asset Names Process to Q2 2022, PFC2021-1342</b></p> <p>Deferral Request - Reporting on Re-examination of City Asset Names Process to Q2 2022, PFC2021-1342</p>
7/9/2021	PFC2021-0096	<p><b>Deferral Request - Council Innovation Fund Report Back - Heritage Calgary Naming</b></p> <p>Deferral Request - Council Innovation Fund Report Back - Heritage Calgary Naming (PFC2021-0096) from Q4 2021 to Q2 2022, PFC2021-0096</p>
3/16/2021	PFC2021-0284	<p><b>Deferral Request – Reporting on Re-examination of City Asset Names Process to Q4 2021, PFC2021-0284</b></p> <p>Deferral Request – Reporting on Re-examination of City Asset Names Process to Q4 2021, PFC2021-0284</p>

3/1/2021	PFC2021-0096	<p><b>CIF Application- Heritage Calgary Naming, Renaming and Commemoration Process Design</b></p> <p>That Council: 1. Adopt the Council Innovation Fund Application in the amount of \$162,000; and 2. Direct Administration to report back to the Priorities and Finance Committee no later than Q4 2021.</p>
7/20/2020	PFC2020-0802	<p><b>Notice of Motion: Renaming James Short Park and James Short Parkade</b></p> <p>That with respect to Notice of Motion PFC2020-0802 the following Motion Arising be adopted:</p> <p>That Council: 1. Direct Administration to revise the Municipal Naming, Sponsorship and Naming Rights Policy CP2016-01 as follows: a. In Schedule 1, add a new section 1.1.2 as follows: i. 1.1.2 Names should not be divisive in nature. When an individual or group is identified by a name, best efforts should be taken to ensure that the name is not seen as linked with discrimination, oppression, and systemic racism nor in violation of community standards as they exist today. b. In Schedule 1: i. Add the following words to the end of section 2.1.1: "in accordance with section 1.1.2 above."</p> <p>c. In Schedule 2: i. Replace section 1.3.3 with: Names should not be divisive in nature. When an individual or group is identified by a name, best efforts should be taken to ensure that the name is not seen as linked with discrimination, oppression, and systemic racism nor in violation of community standards as they exist today. Names that are otherwise offensive, misleading, or ineffective are also not permitted.</p> <p>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.</p>



## Council Policy

**Policy Title:** Municipal Naming, Sponsorship and Naming Rights Policy  
**Policy Number:** CP2016-01  
**Report Number:** C2016-0218, PFC2018-0159, PFC2020-0802  
**Adopted by/Date:** Council/2016 April 11  
**Effective Date:** 2016 April 11  
**Last Amended:** 2020 July 20  
**Policy Owner:** Corporate Analytics & Innovation

### 1. **POLICY STATEMENT**

- 1.1 Municipal Naming plays an important role in simple and unambiguous identification of location and navigation within the city of Calgary. Municipal Naming also serves as a method of commemorative recognition to honour events and individuals' outstanding achievements, distinctive service or significant community contributions.
- 1.2 The City of Calgary recognizes and supports Sponsorship and Naming Rights as an alternative revenue generation strategy to offset costs associated with the provision of municipal services. Sponsorship and Naming Rights arrangements shall benefit both The City and the sponsor/Naming Rights purchaser with a final goal of generating revenue to enhance the experience of the users of the City program, event, activity, project or City Asset or to allow for the City program, event, activity or a project to exist.

### 2. **PURPOSE**

- 2.1 The purpose of this Council policy is to:
  - 2.1.1 Streamline and outline the authorizing process and management of Municipal Naming, Sponsorship and Naming Rights to ensure a positive municipal image and enhance City products and services;
  - 2.1.2 Protect The City from risk;
  - 2.1.3 Provide naming guidelines and criteria that reflect Calgary's Heritage and/or further a sense of community;
  - 2.1.4 Provide corporate guidelines and procedures based on best practices; and
  - 2.1.5 Uphold The City's stewardship role to safeguard City Assets and interests.

### 3. **DEFINITIONS**

- 3.1 In this Council policy:
  - a. "Administration" means the administration of The City;



- b. “Advertising” means a contractual arrangement for a defined period of time where a third party provides a financial contribution in return for rights to place a single message on a medium (e.g., billboard, transit shelter, etc.) where the content is controlled by the third party and approved by The City; for certainty, an Advertising arrangement does not provide the third party with further substantive rights such as in Naming Rights or Sponsorship arrangements;
- c. “Asset Steward” means the Director of the City business unit, or the designate, that is ultimately responsible for the long-term operation and maintenance of a City Asset, and is accountable for the final recommendation regarding Municipal Naming of a City Asset (excluding naming of Communities and/or roadways; Administration’s division responsible for subdivision as part of the planning and development process is responsible for the final naming recommendation of Communities and/or roadways), Sponsorship or Naming Rights;
- d. “City Asset” means an item, object, thing (including a service, program, event or activity) or real estate property owned by The City;
- e. “City”/“The City” means The City of Calgary;
- f. “Community” means a geographic area comprehensively planned and developed over time;
- g. “Council” means the municipal Council of The City;
- h. “Donation” means a transfer of property (including money) from a donor to The City with the intention to make a gift (i.e., voluntary and without valuable consideration);
- i. “Heritage” means tangible culture (such as buildings, monuments and artifacts) and intangible culture (such as traditions, language and person(s)) that has a shared significance connected to the past;
- j. “Grant” means a financial award without valuable consideration by public or private foundation, registered charitable organization or other order of government (a ‘grantor’) to The City that meets the grantor’s funding priorities, is for a defined period of time and includes reporting obligations on The City;
- k. “Municipal Naming” means naming of The City’s Communities, roadways and other City Assets by The City without the exchange of goods, services or financial contribution between The City and naming applicant;
- l. “Naming Rights” means a contractual arrangement for a defined period of time where a third party provides goods, services or financial contribution in return for access to the commercial/marketing potential associated with rights for the inclusion and public display of the third party’s name as part of the name of a City Asset;





- m. “Partner” means an independent organization that has an established relationship with The City and who collaborates with The City to deliver positive results (specific conditions of well-being for children, adults, families, communities and businesses in Calgary; results may include the positive benefits generated by the activities carried out by The City and Partner during the course of their relationship) to Calgarians. For certainty, third parties who enter into market rate agreements with The City, including leases for City Assets, or hold permits with The City for activities or events are not considered “Partners”;
- n. “Policy Steward” means the designate within the Corporate Analytics & Innovation business unit that acts on behalf of Council to ensure this policy is adhered to and that policy procedures are followed;
- o. “Sponsorship” means a contractual arrangement for a defined period of time where a third party provides goods, services or financial contribution in return for access to the commercial/marketing potential associated with rights to be publicly denoted as being a sponsor of a City service, program, event, activity or sub-component of a City Asset and/or rights for the inclusion and public display of the third party’s name as part of the name of a City service, program, event, activity or sub-component of a City Asset; and
- p. “Valuation” means a current comprehensive review of a City Asset’s overall value as it relates to Sponsorship or Naming Rights opportunities or proposals.

#### 4. **APPLICABILITY**

##### 4.1 Municipal Naming Requirements Applicability:

- 4.1.1 Requirements of this policy for Municipal Naming of Communities and roadways apply to all City departments, business units and naming applicants involved in such naming applications; refer to the policy procedure 5.1 and Schedule 1.
- 4.1.2 Requirements of this policy for Municipal Naming of City Assets (other than Communities and roadways) apply to all City departments, business units, Partners and naming applicants involved in such naming applications; refer to the policy procedure 5.2 and Schedule 2.

##### 4.2 Sponsorship Requirements Applicability:

- 4.2.1 Requirements of this policy for Sponsorships secured by The City apply to all City departments, business units (with exception of Calgary Police Service and the Calgary Parking Authority) and sponsors involved in the Sponsorship of a City service, program, event, activity or sub-component of a City Asset; refer to the policy procedure 5.3 and Schedule 3.  
Requirements of this policy for Sponsorships secured by The City do not apply to:

- 4.2.1.1 Grants;



- 4.2.1.2 Donations;
  - 4.2.1.3 City support of external projects where The City provides goods, services or financial contribution to an outside organization;
  - 4.2.1.4 Sponsorships secured by third parties who enter into market rate agreements, including leases for property of The City, or hold permits with The City for activities or events;
  - 4.2.1.5 Sponsorships secured by Partners which remain within the authority of the Partners; and
  - 4.2.1.6 Advertising.
- 4.3 Naming Rights Requirements Applicability:
- 4.3.1 Requirements of this policy for Naming Rights for City Assets operated by The City apply to all City departments, business units (with exception of Calgary Police Service and the Calgary Parking Authority) and Naming Rights purchasers involved in a Naming Rights transaction; refer to the policy procedure 5.4 and Schedule 4. Requirements of this policy for Naming Rights for City Assets operated by The City do not apply to:
    - 4.3.1.1 Municipal Naming of City Assets after individuals, groups or organizations who have provided a Donation to The City in which cases the requirements of this policy for Municipal Naming apply.
  - 4.3.2 Requirements of this policy for Naming Rights for City Assets operated by Partners apply to all City departments, business units, Partners and Naming Rights purchasers involved in a Naming Rights transaction; refer to the policy procedure 5.5 and Schedule 5. Requirements of this policy for Naming Rights for City Assets operated by Partners do not apply to:
    - 4.3.2.1 Municipal Naming of City Assets after individuals, groups or organizations who have provided a Donation to The City or a Partner in which cases the requirements of this policy for Municipal Naming apply.
- 4.4 This policy does not apply to controlled subsidiaries of The City and Calgary Public Library Board.

## 5. **PROCEDURE**

- 5.1 **Procedure for Municipal Naming of Communities and Roadways**
  - 5.1.1 Procedure for Municipal Naming of Communities and Public Roadways
    - 5.1.1.1 Naming applicants shall submit naming proposals for Communities and/or public roadways to the Administration's division responsible for subdivision as part of the planning and development process.



- 5.1.1.2 The designated planning technician shall evaluate the naming proposal against the policy requirements, including requirements outlined in Schedule 1 “Requirements for Naming of Communities and Roadways” in consultation with the Policy Steward.
  - 5.1.1.3 The designated planning technician shall circulate the naming proposal to the affected stakeholder groups for feedback.
  - 5.1.1.4 Upon the completion of the planning technician’s assessment of the naming proposal, the Policy Steward shall confirm if the naming proposal meets the policy requirements by issuing a compliance report.
  - 5.1.1.5 The designated planning technician shall prepare the naming report and make a Community and/or public roadway naming recommendation for consideration by Calgary Planning Commission and for final decision by Council. Numbered residential roadways and roadway types for residential roadways are generally approved by Administration’s division responsible for subdivision as part of the planning and development process.
  - 5.1.1.6 The designated planning technician shall notify the naming applicant of the acceptance or rejection of the Community and/or roadway naming proposal by Calgary Planning Commission /Council.
  - 5.1.1.7 Upon the naming proposal’s approval or rejection or withdrawal (at any stage), the designated planning technician shall forward the naming proposal documentation, including Council reports, to the Policy Steward for record-keeping purposes.
  - 5.1.1.8 After obtaining Council’s approval for residential roadway names, the naming applicant shall submit to the designated planning technician an outline plan demonstrating how specific residential roadways will be named/numbered in combination with the roadways types for Administration’s review and approval.
  - 5.1.1.9 The designated planning technician shall notify the naming applicant of the approval of the final outline plan demonstrating how specific roadways are to be named/numbered in combination with the roadway types.
  - 5.1.1.10 The designated planning technician shall notify Administration’s divisions responsible for addressing and mapping of the naming of a Community and/or public roadway(s).
- 5.1.2 Procedure for Municipal Naming of Private Roadways
- 5.1.2.1 Where warranted, a designate from Administration’s division responsible for addressing will work with the naming applicants to name private roadways to allow for more meaningful address descriptions for specific sites.



- 5.1.2.2 The Policy Steward shall support the Administration's addressing designate with interpretation of the policy requirements and its application.
- 5.1.2.3 Administration's addressing designate shall work with the naming applicant to ensure the private roadways naming proposals are in alignment with the policy requirements outlined in Schedule 1 "Requirements for Naming of Communities and Roadways" to ensure public safety and wayfinding.

**5.2 Procedure for Municipal Naming of City Assets (Other Than Communities and Roadways)**

- 5.2.1 Naming applicants shall submit naming proposals for City Assets (other than Communities and roadways) managed by The City or by Partners to Asset Stewards.
- 5.2.2 The Asset Steward shall evaluate the naming proposal against the policy requirements, including requirements outlined in Schedule 2 "Requirements for Naming of City Assets (Other Than Communities and Roadways)" in consultation with the Policy Steward.
- 5.2.3 Naming applicants shall provide evidence of public support of the naming proposals for the City Assets.
- 5.2.4 The Asset Steward shall circulate the naming proposal to the affected stakeholder groups for feedback.
- 5.2.5 Upon the completion of the Asset Steward's assessment of the naming proposal, the Policy Steward shall confirm if the naming proposal meets the policy requirements by issuing a compliance report.
- 5.2.6 The Asset Steward shall prepare the naming report and make a recommendation for consideration by Priorities and Finance Committee and for final decision by Council.
- 5.2.7 Upon the name's approval, rejection or withdrawal (at any stage), the Asset Steward shall forward the naming proposal documentation, including Council reports, to the Policy Steward for record-keeping purposes.
- 5.2.8 The Policy Steward shall notify Administration's divisions responsible for addressing and mapping of the naming of a City Asset.
- 5.2.9 The Asset Steward shall inform the naming applicant of the acceptance or rejection of the naming proposal and coordinate with the applicant any required post-naming arrangements (e.g., creation and installation of the signage, naming announcements, etc.).

**5.3 Procedure for Sponsorships Secured by The City**

- 5.3.1 The Asset Steward shall obtain approval that Sponsorships can be sold for the proposed City service, program, event, activity or a sub-



component of a City Asset from the General Manager(s) of all affected department(s) prior to soliciting sponsors or agreeing to a Sponsorship proposal.

- 5.3.2 Subject to Section 5.3.4, the Asset Steward shall complete a due diligence review to ensure the appropriateness of the proposed Sponsorship. Due diligence review shall include:
  - 5.3.2.1 Completion of market research and Valuation for the proposed Sponsorship to maximize revenue for The City, except in cases of Sponsorship of a City service, program, event and/or activity with a proposed sponsorship contribution below \$50,000, in which cases Valuation is not required;
  - 5.3.2.2 Public promotion of the Sponsorship opportunity;
  - 5.3.2.3 Evaluation of the Sponsorship proposal against the policy requirements, including requirements outlined in Schedule 3 "Requirements for Sponsorships Secured by The City";
  - 5.3.2.4 Circulation of the Sponsorship proposal to the affected stakeholder groups for feedback; and
  - 5.3.2.5 Consultation with finance on financial and/or tax implications of the proposed Sponsorship and to ensure that existing financial management policies are followed.
- 5.3.3 The Asset Steward shall develop Sponsorship agreements in consultation with law and finance.
- 5.3.4 For Sponsorships with a proposed Sponsorship contribution (including in-kind contribution) for the overall term of the Sponsorship arrangement exceeding \$100,000: the Asset Steward shall complete the due diligence review of the proposed Sponsorship in consultation with the Policy Steward. Upon completion of the Asset Steward's due diligence review of the Sponsorship proposal the Policy Steward shall confirm if the Sponsorship proposal meets the policy requirements by issuing a compliance report.
- 5.3.5 Sponsorship agreements shall be executed on behalf of The City by those authorized as per relevant existing delegation(s) of authority by the City Manager.
- 5.3.6 Upon the execution of a Sponsorship agreement, the Asset Steward shall forward Sponsorship documentation (a copy of the executed Sponsorship agreement, etc.) to the Policy Steward for annual reporting to Council, facilitation of mapping records updates (where required) and maintenance of naming repository.
- 5.3.7 The Policy Steward shall track all applicable Sponsorship arrangements for sub-components of a City Asset in the asset naming repository.



- 5.3.8 The Policy Steward shall notify Administration's divisions responsible for addressing and mapping of the naming of a sub-component of a City Asset.
  - 5.3.9 The Policy Steward shall provide annual reporting to Council on all Sponsorship agreements with a Sponsorship contribution (including in-kind contribution) paid for the overall term of the Sponsorship arrangement exceeding \$100,000.
  - 5.3.10 The Asset Steward shall be responsible for notifying the sponsor regarding the approval/rejection of the Sponsorship proposal.
  - 5.3.11 The Asset Steward shall be responsible for stewarding the implementation of the Sponsorship arrangement.
- 5.4 Procedure for Naming Rights for City Assets Operated by The City**
- 5.4.1 The Asset Steward shall obtain approval that Naming Rights can be sold for the proposed City Asset from the General Manager(s) of the affected department(s) prior to soliciting or agreeing to a Naming Rights proposal.
  - 5.4.2 The Asset Steward shall complete a due diligence review in consultation with the Policy Steward to ensure appropriateness of the proposed Naming Rights arrangement. Due diligence review shall include:
    - 5.4.2.1 Evaluation of public support of the Naming Rights being sold for the proposed City Asset;
    - 5.4.2.2 Completion of market research and Valuation of the proposed Naming Rights arrangement to maximize revenue for The City;
    - 5.4.2.3 Public promotion of the Naming Rights opportunity for a minimum two-month period;
    - 5.4.2.4 Evaluation of the Naming Rights proposal against the policy requirements, including requirements outlined in Schedule 4 "Requirements for Naming Rights for City Assets Operated by The City";
    - 5.4.2.5 Completion of a risk/benefit analysis to The City of the proposed Naming Rights arrangement;
    - 5.4.2.6 Circulation of the Naming Rights proposal to the affected stakeholder groups for feedback;
    - 5.4.2.7 Consultation with finance on financial and/or tax implications of the proposed Naming Rights arrangement and to ensure that existing financial management policies are followed; and
    - 5.4.2.8 Assessment that proposed Naming Rights arrangement is not in conflict with existing City plans or strategy.



- 5.4.3 The Asset Steward shall develop Naming Rights agreements in consultation with law and finance.
  - 5.4.4 Upon completion of the Asset Steward's due diligence review of the Naming Rights proposal the Policy Steward shall confirm if the Naming Rights proposal meets the policy requirements by issuing a compliance report.
  - 5.4.5 If the proposed Naming Rights arrangement affects more than one department it shall be endorsed by the Deputy City Manager and the City's Chief Financial Officer or their designates prior to submission to Priorities and Finance Committee and Council.
  - 5.4.6 The Asset Steward shall prepare a report and make a recommendation for consideration by Priorities and Finance Committee and for final decision by Council. The report shall include the fundamental terms and conditions of the proposed Naming Rights arrangement, any associated conditions and whether the policy requirements have been met.
  - 5.4.7 Upon approval of the fundamental terms and conditions for the proposed Naming Rights arrangement by Council, The City is authorized to enter into a Naming Rights agreement with the Naming Rights purchaser. Naming Rights agreements shall be executed on behalf of The City by those authorized as per relevant existing delegation(s) of authority by the City Manager.
  - 5.4.8 Upon the execution of a Naming Rights agreement, the Asset Steward shall forward Naming Rights documentation (a copy of the executed Naming Rights agreement, Council report, etc.) to the Policy Steward for annual reporting to Council, facilitation of mapping records updates and maintenance of naming repository.
  - 5.4.9 The Policy Steward shall track all Naming Rights arrangements in the asset naming repository.
  - 5.4.10 The Policy Steward shall provide annual reporting to Council on all Naming Rights agreements for City Assets operated by The City.
  - 5.4.11 The Policy Steward shall notify Administration's divisions responsible for addressing and mapping of the naming of a City Asset.
  - 5.4.12 The Asset Steward shall be responsible for stewarding the implementation of the Naming Rights arrangement.
- 5.5 Procedure for Naming Rights for City Assets Operated by Partners**
- 5.5.1 The Asset Steward shall communicate The City's requirements to the Partner interested in selling Naming Rights for the City Asset the Partner operates on behalf of The City.
  - 5.5.2 The Partner shall complete a due diligence review in consultation with the Asset Steward to ensure the appropriateness of the proposed Naming Rights arrangement. Due diligence review shall include:



- 5.5.2.1 Evaluation of public support of the Naming Rights being sold for the proposed City Asset;
- 5.5.2.2 Completion of market research and Valuation of the proposed Naming Rights arrangement to maximize revenue for the Partner;
- 5.5.2.3 Public promotion of the Naming Rights opportunity for a minimum two-month period;
- 5.5.2.4 Evaluation of the Naming Rights proposal against the policy requirements, including requirements outlined in Schedule 5 “Requirements for Naming Rights for City Assets Operated by Partners”; and
- 5.5.2.5 Completion of a risk/benefit analysis to the Partner of the proposed Naming Rights arrangement.
- 5.5.3 The Asset Steward shall complete a risk/benefit analysis to The City of the proposed Naming Rights arrangement.
- 5.5.4 Upon completion of the Partner and Asset Steward’s diligence review of the Naming Rights arrangement, the Policy Steward shall confirm if the Naming Rights proposal meets the policy requirements by issuing a compliance report.
- 5.5.5 The Asset Steward shall coordinate the writing of the report for consideration by Priorities and Finance Committee and for final decision by Council. The report shall include the fundamental terms and conditions of the proposed Naming Rights arrangement, any associated conditions and whether the policy requirements have been met.
- 5.5.6 Upon approval of the fundamental terms and conditions for the proposed Naming Rights by Council, the Partner shall enter into a Naming Rights agreement with the Naming Rights purchaser.
- 5.5.7 The Partner shall submit to the Asset Steward an executed Naming Rights agreement between the Partner and Naming Rights purchaser for record-keeping purposes.
- 5.5.8 The Asset Steward shall forward Naming Rights documentation (a copy of the executed Naming Rights agreement, Council report, etc.) to the Policy Steward for annual reporting to Council, facilitation of mapping records updates and maintenance of naming repository.
- 5.5.9 The Policy Steward shall track all Naming Rights arrangements in the asset naming repository.
- 5.5.10 The Policy Steward shall provide annual reporting to Council on all Naming Rights agreements for City Assets operated by Partners.
- 5.5.11 The Policy Steward shall notify Administration’s divisions responsible for addressing and mapping of the naming of a City Asset.





5.5.12 The Partner shall be responsible for the implementation of the Naming Rights arrangement in coordination with the Asset Steward where applicable.

6. **SCHEDULES**

- 6.1 Schedule 1 - Requirements for Municipal Naming of Communities and Roadways
- 6.2 Schedule 2 - Requirements for Municipal Naming of City Assets (Other Than Communities and Roadways)
- 6.3 Schedule 3 - Requirements for Sponsorships Secured by The City
- 6.4 Schedule 4 - Requirements for Naming Rights for City Assets Operated by The City
- 6.5 Schedule 5 - Requirements for Naming Rights for City Assets Operated by Partners

7. **AMENDMENTS**

Date of Council Decision	Report/Bylaw	Description
2020 July 20	PFC2020-0802	Notice of Motion – Motion Arising to add a new section 1.1.2 in Schedule 1; amend section 2.1.1 in Schedule 1 and amend section 1.1.3 in Schedule 2
2018 April 05	PFC2018-0159	Amendments to enhance procedures, clarify terminology, and improve structure and requirements, which will reduce the time required for review and approval of naming, sponsorship and naming rights proposals. This Council policy aligns with the roadways terminology and classification system outlined in the Calgary Transportation Plan.

8. **REVIEW(S)**

Date of Policy Owner's Review	Description



## **Schedule 1 - Requirements for Municipal Naming of Communities and Roadways**

1. Municipal Naming of Communities
  - 1.1 How Communities can be named
    - 1.1.1 The proposed Community name should either reflect Calgary's Heritage or local geographic feature(s), including flora and fauna, and/or further a sense of community.
    - 1.1.2 Names should not be divisive in nature. When an individual or group is identified by a name, best efforts should be taken to ensure that the name is not seen as linked with discrimination, oppression and systemic racism nor in violation of community standards as they exist today.
  - 1.2 Other requirements for naming Communities
    - 1.2.1 Proposed Community names shall be distinct from names used for roadways or Communities elsewhere in Calgary. Similar sounding names shall be avoided due to confusion it may create for citizens or emergency services.
    - 1.2.2 Abbreviations in Community names are not permitted.
    - 1.2.3 Names containing a hyphen or apostrophe are acceptable. Approved names of this type are also considered legitimate if spelled without the hyphen or apostrophe.
    - 1.2.4 Communities, once named, shall not normally be renamed. Council may consider renaming a Community in exceptional circumstances.
    - 1.2.5 Proposed Community names that are offensive, misleading or otherwise deemed ineffective/unacceptable will not be permitted.
2. Municipal Naming of Public Roadways
  - 2.1 How public roadways can be named
    - 2.1.1 Skeletal roadways shall be named after historically significant individuals and/or historically significant cultural groups, including indigenous people and groups in accordance with section 1.1.2 above.
    - 2.1.2 Arterial roadways shall either be numbered or named after historically significant individuals/events or their geographic locations. Roadways that serve more than one Community shall not bear the name of the Communities through which they pass.
    - 2.1.3 Residential roadways within a Community shall either be numbered or named. Roadway names should meet at least one of the following naming requirements:
      - a. follow a theme, preferably connected to the Community name;
      - b. reflect local geographic feature(s), including flora and fauna;



- c. reflect Community/Calgary Heritage; or
  - d. be words using the first several letters of the Community name.
- 2.2 Other requirements for naming public roadways
  - 2.2.1 Roadways, once named, shall not normally be renamed. Council may consider renaming a roadway in exceptional circumstances.
  - 2.2.2 Proposed roadway names shall be distinct from names used for roadways or Communities elsewhere in Calgary. Similar sounding roadway names shall be avoided due to confusion it may create for citizens or emergency services. Duplicated or similar sounding roadway names within the boundaries of deployment of regional emergency services shall be avoided.
  - 2.2.3 Wherever possible, there should be only one name along a roadway's entire length to avoid driver confusion and due to directional signage requirements.
  - 2.2.4 Proposed roadway names that are offensive, misleading or otherwise deemed ineffective/unacceptable will not be permitted.
  - 2.2.5 When naming roadways after individuals:
    - a. The practice shall be to use names of individuals who are retired (and therefore no longer active in their field of expertise) or deceased; and
    - b. Where appropriate, a written consent from the individual or his/her estate shall be obtained.
  - 2.2.6 Prefixes within roadway names are generally not permitted, unless integral for theme naming.
  - 2.2.7 Abbreviations within roadway names are not permitted.
  - 2.2.8 Names containing special characters (non-alphabetic and non-numeric characters), with the exception of a hyphen, are not permitted.
  - 2.2.9 Roadway names (not including a roadway type or quadrant identifier) shall not exceed 14 characters in length. Every number, letter, hyphen or space used in a roadway name shall be counted as one character in the 14-character limit (e.g., 100 Lake Erie Place (13 characters), 16A Street SE (3 characters), Beny-Sur-Mer Road (12 characters)).
  - 2.2.10 Dual naming of roadways is not normally permitted. However, secondary names may be used on signage in cases of historical, Heritage or community value at the direction of Council.
  - 2.2.11 Roadway names consisting of only alphabetic designations are not permitted (e.g., "A Street", "M Street", etc.).
  - 2.2.12 Roadway names in the areas newly annexed into the city of Calgary shall be subject to conditions set out in this policy (e.g., if a roadway within the



annexed area has the same name as an existing roadway within the city of Calgary, renaming may be warranted as per section 2.2.1 of this policy).

- 2.2.13 Numbered roadways oriented in a predominantly north/south fashion shall be assigned a roadway type "Street" only, and numbered east/west roadways shall have the roadway type "Avenue" only. Roadway types "Street" and "Avenue" may also be used with named roadways. The Administration shall try, wherever possible, to apply roadway type "Street" to north/south roadways (named or numbered) and "Avenue" to east/west roadways (named or numbered).
- 2.2.14 Where a roadway deviates from its theoretical grid alignment, the roadway shall be named, as opposed to being numbered, commencing with a major intersection.
- 2.2.15 Roadways within new Communities shall be numbered only if a roadway traverses a significant and meaningful distance along specified alignments with minimal deviations and the roadway intersects with major roadways or other numbered roadways.
- 2.2.16 Naming of roadways using a defined theme shall be permitted if the proposed names meet the following requirements:
- a. Themes must be simple and commonly understood, unless reflecting a theme of national or local significance;
  - b. When there are many names in use throughout Calgary that could be associated with a proposed theme the proposed theme naming shall not be permitted; and
  - g. Where words used within a theme are not easily recognized as being associated with the theme, prefixes may be used (e.g., Lake Bonavista, Lake Lucerne, Lake Tahoe, Lake Wasa, etc.).
- 2.2.17 Roadways shall utilize valid roadway types maintained by the Administration's division responsible for addressing in order to:
- a. Reflect the hierarchy, topography and configuration of roadways; and
  - b. Enable one roadway name to be used for several roadways, thus reducing the number of roadway names required for new Communities.
- 2.2.18 Cul-de-sac roadway types are to be used solely for non-through roadways:
- a. Where appropriate, all culs-de-sac accessible from the same through roadway shall share the same name as the through roadway;



- b. The practice of qualifying with numbers culs-de-sac sharing the same name and type (e.g., 100 James Place, 200 James Place, etc.) is endorsed where the culs-de-sac are accessed from the same roadway; and
- c. Generally, where a through roadway terminates across an intersection and into a cul-de-sac, the roadway type of the cul-de-sac shall be different from the roadway type of the through roadway.

2.2.19 Roadway types "Way" and "Bay" shall not be used with the same roadway name (e.g., "Marquis Way" and "Marquis Bay").

2.2.20 Words used as roadway types (e.g., "Green", "Park", "View", etc.) shall not be permitted for use in compound names selected as roadway names (e.g., Coventry Park Drive, Skyview View).

### 3. Municipal Naming of Private Roadways

#### 3.1 How private roadways can be named

3.1.1 Private roadway names shall either be public roadway names previously approved by Council for the Community where the private roadways are located or be in alignment with the policy requirements for public roadways.



## **Schedule 2 - Requirements for Municipal Naming of City Assets (Other Than Communities and Roadways)**

1. Municipal Naming of City Assets
  - 1.1 What City Assets can be named
    - 1.1.1 Only City Assets in common use by the public shall be specifically named.
    - 1.1.2 City-owned facilities used as work areas shall be named according to this policy and as operational procedure requires.
  - 1.2 How City Assets can be named
    - 1.2.1 The proposed City Asset names should either reflect Calgary's Heritage or local geographic feature(s), including flora and fauna, and/or further a sense of community.
    - 1.2.2 City Assets may also be named after the following individuals, groups or organizations:
      - a. Notable Calgarians, Canadians, international individuals and groups that have displayed exemplary public or community service;
      - b. Former elected representatives of Council, Members of Parliament (federal), Canadian Senate (federal) and Members of the Legislative Assembly (provincial); and
      - c. Individuals, groups or organizations who have provided a Donation to The City.
  - 1.3 Other requirements for naming City Assets
    - 1.3.1 City Assets, once named, shall not normally be renamed. Council may consider renaming a City Asset in exceptional circumstances.
    - 1.3.2 When naming City Assets after individuals:
      - a. The practice shall be to use names of individuals who are retired (and therefore no longer active in their field of expertise) or deceased; and
      - b. Where appropriate, a written consent from the individual or his/her estate shall be obtained.
    - 1.3.3 Names should not be divisive in nature. When an individual or group is identified by a name, best efforts should be taken to ensure that the name is not seen as linked with discrimination, oppression and systemic racism nor in violation of community standards as they exist today. Names that are otherwise offensive, misleading, or ineffective are also not permitted.



- 1.3.4 Proposed City Asset names shall be distinct from names used for City Assets of similar nature elsewhere in Calgary (e.g., park and cemetery). Similar sounding names shall be avoided due to confusion it may create for citizens or emergency services.



### **Schedule 3 - Requirements for Sponsorships Secured by The City**

1. The City shall only enter into agreements with sponsors who align to the City's priorities and policies.
2. All Sponsorships (including Sponsorship components associated with signage, branding, publicity, Advertising and Sponsorship implementation) shall adhere to all applicable City bylaws and policies and all applicable provincial and federal legislation.
3. Sponsorship agreements between The City and the sponsor shall, as a minimum:
  - 3.1 Be in writing;
  - 3.2 Outline the Sponsorship contribution to be received by The City and the benefits to be received by the sponsor in return;
  - 3.3 Outline the term (duration) of the agreement; and
  - 3.4 Be signed by an authorized representative(s) of both The City and the sponsor.
4. Asset Stewards are responsible for ensuring staff understand the requirements of this policy and that they are provided with appropriate guidance and training related to Sponsorship practices.
5. Solicitation and negotiation of Sponsorships shall be conducted by City staff or through external contacts that are specifically appointed by the Asset Steward. All Sponsorship agreements shall be negotiated in good faith and represent The City in a professional manner.





#### **Schedule 4 - Requirements for Naming Rights for City Assets Operated by The City**

1. The City shall only enter into agreements with Naming Rights purchasers who align to the City's priorities and policies.
2. All Naming Rights (including Naming Rights components associated with signage, branding, publicity, Advertising and Naming Rights implementation) shall adhere to all applicable City bylaws and policies and all applicable provincial and federal legislation.
3. The name of a City Asset that can be confused with other City Assets of similar nature shall include a Community name or geographic indicator. The name shall consider community and/or historical significance and/or advise of the purpose of the City Asset.
4. All costs associated with the implementation of a Naming Rights arrangement shall be covered from the revenue generated from such sale and not from The City's annual operating budget.
5. Proceeds received by The City for Naming Rights are to be used for capital maintenance or enhancement costs or provision of programs and services as determined by The Asset Steward.
6. Naming Rights agreement between The City and the Naming Rights purchaser shall, as a minimum:
  - 6.1 Be in writing;
  - 6.2 Outline the Naming Rights contribution to be received by The City and the benefits to be received by the Naming Rights purchaser in return;
  - 6.3 Outline the term (duration) of the agreement;
  - 6.4 Reflect the fundamental terms and conditions approved by Council; The City may not provide any further rights to the Naming Rights purchaser other than rights included in the fundamental terms and conditions approved by Council and/or procedural or generic contract rights that do not contravene or take away from the spirit and intent of the fundamental terms and conditions approved by Council.
  - 6.5 Not relinquish to the Naming Rights purchaser any of The City's rights to manage and control the City Asset; and
  - 6.6 Be signed by an authorized representative(s) of both The City and the Naming Rights purchaser.
7. Asset Stewards are responsible for ensuring staff understand the requirements of this policy and that they are provided with appropriate guidance and training related to Naming Rights practices.
8. Solicitation and negotiation of Naming Rights shall be conducted by City staff or through external contacts that are specifically appointed by the Asset Steward. All Naming Rights agreements shall be negotiated in good faith and represent The City in a professional manner.



### **Schedule 5 - Requirements for Naming Rights for City Assets Operated by Partners**

1. Partners shall only enter into agreements with Naming Rights purchasers who align to the City's priorities and policies.
2. All Naming Rights (including Naming Rights components associated with signage, branding, publicity, Advertising and Naming Rights implementation) shall adhere to all applicable City bylaws and policies and all applicable provincial and federal legislation.
3. The name of a City Asset that can be confused with other City Assets of similar nature shall include a Community name or geographic indicator. The name shall consider community and/or historical significance and/or advise of the purpose of the City Asset.
4. All costs associated with a Naming Rights arrangement and not covered by the Naming Rights purchaser shall be covered by the Partner and must not result in costs to The City.
5. Proceeds received by a Partner for Naming Rights are to be used for the capital maintenance or enhancement costs for the City Asset managed by the Partner or provision of programs and services as determined by The City and the Partner.
6. Naming Rights agreement between the Partner and the Naming Rights purchaser shall, as a minimum:
  - 6.1 Be in writing;
  - 6.2 Outline the Naming Rights contribution to be received by the Partner and the benefits to be received by the Naming Rights purchaser in return;
  - 6.3 Outline the term (duration) of the agreement;
  - 6.4 Reflect the fundamental terms and conditions approved by Council; the Partner may not provide any further rights to the Naming Rights purchaser other than rights included in the fundamental terms and conditions approved by Council, procedural or generic contract rights that do not contravene or take away from the spirit and intent of the fundamental terms and conditions approved by Council and/or rights included in any other agreement of a Partner with The City.
  - 6.5 Not relinquish to the Naming Rights purchaser any of the Partner's rights to manage and control the City Asset; and
  - 6.6 Be signed by an authorized representative(s) of both the Partner and the Naming Rights purchaser.
7. Naming Rights value shall be determined by an independent third party or The City.
8. Administration shall include the requirement to comply with this policy in any lease, license of occupation and other applicable agreement with a Partner.
9. The length of the Naming Rights agreement shall not exceed the term of the Partner's agreement with The City.

**Policy Title:** Naming of City Assets  
**Policy Number:** Assigned by the City Clerk’s Office  
**Report Number:** Report(s) going to Committee/Council  
**Adopted by/Date:** Council / Date Council policy was adopted  
**Effective Date:** Date adopted or later as directed by Council  
**Last Amended:** Date of the last amendment, if any  
**Policy Owner:** Business & Engineering Services

**1. Policy Statement**

The City of Calgary is committed to the careful and deliberate Naming of Assets, reflecting the identity of Calgary communities and their aspirations while enabling the effective naming system that aids with wayfinding. This Naming Policy has been established to articulate the principles and procedures that guide the decision-making process when Naming or Renaming City Assets.

**2. Purpose**

This Policy establishes clear and consistent guidelines for Naming and Renaming of City Assets.

**3. Definitions**

In this Policy:

“**Asset Steward**” means the Director (or designate) of the business unit deemed most appropriate to manage Naming and Renaming applications for a given Asset or class of Assets, as determined by the Policy Steward on the advice of all impacted City teams;

“**City Asset**” or “**Asset**” means a mappable asset owned by The City and managed directly by The City or by a Partner;

“**Community**” means a distinct geographical area that meets the criteria for one of two community types. Industrial districts (commonly referred to as “industrial parks” or “business parks”) are communities that are zoned primarily for industrial and business purposes. Residential districts (commonly referred to as “communities” or “residential communities”) are zoned to accommodate the infrastructure necessary for daily work and life;

“**Donation**” means a gift from a third party (“**Donor**”) to The City without any expectation of commercial, marketing and/or promotional benefit in return;

“**Grief Naming**” means the practice of Naming a City Asset to memorialize someone who has tragically passed away; differs from posthumous commemorative Naming, which involves recognizing individuals for their notable contributions to society after their passing;

“**Minor Assets**” means City Assets of relatively small scale that affect local areas; this classification excludes Communities and roadways;

**“Naming”** means the practice of assigning a name to a City Asset through an administrative decision by Council or Administration (differs from naming assets through the sale of naming rights as part of Sponsorship arrangements);

**“Neighbourhood”** means a sub-component of a residential Community district that exists when a portion of a Community is distinct in character or purpose from other parts of the same Community;

**“Partner”** means an independent organization that has an established relationship with The City and collaborates with The City to manage infrastructure and provide services to Calgarians as defined in the *Investing in Partnership Policy* (CP2017-01);

**“Philanthropic Naming”** means the practice of Naming a City Asset according to the wishes of a Donor, in recognition of their significant Donation to The City;

**“Partner Asset”** means any asset owned by a Partner;

**“Policy”** means this *Naming of City Assets Policy*;

**“Policy Steward”** means the designate appointed by the Chief Administrative Officer, acting on behalf of Council, responsible for ensuring adherence to this Policy and overseeing compliance with Policy procedures. In instances where this Policy lacks specifications on meeting requirements, fails to address a particular issue, or requires interpretation, the authority falls to the Policy Steward. The Policy Steward may make recommendations in the form of a Policy guide, procedural document, or formal ruling on the application or interpretation of the policy. These recommendations are informed by analytics, best practices, and risk management considerations.

**“Private Roadway”** means a roadway without a registered Road Right of Way with the Land Titles Office;

**“Public Roadway”** means a roadway with a registered Road Right of Way with the Land Titles Office;

**“Related Authority”** means an organization related to The City including but not limited to a City of Calgary wholly owned subsidiary or legislated body;

**“Renaming”** means a practice of replacing the existing Asset name with a new name through a decision of Council or Administration;

**“Secondary Roadway Naming”** means a practice of displaying a secondary roadway name on street signs for the entire roadway or for a portion of the roadway; and

**“Sponsorship”** means a contractual arrangement with a defined term over which an external organization (**“Sponsor”**) provides in-kind or financial support for a City Asset in return for commercial/marketing/promotional benefits associated with being publicly denoted as a sponsor of the City Asset (as defined in The City’s *Sponsorship of City Assets Policy*).

#### **4. Applicability**

4.1 This Council Policy applies to all parties involved in Naming and Renaming of City Assets and/or Private Roadways:

- (a) Members of Council and impacted Council Committees;
- (b) Administration;
- (c) Partners; and
- (d) Naming applicants.

4.2 This Council Policy does not apply to:

- (a) Naming of City assets as part of Sponsorship arrangements which is regulated by The City's *Sponsorship of City Assets* Policy;
- (b) Naming of assets owned by Related Authorities or Partners; and
- (c) Naming of larger areas within the city comprising of several Communities or naming of smaller areas within Communities (Neighbourhoods or smaller developments).

#### **5. Naming Principles**

Giving names to the places we work, play, and live in is an important part of building community. Within the city of Calgary, names provide a consistent method of identifying Assets and locations. They also serve as a means of recognizing our unique history, culture, and environment. It is important that we name Assets in a way that allows them to fulfill these roles. Naming of Communities, Public and Private Roadways and other City Assets shall be based on the following principles:

##### **5.1 Distinct**

For some Asset types, the primary purpose of Naming is to aid in wayfinding. This is particularly true of roadways and Communities, which must have distinct names that allow them to be quickly identified and located by emergency services, postal workers, delivery drivers, and anyone navigating the city. In addition to striving for names that are distinctly Calgarian, Asset names should be unique within the city's boundaries to minimize potential risks and confusion.

##### **5.2 Local**

Calgary's geography, pre- and post-contact history and culture set us apart from other communities in Alberta and around the world. Naming the public Assets that feature in our daily lives is an important opportunity to recognize those qualities that make our city what it is. For

this reason, preference is given to Asset names that are drawn from our local environment, communities, and heritage over those without a specific relationship to Calgary. Whenever possible, the name of an Asset should also be relevant to the Asset itself, not just Calgary as a whole.

Choosing an appropriate name for an Asset involves looking at its historical, current, and future uses, as well as consulting the affected citizens. The people who live near or use an Asset will nearly always be able to propose a more relevant name than someone who has only ever seen it on a map. First Nations are also frequently able to provide Naming suggestions based on an area's traditional land uses or an Asset's proximity to a significant cultural site.

Appropriate sources for names may include (but are not limited to):

- Local wildlife (i.e., plants, animals)
- Geographical and topological features (i.e., hills, creeks, valleys)
- Meteorological phenomena
- Notable historic events and locations that are relevant to the Asset
- Language and culture of local communities

The Naming Policy embraces and celebrates the diverse cultural heritage and histories of our local communities when such names hold significance and relevance within the local context. Names associated with religion shall be given careful consideration and should recognize the significant community contributions of local individuals. Large public-serving institutions (such as post-secondary institutions or medical facilities) with religious-associated names may be also supported by the Naming of City Assets that assist wayfinding.

### 5.3 Inclusive

A strong Asset Naming system must incorporate diverse perspectives and leave room for all affected citizens to share their ideas. This refers to making a conscious effort to seek out new opinions, rather than operating on the first come, first-serve basis that has traditionally characterized citizen-led Naming initiatives.

Going forward, The City will be incorporating the principles of our *Engage* policy into Naming practices, in order to ensure that public engagement on Naming initiatives is fulsome, transparent, and inclusive (may have limited application to Naming of new Communities and Public Roadways or in cases of Philanthropic Naming). The City of Calgary also commits to continuously reassessing Naming procedures to find barriers that may be adversely impacting participation or inclusive Naming outcomes. These may include access to information, Naming costs, and technical requirements that could be modified to accommodate more diverse Naming practices.

In addition to ensuring that the Naming process is accessible and equitable, The City (or the applicant when it comes to Naming of new Communities and Public Roadways) shall invite Traditional Knowledge Keepers to weigh in when Naming Assets that may be relevant to one or more First Nations (these are usually land-based Assets). This will help to avoid overwriting existing names or missing opportunities to recognize important traditional knowledge. Similarly, when an Asset is likely to be significant for another community, The City will inform them when it is being named and invite them to participate in the Naming process if they have any suggestions or feedback they wish to share.

City Asset names shall promote shared values of progress, inclusion, and respect for all members of our community. When a name is proposed, best efforts should be taken to ensure that the name is not linked with discrimination, oppression, or racism. Names that are otherwise offensive, derogatory or propagate hate are also not permitted.

#### 5.4 Enduring

Municipal Assets are named to last. When The City approves a name, it is intended to carry significance for many years, generally for the duration of the Asset's use/life span. This means that names associated with individuals or current events must be evaluated carefully before they are approved, in order to ensure that they remain positive and meaningful as time passes. When Assets are named after individuals or organizations, it is generally done to recognize their significant contributions to the community, which may include major philanthropic gifts. Land ownership alone is not sufficient for Naming a City Asset after an individual or family, nor is simply being a longtime community member.

Naming City Assets after individuals is generally done posthumously, or in some cases when a living nominee is permanently retired from their field. Exceptions to this may be made for certain Asset types in order to recognize philanthropic Donors.

### 6. Naming of Communities

#### Requirements

The Naming of Communities is governed by the Naming principles discussed in Section 5 in addition to, or unless otherwise stated in, the following regulations:

6.1 Communities shall not be named after individual people or families.

#### Procedure

At the Area Structure Plan development stage, a vision for future residential Community names is generally developed. Later Community Naming applications should fit the parameters described in the Area Structure Plan. This allows for holistic Community Naming that is informed by the site's unique features and the vision for its future.

A Naming application for an individual Community, which is generally submitted by a developer, is reviewed by the Asset Steward within City Administration, who compares it with the broader Area Structure Plan Naming vision, if one exists. If the Naming proposal concerns First Nations or heritage organizations, the applicant is responsible for conducting such engagement. The Asset Steward then circulates the proposal among the impacted internal and external parties for review.

The Policy Steward reviews the feedback and determines whether the proposal aligns with this Policy. Naming proposals that are not supported for approval by Administration because they do not meet the Policy requirements shall not be put before the Calgary Planning Commission and City Council unless accompanied by a request for Policy amendments.

If an application is determined by the Policy Steward to be aligned with this Policy (or has minor issues but is still supported for approval by Administration), the Asset Steward then prepares a report for the Calgary Planning Commission and Council outlining the background behind the proposed name and highlighting any concerns identified during the engagement phase. The Calgary Planning Commission then discusses the report and makes a recommendation to Council, who makes the final decision to approve or reject the proposed name.

## **7. Naming of Public Roadways**

### Requirements

The Naming of Public Roadways is governed by the Naming principles discussed in Section 5, in addition to, or unless otherwise stated in, the following regulations:

7.1 Roadways can be named or numbered, subject to numbering requirements outlined in the Policy procedural documents.

7.2 Roadways shall not be named after a living person.

7.3 Community name may be used as a roadway name within the Community.

7.4 Roadways within Communities can be named using words deriving from the Community name.

7.5 Roadways within Communities can be named using a theme.

7.6 Secondary Roadway Naming shall be limited to displaying original roadway names that are no longer in use, with the purpose of creating awareness of local history. Furthermore, it shall be permitted only in cases where the secondary name has specific historical value beyond simply having existed in the past.

### Procedure

New roadways in Calgary are typically built in conjunction with new developments, which means that proposed roadway names are frequently submitted in batches by the developer. When the new Community is governed by an Area Structure Plan, roadway names are usually chosen based on the Naming scheme identified in the Area Structure Plan, if such a scheme exists. Otherwise, the developer submits a list with enough names to cover all the planned roadways within the development (these may or may not include a roadway type designation such as "Drive" or "Crescent," and may or may not identify which name will be used for which roadway). Roadways may also be named on an individual basis, through an application from a developer or be initiated by The City Administration. If the Naming proposal concerns First Nations or heritage organizations, the applicant is responsible for conducting such engagement. In all cases, the application is received by an Asset Steward who circulates the proposal among the impacted internal and external parties for review.

The Policy Steward reviews the feedback and determines whether the proposal aligns with this Policy. Naming proposals that are not supported for approval by Administration because they do



not meet the Policy requirements shall not be put before the Calgary Planning Commission and City Council unless accompanied by a request for Policy amendments.

If an application is determined by the Policy Steward to be aligned with this Policy (or has minor issues but is still supported for approval by Administration), the Asset Steward then prepares a report for the Calgary Planning Commission and Council outlining the background behind the proposed name and highlighting any concerns identified during the engagement phase. The Calgary Planning Commission then discusses the report and makes a recommendation to Council, who makes the final decision to approve or reject the proposed name. Secondary Roadway Naming is approved by the Asset Steward.

After obtaining Council's approval for roadway names, a developer must submit to The City's Addressing Officer an addressing plan demonstrating the Naming or numbering of each roadway, along with suggested roadway type designations based on the guidelines outlined in the Policy procedural documents. The City's Addressing Officer circulates the addressing assignment plan to internal and external impacted parties and approves it if no concerns are discovered. Upon receiving approval, the applicant can proceed with registering the newly named/numbered roadways at the Land Titles Office.

## **8. Naming of Private Roadways**

### Requirements

The Naming of Private Roadways is governed by the Naming principles discussed in Section 5, in addition to, or unless otherwise stated in, the following regulations:

8.1 Private Roadways can be named following Naming requirements for Public Roadways. Additionally, applicants may use a simplified Naming process by using Public Roadway names previously approved by Council for use in the Community where the Private Roadway is located together with Private Roadway type designations.

### Procedure

When the owner of a Private Roadway wishes to formally name that roadway for purposes of addressing, navigation, or for any other reason, they must apply to The City in order to have it integrated into the city-wide roadway system. Such applications are submitted to The City's Addressing Officer who circulates the proposal among the impacted internal and external parties for review.

The Policy Steward reviews the feedback and determines whether the proposal aligns with this Policy. If an application is determined by the Policy Steward to be aligned with this Policy (or has minor issues but is still supported for approval by Administration), it is approved by The City's Addressing Officer and added to the municipal roadway system.

## **9. Naming of Other City Assets**

Naming of all City Assets that are not roadways or Communities is covered under this Section of the Policy. Such Assets are subject to the Naming principles outlined in Section 5, in addition to, or unless otherwise stated in, the following regulations:

## Requirements

9.1 Philanthropic Naming of City Assets is reserved for the recognition of major philanthropic gifts: a Donation must be the Asset itself (such as land for a park) or include a financial contribution that covers the majority of the Asset's value, in order for the Asset to be permanently named according to the Donor's wishes. If a Donation does not meet these requirements but is still indispensable to the Asset's existence or improvement, the Asset Steward may choose to offer the Donor a limited term Naming opportunity to acknowledge their generosity.

9.2 "Grief Naming" is only allowed for Minor Assets and may only be initiated with community support after a waiting period of one year.

## Procedure – City-Managed Assets

City Assets (excluding Communities and roadways) are most commonly named in response to applications from external parties. The Naming application is submitted to The City along with evidence of initial community support for the application. Upon receiving the application, the Asset Steward, in consultation with the Policy Steward, determines whether the Naming proposal is aligned with this Policy requirements.

Naming proposals that meet Policy requirements are circulated by the Asset Steward among the impacted internal parties, along with external parties such as impacted community associations and First Nations or heritage organizations when the proposal is deemed relevant to their purview. Broader public engagement is also conducted according to the standards laid out in the City's *Engage* policy (Philanthropic Naming is excluded from the broader public engagement requirements). Such engagement is highly dependent on the size and impact of the Asset but aims to create inclusive and transparent conversation about the proposal.

Depending on the outcome of such engagement, the application may proceed to the approval stage. In all cases, the findings of the engagement process are taken into consideration by the Asset Steward and the approving body. City Council is responsible for approving the Naming of most City Assets, except for Naming of Minor Assets which is approved by the Asset Stewards.

When an Asset Naming requires Council approval, the Asset Steward prepares a report for the Executive Committee and Council discussing the proposed name, its background, and any additional support or concerns from the public engagement findings. The Executive Committee then discusses the report and makes a recommendation to Council, who makes the final decision to approve or reject the proposed name.

## Procedure – Partner-Managed Assets

When Partners manage City Assets, the Assets are embedded in the Partners' strategic plans for their operations. Under these plans, the Naming of Assets is often integral part of the Partner's vision and branding. When managing a City Asset, a Partner is responsible for key steps in Naming process, including conducting public engagement and using the results to develop and propose a name for the Asset. Naming of Assets managed by Partners shall be in alignment with this Policy and shall be approved by Council. Naming of Minor Assets managed by Partners shall be approved by the Asset Steward with the exception of temporary Naming of Minor Assets which is within Partner's authority.

## **10. Renaming Principles**

Renaming of City Assets, including the Renaming of Communities and roadways, shall be grounded in the following principles:

### **10.1 Responsive**

The City renames Assets for a variety of reasons. In some cases, a name no longer reflects the values or story it was chosen to represent and has instead acquired discriminatory or otherwise negative connotations. Additionally, Renaming an Asset maybe necessary for more technical reasons, such as the rerouting of a roadway or a recently discovered name duplication. The decision to rename an Asset should be made in response to the particulars of the situation, which may include evolving needs, values, and perspectives in the community in addition to the financial, logistical, and legal considerations that are inherent to every Renaming file. Asset Renaming will not be approved or rejected without a careful evaluation of all these factors.

### **10.2 Adaptive**

Public engagement on Renaming files shall be conducted to the standards of The City's *Engage* policy. The scope and nature of community engagement will be dependent on factors such as the divisiveness and the impact of the proposed Renaming. The timeline of a Renaming file shall ensure that there is time for meaningful consultation and conversation to occur.

### **10.3 Collegial**

The principle of collegiality recognizes that The City does not hold a monopoly on knowledge and research regarding the existing Asset's name, nor does any other individual or group. Anyone with a relevant perspective or information that may impact a Renaming file is encouraged to participate in the conversation and shall be given the opportunity to submit a statement to The City during the review process.

## **11. Renaming of Communities, Public Roadways and Other City Assets**

### **Procedure – City-Managed Assets (Two-Step Renaming)**

Renaming process is initiated when The City receives an application, from either an external party or internally. However, the content and processing of this application depends on the nature of the Renaming proposal. When Renaming is being suggested for reasons related to the integrity of the original name, the process has two steps: deciding whether to remove the existing name, and selecting a new name to replace it, if it is found to be unacceptable. This means that there are two application phases for Renaming files that deal with sensitive Asset names.

First, an application is submitted to The City detailing the applicant's concerns regarding the existing name and the reasons they feel it should be removed, along with evidence of initial community support for the application. This application must not include any suggestions for alternate names. Applicants who have proposed a new name for the Asset will be asked to

revise their application before it is made public. This allows to prevent any opinions about a proposed new name from clouding the review of the existing name.

Upon receiving the application, the Asset Steward, in consultation with the Policy Steward, determines whether the reasons for the proposed Renaming align with the Naming and Renaming Principles detailed in this Policy. Next, The City shares the proposal with relevant parties (such as cultural organizations, those involved in the original Naming, First Nations, Anti-Racism Action Committee and/or other impacted committees, groups, and organizations) and the impacted community association. Public engagement is also conducted according to the standards laid out in the City's *Engage* policy. Once the engagement period has passed, the Asset Steward compiles the findings of these consultations into a report for the Calgary Planning Commission/Executive Committee and Council, who make the decision to remove or keep the name.

If Council votes to remove the name, the second application phase begins. The initial applicant is invited to submit a Naming application that shall follow Procedure – Partner-Managed Assets outlined in Section 9. Similar to Naming, most Renaming decisions are made by the Council, except for Minor Assets, which are reviewed and approved by the Asset Stewards.

#### Procedure – City-Managed Assets (One-step Renaming)

In situations when there is no issue with an existing name or where Renaming is required to address duplication, roadway alignment, addressing or other issue impacting navigation or wayfinding, Renaming happens in one step, following the standard Naming procedure for that Asset type.

As with Naming, most Renaming decisions are made by Council. Exceptions are made for one-step Renaming files, where the approval could be provided by the Asset Steward, in the following cases:

- a) Renaming of a Minor Asset; and
- b) Renaming of an existing Public Roadway to address duplication, roadway alignment, addressing or other issue impacting navigation or wayfinding by using previously pre-approved roadway name, numbering a roadway, changing its type, or extending the name of the existing roadway.

#### Procedure - Partner-Managed Assets

Renaming requests for Partner-managed Assets are reviewed by Partners. If Partner decides to proceed with Asset Renaming, Procedure – Partner-Managed Assets outlined in Section 9 shall be followed.

## **12. Renaming of Private Roadways**

Private Roadways may be considered for Renaming when the existing name is being contested due to issues related to the existing name's integrity, or for technical reasons related to addressing or duplication. Private Roadways may also be renamed for any reason at the request of the owner, on the condition that the owner pays for all expenses incurred by Renaming, including, but not limited to, readdressing fees and new signage.

When Renaming is initiated at the request of the owner, they must apply to The City in order to have the name changed in the city-wide roadway system. This application must include the reason for the name change and the proposed new name. Such applications are submitted to The City's Addressing Officer, who circulates it among subject matter experts to determine whether the new name meets the Private Roadway Naming requirements outlined in Section 8. The Policy Steward reviews the feedback and determines whether the proposal aligns with this Policy. If an application is determined by the Policy Steward to be aligned with this Policy (or has minor issues but is still supported for approval by Administration), it is approved by The City's Addressing Officer.

**13. Amendment(s)**

Date of Council Decision	Report/By-Law	Description

**14. Review(s)**

Date of Policy Owner's Review	Description





**Policy Title:** Sponsorship of City Assets  
**Policy Number:** Assigned by the City Clerk's Office  
**Report Number:** Report(s) going to Committee/Council  
**Adopted by/Date:** Council / Date Council policy was adopted  
**Effective Date:** Date adopted or later as directed by Council  
**Last Amended:** Date of the last amendment, if any  
**Policy Owner:** Business & Engineering Services

### 1. Policy Statement

The City of Calgary is responsible for administering the Sponsorship of City Assets, which often have significant economic value. This includes arrangements where an organization external to The City receives recognition as a Sponsor of an Asset in return for supporting it financially. It also includes naming Sponsorships, where the asset is named after a Sponsor for the duration of the Sponsorship arrangement.

Sponsorships provide an opportunity to build community-oriented relationships with private companies and organizations. They also offer additional funding that is important for maintaining and improving the infrastructure and services provided by The City. The City advocates for a balanced approach to sponsorship, ensuring that each arrangement benefits Calgarians and upholds the reputation and integrity of public Assets.

### 2. Purpose

This Policy establishes clear and consistent guidelines for Sponsorship of City Assets.

### 3. Definitions

In this Policy:

**“All-City Program, Service, or Event”** means a program, service or event that impacts the entire city or a significant portion of its population;

**“Asset Steward”** means the Director (or designate) of the business unit deemed most appropriate to manage Sponsorship applications for a given Asset or class of Assets, as determined by the Policy Steward on the advice of all impacted City teams;

**“City Asset”** or **“Asset”** means any asset owned by The City and managed directly by The City or by a Partner, or any program, service, or event provided or organized by The City;

**“Donation”** means a gift from a third party (**“Donor”**) to The City without any expectation of commercial, marketing and/or promotional benefit in return;

**“Due Diligence Review”** means an evaluation of the soundness of a proposed Sponsorship arrangement. It includes a risk assessment, including a research on a potential Sponsor to

ensure their eligibility to be a Sponsor of a City Asset, a review of the proposed arrangement's compliance with all applicable laws, policies, and regulations, and engagement with impacted parties;

**“Large-Scale Sponsorship”** means an exclusive or Naming Sponsorship of a Major City Asset, All-City Program, Service, or Event;

**“Major City Asset”** means a City Asset that serves multiple communities, and has a broad impact and significance at a regional or city-wide level;

**“Naming”** means the practice of assigning a name to a City Asset through an administrative decision by Council or Administration (differs from naming assets through the sale of naming rights as part of Sponsorship arrangements);

**“Naming Sponsorship”** means a Sponsorship arrangement where a Sponsor is given the right to name the Asset or a portion of the Asset; this concept is also often referred to as "naming rights."

**“Operating Agreement”** means a legal agreement between a Partner and The City that outlines the terms and conditions of the Partner's possession and management of a City Asset on behalf of The City. This may be a license of occupation, a lease, or another legal agreement;

**“Partner”** means an independent organization that has an established relationship with The City and collaborates with The City to manage infrastructure and provide services to Calgarians as defined in the *Investing in Partnership Policy* (CP2017-01);

**“Partner Asset”** means any asset owned by a Partner, or any program, service, or event provided or organized by a Partner;

**“Philanthropic Naming”** means the practice of Naming a City Asset according to the wishes of a Donor, in recognition of their significant Donation to The City;

**“Policy”** means this *Sponsorship of City Assets Policy*;

**“Policy Steward”** means the designate appointed by the Chief Administrative Officer, acting on behalf of Council, responsible for ensuring adherence to this Policy and overseeing compliance with Policy procedures. In instances where this Policy lacks specifications on meeting requirements, fails to address a particular issue, or requires interpretation, the authority falls to the Policy Steward. The Policy Steward may make recommendations in the form of a Policy guide, procedural document, or formal ruling on the application or interpretation of the policy. These recommendations are informed by analytics, best practices, and risk management considerations.

**“Related Authority”** means an organization related to The City including but not limited to a City of Calgary wholly owned subsidiary or legislated body;

**“Small-Scale Sponsorship”** means any Sponsorship that does not include exclusive Sponsorship rights or naming of a Major City Asset, All-City Program, Service, or Event;



“**Sponsorship**” means a contractual arrangement with a defined term over which an external organization (“**Sponsor**”) provides in-kind or financial support for a City Asset in return for commercial/marketing/ promotional benefits associated with being publicly denoted as a sponsor of the City Asset; and

“**Valuation**” means an assessment that determines the appropriate monetary value of a Sponsorship for a particular City Asset. It is prepared by a third party who possesses the necessary skills and experience to execute such assessment in an objective and competent manner.

#### 4. **Applicability**

4.1 This Council Policy applies to all parties involved in Sponsorship of City Assets:

- (a) Members of Council and Executive Committee;
- (b) Administration;
- (c) Partners; and
- (d) Sponsors.

4.2 This Council Policy does not apply to:

- (a) Non-commercial Naming (including Philanthropic Naming) of City assets which is regulated by the *Naming of City Assets* Policy;
- (b) Sponsorship of assets owned by Related Authorities or Partners; and
- (c) The City’s sponsorship of external events, services/activities, or projects.

#### 5. **Sponsorship Principles**

Sponsorship of City Assets shall be based on the following principles:

##### 5.1 **Appropriateness of the Sponsorship Arrangement**

Some Assets, due to their sensitive nature or significant history for Calgarians, may not be appropriate for commercialization and are not offered to potential sponsors. Additionally, not every third party’s name is appropriate for use on a public asset. Some potential sponsors have business practices or interests that are highly controversial, or the business itself may be controversial by nature.

The City does not pursue Sponsorship with organizations that have an image, values, or business interests that do not align with those of The City. In some cases, a potential Sponsor may have an image or interests that would be inappropriate for some Assets, but which fit well

with the purpose or function of others. Care shall be taken to ensure that City Assets are matched with Sponsors that complement the service they provide to Calgarians.

### **5.2 Public Benefit**

The primary goal in securing Sponsorship arrangements for City Assets is to create additional revenue that results in improvement to services, infrastructure, or experiences for Calgarians. The financial costs of securing a Sponsorship arrangement, including any costs associated with its implementation, shall be carefully considered in comparison to the benefits that such an arrangement would deliver.

### **5.3 Transparency and Accountability**

Sponsorship opportunities for City Assets will be publicly advertised (does not apply to Small Scale Sponsorship) to ensure fair and equal opportunities for all potential Sponsors.

The City of Calgary will publicly disclose the Sponsor's identity for all Sponsorships. The City will also advocate in discussions with Sponsors for public disclosure of the Sponsorship's term and fees, while acknowledging and respecting the Sponsor's confidentiality preferences. Some Sponsors may have legitimate reasons for keeping this information confidential, such as protecting their competitive advantage or maintaining their brand strategy. In all cases, the Sponsorship arrangement shall be subject to internal oversight to ensure that the arrangement is in the public interest.

### **5.4 Valuation-Based Arrangements**

Large-Scale Sponsorships shall be based on the monetary value of the Sponsorship opportunity, as determined by the Valuation. When a Sponsorship cannot be secured at a price that aligns with the Asset's formal valuation, arrangements with a lower value may be considered if there is still public benefit.

### **5.5 Temporary Nature of Sponsorship Arrangements**

Sponsorship arrangements shall be temporary in nature, with a defined term that is stated in the Sponsorship agreement.

### **5.6 Alignment of Sponsorship Arrangement to Partner's Operating Agreement**

Sponsorship arrangements for City Assets operated by Partners should be consistent with any legal agreement in place between The City and the Partner related to an Asset.

## **6. Procedure – Approval of Large-Scale Sponsorship**

Large-Scale Sponsorships, those concerning Major City Assets and All-City Programs, Service, or Events, must be approved by City Council if they are Naming Sponsorships or include an exclusivity clause. If exclusive or Naming Sponsorship of All-City Program, Service, or Event is

considered low impact by Policy and Assets Stewards, it shall follow Small-Scale Sponsorship process, but shall be approved by the Asset Steward's General Manager.

Large-Scale Sponsorship approval follows the procedure outlined below:

### **6.1 Sponsorship Suitability Review**

The Asset Steward (or the Partner for Partner-managed Assets) conducts a review to determine whether the Asset in question should be made available for Sponsorship. This review should consider whether the Asset is likely to procure financially viable Sponsorship arrangements. It must also consider whether it is appropriate for the Asset to be affiliated with commercial activities and/or private interests.

Based on the findings of the Sponsorship Suitability Review, the Asset Steward, or the Partner for Partner-managed Assets, makes a formal decision about whether the sponsorships shall be considered for the Asset. If the Sponsorship Suitability Review for City-managed Assets finds major risks associated with making the Asset sponsorable, the Asset Steward or the Policy Steward can refer the Sponsorship Suitability Review to a higher level of approval (General Manager or City Council).

### **6.2 Sponsorship Valuation**

The Asset Steward (or the Partner for Partner-managed Assets) shall obtain an Asset Sponsorship Valuation, which shall inform the terms of any future Sponsorship arrangement.

### **6.3 Public Advertising of Asset's Availability for Sponsorship**

The Asset Steward/Partner shall publicly advertise the Asset's availability for Sponsorship to attract potential Sponsors. This step must be completed even if the initial review and valuation was triggered by an inquiry from an interested potential Sponsor. Publicly advertising an asset's availability ensures that all potential sponsors have the opportunity to submit a proposal. In cases where there are multiple proposals, it enables The City to select the most suitable sponsor from a range of options.

### **6.4 Negotiation**

The Asset Steward or the Partner negotiates with the interested potential Sponsor to draft a Sponsorship agreement that aligns with any special stipulations included in the approved Sponsorship Suitability Review. A third-party broker may assist in these negotiations as well.

### **6.5 Due Diligence Review of the Proposed Sponsorship Arrangement**

The Asset Steward or the Partner conducts a Due Diligence Review to ensure that the proposed Sponsorship arrangement complies with this Policy and any other applicable laws and regulations. If there are others impacted by the proposed Sponsorship arrangement besides

The City, the Sponsor, and relevant Partners, the Due Diligence Review should involve engaging them as well. The results of the Due Diligence Review shall be shared with the Policy Steward for a final assessment of alignment with the Policy requirements before the submission of a report to the Executive Committee and Council.

### **6.6 Sponsorship Approval by Council via Executive Committee**

The Asset Steward (acting on their own behalf or that of the Partner, and in consultation with the Policy Steward) submits a recommendation of approval to the Executive Committee and City Council.

### **6.7 Sponsorship Agreement Execution**

If the Sponsorship arrangement is approved by Council, it is signed by the Asset Steward or Partner and the Sponsor and may then be implemented according to the terms of the arrangement.

## **7. Procedure – Approval Of Small-Scale Sponsorship**

Small-Scale Sponsorships for City Assets are approved by Asset Stewards (for City-operated Assets) and Partners (for Partner-operated Assets). . A higher level of approval by a General Manager or Council may be requested by the Asset Steward or directed by the Policy Steward for City-operated Assets.

Small-Scale Sponsorship approval follows the procedure outlined below:

### **7.1 Sponsorship Suitability Review**

The Asset Steward (or the Partner for Partner-managed Assets) conducts a review to determine whether the Asset in question should be made available for Sponsorship. This review should consider whether the Asset is likely to procure financially viable Sponsorship arrangements. It must also consider whether it is appropriate for the Asset to be affiliated with commercial activities and/or private interests.

Based on the findings of the Sponsorship Suitability Review, the Asset Steward, or the Partner for Partner-managed Assets, makes a formal decision about whether the sponsorships shall be considered for the Asset. If the Sponsorship Suitability Review for City-managed Assets finds major risks associated with making the Asset sponsorable, the Asset Steward or the Policy Steward can refer the Sponsorship Suitability Review to a higher level of approval (General Manager or City Council).

### **7.2 Negotiation**

The Asset Steward or the Partner negotiates with the interested potential Sponsor to draft a Sponsorship agreement that aligns with any special stipulations included in the approved Sponsorship Suitability Review. A third-party broker may assist in these negotiations as well.

### **7.3 Due Diligence Review of the Proposed Sponsorship Arrangement**

The Asset Steward or the Partner conducts a Due Diligence Review to ensure that the proposed Sponsorship arrangement complies with this policy and any other applicable laws and regulations. If there are others impacted by the proposed Sponsorship arrangement besides The City, the Sponsor, and relevant Partners, the Due Diligence Review should involve engaging them as well.

**7.4 Sponsorship Approval through Agreement Execution**

The Sponsorship agreement is approved by the Asset Steward/Partner signing the Sponsorship agreement with the Sponsor. A higher level of approval by a General Manager or Council may be requested by the Asset Steward or directed by the Policy Steward for City-operated Assets.

**8. Amendment(s)**

Date of Council Decision	Report/By-Law	Description

**9. Review(s)**

Date of Policy Owner's Review	Description



## Summary of Proposed Policy Changes

### Naming of City Assets

IMPACTED AREA OF POLICY	PROPOSED CHANGES
Definitions	<ul style="list-style-type: none"><li>Nearly all definitions were updated, new ones were added, and some were removed to better match the updated asset classification, procedures and requirements.</li></ul>
Naming Policy Applicability	<ul style="list-style-type: none"><li>Clarity has been added to specify that the policy does not apply to naming and renaming of assets owned by the City's Related Authorities or Partners</li><li>Clarity has been added to specify that larger areas within the city comprising several communities or community sub-components are not formally named by The City</li></ul>
Naming Principles	<ul style="list-style-type: none"><li>The introduction of overarching naming principles that guide all naming decisions eliminates the necessity for separate naming criteria for each class of assets</li></ul>
Naming of Communities	<ul style="list-style-type: none"><li>Updated definitions of "community" and "neighbourhood" have been provided</li><li>Communities shall not be named after people</li><li>Non-compliant naming proposals proceeding to Calgary Planning Commission/Council shall be accompanied by proposed policy changes</li></ul>

<p>Naming of Public Roadways</p>	<ul style="list-style-type: none"><li>• Roadways shall not be named after living individuals.</li><li>• Technical roadway naming requirements, such as numbering, assignment of roadway types, and character limits, have been removed from the policy and will be included in procedural documents.</li><li>• The application of pre-approved Council roadway names or their numbering, along with the assignment of roadway types to specific roadways, is approved by The City's Addressing Officer via the addressing plan.</li><li>• Non-compliant naming proposals proceeding to Calgary Planning Commission/Council must be accompanied by proposed policy changes.</li></ul>
<p>Naming of Other City Assets</p>	<ul style="list-style-type: none"><li>• Further clarity has been added regarding philanthropic and grief naming of City assets.</li><li>• Naming of minor community assets is proposed to be approved at the Administration level by the Asset Stewards.</li><li>• Separate sections have been created to address differences in naming practices between Partner-managed Assets and City-managed Assets, reflecting their distinct management structures.</li></ul>
<p>Renaming of City Assets</p>	<ul style="list-style-type: none"><li>• There has been a shift in renaming practices from exceptional to responsive.</li><li>• Renaming principles have been introduced.</li><li>• Two different procedures have been established: a two-step renaming process for cases where there is an issue with the existing name, and a one-step approach for cases where there is no issue with the existing name.</li><li>• Partners are responsible for reviewing renaming requests for City Assets they operate.</li></ul>
<p>Procedural Changes</p>	<ul style="list-style-type: none"><li>• References to Indigenous engagement when naming City assets have been updated, and broader public engagement standards on naming initiatives have been introduced in alignment with Heritage Calgary's <i>Naming, Renaming, and Commemoration Project Final Report</i>.</li></ul>



## Summary of Proposed Policy Changes

### Sponsorship of City Assets

IMPACTED AREA OF POLICY	PROPOSED CHANGES
Definitions	<ul style="list-style-type: none"><li>Nearly all definitions were updated, new ones were added, and some were removed to better match the updated asset classification, procedures and requirements.</li></ul>
Sponsorship Policy Applicability	<ul style="list-style-type: none"><li>Clarity has been added to specify that the policy does not apply to sponsorship of assets owned by the City's Related Authorities or Partners</li></ul>
Sponsorship Principles	<ul style="list-style-type: none"><li>The introduction of overarching sponsorship principles to guide all sponsorship decisions</li></ul>
Public Support Requirements	<ul style="list-style-type: none"><li>The requirement for public support in sponsorship arrangements is being eliminated.</li></ul>
Public Advertising Requirements	<ul style="list-style-type: none"><li>The public advertising requirement is waived for small-scale sponsorships.</li></ul>
Sponsorship Approvals	<ul style="list-style-type: none"><li>Lower approval levels are established for small-scale sponsorships</li></ul>
Annual to Council	<ul style="list-style-type: none"><li>The requirement for annual reporting to Council is being eliminated.</li></ul>



## Sources of Information Engaged Internal Teams

Engaged Team	Team's Function
Anti-Racism Action Committee	<p><b>Subject Matter Experts</b></p> <p>Advise Council and provide leadership on the development and implementation of an anti-racism strategy. Monitor emerging opportunities and challenges related to racism, identify systemic barriers to accessing programs and services and recommend actions.</p>
Asset Management Planning, Capital Priorities & Investments	<p><b>Asset Stewards</b></p> <p>Responsible for overseeing naming of City bridges</p>
911 Operations	<p><b>Subject Matter Experts</b></p> <p>Advise Asset Stewards on naming application impacts from the emergency deployment perspective</p>
Calgary Fire Department	<p><b>Asset Stewards</b></p> <p>Responsible for overseeing naming and sponsorship of Calgary Fire Department's assets</p>
Addressing, Collaboration, Analytics & Innovation	<p><b>Asset Stewards</b></p> <p>Responsible for naming of private roadways</p> <p><b>Subject Matter Experts</b></p> <p>Advise Asset Stewards on naming application impacts from the addressing perspective</p>
Community Partners, Partnerships	<p><b>Asset Stewards</b></p> <p>Responsible for overseeing naming and sponsorship of City-owned assets managed by Community Partners</p>
Engage	<p><b>Enabling Services</b></p> <p>Assist Asset Stewards with public engagement initiatives on naming applications</p>
Equity Program	<p><b>Subject Matter Experts</b></p> <p>Advise Administration on equity related service deliver changes</p>
Finance	<p><b>Enabling Services</b></p> <p>Assist Asset Stewards with tax implications of naming and sponsorship of City assets</p>
Heritage Planning, City & Regional Planning	<p><b>Subject Matter Experts</b></p> <p>Advise Asset Stewards on naming application impacts from heritage perspective</p>

Indigenous Relations Office	<p><b>Enabling Services</b></p> <p>Assist Asset Stewards on naming applications that may have relevance to First Nations</p>
Law	<p><b>Enabling Services</b></p> <p>Assist Asset Stewards with legal implications of naming and sponsorship of City assets</p>
Major Partners, Partnerships	<p><b>Asset Stewards</b></p> <p>Responsible for overseeing naming and sponsorship of City-owned assets managed by Civic Partners</p>
Mobility Operations	<p><b>Subject Matter Experts</b></p> <p>Advise Asset Stewards on naming application impacts from traffic engineering perspective (signage implications, configurations of roads and their classification)</p>
Calgary Parks	<p><b>Asset Stewards</b></p> <p>Responsible for overseeing naming and sponsorship of Park's assets</p>
Real Estate & Development Services	<p><b>Asset Stewards</b></p> <p>Responsible for overseeing naming of industrial communities</p>
Recreation & Social Programs	<p><b>Asset Stewards</b></p> <p>Responsible for overseeing naming and sponsorship of Recreation's assets</p>
Subdivision Services, Community Planning	<p><b>Asset Stewards</b></p> <p>Responsible for overseeing naming of communities and public roadways</p>
Calgary Transit	<p><b>Asset Stewards</b></p> <p>Responsible for overseeing naming and sponsorship of Transit's assets</p>

## Engaged External Parties

Engaged Team	Team's Function
Arts Commons	
Calgary Convention Centre Authority (Calgary TELUS Convention Centre)	
Calgary Female Sport Development Association (Great Plains Recreation Facility)	
Calgary Zoological Society	
South Fish Creek Recreation Society (Cardel Rec South)	
Contemporary Calgary Arts Society	Civic Partners that manage City-owned assets. Both naming and sponsorship policies apply to naming and sponsorship of City assets managed by Civic Partners.
The Fort Calgary Preservation Society	
North East of Centre of Community Society (Genesis Centre)	
Heritage Park Society	
Lindsay Park Sports Society (MNP Centre)	
Calgary Science Centre Society (TELUS Spark)	
Vecova Centre for Disability Services and Research	
Vivo for Healthier Generations Society	
Westside Regional Recreation Centre	
Engaged Team	Team's Function

<p>The Calgary Young Men's Christian Association (YMCA)</p>	<p>Civic Partners that manage City-owned assets. Both naming and sponsorship policies apply to naming and sponsorship of City assets managed by Civic Partners.</p>
<p>Building Industry and Land Development Association (BILD) – Calgary Region</p>	<p>BILD – Calgary Region represents Calgary developers who are naming applicants for new communities and roadways (both public and private).</p>
<p>Federation of Calgary Communities</p>	<p>The Federation of Calgary Communities includes around 150 community associations, 75 community non-profit organizations, 7 resident associations, and 6 rural associations. Both naming and sponsorship policies apply to naming and sponsorship of City assets managed by community associations.</p>
<p>Heritage Calgary</p>	<p>A Civic Partner engaged via a Council Innovation Fund Grant to review and make recommendations on naming, renaming and commemoration practices (PFC2021-0096 and EC2022-0574).</p>
<p>Parks Foundation Calgary</p>	<p>A Civic Partner established to foster the participation of private and corporate sectors, and other government agencies, with The City's approval, on park and sports projects to provide to Calgarians easily accessible and unique sport facilities and greenspaces. These initiatives may involve naming and sponsorship of City assets.</p>

## Reference Documents

<i>2022 Heritage Calgary's Naming, Renaming, and Commemoration Project Final Report</i>	The report outlines the results of Heritage Calgary's Innovation Fund Grant Project and the recommendations regarding naming, renaming, and commemoration practices.
<i>2021 Heritage Calgary NRC – Literature and Best Practice Review</i>	The report outlines the findings of the research project, which reviewed experiences of naming, renaming, and commemoration issues in similar jurisdictions and documented best practices for consideration in the Calgary context. This review encompassed municipalities, larger jurisdictions, educational institutions, academic studies, and popular media materials.
<i>2021 Toronto Recognition Review – Experiences from Other Jurisdictions</i>	The report provides a snapshot of 430 case studies on the renaming of public assets in various jurisdictions around the world. These case studies took place between 2017 and 2021.
<i>2016 Yale University Report to Establish Principles on Renaming</i>	The report presents a set of principles to guide the University in deciding whether to remove a historical name from a building or other prominent structure or space on the University campus.
<i>2015 Truth and Reconciliation Commission of Canada: Calls to Action</i>	The report contains 94 calls to action by the Truth and Reconciliation Commission of Canada aimed at addressing the legacy of residential schools and advancing the process of Canadian reconciliation.







February 28, 2024

**Delivered by Email**

The City of Calgary  
P.O. Box 2100, Station "M"  
Calgary, Alberta T2P 2M5

**Attention: Members of Executive Committee**

Dear Committee Members:

**Re: Proposed Naming of City Assets policy**

Building Industry and Land Development Calgary Region (BILD) is a non-profit organization that has a membership base that includes all facets of residential home and commercial construction, including builders, renovators, developers, trades, suppliers, and professional companies involved in the building industry. We advocate for affordability, quality, choice, and innovation. The residential construction industry in Calgary employs nearly 58,000 people and pays approximately \$4.4 billion in wages annually for on and offsite jobs, resulting in nearly \$9.6 billion in annual built investment value.

On behalf of BILD, we would like to express our appreciation for the work done by Administration in bringing the Naming of City Assets policy to fruition. We value the transparency and cooperation fostered by Svetlana Montuffar throughout the development process. We look forward to working on a formal process to ensure that the Policy is implemented as intended. As we work towards achieving housing affordability, formal processes that are transparent, equitable, cost-effective, and support the Naming of City Assets policy, play a crucial role.

Once again, thank you to Administration for their diligent work. We look forward to ongoing and future collaboration with the City.

If you have any questions or comments, please do not hesitate to contact me.

Yours truly,  
BILD Calgary Region

Brian R. Hahn, CEO BILD CR





Glenbow Archives NA-644-30

# Legacy of Service: Review of City of Calgary Assets Named in Honour of Public Servants

April 2024

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\* Not associated with The City of Calgary

## Introduction

This report provides a comprehensive list of all formally named assets in Calgary after civilian public servants, including elected officials or staff from various levels of government, primarily The City of Calgary. The provided information is grouped into various categories, as follows:

Assets Named in Recognition of The City of Calgary Council Elected Officials

Assets Named in Recognition of The City Of Calgary Administration

Assets Named in Recognition of Other Public Servants\*

Please note the following exclusions from this summary:

- Naming of assets not owned by The City of Calgary, such as those owned by the Government of Canada, Government of Alberta, or private entities (e.g., privately owned Harry Hays Building, named after a Calgary Mayor).
- Naming of City assets without formal approvals (e.g., Marsh Road NE, informally named after a Calgary Mayor, Murdoch Park, informally named after the first Calgary Mayor, Andrew Davison Building, informally named after a Calgary Mayor).
- Naming of Calgary Public Library facilities, which are owned and managed by the Calgary Public Library Board (e.g., Louise Riley Library, named after a beloved children's librarian and author).
- Naming of Calgary schools, which are owned and managed by various school boards (e.g., Annie Gale School, named after a Calgary Alderman).
- Naming of public medical facilities in Calgary, typically owned and operated by the provincial health authority, Alberta Health Services (e.g., Sheldon M. Chumir Centre, named after a Calgary-Buffalo MLA).
- Military personnel or veterans (e.g., McCall Way NE, named after a Captain, a First World War flying ace).
- Monarchs and royal family members (e.g., Victoria Park, named after Queen Victoria).

Please note that due to inconsistent record-keeping practices in the past, some records might be missing, and therefore, this list may not be exhaustive. The compilation of records was completed by Business & Engineering Services\*\* in collaboration with Facilities. If you wish to access Council approval documents for a specific asset naming, or require further information or clarification, please reach out to the Municipal Naming Policy Steward's team via [municipal.naming@calgary.ca](mailto:municipal.naming@calgary.ca).

\* Not associated with The City of Calgary

\*\*The Municipal Naming Policy Steward

# Assets Named in Recognition of The City of Calgary Council Elected Officials

## Overview

#	Name	City Asset Name, Approval Date	Council Role	Recognition, Highlights
1	Anderson, Virnetta	Virnetta Anderson Hall (Municipal Building), 2020	Alderman	First Black Alderman on The City of Calgary Council <a href="#">Detailed Profile - Page 6</a>
2	Cushing, William	Cushing Bridge, 1955	Councillor Alderman Mayor Alderman	<a href="#">Detailed Profile - Page 7</a>
3	Dover, Mary	Dover Community and Roadways, 1969  Mary Dover Memorial Park, 1995	Alderman	Mary volunteered for the Canadian Women's Army Corps in 1941, serving in England during the Blitz and later commanding its training base in Ontario. As a pioneering female officer, she led programs to empower women in the military, highlighting their essential role.  <a href="#">Detailed Profile - Page 8</a>
4	Erskine, Barry	Barry Erskine Classroom (Ralph Klein Park Environmental Education Centre), 2019  Barry Erskine Bridge, 2020	Alderman	<a href="#">Detailed Profile - Page 9</a>
5	Gale, Hannah "Annie"	Annie Gale Boardroom (Administration Building), 2016  Annie Gale Park, 2023	Alderman	First woman to hold elected office in Canada First woman to hold municipal office in British Empire  <a href="#">Detailed Profile - Page 10</a>
6	Graves, Arthur	Graves Bridge, 1969	Alderman	<a href="#">Detailed Profile - Page 11</a>
7	Hartman, Donald "Don"	Don Hartman North East Sportsplex, 1995	Alderman Mayor	<a href="#">Detailed Profile - Page 12</a>
8	Higgins, Suzanne "Sue"	Sue Higgins Bridge, 2001  Sue Higgins Park, 2012	Alderman	First woman to run for mayor in Calgary, defeated by Ralph Klein  <a href="#">Detailed Profile - Page 13</a>

#	Name	City Asset Name, Approval Date	Council Role	Recognition, Highlights
9	Hodges, Dale	Dale Hodges Park, 2017	Councillor	Calgary's longest-serving member of Council  <a href="#">Detailed Profile - Page 14</a>
10	Huish, Harold "Harry"	Harry Huish Park, 2001	Alderman	  <a href="#">Detailed Profile - Page 15</a>
11	King, George C.	George C. King Bridge, 1980	Mayor Councillor	First Postmaster of Calgary First person legally married in Calgary  <a href="#">Detailed Profile - Page 16</a>
12	Klein, Ralph	Ralph Klein Park, 2007	Mayor	Premier of Alberta, 1992-2006  <a href="#">Detailed Profile - Page 17</a>
13	Leslie, John "Jack"	Jack Leslie Plaza, 2004  Jack and Jean Leslie Riverwalk, 2013	Alderman Mayor	First native-born Calgary Mayor  <a href="#">Detailed Profile - Page 18</a>
14	Long, John "Jack"	Jack Long Park, 2010	Alderman	  <a href="#">Detailed Profile - Page 19</a>
15	Longstaff, Beverly "Bev"	Bev Longstaff West Hillhurst Bridge, 2023	Councillor	  <a href="#">Detailed Profile - Page 20</a>
16	MacEwan, Grant	Grant MacEwan Legislative Lounge (City Hall), 1982  MacEwan Community, 1980  MacEwan Community and Roadways, 1980	Alderman Mayor	Author of 32 books, master livestock judge, Lieutenant Governor of Alberta, historian of Western Canada, Mayor of Calgary, agricultural scientist and husbandry professor, broadcaster, conservationist, leader of the Alberta Liberal Party and a co-founder of The Calgary Foundation  <a href="#">Detailed Profile - Page 21</a>
17	Reid, Craig	Craig Reid Park, 2021	Alderman	  <a href="#">Detailed Profile - Page 22</a>
18	Scott, Barbara "Barb"	Barb Scott Park, 2013	Alderman	  <a href="#">Detailed Profile - Page 23</a>
19	Starr, Ernest "Ernie"	Ernie Starr Arena, 1969	Alderman	  <a href="#">Detailed Profile - Page 24</a>

20	Wilkinson, Rosamond "Rose"	Wilkinson Park, 1950	Alderman	Detailed Profile - Page 25
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## Detailed Profiles



Photo from YW Calgary

**VIRNETTA ANDERSON**  
(1920-2006)

Alderman  
1974-1977

Asset(s) Named in Recognition of Virnetta Anderson



## Virnetta Anderson Hall, 2020

Named Asset Location: Municipal Building

Naming Authority: Administration

Naming Approval Date: 2020

Excerpt from Approval Documents: "The City's first Black Alderman, representing Ward 3 from 1974-1977. A passionate leader in our community for many years, she served as a community leader in Calgary, including roles such as President of Meals on Wheels, United Way Board Member, and Calgary Centre for the Performing Arts Board Member, among others. Born and raised in the US, she arrived in Calgary in 1952 to join her husband Ezzrett (Sugarfoot) Anderson, who became a Calgary Stampeder football player in 1949. She passed away in 2006 at the age of 85."



Glenbow Archives NA-1201-1

## WILLIAM CUSHING

(1852-1934)

Councillor

1890-1893

Alderman

1895-1897, 1899-1900

Mayor

1900-1901

Alderman

1902-1905

Asset(s) Named in Recognition of William Cushing

## Cushing Bridge, 1955

Named Asset Location: The 17 Ave SE bridge over the Bow River

Naming Authority: Council, 1955 November 14 Council Motion

Naming Approval Date: 1955 November 14

Excerpt from Approval Documents: "Moved by Ald. McIntosh, in amendment. Seconded by Ald. Starr and carried that the new bridge in East Calgary be named "Cushing Bridge."



City of Calgary, Corporate Records, Archives CalAPP-01228

MARY DOVER  
(1905-1994)

Alderman  
1950-1953, 1956-1960

Asset(s) Named in Recognition of Mary Dover

## Dover Community and Roadways, 1969

Named Asset Location: SE

Naming Authority: Council, 1968 December 31 Commissioners' Report

Naming Approval Date: 1969 January 6

Excerpt from Approval Documents: "On November 20<sup>th</sup>, 1968, the Calgary Planning Commission recommended the following name to City Council for approval at its meeting of January 6<sup>th</sup>, 1969: "Dover" to apply to the area bounded by 26<sup>th</sup> Avenue S.E. on the north, the C.P.R. on the east, 34<sup>th</sup> Avenue S.E. on the south, and Barlow Trail on the west, and Doverville, Doverwood, Doverdale, Dovercliffe, Dover, Dovercourt to be applied to street names within this area.."

## Mary Dover Memorial Park, 1995

Named Asset Location: Dover and Southview SE

Naming Authority: Council, N95-26

Naming Approval Date: 1995 July 24

Excerpt from Approval Documents: "At their meeting of 1994 June 08, the Board of Commissioners agreed to follow up on a request from the Nominating, Agenda and Personnel Committee to consider naming a City site after the late Mary Dover. It was suggested by the Board that the proposed Valleyview Regional Park adjacent to the community of Dover be given consideration in this regard.."



City of Calgary, Corporate Records, Archives CalA 2007-036-6

**BARRY ERSKINE**  
(1946-2019)

Alderman  
1992-2007

Asset(s) Named in Recognition of Barry Erskine

## Barry Erskine Classroom, 2019

Named Asset Location: Ralph Klein Park Environmental Education Centre

Naming Authority: Administration

Naming Approval Date: 2019

Excerpt from Approval Documents: "In recognition of a lifetime commitment to the environment and dedication to the citizens of Calgary. Barry represented Ward 11 as Alderman from 1992-2007. He was well known as an environmentalist, horticulturalist and as the host of a popular weekly gardening radio program. Barry was a passionate environmental advocate for the protection and improvement to waterways, clean air, parks, pathways, and the tree canopy. We thank him for his contributions to the city of Calgary."

## Barry Erskine Bridge, 2020

Named Asset Location: The Weaselhead Flats pedestrian bridge over the Elbow River

Naming Authority: Council, PFC2020-0720

Naming Approval Date: 2020 July 20

Excerpt from Approval Documents: "The late Barry Erskine was a former City of Calgary Alderman who served five terms on Council in Ward 11 from 1992 to 2007. Alderman Erskine was a lifelong environmental advocate and supporter of the communities he served. When the original timber bridge was destroyed in the flood of 1995, Alderman Erskine was instrumental in supporting the new flood resilient bridge and shepherding the project through the city planning process."



Photo from Alberta Champions

HANNAH "ANNIE" GALE  
(1876-1970)

Alderman  
1919-1924

Asset(s) Named in Recognition of Hannah "Annie" Gale

## Annie Gale Boardroom, 2016

Named Asset Location: Administration Building  
Naming Authority: Administration  
Naming Approval Date: 2016 September  
Excerpt from Approval Documents: Information not available

## Annie Gale Park, 2023

Named Asset Location: Bridgeland/Riverside NW  
Naming Authority: Council, EC2023-0245  
Naming Approval Date: 2023 June 6  
Excerpt from Approval Documents: "An early member of the Vacant Lots Garden Club, Annie Gale was concerned about matters of public health, especially food quality and security. She was instrumental in establishing the municipal market which sold local produce. She formed the Women's Ratepayers Association of Calgary, advocating for hospitals, children's playgrounds, and an improved streetcar system. Shortly after Alberta women won the right to vote, Annie Gale was elected in 1917 as the first female alderman in Calgary and in Canada."



Glenbow Archives NA-2902-8

## ARTHUR GRAVES (1877-1973)

Alderman  
1906-1909

Asset(s) Named in Recognition of Arthur Graves

## Graves Bridge, 1969

Named Asset Location: The Glenmore Trail SE bridge over the Bow River

Naming Authority: Council, 1969 September 22 Council Motion

Naming Approval Date: 1969 September 22

Excerpt from Approval Documents: "For Council's consideration I would suggest the bridge to Ogden on the Glenmore Trail, which is currently referred to as the Ogden Bridge, be named "Graves Bridge" in honor of ex Alderman and Commissioner Graves. Mr. Graves was an Alderman from 1906 to 1908 then Commissioner from 1910 to 1932 (except for one year). Sincerely, Jack Leslie, Mayor."



City of Calgary Archives CalA PP-98-009-1

DONALD "DON"  
HARTMAN  
(1929-1996)

Alderman  
1969-1989

Mayor  
1989

Asset(s) Named in Recognition of Donald "Don" Hartman

## Don Hartman North East Sportsplex, 1995

Named Asset Location: Coral Springs NE

Naming Authority: Council, C95-90

Naming Approval Date: 1995 October 2

Excerpt from Approval Documents: "Don is recognized as one of the longest-serving and most colourful of Calgary's Aldermen, having served on Council for 20 years. He capped his career in Civic Government by being appointed Mayor of Calgary on 1989 March 21, by unanimous resolution of Council to fill the remainder of former Mayor Ralph Klein's term.

Throughout his political life, Don has been renowned as a defender of the City taxpayer and worker alike. His trademark was fiscal prudence, and his strength was his ability to relate the concerns of the common man to Council. He never missed a retirement event for a City staff, and tirelessly promoted the city he loved. With his bluff, blustery and populist style, Don was larger-than-life figure who enlivened Calgary local politics for two decades."



Photo from the William & Harris Shared History Centre, Calgary  
Public Library

SUZANNE "SUE" HIGGINS  
(1935-2014)

Alderman  
1977-1983, 1986-2001

Asset(s) Named in Recognition of Suzanne "Sue" Higgins

## Sue Higgins Bridge, 2001

Named Asset Location: The Douglasdale pedestrian bridge over the Bow River

Naming Authority: Council, N2001-46

Naming Approval Date: 2001 September 10

Excerpt from Approval Documents: "The Douglasdale Estates Community Association has written to the City stating that Alderman Sue Higgins performed an invaluable service in obtaining the funding and permits for the construction of a pedestrian bridge on the Bow River in the Douglasdale area. They are requesting that the structure be formally named after her in recognition of this service and her dedication to her constituents upon her retirement in October 2001."

## Sue Higgins Park, 2012

Named Asset Location: Acadia and Maple Ridge SE

Naming Authority: Council, PFC2012-0769

Naming Approval Date: 2012 November 19

Excerpt from Approval Documents: "Alderman Sue Higgins served on Council for 21 years, participating in a total of 52 committees throughout her aldermanic career, along with contributing to a variety of community organizations such as the Cerebral Palsy Association and Southern Alberta Pioneers. Further, in 2002 Sue Higgins was a recipient of the Golden Jubilee Medal, a commemorative medal for Her Majesty Queen Elizabeth II's Golden Jubilee, awarded to "Canadians who, over the past 50 years, have helped the Canada of today."



City of Calgary Archives CalA PP- 2013-028-1

**DALE HODGES**  
(1941-2023)

Councillor  
1983-2013

Asset(s) Named in Recognition of Dale Hodges



## Dale Hodges Park, 2017

Named Asset Location: Silver Springs, Varsity and Montgomery NW

Naming Authority: Council, PFC2017-0339

Naming Approval Date: 2017 April 24

Excerpt from Approval Documents: "Alderman Dale Hodges is Calgary's longest-serving member of Council, as he served Ward 1 for 10 terms, from 1983 - 2013. His career included milestones such as The City hosting the 1988 Olympic Winter Games, building the northwest LRT, and the expansion of numerous parks and recreation facilities. During his years in office, he guided developers and City Administration to support his vision of vibrant new Ward 1 communities through his experience and knowledge of community planning issues.

Alderman Hodges is a lover of parks and green spaces. Alderman Hodges also played a significant role in the establishment of the ENMAX Legacy Parks Program to ensure a consistent source of capital funding for City parks."



City of Calgary Archives CalA PP-01257

**HAROLD "HARRY" HUISH**  
(1925-2000)

Alderman  
1974-1980

Asset(s) Named in Recognition of Harold "Harry" Huish

## Harry Huish Park, 2001

Named Asset Location: Ogden SE

Naming Authority: Council, N2001-45

Naming Approval Date: 2001 September 10

Excerpt from Approval Documents: " A volunteer, President of the Millican Rate Payers Association, Editor in Chief of the Millican News. Harry led our community to City Hall to protest the expansion of the Imperial Oil Refinery and his effort resulted in the Millican-Ogden outdoor pool and the treed green belt along 72 Avenue on the South end. Harry was very active in the Millican-Ogden Community Association's civic affairs for 22 years and also served as President of the Association from 1971 to 1974.

Mr. Huish served as Alderman for 2 years in the area Ward. A Stampede volunteer, Heritage Park volunteer, member of the District 93 Hospital Board, awarded the Grant MacEwan Lifetime Achievement Award in 1998, and a member and founder of the Urban Aboriginal Committee. He also gave a lot of his time to the Steele Scouts, established to preserve the memory of the original troop."



Glenbow Image No. NA-625-2

## GEORGE C. KING (1848-1935)

Mayor  
1886-1888

Councillor  
1889-1890, 1891-1893

Asset(s) Named in Recognition of George C. King

## George C. King Bridge, 1980

Named Asset Location: The pedestrian bridge to St. Patrick's Island over the Bow River

Naming Authority: Council, N80-16

Naming Approval Date: 1980 May 20

Excerpt from Approval Documents: "Constable George Clift King may not have paused to consider the historic impact of the action of himself and his fellow men of "F" Troop as they crossed the Bow River in late August 1875. It was probably with a sigh of relief that he rode out of the river and up the south bank onto the new fort site.

G. C. King acquired quite a lot of "firsts" in Calgary history. When he married in 1879, he and his wife, Louise Munroe, were the first (legally) married couple in Calgary. He set up a general merchandise and dry goods store in 1883 and accepted the position of Calgary's first postmaster in 1885. In 1885-1887, he served as Calgary's second Mayor. On New Year's day, 1934, he was made a member of the Order of the British Empire by George V for his many years of service to Calgary and the district."



City of Calgary Archives CalA PP-03005

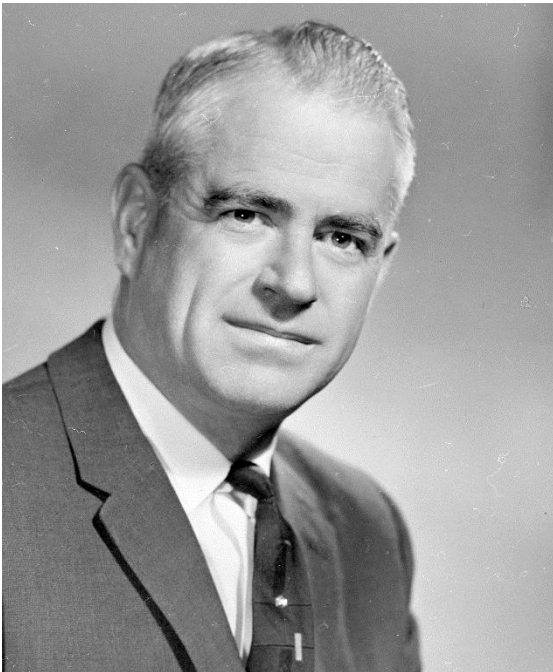
**RALPH KLEIN**  
(1942-2013)

Mayor  
1980-1989

Asset(s) Named in Recognition of Ralph Klein

## Ralph Klein Park, 2007

Named Asset Location: Shepard Wetland Legacy Park SE  
Naming Authority: Council, 2007 May 28 Council Motion  
Naming Approval Date: 2007 May 28  
Excerpt from Approval Documents: Information not available



City of Calgary Archives CalA PP-01205

JOHN "JACK" LESLIE  
(1920-2010)

Alderman  
1961-1965

Mayor  
1965-1969

Asset(s) Named in Recognition of John "Jack" Leslie

## Jack Leslie Plaza, 2004

Named Asset Location: Prince's Island

Naming Authority: Council, N2004-12

Naming Approval Date: 2004 May 17

Excerpt from Approval Documents: "The Board of Parks Foundation would like to request a small plaza in Prince's Island be named the Jack Leslie Plaza with the appropriate interpretive signage. This former mayor was instrumental in protecting and promoting our river pathway park system in the 1960's when the concept was new."

## Jack and Jean Leslie Riverwalk, 2013

Named Asset Location: Downtown East Village

Naming Authority: Council, PFC2013-0486

Naming Approval Date: 2013 July 29

Excerpt from Approval Documents: "Jack Leslie holds the distinction of being the first Calgarian elected as Mayor. Jack was instrumental in establishing the School Board Liaison Committee. Jack also led a successful fight to keep the Canadian Pacific Railway tracks off the south banks of the Bow River, developed Nose Hill Park and Confederation Park, helped achieve 'international airport' status for Calgary's major airport, and established the Calgary Airport Authority."



City of Calgary Archives CalA PP-003102

JOHN "JACK" LONG  
(1926-2001)

Alderman  
1980-1983

Asset(s) Named in Recognition of John "Jack" Long

## Jack Long Park, 2010

Named Asset Location: Inglewood SE

Naming Authority: Council, PAC2010-17

Naming Approval Date: 2010 July 19

Excerpt from Approval Documents: "Jack Long served on City Council between 1980 and 1983. Jack and his family lived in Inglewood and headquartered his many business interests from within the community. Mr. Long worked tirelessly combining his professional talents and experience while advocating for the betterment of Calgary communities. He was an urban planner and architect. Mr. Long fought to preserve heritage buildings and sites. He was an environmentalist who fought to keep accessible park land along the Bow River. He designed modernist architecture such as that of the Science Centre and conversely fought to restore and preserve heritage sites like the 1884 Major Steward Residence in Inglewood.

Jack Long continues to be remembered and respected for his inspiring vision of resident directed community planning. His advocacy and hard work culminated into a design brief to save the demise of neighbourhoods Inglewood and Ramsay and the standard elements of community consultation was a precursor to the now Area Redevelopment Plan's process. Mr. Long worked alongside others on community projects all across the City and was always eager to lend his experience and voice to helping others and respecting cultures and environment."



City of Calgary Archives CalA PP-03103

BEVERLY "BEV"  
LONGSTAFF  
(1946-present)

Councillor  
1989-2001

Asset(s) Named in Recognition of Beverly "Bev" Longstaff

## Bev Longstaff West Hillhurst Bridge, 2023

Named Asset Location: The West Hillhurst pedestrian bridge over Memorial Drive

Naming Authority: Council, EC2023-0954

Naming Approval Date: 2023 September 12

Excerpt from Approval Documents: "West Hillhurst Community Association submitted a naming application for the 21st Street NW pedestrian bridge in West Hillhurst to be named after a former Councillor Bev Longstaff. West Hillhurst community would like to appreciate and remember Bev Longstaff's lifetime dedication to public service by naming the pedestrian bridge after her. As the Ward 7 Councillor in 2001, Bev Longstaff contributed greatly to the planning and construction of the pedestrian bridge near 21st Street NW which enables pedestrians and cyclists to safely cross Memorial Drive and access the Bow River pathways."

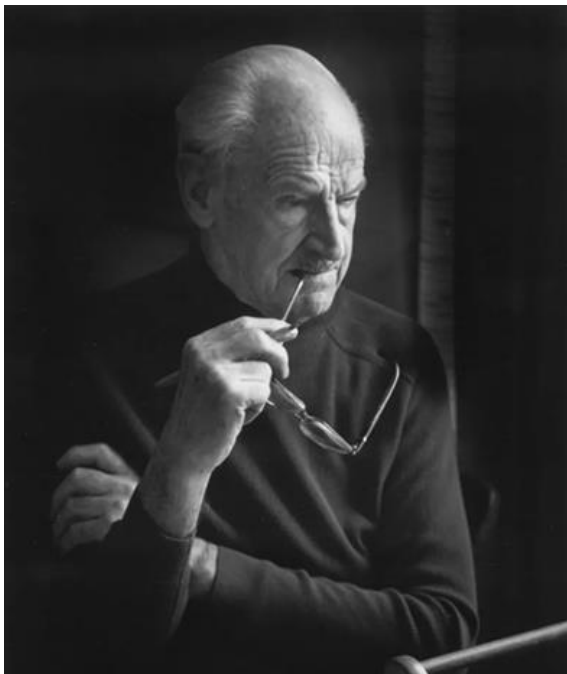


Photo from Alberta Champions

## GRANT MACEWAN (1902-2000)

Alderman  
1953-1958, 1959-1963

Mayor  
1963-1965

Asset(s) Named in Recognition of Grant MacEwan

## MacEwan Community\* and Roadways, 1980

Named Asset Location: NW

Naming Authority: Council, 1980 February 27 Calgary Planning Commission Report

Naming Approval Date: 1980 May 12

Excerpt from Approval Documents: "Moved by Alderman Simpson. Seconded by Alderman Ryan That the Recommendation of the Calgary Planning Commission, dated 1980 February 27, Re: Proposed Subdivision Name (MACEWAN) and Street Names MACEWAN GLEN, MACEWAN PARK, MACEWAN MEADOW, MACEWAN DALE, MACEWAN RIDGE, MACEWAN VALLEY, and MACEWAN COVE, be adopted."

\* Currently referred to as MacEwan Glen community

## Grant MacEwan Legislative Lounge, 1982

Named Asset Location: City Hall

Naming Authority: Council, N82-60

Naming Approval Date: 1982 November 15

Excerpt from Approval Documents: "If it is deemed by the Agenda Committee that it would be appropriate to name something after Grant MacEwan, then the most appropriate place the Committee could suggest would be the future Legislative Lounge in the Old City Hall, which will be situated in the same location as the Mayor's office when Grant MacEwan was the Mayor."



City of Calgary Archives CalA PP-03141

**CRAIG REID**  
(1921-2009)

Alderman  
1977-1992

**Asset(s) Named in Recognition of Craig Reid**



## Craig Reid Park, 2021

Named Asset Location: Altadore SW

Naming Authority: Council, PFC2021-0631

Naming Approval Date: 2021 May 31

Excerpt from Approval Documents: "Craig served as an elected official for his community (Ward 11) for 5 terms. Citizen voice and City Hall accountability were paramount for Craig and served as a guidepost in representing his constituents. His close communication with all of his community associations allowed for accurate dissemination of information and comprehensive collection of citizen opinion to guide evidence based decisions on City Council. Ward 11 would not be the cohesive and family friendly community it is today without Craig's foresight in ensuring the development of thoroughfares did not infiltrate inner city communities.

Further, his work on the Public Service Committee maintaining linkages with the City Planning Department proved that collaboration is possible and can save many hours of costly (time and money) appeals. Another major achievement led by Craig was the reactivation of the Audit Committee in City Hall. This process improved the efficiency of city departments and task forces and was noted that in one year it saved taxpayers \$22 million. Craig believed citizen representation was strengthened by effective communication between the various orders of government. Thus, he worked hard to represent the voice of the City of Calgary at AUMA and FCM. Craig's ethic of public service and collaboration was a significant influence on City Council."



City of Calgary Archives CalA PP-03150

**BARBARA "BARB" SCOTT**  
(1931-2014)

Alderman  
1931-2014

**Asset(s) Named in Recognition of Barbara "Barb" Scott**

## Barb Scott Park, 2013

Named Asset Location: Beltline SW

Naming Authority: Council, PFC2013-0487

Naming Approval Date: 2013 July 29

Excerpt from Approval Documents: "Barbara Ann Scott, socially known as 'Barb' was a City Alderman from 1971 through 1995 following seven successful municipal elections. Ms. Scott served as chair on the Community Services Committee and the Calgary District Hospital Group. She was president of the Metropolitan Calgary Foundation, a member of the Calgary Police Commission and the Calgary Public Library board. She was instrumental on The City's Calgary Planning Commission, Development Appeal Board, Heritage Park Board, and other civic initiatives including the planning and redevelopment efforts associated with the Centre City Plan.

She has supported the Boys and Girls Club Avenue 15 program that helps homeless teens get off the street, the YWCA's Safe Haven program that supports girls at risk of sexual exploitation, the faith based Inn from the Cold initiative serving the homeless and was organizer of the Calgary Herald's Christmas Fund. Her involvement and leadership were instrumental in the Provincial review of the Family and Community Support Services program that resulted in better accountability and follow-through from service organizations."



City of Calgary Archives CalA PP-01230

## ERNEST "ERNIE" STARR (1890-1981)

Alderman

1941-1947, 1950, 1952-1957, 1958-  
1966

Asset(s) Named in Recognition of Ernest "Ernie" Starr

## Ernie Starr Arena, 1969

Named Asset Location: Forest Lawn SE

Naming Authority: Council, 1969 September 22 Council Motion

Naming Approval Date: 1969 September 22

Excerpt from Approval Documents: "Moved by Ald. Ayer, in amendment. Seconded by Ald. Davis and carried That communication from His Worship Mayor Leslie, dated September 17, 1969, re. naming of the new Forest Lawn Arena, be filed and the arena named "Ernie Starr Arena."



Glenbow Image No. NA-2864-921A

ROSAMOND "ROSE"  
WILKINSON  
(1885-1968)

Alderman  
1936-1943, 1944-1951, 1952- 1955

Asset(s) Named in Recognition of Rosamond "Rose" Wilkinson

## Wilkinson Park, 1950

Location: Capitol Hill, NW

Naming Authority: Council, 1950 April 26 Special Parks & Playgrounds Committee Report

Naming Approval Date: 1950 May 1

Excerpt from Approval Documents: "The Capitol Hill Community Association suggest that the new recreational playground located between 17<sup>th</sup> and 19<sup>th</sup> Avenues and between 19<sup>th</sup> and 20<sup>th</sup> Streets NW be named "Wilkinson Park" in honor of Ald. Mrs. Rose Wilkinson. Your committee would report having agreed to the suggestion and would recommend for Council's approval that this recreation area be so named. (Ald. Alderman opposed)."

## Assets Named in Recognition of The City of Calgary Administration

#	Name	City Asset Name, Approval Date	Administration Role	Recognized for
1	Abougoush, Adel	Abougoush Room (Municipal Building), approval date unknown	City Solicitor	Adel Albert Abougoush, Q.C., served in The City of Calgary Law Department for 30 years, starting as an articling student in 1971 until his passing in 2002 while serving as City Solicitor and General Counsel. He was trusted and respected for his legal talent, dedication, and service to the legal community. Adel's legacy is marked by his wisdom, leadership, and ability to inspire others, as well as his love for life, family, and friends.
2	Allan, David	David Allan Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	The Calgary Fire Department's 7th active line of duty death, 1976. David Allan served the CFD proudly for 21 years.

3	Allan, Leslie	Dr. Leslie Allan Park, 2021	Chief Medical Officer of Health	Dr. Allan was Calgary's face of public health for a quarter century as an advocate for health protection, disease prevention and health promotion for all Calgarians.
4	Bartlett, Walter	Walter Bartlett Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	City Firefighter that died during World War I.
5	Boothman, Harry	Harry Boothman Bridge, 1977	Director of Calgary Parks and Recreation Department	Mr. Boothman lived in Edworthy Park and the bridge itself forms an integral part of the Bow River Pathway System which was conceived and developed under Mr. Boothman's direction.
6	Bowden, Arthur	Arthur Bowden Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	City Firefighter that died during World War I.
7	Bowen, Oliver	Oliver Bowen C-Train Garage, 2001	Director of City Transportation	Recognized for his great vision in LRT planning, construction, and operations.
8	Boys, Thomas T.A.	Thomas T.A. Boys Boardroom (Administration Building), approval date unknown	Town Clerk	At the first meeting of Calgary Town Council on December 4, 1884, Thomas T.A. Boys became the first civil official when he was appointed by Council to the Office of the Clerk.
9	Burton, Eric	Eric Burton Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	City Firefighter that died during World War I.
#	Name	City Asset Name, Approval Date	Administration Role	Recognized for
10	Cocks, Norman	Norman Cocks Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	The Calgary Fire Department's third active line of duty death, 1962.
11	Cole, Glenda	Cole Boardroom (Municipal Building), 2021	City Solicitor	Glenda E. Cole, Q.C., joined The City of Calgary's Law Department in 1987 and retired as City Solicitor and General Counsel in 2020. She led with dedication and upheld strong values, receiving honors including the Queen Elizabeth II Golden and Diamond Jubilee Medals for her community work. Glenda's empathy, guidance, and hard work benefited clients, external

				counsel, council members, and colleagues. Her legacy provides a foundation for the Law Department's future endeavors.
12	Dietrich, Kathy	Kathy Dietrich Collaboration Space (Municipal Building), 2018	Director of Calgary Growth Strategies	Named "In memory of Kathy, a well-respected leader and mentor who believed that many voices contributed to better outcomes. Her commitment to collaboration revolutionized The City of Calgary's relationship with city builders and our approach to growing and building a great city for all."
13	Dutnall, Lloyd	Lloyd Dutnall Boardroom (Calgary Fire Department Headquarters), 2017	Calgary Fire Department Lieutenant	The Calgary Fire Department's 4th active line of duty death, 1970. Lieutenant Dutnall served the CFD proudly for 18 years.
14	Gallacher, John	John Gallacher Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	City Firefighter that died during World War I.
15	Grant, Ted	Ted Grant Boardroom (Municipal Building), approval date unknown	Various roles in urban development, transportation, and waterworks departments at The City	City civil engineer for 30 years. Ted was honoured in 2004 with the Spirit of UDI Award from the Urban Development Institute for his contributions to the industry in his various capacities.
16	James, Morley	Morley James Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	The Calgary Fire Department's 9th active line of duty death, 1992.
17	Look, George	George Look Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	The Calgary Fire Department's 8th active line of duty death, 1981.
18	McShane, Hugh	Hugh McShane Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	The Calgary Fire Department's first active line of duty death, 1923.
19	N/A	Fire Chiefs Park, 1987	Fire Chiefs	Park named in recognition of City of Calgary Fire Chiefs
#	Name	City Asset Name, Approval Date	Administration Role	Recognized for

20	N/A	All Fallen Boardroom (Calgary Fire Department Headquarters), 2017	Firefighters	Boardroom named in honour of all Calgary firefighters that have died in the line of duty or as a result of presumptive diseases caused as a result of firefighting.
21	Reader, William	The Reader Rock Garden, 1943	Parks Superintendent	William Reader served as Calgary Parks Superintendent from 1913 to 1942, pioneering the city's park network, pathways, treed boulevards, and cultural landscapes. He introduced river skating, created the first City-owned golf course, Shaganappi, and co-founded the Calgary Horticultural and Zoological Societies. Reader also advanced playgrounds, tennis courts, athletic parks, and cemetery expansion in Calgary.
22	Sampson, Tom	Chief Tom Sampson Media Room (Emergency Operation Centre), 2020	Calgary Emergency Management Agency Chief	Named "In dedication to Chief Tom Sampson, whose recognition of the media as a critical partner in public safety advanced the wellbeing of all Calgarians. Honouring a legacy of outstanding leadership, that demonstrated the value of relationships, humility, humanity, and the power of dedicated service."
23	Simmons, Arthur	Arthur Simmons Boardroom (Calgary Fire Department Headquarters), 2017	Calgary Fire Department Captain	The Calgary Fire Department's second active line of duty death, 1948. Captain Simmons served the CFD proudly for 37 years.
24	Smith, Harold	Harold Smith Boardroom (Calgary Fire Department Headquarters), 2017	Calgary Fire Department Lieutenant	The Calgary Fire Department's 5th active line of duty death, 1971. Lieutenant Smith served the CFD proudly for 26 years.
25	Strong, J. Ivor	J. Ivor Strong Bridge, 1982	Chief Commissioner	Recognized for his outstanding service to the City of Calgary from 1944 to 1971, J. Ivor Strong also held roles as Assistant City Engineer, City Engineer, and Commissioner of Public Works and Utilities during his career with The City of Calgary.
26	Tobert, Owen	Owen Tobert Boardroom (Andrew Davison Building), approval date unknown	City Manager	Owen Tobert, PEng., MBA, served as the City Manager for The City of Calgary for ten years. His contributions include implementing a corporate project management framework, enhancing financial planning, prioritizing citizen-centric culture, and leading the city's effective response to the June 2013 flood.
27	Tolley, Paul	Tolley Boardroom (Municipal Building), 2013	City Solicitor	Paul Tolley, Q.C., joined The City of Calgary's Law Department in 1978 and retired as City Solicitor and a Queen's Counsel in 2013. He led the department with dedication and upheld strong personal and professional values, delivering high-quality service to clients and demonstrating leadership. His contributions were recognized with a Queen's Counsel appointment and high regard from colleagues in Alberta, Canada, and the United States.
28	Walter, Jerald	Jerald Walter Boardroom (Calgary Fire Department Headquarters), 2017	Firefighter	The Calgary Fire Department's 6th active line of duty death, 1972.

#	Name	City Asset Name, Approval Date	Administration Role	Recognized for
29	Wright, Daveen	Daveen Wright Boardroom (Animal Services Centre), 2014	Senior Dispatcher for Animal Services	Daveen "Dee" Wright began her career at the City of Calgary in 1987, caring for stray dogs as a kennel attendant before becoming a Senior Dispatcher. She retired in May 2011 but sadly passed away in January 2012. Dee's 25-year dedication to Animal Services and her passion for animals were recognized through the naming of a boardroom in her honor, along with a dedicated bench where potential adopters can sit and meet their potential new family members.



## Assets Named in Recognition of Other Public Servants\*

#	Name	City Asset Name, Approval Date	Role	Recognized for
1	Aberhart, William	Wm. Aberhart Park, 1999	Premier of Alberta	William Aberhart, renowned for his leadership as the founder of Alberta's Social Credit Party and Premier, left a lasting impact on the province's political landscape. Despite facing challenges in implementing his economic theories, his legacy endures as a trailblazer in Alberta's history.
2	Kroeger, Henry	Henry Kroeger Bridge, 1988	Alberta's Minister of Transportation	His support of transportation program in Calgary during his tenure as Minister responsible for Transportation in the Province of Alberta.
3	Kryczka, Joseph	Justice Joseph Kryczka Arena, 1990	Justice on the Court of Queen's Bench, Alberta	Joe Kryczka, sidelined from hockey by injury, became a key figure in its administration. From coaching to leading hockey associations, including the CAHA and COA, he organized the historic Canada-Soviet Summit Series and secured Calgary's bid for the 1988 Winter Olympics. Until his passing, Kryczka remained dedicated to Canadian Olympic development.
4	Laing, Bonnie	Bonnie Laing Park, 2023	Calgary-Bow MLA	Bonnie Laing was recognized for her significant contributions to education, public health, and community development. As an esteemed educator for 26 years, MLA for Calgary-Bow, and influential figure in healthcare reform, she left a lasting impact on Bowness and Alberta.
5	Mackintosh, John	Mackintosh Park, 2011	The first Mayor of the Town of Bowness	Macintosh Park was recognized in honor of John Mackintosh, Bowness's first mayor, who played a pivotal role in the town's early development. From relocating his family to Bowness in 1940 to establishing businesses and serving as mayor from 1952 to 1958, Mackintosh's contributions were instrumental in shaping the community. His legacy of kindness, understanding, and dedication to his neighbors resonates strongly, prompting residents to advocate for naming a park in his honor during Bowness's centennial celebrations in 2011.

6	Schmaltz, Tony	Tony and Ruby Schmaltz Park, 2018	Postmaster (Critchley Post Office)	Tony Schmaltz played a pivotal role in shaping Bowness, serving as its first postmaster, spearheading the establishment of the Bowness Mutual Telephone System, and chairing the Bowness School board for over two decades. Together with Ruby, they donated land for community amenities, leaving a lasting legacy of community development and cohesion.
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\*Not associated with The City of Calgary

#	Name	City Asset Name, Approval Date	Role	Recognized for
7	Thomson, Georgina	Georgina Thomson Building**, 2014	Librarian	In 1923, Georgina joined the Calgary Public Library where she remained until 1957. She ran the reference department and became known as "the answer lady".

\*\* A former Calgary Public Library building, currently owned by The City of Calgary

Calgary



## Updated Policies for Naming and Sponsorship of City Assets

April 16, 2024

## Previous Council Direction

Municipal Naming, Sponsorship and Naming Rights Policy Work  
Update, EC2023-0506

Council directed Administration to return with an updated Municipal Naming, Sponsorship and Naming Rights Policy in 2024 to allow for additional time to finalize consultation with impacted parties.



Langevin Bridge renamed to Reconciliation Bridge in 2017

That Executive Committee recommend that Council:

- 1) Rescind the existing *Municipal Naming, Sponsorship and Naming Rights Policy*, Attachment 2;
- 2) Adopt the proposed *Naming of City Assets Policy*, Attachment 3; and
- 3) Adopt the proposed *Sponsorship of City Assets Policy*, Attachment 4.



## Why do we name City assets?



Aids to identify  
locations/places within the  
city

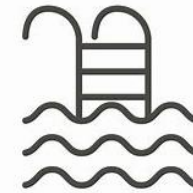


Assists with wayfinding



Enables recognition of cultures  
and heritage

## What are we trying to achieve through sponsorship arrangements?



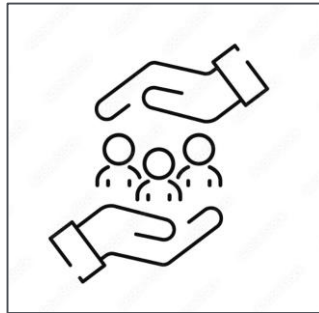
Generate revenue to enhance benefits for Calgarians



Enable strategic partnerships with local businesses and  
organizations

## Naming and Sponsorship Oversight

The City oversees naming and sponsorship through policy to:



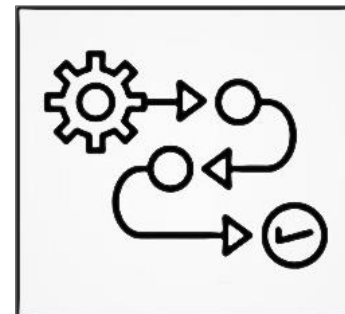
- Uphold municipal values
- Ensure public benefit
- Protect the community interests

What outcomes are we trying to achieve by updating the policy?

Aligning with Citizen Expectations



Strengthening the Naming System





What led to Policy redevelopment?

2020

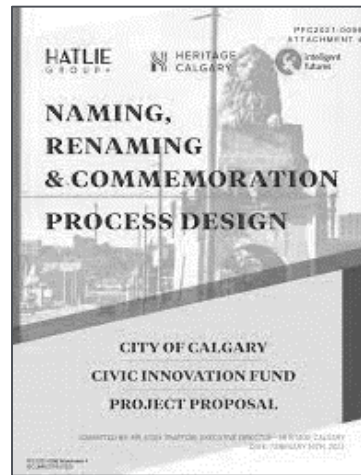
Renaming Process



James Short Park renamed to Harmony Park in 2022

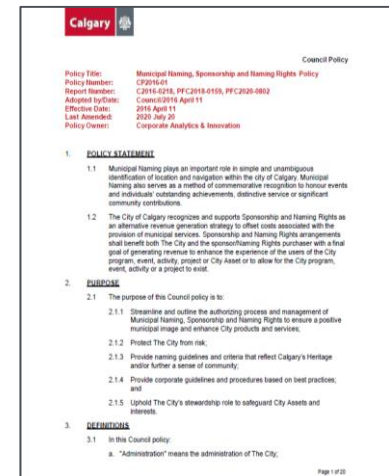
2022

Heritage Calgary Naming, Renaming, and Commemoration Report



2018-2024

Policy Gaps







Who was engaged on new policy development?

Anti-Racism Action  
Committee



Civic Partners



Indigenous Relations Office



## What is changing?

### Naming of City Assets Policy

- Overarching naming principles
  - Distinct
  - Local
  - Inclusive
  - Enduring
- Renaming process
- Increased public engagement standards
- Streamlined naming procedures and requirements

Full list of the proposed policy changes is included in Attachment 5

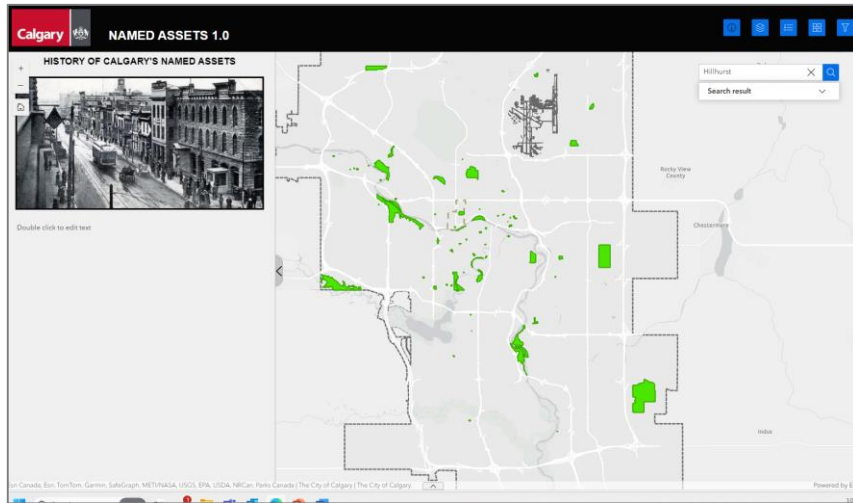
What is changing?

## Sponsorship of City Assets Policy

- Overarching sponsorship principles
  - Appropriateness
  - Public Benefit
  - Transparency and Accountability
  - Valuation-Based
  - Temporary
  - Alignment to Governing Partner Agreements
- Streamlined sponsorship procedures and requirements

Full list of the proposed policy changes is included in Attachment 5

### Map of Formally Named City Assets



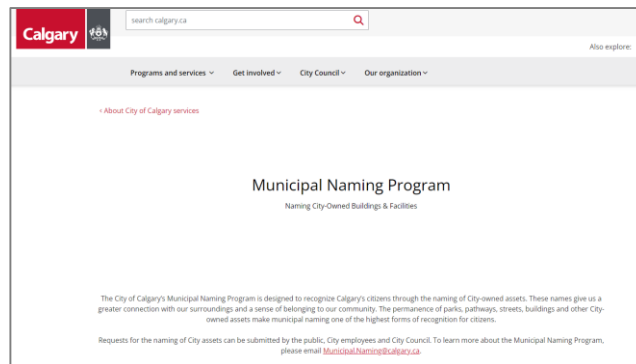
### Naming in Honour of Public Servants Framework



Legacy of Service:  
Review of City of Calgary Assets Named  
in Honour of Public Servants

April 2024

### Naming Portal



That Executive Committee recommend that Council:

- 1) Rescind the existing *Municipal Naming, Sponsorship and Naming Rights Policy*, Attachment 2;
- 2) Adopt the proposed *Naming of City Assets Policy*, Attachment 3; and
- 3) Adopt the proposed *Sponsorship of City Assets Policy*, Attachment 4.



Chief Administrative Officer's Report to  
Executive Committee  
2024 April 16

ISC: UNRESTRICTED  
EC2024-0386

## **Chief Administrative Officer's Quarterly Report Q1 2024**

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### **PURPOSE**

The Chief Administrative Officer's Quarterly Report is a tool used by the Chief Administrative Officer to share information with Council, Calgarians, and employees about City services and work underway within the organization to support Council's direction and advance important initiatives.

### **PREVIOUS COUNCIL DIRECTION**

Attachment 1 contains background information and previous council direction.

### **RECOMMENDATION(S):**

That Executive Committee recommends that Council receive this report and presentation for the corporate record.

### **CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

The Chief Administrative Officer concurs with the recommendation in this report.

### **HIGHLIGHTS**

- The City of Calgary is a large, complex organization, and it is important Calgarians and members of Council have line of sight into the work underway to advance priorities from the Chief Administrative Officer.
- This edition of the Chief Administrative Officer's Quarterly Report incorporates updates on accomplishments in the first quarter in priority areas, information on what we're watching, including trends, issues, and opportunities, as well as a look forward into what we're working on for Q2 2024.
- The Q1 2024 edition of this report is interconnected with other reports on the 2024 April 16 Executive Committee agenda, including the *2023 Progress Update, Continuous Improvement: Delivering Faster, Better, More Effective Services for Calgarians*, and the *Standing Budget Item: Strategic Approach to Mid-Cycle Adjustments to 2023-2026 Service Plans and Budgets Verbal Update*. Together, these reports provide a comprehensive review of The City's performance in 2023 and accomplishments in Q1 2024, and information to support Council's decision making moving forward.
- The City has achieved many accomplishments in the first quarter of 2024. Topics highlighted in the presentation of this report include housing, transit, public safety, municipal bonds, the recent inaugural Racial Justice Conference, and new communication tools.
- Administration is monitoring several global trends and potential risks, including those related to trust and reputation, technology disruption, talent/workforce, as well as economy and geopolitical. These and other trends and risks facing the organization are kept top-of-mind as Administration continues to implement Council's direction and investments, improve corporate communications, monitor and respond to legislative changes, and streamline reporting and metrics shared with Council and Calgarians throughout 2024.

Chief Administrative Officer's Report to  
Executive Committee  
2024 April 16

ISC: UNRESTRICTED  
EC2024-0386

## **Chief Administrative Officer's Quarterly Report Q1 2024**

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- This report also contains useful information in multiple attachments:
  - Better Every Day (Attachment 2), a tool to share a selection of stories about City service delivery with Council and members of the public. These stories help showcase the impact The City's services have on the lives of Calgarians from the perspectives of Calgarians, employees, and partner organizations. The theme for this edition is housing.
  - A list of upcoming reports to Committees and Council in 2024 (Attachment 3).
  - A list of Council motions from January to March 2024 (Attachment 4).
  - A list of Notices of Motion year-to-date in 2024 (Attachment 5).
  - A list of Administrative Inquiries to-date in 2024 (Attachment 6).
- Attachments 4-6 of this report support increased transparency into the work directed by Council to Administration by providing a single source for sharing back motions and Notices of Motion, and outstanding Administrative Inquiries.

## **DISCUSSION**

### **Report Attachments**

Additional information about the content found within the attachments is outlined below. Previous editions of the report have included information on headcount and full-time equivalents (FTEs) within City Administration and the Calgary Police Service. Moving forward, this information will be provided once per year in the last quarter. This change allows for better data comparison year-over-year given the dynamic and seasonal nature of The City's workforce.

#### ***Better Every Day: Q1 2024 – Attachment 2***

This section of the quarterly report is intended to share a small selection of stories about City service delivery told from the perspective of Calgarians, our employees, and/or our partner organizations. Themes are chosen by the Chief Administrative Officer in consultation with an internal editorial committee and are based on topics of interest to Calgarians. The theme for Q1 2024 is housing.

#### ***Reports to Committee and Council 2024 – Attachment 3***

The Executive Leadership Team maintains a calendar of reports that are in development to be presented to Committee and Council. This document details the schedule of reports and is subject to change. It does not include reports with dates still to be determined.

#### ***Council Motions January to March 2024 – Attachment 4***

This attachment outlines all Motions passed by Council between January to March 2024.

#### ***Notices of Motion 2024 – Attachment 5***

This attachment outlines Notices of Motion by members of Council to-date 2024.

#### ***Administrative Inquiries 2024 – Attachment 6***

This attachment outlines Administrative Inquiries to-date in 2024.

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |   |  |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken | <input type="checkbox"/> Public/interested parties were informed |
|---|--|



Chief Administrative Officer's Report to  
Executive Committee  
2024 April 16

ISC: UNRESTRICTED  
EC2024-0386

### Chief Administrative Officer's Quarterly Report Q1 2024

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- Dialogue with interested parties was undertaken       Public communication or engagement was not required

### IMPLICATIONS

#### Social, Environmental and Economic Implications

This report and its attachments support the advancement of Council's strategic direction by helping to ensure a collective focus on shared priorities and objectives between Council and Administration.

#### Service and Financial Implications

No anticipated financial impact.

### RISK

The Chief Administrative Officer's Quarterly Report provides an opportunity for the Chief Administrative Officer to share insights on the operation of the organization directly with Council. This report, in combination with other corporate performance reporting, supports risk reduction by sharing timely information with Council at regular, quarterly intervals and helping ensure alignment with Council's direction.

### ATTACHMENT(S)

1. Background and Previous Council Direction
2. Better Every Day: Q1 2024
3. Reports to Committee and Council 2024
4. Council Motions January to March 2024
5. Notices of Motion 2024
6. Administrative Inquiries 2024
7. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth	Chief Administrative Officer	Approve

**Author:** Heather Domzal, Chief of Staff, Chief Administrator's Office



# Background and Previous Council Direction

## Background

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The Chief Administrative Officer's Quarterly Report is a tool used by the Chief Administrative Officer (CAO) to share information with Council and Calgarians about City services and work underway within the organization to support Council's direction and advance important initiatives. The report supports a modernized government and the delivery of Council's priorities as identified through the Shared Strategic Agenda.

## Context

The City of Calgary is a large, complex organization, and it is important citizens and members of Council have line of sight into the work underway to advance Council's priorities from the CAO. This report increases transparency into the work directed by Council to Administration and provides a single source for sharing back motions and Notices of Motion, and outstanding Administrative Inquiries.

## Previous Council Direction

Recommendation of Executive Committee, 2023 December 06:

- That Council receive this report and presentation for the corporate record.
- A revised Attachment 8 was distributed.

The Chief Administrative Officer's Q3-Q4 2023 report EC2023-1109 was added to the Council consent agenda 2024 January 30 as item 7.2.

- With respect to Report EC2023-1109, the following was adopted: That Council receive this report and presentation for the corporate record.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
06-Dec-2023	EC2023-1109	<b>Chief Administrative Officer's Quarterly Report Q3-Q4</b>
12-Sept-2023	EC2023-0731	<b>City Manager's Quarterly Report Q2 2023</b>
06-June-2023	EC2023-0315	<b>City Manager's Quarterly Report Q1 2023</b>
24-Jan-2023	EC2022-1229	<b>City Manager's Quarterly Report Q3-Q4 2022</b>
05-July-2022	C2022-0791	<b>City Manager's Quarterly Report Q2, 2022</b>
12-April-2022	C2022-0393	<b>City Manager's Quarterly Report Q1, 2022</b>
12-April-2022	C2022-0472	<b>2023-2026 Service Plans and Budgets – Moving Forward Together</b>
20-Dec-2021	C2021-1573	<b>City Manager's Quarterly Report Q3/Q4 2021</b>
13-Sept-2021	C2021-1056	<b>City Manager's Quarterly Report Q2 2021</b>
12-April-2021	C2021-0446	<b>City Manager's Quarterly Report Q1 2021</b>
29-June-2020	C2020-0699	<b>Administration's Rethink to Thrive Strategy</b>

# Better Every Day



▲ Nolan and Tandi

**THE CHIEF ADMINISTRATIVE OFFICER'S QUARTERLY REPORT ISSUE 10**

THE HOUSING ISSUE

**Better Every Day** is a publication of The City of Calgary – we're Calgarians serving the city we live in, the city we love, making life better every day.

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Download the 311 app

Located on the ancestral and traditional territories of the people of the Treaty 7 region in Southern Alberta, and homeland to the Métis Nation Battle River Territory (District 5 and 6), we are situated on land where the Bow and Elbow Rivers meet. The traditional names for this place we know as Calgary are *Moh-kins-tsis* (Blackfoot), *Wicispa Oyade* (Stoney Nakoda), *Otos-kwunee* (Métis) and *Guts-ists-i* (Tsuut'ina)

CALGARY INCORPORATED AS A TOWN IN **1884**

POPULATION ESTIMATE 2022: **1,343,500**

**Lowest cost of living** of Canadian cities.

MERCER, 2023

**Seventh most liveable city** in the world.

THE ECONOMIST INTELLIGENCE UNIT, 2023

**Friendliest city** in the world. CONDÉ NAST 2023 READERS CHOICE AWARDS



## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

It's no secret that Calgary is experiencing a housing crisis. One in five Calgary households are unable to afford where they currently live. That's over 84,600 households who are spending more than 30 per cent of their income on housing.

Housing choice and affordability are foundational to Calgary's competitive advantage as one of the world's most livable cities. To address the housing crisis and keep pace with rapid population growth, we had to get creative. In September 2023, City Council approved [Home is Here: The City of Calgary's Housing Strategy](#) to address the crisis, and The City has begun implementing the plan with its 98 actions. We need more homes in all shapes and sizes in all neighbourhoods to help support Calgary's prosperity now and for future generations.

Housing is deeply personal, as you will hear from the Calgarians featured in this edition of Better Every Day. Our home is our safety and security, our place to rest and recharge. It's where we spend time and create memories with our families and loved ones, cook the food that nourishes us, and store the keepsakes we care about. Our home gifts us with a sense of pride and dignity. It's a place to cool down in the summer months and warm up during winter. Where our home is located impacts how we interact with and experience our great city. Home truly is "where the heart is."

In this edition, we explore the incredible impacts of different housing forms in Calgary, from office conversions to backyard suites to Indigenous housing and other nonmarket housing programs. Read on for the personal stories of amazing Calgarians living in different places and situations and what home means to them. These stories certainly have inspired me to reflect on what home means to me, and I hope they inspire you to do the same.

David Duckworth, P. Eng, MBA

Backyard Bliss

# HOME SUITE HOME



### DID YOU KNOW?

- Backyard suites are sometimes referred to as laneway houses, carriage houses, garden suites, or garage suites.
- Calgary currently has nearly **200 backyard suites**.
- The City is seeing **25 per cent more applications** for backyard suites this year than in 2023.

Backyard suites are becoming increasingly popular across Canada due to the social, environmental, and economic benefits to owners, renters, and the city as a whole. A backyard suite is a second residence located behind or beside the primary residence on the same lot.

Karen and her husband Mike have lived in their bungalow home on a Crescent in Killarney for nearly three decades. It's the kind of neighbourhood where neighbours chat on their front porches, watch each other's kids run around in the park across the street, know to which house a loose dog belongs, and share birthday cake with everyone on the block.

In 2016, Karen and Mike had an 850 square foot, two-bedroom backyard suite built on top of a two-car garage. Originally, the suite was intended as a new home for Mike's parents, but when circumstances changed, the couple found another tenant — Mike's cousin's former partner Shirley.

Shirley lived on the same block since 1988 and is close with the couple. Following her separation, Shirley moved into the suite.

"I watched the suite being built and came to see it when it was finished," says Shirley. "The location is central and convenient. I could just see myself in it."

Moving into the suite allowed Shirley to stay in the neighbourhood she loves, close to her workplace at a hospital and close to her family doctor and dentist. Shirley lived there without a car for over two years, instead opting for cycling, transit, and Uber to get around. She has now resided in the suite for over six years.

Karen and Shirley rave about the benefits of their living situation. Shirley hems Karen's clothes. Mike brings Shirley his famous fresh baked bread and desserts. Shirley helps maintain the garden in the backyard and watches Karen and Mike's dog Crunchie when they are away.

Shirley adds, "When my mom went into care, I had my mom's dog. Mike and Karen were kind enough to let the dog age here in my suite, which was lovely."

Shirley also has lots to say about the benefits of living in a smaller place.

"I don't want to be doing too much house and yard work anymore. I'd rather be doing the hobbies I enjoy," she says. "It's also true that the bigger your place, you will find more and more stuff to fill it. We moved my mom and dad from a house they lived in for 50 years, and the stuff they accumulated was overwhelming. I don't want to do that to my son. This place is practical. It's more than enough space."

Karen echoes Shirley's sentiments. Her love of small homes was one of the reasons they built the suite.

"I've got a whole bunch of little books on smaller homes, I'm intrigued by small, and we always talked about keeping things small," says Karen.



Karen and Mike

A neighbour down and across the alley built a backyard suite, and, for Karen, that was another catalyst for the idea to build one in their yard. Karen doesn't have all fond memories of going through the land change process, but it's a process that will become simpler and not require Council approval if citywide rezoning is adopted.

"We went to Council in 2015 for approval to develop the suite," says Karen. "Some neighbours were in support and some neighbours were against the idea."

In the end, approval for the land change was granted, followed by development permit and building permit approvals. Karen had design features included to alleviate neighbour concerns across the alley, such as mylar film on some of the windows to create more privacy.

"It actually brought us more in line with the rest of the block in terms of height," says Karen, noting that over the years, the neighbourhood changed, and mostly two-story structures replaced many of the bungalows. "Once it was built, nobody had an issue."

The design, originally intended for Mike's aging parents, included a wide staircase and the power setup necessary to add a chairlift (if ever needed), a shower instead of a bathtub for ease of access, and door frames that could accommodate a wheelchair (if ever needed). It also features a skylight and a balcony, so its tenants have access to the outdoors without having to go downstairs.

Karen and Mike's daughter Veronica has intentions of moving back into her childhood home to raise her family if she has children with her partner in the future. Shirley plans to stay until that happens, and then the backyard suite would transition to Karen and Mike.

**Karen and Mike are fond of their community and look forward to the idea of "aging in place" with their daughter, son-in-law and possible future grandchildren just steps away - and Shirley hopefully somewhere close by in the neighbourhood!**

"Veronica's memories are here. She loved growing up on this Crescent, and she loves this house," says Karen. "So, we said we will make it work."

In November 2023, Council approved City funding for the Secondary Suite Incentive Program to encourage more homeowners to build backyard and basement homes. Funding support is also being provided through the [Housing Accelerator Fund](#). The program team continues to develop the program.

If interested in learning more, visit [calgary.ca/SecondarySuites](https://calgary.ca/SecondarySuites) or [sign up](#) for our email list for updates on the program.

Shirley



An Indigenous  
Housing Story

# HOME FIRE



▲ Nolan at home

Home Fire is an Indigenous Housing First program for youth ages 16 to 24 who have experienced or are at risk of homelessness. With a focus on harm reduction and reconnection with culture, this scattered-site housing program offered by Trellis Society (Trellis) aims to house youth in the community of their choice.

The Orion building in Beltline, owned by HomeSpace Society and operated by Trellis, offers 11 homes out of its 32 units as part of the Home Fire program.

Nolan, 23, and his younger brother, have been residents of Orion in the Home Fire program since October 2023.

Nolan was born and raised in Edmonton. He lived in a townhouse in the suburbs with his mother, stepfather and eight siblings. He describes his childhood as “terrible” having experienced family violence and mental health issues throughout the years and bullying at school.

After high school, Nolan worked in the food industry, making Bannock burgers for an Indigenous-owned food service company. He and his brother shared an apartment with a roommate but were evicted after their roommate stopped contributing to the monthly rent.

“Every month, me and my brother were on top of paying our rent, paying for groceries, and paying bills,” says Nolan. “We were trying to be responsible. We didn’t know [our roommate] wasn’t paying his share until we got the eviction notice. Housing is expensive, you know. It sucked.”

Without a place to call home in the city, Nolan and his brother spent a year with some of their family on a reserve before they were referred to the housing program through a triage system managed by the Calgary Homeless Foundation.

Tandi Purych is Program Manager for Trellis’ Home Fire program. Tandis and all her employees are Indigenous, which is core to the program’s success.

**“Our biggest goal right now is to implement programming where we are really being ‘hands on’ with the kids,” says Tandis. “We are teaching them the skills to be a good tenant, to be a good neighbour, to use Rent Faster and Indeed and all those pieces. But we go deeper with healing.”**



“My grandma went to residential school,” Tandis continues. “My staff and I all resonate with that intergenerational trauma piece and the healing that needs to happen. We’re not a surface level housing program.”

Many of the youths in the program came from foster care. Many are not aware of their Indigenous background and do not have connections to their communities.

“We recognize where these kids come from. There’s a level of understanding that we walk with but also makes this work a lot harder,” adds Tandis. “You have to be a certain amount of healed to do this work.”

As part of the program, elders come to the building to facilitate sharing circles and teach Indigenous youth about their history and cultures.

“It is great to have elders come here and teach us, because a lot of that history gets lost,” says Nolan. “We need to get back to our roots and remember. It’s part of our healing. They also bring us places. I recently went to a sweat lodge. I’m still going through mental health issues, so it was great to be able to get back to that spirituality again, sweat it out, get all that negative energy out and come back feeling like a whole new person.”

The program also enables the youths to work on their goals. Nolan’s experiences with bullying and other issues during high school robbed him of his ability to focus on his grades at the time. Now while living at Orion, Nolan is hard at work upgrading his high school diploma to gain the prerequisites to achieve his goal of getting into an Information Technology (IT) program at either Bow Valley College or SAIT Polytechnic.

“I love the idea of getting an education because I notice most families that I know don’t have a long-term plan for themselves, so they end up getting stuck in this loop,” says Nolan. “They will have a job but it’s not enough to build a life for their kids. If I ever have kids, I want to make sure I have something for them. I’m trying to break that cycle and build wealth for future generations.”


When Nolan isn’t focusing on school, he enjoys drawing and making art. A Japanese-inspired painting by Nolan hangs in Tandis’s office. He explained the three meanings behind it:

“The Yin Yang is the balance of life. There’s good and bad, then there’s good in the bad, and bad in the good. Everything requires balance. And then the red sun is very significant because every day we wake up to the sun, and it’s a new day, a fresh start, new hope. And then with the Koi fish, there’s a fable about these fish swimming up the waterfall. It’s hard because the pressure of the water is bringing them down, but they kept going anyway and eventually when they reach to the top, they became dragons and fly out from the top of the waterfall. No matter how hard life is, you just keep going. One day you’ll get there, and you’ll evolve, you’ll become the dragon. That’s why I painted that because it’s very inspirational and the meanings behind it are very important.”



Nolan went on to liken Trellis to the story of the fish overcoming the waterfall.

**“That’s what Trellis is about - growing into something better than what you might have been,” says Nolan. “That’s what they (the program staff) want. They want us to grow from the little seed that they brought us from into like a full-on plant when we leave this program. This is just temporary, and we will graduate to become a whole new person and better than before. So, Trellis is very symbolic too.”**

In October 2023, three non-profit affordable housing providers, including Trellis, were awarded parcels of City-owned land to create an estimated 100 new affordable homes for Calgarians, as part of The City’s third non-profit land sale. Land acquired in Bowness will enable Trellis to expand their housing programming. 

**Home Fire** From an Indigenous perspective, the concept for the program name symbolizes the heart of community, embodying notions of home, family, culture, and identity. It signifies coming home to a physical home but also coming home to culture.

**Housing First** A recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into housing and then providing additional supports and services as needed.

**Harm Reduction** An approach or strategy aimed at reducing the risks and harmful effects associated with substance use and addictive behaviours for the individual and the community.

**Trellis** A structure used to support trees or climbing plants as they grow





From Offices to Homes:

# CONSTRUCTING THE CORNERSTONE CONVERSION

◀ Pavlo



Downtown is the economic and cultural heart of Calgary, yet its office vacancy rate still sits above 30 per cent.

In 2021, The City introduced new initiatives and investments as part of [Calgary's Greater Downtown Plan](#) to revitalize our downtown and start to lower office vacancy, improve vibrancy, and create more homes in the core. Financial incentives for downtown office-to-residential conversions were launched as part of the strategy.

The Cornerstone is an office-to-residential conversion offering 112 suites at the corner of 5th Ave and 8th St downtown. The project is the first to be completed through the incentive program.

Frey, who works as a marketing and graphic design specialist, and Pavlo, who manages a local restaurant, will be two of The Cornerstone's first tenants.

Frey plans to move into his new home with a roommate, a cost-sharing strategy he says lots of his family and friends are doing in this current economy. Pavlo, who is living with two roommates in Beltline, is excited to live alone in his new apartment.

When asked what navigating Calgary's rental market was like, Pavlo answered "It's crazy!"

Frey expressed that the experience has been "brutal" and joked, "I wouldn't wish that on any of my enemies looking to find a place right now."

Downtown living may not be for everyone, but Frey and Pavlo wouldn't have it any other way.

"I've worked and lived downtown my entire adult life. It really is the place for me," says Frey. "What do they say in real estate? Location, location, location! The Cornerstone is two blocks away from Prince's Island Park, two blocks away from the C-train, two blocks from my favourite restaurant, and a few minutes away from Kensington. I love being in the center of it all."

Pavlo echoes that sentiment.

"The position here is amazing. I'm biking so I have to stay close to everything. I also love walking. My favourite place to walk is along the Bow, two minutes away. The C-train goes in all directions from here. I like the style of life here with a lot of movement, a lot of energy."

The renovated building features finishings inspired by luxury hotels. The first floor includes retail space for tenants and for

the neighbourhood, and the second floor will be dedicated to a salon coworking space. Floors three through 10 are dedicated to two-and three-bedroom apartments. Each unit also has a balcony, a feature added during reconstruction.

Office-to-residential conversions are no easy task. Astra Group/ PeopleFirst Developments led by Managing Director Maxim Olshevsky decided to take on the challenge after the introduction of The City's incentive program.

Maxim was also personally inspired to do this work downtown. His family moved to Calgary from Ukraine when he was 13, and they lived in Downtown West.

"I remember passing by this building, and I remember how this neighborhood changed from being vibrant to what it was not long ago," says Maxim. "For us, it was aligning all of our values and all of our resources and capabilities to executing these projects. The incentive that was established actually made us pull all of our resources from BC, Saskatchewan, and northern Alberta here to the West end of downtown."

Maxim's group of companies are also working on a number of other conversion projects downtown including Petro Fina, a heritage building conversion that will yield over 100 new homes for Calgarians planned to be completed by 2025.

"I think the impact of these projects is quite significant and multi-faceted," says Maxim. "When we take an empty office tower and we turn it into something that's more valuable, not only are we improving vibrancy, we will also help small businesses in the neighborhood. The more people we have

here, the more businesses will open up. It really creates a lot of benefits that everybody enjoys, and then downtown can become a destination and not a ghost town after 5 p.m."

In addition to market units, The Cornerstone includes some affordable homes. Approximately 40 per cent of the units were offered at 20 per cent below market rents. A program called The Pathway also gives nonprofit partner organizations the ability to secure units at The Cornerstone at an affordable rate for individuals who they support and who have lower incomes.

"I put tears and blood into this building. I hope the tenants really enjoy it," says Maxim. "It took a whole army to pull this off and I'm very grateful for everybody who was involved and very grateful for The City. I'm really happy to contribute back to the community that I grew up in and to play our small part in solving an issue that so many cities face."

Frey and Pavlo are scheduled to move into their new suites at The Cornerstone in April 2024.



▲ Frey



▲ Maxim during construction

**"Home is the place where the soul can rest," says Pavlo. "Every one of us is fighting for a better future to achieve our dreams, goals and everything else. Home is where you can just switch off the world and concentrate with yourself, be within your mind to listen to your heart, which is very important."**



Once the move is over, Pavlo's goal is to open his own restaurant downtown. [Read More](#)

Interviews for this article took place in March 2024 prior to building occupancy beginning April 2024.



Partner Feature:

# NO PLACE LIKE HOMESPACE



HomeSpace Society is a nonprofit housing developer, owner and operator, with nearly 900 housing units serving vulnerable populations throughout the city. We sat down with HomeSpace's CEO Bernadette Majdell to chat about some of their recent and current projects and the impact of affordable housing in Calgary.

## Q&A with Bernadette Majdell of HomeSpace Society

**Q: Tell us how Neoma came to life in Calgary's Downtown.**

**A:** We were in the middle of the pandemic and the federal government launched the Rapid Housing Initiative, which was funding targeted towards conversion or modular. We haven't really done a lot of modular, so we were looking at conversions.

The easiest conversion at the time would have been hotels. Many were vacant because of COVID. Many hotel owners were trying to sell, and that led to, in my opinion, an untenable situation where nonprofits were competing and bidding up the costs. The other thing that was happening in Calgary was our office vacancy rate downtown was over 30 per cent. As an organization, we took a step back and said 'What's the right thing to do, not only for the people we serve but also the city we live in?' so we started looking at office conversions.

Sierra Place (as the office building was called at the time) was in a prime location close to the C-train and had been sitting vacant for a couple years. It was the perfect storm where all these amazing elements came together. It so happened that some of the pre-work had already been done on the building, so we went to our board and said 'This is what we want to do. We don't yet have the money, but it's the right thing to do and we feel like we can get the money' and the board approved it.

**Q: And you found financial support for the project?**

**A:** The City of Calgary was first in, in terms of money to the project. This was even before The City's Downtown Strategy was approved. The City demonstrated its commitment to doing the right thing for downtown, and from there we got the federal government, the provincial government, and we partnered with Inn from the Cold as our anchor tenant. That allowed us the ability to fundraise the difference after and gave us a product that was mortgage-free, which enables Neoma to be very deeply subsidized. We're about 40 per cent below market for the rents in that building.

**Q: Do you have an example of a resident success story from Neoma that you can share?**

**A:** The best stories are really when residents move in. We had this one lady with her two kids, and when we showed them the apartment, she burst into tears and her kids were crying as well. They were a family from Ukraine and after going through trauma and moving to Canada, they didn't believe that they'd get to live in a beautiful place that they could afford. I'm proud of Neoma in terms of how beautiful it is. When you have people who've experienced trauma see where they'll be living, to me, that's one of the biggest immediate impacts of housing.

**Neoma:** An office-to-residential conversion project in Calgary's Downtown. HomeSpace transformed the vacant office building into more than 80 units of affordable housing, as well as a childcare center, family shelter, and programming space, in partnership with Inn from the Cold. The renovated building opened in Fall 2022.

**Modular:** a type of construction where the home is built inside a home-building factory. Once complete, the modules (or components of these homes) are transported to a permanent location and assembled.

**Rapid Housing Initiative:** A federal government initiative that provides funding to support the rapid development of permanent, new affordable housing units.

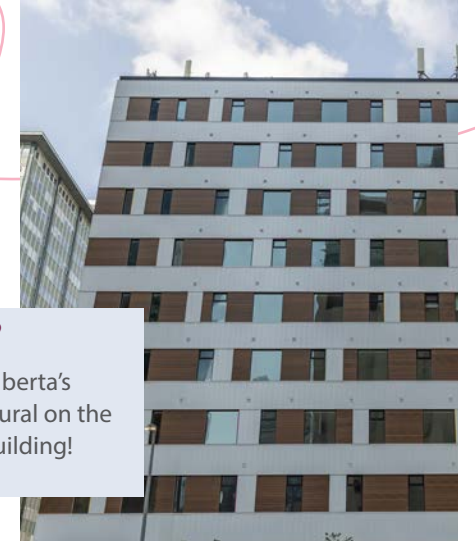
**Downtown Safety Leadership Table:** Established in September 2023 by Mayor Gondek, a representative group of downtown leaders convened to identify barriers, opportunities, solutions, and strategies to address real and perceived safety issues in downtown Calgary.

**Permanent Supportive Housing:** a model that combines low-barrier affordable housing with social service supports to assist individuals in achieving housing stability.



### DID YOU KNOW?

Neoma features Alberta's largest outdoor mural on the west side of the building!



Once people are safely and securely housed, then their life can start to change. If they're not safely housed, if they're afraid, if they're worried, if they don't know where their kids are going to sleep, then nothing can begin to change. Housing improves their lives, absolutely. And we have some residents who have now moved on to different locations.

**Q: HomeSpace was selected to develop two family housing sites with City-owned land. Can you share some details about those two projects?**

**A:** [When Council passed the Housing Strategy last September], there was an amendment made that focused two projects for emergency family housing. An open bid went out for all housing providers in the nonprofit sector to bid on. We are uniquely positioned because we are a specialized developer in affordable housing. One of the things that was a non-negotiable for The City was timeline. From signing the agreements to completion, we were looking at an 18-month timeline, which is tight. We put our best foot forward to be able to win these two projects because we think we're best suited to deliver them on time and on budget in a market that desperately needs family housing.

**Q: Neoma and those two developments focus on families experiencing homelessness. What other types of housing does HomeSpace provide in terms of different demographics?**

**A:** HomeSpace was created to be able to serve the most vulnerable. That really ranges through the city, and it changes. When we did the community consultation for one of the family sites in February, one of the questions was "Can you tell me exactly who's going to live here?" I said no because the families who are most in need today may or may not be the families who are most in need in 18 months. A lot changes in 18 months. What makes HomeSpace unique is that our housing can serve a variety of populations based on the critical need in the moment. We serve those exiting or experiencing homelessness, ranging from youth, families, women, singles. Some of our buildings are for a higher complexity in terms of individuals struggling with mental health, addictions, and physical health.

Most recently, the Downtown Safety Leadership Table completed its report and one of its recommendations supports one of our goals in the coming year, and that's to find a site for high support, recovery-based, permanent supportive housing. That would be for our most visible unhoused in the Downtown core right now, who need incredible wraparound services and to be able to live with dignity. So that's our newest project.

**Q: What would you say is the biggest barrier to getting more nonmarket housing built?**

**A:** It's two-fold right now. One is money. Whenever we're talking about nonmarket housing, money has to come from somewhere, whether it's land, whether it's funding, whether it's donors. Especially in this environment with inflation and economic realities, we just can't make the numbers work if there's not money from somewhere.

The second barrier is community perception. With all of our community consultations, it comes down to not what product are we building, but who is living there. I've had some very difficult conversations, and we don't shy away from the hard conversations. I can tell you no community has thrown a party when they heard HomeSpace is moving next to them. But people don't understand who our residents are. They're just people, and nobody knows what journey brought them to HomeSpace. All we know is that they need safe, affordable housing, and we think everybody deserves safe, affordable housing.

**Q: Why are you personally passionate about housing, and what does home mean for you?**

**A:** I'm from the Maritimes and where I grew up there wasn't really visible homelessness. For us, when somebody fell on hard times, the community just rallied around them. That's a different place, different time. For me, home has always been a safe space. To think that there are kids, families, women, uncles, brothers, sisters who don't have a safe place to live because of what happened to them in their life signifies what's wrong with society today. I think that we need to take care of our most vulnerable and that's the part that I try to play in a small way at HomeSpace. 🏠

▲ Bernadette

# LOOK AHEAD

*This list is not exhaustive.*

## APRIL

[Roads Spring Clean-up](#)  
watch for signs starting mid-Apr

[Earth Day](#)  
Apr 22

[Parade of Wonders – Calgary Expo](#)  
Apr 26

[CED Report to the Community](#)  
Apr 17

[Day of Mourning](#)  
Apr 28

## MAY

[Asian Heritage Month](#)  
May

[Speech and Hearing Awareness Month](#)  
May

[Bike to Work Day](#)  
May 3

[Sport Chek Mother's Day Run, Walk & Wheel](#)  
May 12

[Inglewood Night Market](#)  
May 12

[International Day against Homophobia, Transphobia and Biphobia](#)  
May 17

[Global Accessibility Awareness Day](#)  
May 19

[World Day for Cultural Diversity](#)  
May 21

[International Day of Biological Diversity](#)  
May 22

[Menstrual Hygiene Day](#)  
May 28

[Calgary MS Walk](#)  
May 28

## JUNE

[Calgary Humane Society Dog Jog](#)  
June 1

[4<sup>th</sup> Street Lilac Festival](#)  
June 2

[Two Wheel Sunday](#)  
June 2

[World Environment Day](#)  
June 5

[Mayor's Environment Expo](#)  
June 3 – 6

[Senior's Week](#)  
June 3 – 9

[Inglewood Night Market](#)  
June 7

[Betty's Run for ALS](#)  
June 9

[Firefighter Stairclimb Challenge](#)  
June 9

[Neighbour Day](#)  
June 15

[Aboriginal Awareness Week](#)  
June 17 – 23

[National Indigenous Peoples Day](#)  
June 21

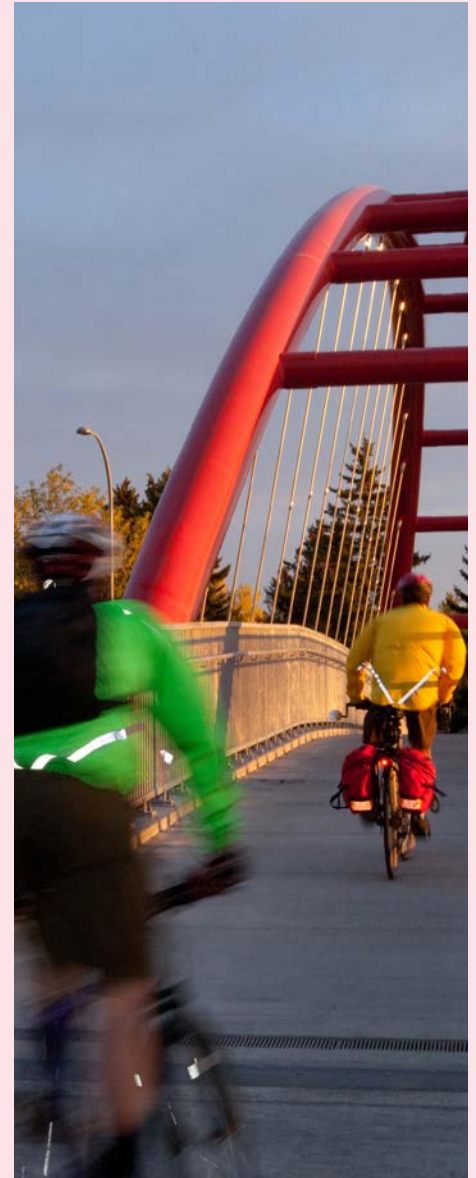
[Sled Island](#)  
June 19 – 23

[Marda Loop Night Market](#)  
June 21

## ANYTIME

[Tree care and education](#)  
Download reference guides and follow learning modules.

[Calgary AfterSchool programs calendar](#)  
Fun, safe and low-cost after school programs for children and youth.







## Reports to Council and Committee 2024

Committee	Committee Date	Report Title	Purpose
Infrastructure and Planning Committee	17-Apr-2024	ENMAX Legacy Parks Program Update	Update of the ENMAX Legacy Parks Program through an overview of the project identification process, currently approved project list, along with reserve fund status and projections.
Infrastructure and Planning Committee	17-Apr-2024	Secondary Suite Incentive Program Terms of Reference	Approval of the terms of reference for the suites incentive program.
Infrastructure and Planning Committee	17-Apr-2024	Growth Applications Hotchkiss; Belvedere Liberty; Westview Qualico Crestmont; Glacier Ridge D Jayman	Growth Applications are being brought forward in alignment with the new system approved by Council in 2023 July (IP2023-0559). Seven active Growth Applications are anticipated to proceed to IPC for the April and May meetings. These reports represent the first time that new community growth decisions will be brought forward using the process defined from the Council direction provided in 2022 September.
Audit Committee	18-Apr-2024	The City of Calgary 2023 Annual Investment Report	A report on the City's investment activity, asset class holdings and performance during 2023.
Audit Committee	18-Apr-2024	Investment Governance Review	Update on the results of the consultant's review of investment governance.
Audit Committee	18-Apr-2024	The City of Calgary 2023 Year-End Financial Report	This report contains the external audit of The City's Annual Financial Statements for 2023.



## Reports to Council and Committee 2024

Committee	Committee Date	Report Title	Purpose
Audit Committee	18-Apr-2024	External Auditor 2023 Year-End Report	This report contains the external audit of The City's Annual Financial Statements for 2023.
Audit Committee	18-Apr-2024	ENMAX 2023 Annual Report	Annual reporting from ENMAX.
Public Hearing	22-Apr-2024	Calgary's Housing Strategy 2024-2030 - Land Use Amendment Citywide, LOC2024-0017, and Land Use Bylaw Amendments	This application seeks to redesignate (rezone) portions of the city and amend the Land Use Bylaw to allow for a greater range of low-density housing forms. This change will allow for rowhouses and townhouses in all low-density residential parcels across the city in addition to the building types already allowed (e.g., single-detached dwellings, semi-detached dwellings, duplexes and suites).
Community Development Committee	1-May-2024	Civic Partners	Annual presentations from select Civic Partners.
Emergency Management Meeting	2-May-2024	Status of Emergency Preparedness Focus on Risk: Severe Summer Weather	Regular status of emergency preparedness report.
Public Hearing	7-May-2024	Bylaw 2H2-24 - To Repeal Single-Use Items Charter Bylaw	To present the bylaw to repeal the single-use items bylaw for public hearing.



## Reports to Council and Committee 2024

Committee	Committee Date	Report Title	Purpose
Executive Committee	14-May-2024	Calgary Exhibition and Stampede Limited – 2023 Credit Facility Update	Annual update from Administration to Council regarding the credit facilities provided by a chartered bank to the Calgary Exhibition and Stampede Limited that are guaranteed by The City.
Executive Committee	14-May-2024	Calgary Economic Development – Economic Strategy Update	A progress update on implementation of Calgary in the New Economy: An economic strategy for Calgary (the “Strategy”) since the last update report to Executive Committee on 2023 May 23 (EC2023-0573).
Executive Committee	14-May-2024	Council Community Fund Application – Parkland Community Association	The intent is to expand the public use of the facility by transforming a space situated on the license of occupation. The aim is to rejuvenate the community center grounds by transforming a specific site. This revitalization will enhance an existing amenity space.
Executive Committee	14-May-2024	Customer Alignment and Relationship Enhancement Project Update Briefing	Information for Council about the work done to date on improving the customer experience when requesting services from The City.
Executive Committee	14-May-2024	Council Policy Program policy amendments	Administration is proposing minor amendments to the Council Policy program policy to update policy templates and definitions in order to enhance future policy creation and revisions.
Executive Committee	14-May-2024	Office Conversion Program Updated Terms of Reference	Updated Terms of Reference for the Downtown Calgary Development Incentive Program.



## Reports to Council and Committee 2024

Committee	Committee Date	Report Title	Purpose
Infrastructure and Planning Committee	15-May-2024	RouteAhead Annual Report 2023	Annual Council report back requirement for RouteAhead.
Infrastructure and Planning Committee	15-May-2024	Housing Accelerator Fund Verbal Update	As per Councillor request at the January 10 IPC meeting, this verbal report is to provide Councillors more detail on the Housing Accelerator Fund program and how it will be applied.
Infrastructure and Planning Committee	15-May-2024	Joint Use Coordinating Committee and Joint Use Reserve Fund Annual Update	The purpose of this briefing is to provide an annual update on the Joint Use Coordinating Committee (JUCC) work plan and the status of the Joint Use Reserve Fund (Reserve Fund).
Infrastructure and Planning Committee	15-May-2024	Proposed Amendments to the Online Advertising for Planning Matters Bylaw	The Online Advertising for Planning Matters Bylaw (30M2022) was approved by Council on 2022 November 02 (IP2022-0934). Administration has identified that road closure applications, which require advertising prior to a Public Hearing of Council, are contained within Part 3 of the MGA, and are therefore not currently subject to The Bylaw. In order to allow road closures to be advertised electronically, an amendment to the Bylaw is required to expand the definition of Planning Matters to include Part 3 of the MGA.





## Reports to Council and Committee 2024

Committee	Committee Date	Report Title	Purpose
Infrastructure and Planning Committee	15-May-2024	Growth Applications - Prairiesong; Belvedere Trico/Truman; Providence	Growth Applications are being brought forward in alignment with the new system approved by Council in 2023 July (IP2023-0559). Seven active Growth Applications are anticipated to proceed to IPC for the April and May meetings. These reports represent the first time that new community growth decisions will be brought.
Intergovernmental Affairs Committee	16-May-2024	Federation of Canadian Municipalities (FCM) Update- May 2024 (Verbal)	An update for the Federation of Canadian Municipalities Council representative to share with IGA.
Intergovernmental Affairs Committee	16-May-2024	Alberta Municipalities Update - May 2024 (Verbal)	April Verbal Update on Alberta Municipalities.
Intergovernmental Affairs Committee	16-May-2024	Indigenous Relations Governance Model Update	The purpose of this report is to provide an update on findings from the Indigenous engagements conducted to date by the Indigenous Relations Office (IRO) and to provide recommendations on alternative Indigenous relations governance approaches.



## Reports to Council and Committee 2024

Committee	Committee Date	Report Title	Purpose
Community Development Committee	22-May-2024	Calgary Safer Mobility Plan 2024-2028, Safety in Motion	The Calgary Safer Mobility Plan 2024-2028 is the first plan that has been prepared by The City and Calgary Police Services in collaboration. The plan continues with a Vision Zero and Safe System approach, a 25% collision reduction target over the course of the plan and collaboration with internal and external partners. Equity is a specific focus in addition to Engagement, Education, Engineering, Enforcement and Evaluation (6 E's of mobility safety).
Community Development Committee	22-May-2024	2023 Civic Partner Annual Report	Yearly annual report to committee and Council. Detailed information collected from each Civic Partner including key results, and performance measures.
Community Development Committee	22-May-2024	Bylaw to establish the Council Advisory Committee on Housing	Council approved the establishment of a Council Advisory Committee on Housing on 28 November 2023 (CD2023-0909). This included returning to Council with the required bylaw to establish the Committee by Q2 2024. The report will request three readings of the bylaw.
Community Development Committee	22-May-2024	Annual Progress Update on Home is Here: The City of Calgary's Housing Strategy 2024-2030	Home is Here: The City of Calgary's Housing Strategy 2024-2030 was approved by Council on September 16, 2023. Administration was directed to bring an annual progress report through the Community Development Committee starting in Q2 2024.
Community Development Committee	22-May-2024	Festival and Event Policy Update	An update to the Policy is required to correct information that is out of date.



## Reports to Council and Committee 2024

Committee	Committee Date	Report Title	Purpose
Community Development Committee	22-May-2024	Calgary Transit 2024 Fare Strategy	Response to the Motion Arising on fare strategy for 12 yeas old and under.
Community Development Committee	22-May-2024	Hillhurst Sunnyside Community Amenity Fund Annual Update (2024) - CD2024-0425	This is an annual update report required by the Council approved Terms of Reference for the Hillhurst Sunnyside Community Amenity Fund (HSCAF). The purpose of the briefing note or report is to provide an update to Council on the status of the Hillhurst Sunnyside Community Amenity Fund (the Fund) and how resources were allocated in 2023, as required by the Fund's Terms of Reference. Funds were not allocated in 2023.
Community Development Committee	22-May-2024	Response to the Noise Policy Notice of Motion	In response to the Noise Policy Notice of Motion of 2023 Sept 12, Administration has prepared a report that starts the definition of the role of The City of Calgary in environmental noise management.
Regular Meeting of Council	28-May-2024	The City of Calgary Anti-Racism Strategic Plan update	Provide an update on the Anti-Racism Strategic Plan.
Regular Meeting of Council	28-May-2024	Inglewood Aquatic Centre	Update on the operational status of the Inglewood Aquatic Centre.



## Reports to Council and Committee 2024

Committee	Committee Date	Report Title	Purpose
Wholly Owned Subsidiaries AGM	29-May-24	* Meeting date included for awareness.	
Community Development Committee	26-Jun-24	Community Sign Repair	Response to the Community Sign Repair Notice of Motion. Report to outline total number of signs, associated cost of repairs, and potential development changes.
Executive Committee	Q4 2024	Council Innovation Fund Report Back - Greater Forest Lawn Governance and Communications Model	Report back on the Council Innovation Fund grant for the Greater Forest Lawn Governance and Communications Model pilot project. Report back is required 1 year after project completion. Project completion late 2023.
Community Development Committee	Q4 2024	Temporary Signage Bylaw	Report back on the results of the change in service delivery to manage temporary signage.
Community Development Committee	Q4 2024	Lease/License of Occupation to Community Organizations Policy	Updates to Council Policy CSPS011 - Lease/License of Occupation to Community Organizations.
Community Development Committee	Q4 2024	Investing in Partnerships Policy	Updates to CP2017-01 Investing in Partnerships Policy.
Community Development Committee	Q4 2024	Social Wellbeing Policy	Updates to Council Policy CP2019-01 Social Wellbeing Policy.



## Reports to Council and Committee 2024

Committee	Committee Date	Report Title	Purpose
Community Development Committee	Q4 2024	Calgary Corporate Accessibility Policy	Updates to Council Policy CSPA003 Calgary Corporate Accessibility Policy.





## Council Motions January - March 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Public Hearing of Council	16-Jan-2024	City Charter Update (Verbal), IGA2023-1366	That with respect to Verbal Report IGA2023-1366, the following be adopted, as amended:That Council: 1. Receive the Distribution for the Corporate Record; 2. Direct that the Closed Meeting discussions from 2023 December 21 Intergovernmental Affairs Committee be held confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the Freedom of Information and Protection of Privacy Act; and 3. In consideration of the risk and uncertainty associated with proposed off-site levy charter legislation, and the imperative to provide essential services to a growing city, direct Administration to report back to the Intergovernmental Affairs Committee with an update in 2024 Q2 regarding: a. Pursuit of an alternative model to the Off-site Levy Program and Bylaw for community planning, infrastructure portfolio planning, funding and financing of growth-related infrastructure, to: i. Ensure cost, scale and design of infrastructure is financially sustainable and supports future growth, and ii. Mirror the balance of financial risk with responsibility within the existing bylaw, and thus is covered by either the development industry or the Government of Alberta as opposed to passing the financial burden to the City of Calgary and existing taxpayers and utility rate payers.



## Council Motions January - March 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Public Hearing of Council	16-Jan-2024	10 Home and Business Essentials: Improved Off-site Levies Program and Bylaw, IP2023-1264	That with respect to Report IP2023-1264, the following be adopted, as amended: That Council: 1. Give three readings to Proposed Bylaw 1H2024 (Attachment 3); and 2. In consideration of the need to continue to improve the information available and used in developing an off-site levy bylaw, and maintain affordability for services provided through growth-enabling infrastructure, direct Administration to report back in 2024 Q2 to the Infrastructure & Planning Committee with a detailed implementation plan, including specifics on deliverables, scope of work, by whom the work will be undertaken, resourcing, and timing, with topics to be addressed to include: a. An update to The City's Water Efficiency Plan including new water efficiency targets, policies, programs and tools for achieving targets. b. Geographic analysis for measuring water usage (including maximum daily demand) and leakage, including new and established areas, and specifically progressing to a smart metering approach. c. Request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand. d. Reporting on RouteAhead strategies and actions relating to transit service introduction and adjustments, including On Demand, in new and actively developing communities. e. Supplement annual off-site levy reporting for transit buses to include the new service implemented as buses are purchased using levy funds. f. Infrastructure plans and inputs including scale and cost, including rightsizing infrastructure in the updated and consolidated Municipal Development Plan & Calgary Transportation Plan. g. Identify risks and costs of operating and maintenance issues arising from under-utilized infrastructure due to slower pace of growth. h. Alternative means, including developer-led and/or provincial government to fund new growth-related infrastructure in active Area Structure Plans outside currently Approved Area as opposed to passing the financial burden to the City of Calgary and existing taxpayers and utility rate payers.





## Council Motions January - March 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	30-Jan-2024	Collective Bargaining Update (Verbal), C2024-0153	That with respect to Confidential Verbal Report C2024-0153, the following be adopted: That Council: Adopt Confidential Recommendation 1. Adopt Confidential Recommendation 2. Direct Administration to report back to Council as required to provide updates on collective bargaining; and Direct that the Recommendation, Closed Meeting discussions and presentation remain confidential pursuant to Sections 16 (Disclosure harmful to business interests and a third party), 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, to be reviewed 2026 December 31.
Regular Meeting of Council	27-Feb-2024	Notice of Motion - Recognizing St. Mary's University by Renaming a CTrain Station, EC2024-0130	That with respect to Notice of Motion EC2024-0130, the following be adopted: NOW THEREFORE BE IT RESOLVED that Council direct Administration to undertake the necessary steps to consider changing the current station name, Fish Creek Lacombe CTrain station to additionally recognize St. Marys University by renaming to St. Marys University / Fish Creek Station and report back to Council through the Executive Committee no later than Q4 2024.



## Council Motions January - March 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	27-Feb-2024	Council Community Fund Report Back - Hawkwood Community Association, EC2024-0131	That with respect to Report EC2024-0131, the following be adopted, after amendment: That Council:Direct Administration to update the Terms of Reference for the Council Community Fund and the Council Innovation Fund to clarify administrative processes and return to Council through the Executive Committee no later than Q2 2024; a. Direct that Administration report back to the Executive Committee with respect to Report PFC2021-1237 within 12 months of project completion; and b. Direct that Administration report back to the Executive Committee with respect to Report EC2022-0689 within 12 months of project completion.
Regular Meeting of Council	27-Feb-2024	Remote Participation at Council and Council Committee Meetings, EC2024-0181	That with respect to Report EC2024-0181, approved as amended at the Executive Committee Meeting on February 13, 2024, the following Motion Arising be adopted: That Council request that the Integrity and Ethics Office discuss the Remote Participation at Council and Council Committee Meetings Report, EC2024-0181 with the City of Calgarys internal and external Anti-Racism bodies and the Social Wellbeing Advisory Committee to assess and review the equitability and accessibility of the changes to remote participation, and report back to Council with any suggested adjustments to Procedure Bylaw 35M2017 no later than Q4 2024.



## Council Motions January - March 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	27-Feb-2024	Parking Recreational Vehicles on Residential Front Driveways, CD2024-0017	That with respect to Report CD2024-0017, the following be adopted: That Council refer Report CD2024-0017 back to Administration to explore bylaw amendments that would allow Recreational Vehicle parking on residential front driveways for up to three (3) consecutive days, together with a requirement for the RV to then be removed from the driveway for at least three (3) days. Further, Administration is to consider rules for both on-street and off-street parking that would minimize attempts to undermine the effect of the change, including RVs being moved back and forth from the street to a driveway in a way that causes a nuisance or safety concerns, and to report back to Council through the Community Development Committee no later than Q4 of 2024.
Strategic Meeting of Council	18-Mar-2024	Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets, C2024-0239	That with respect to Report C2024-0239, the following be adopted, as amended: That Council: Direct Administration to consult on the proposed metrics in Attachment 2 with Members of Council, to return to the 2024 June 25 Strategic Meeting of Council.



## Council Motions January - March 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Strategic Meeting of Council	18-Mar-2024	(Postponed) Potential Changes to Local Access Fees - Budget Implications and Calgarian Impacts, C2023-1180	That Council: Continue advocacy efforts aimed at other orders of government to secure necessary funding for infrastructure and capital investments in The City. Direct Administration to develop a potential implementation plan that aligns with Alternative 3 in this report, the Edmonton Quantity Only model, to transition The City in how it collects Local Access Fees from electricity and franchise fees from natural gas, and return to Council by the end of 2024 Q2 with a plan for implementation beginning with the 2027-2030 Service Plans and Budgets. Direct Administration to use the following principles when designing the methodology as defined in Recommendation 2: Build a model that will provide stability and predictability in how much The City collects in revenue. Support affordability concerns of Calgarians and businesses. Minimize shifts in proportions across electricity user classes with the intent of not shifting the financial burden from one user class to another. Maintain and improve The City's financial sustainability ensuring The City continues to collect at a minimum the currently budgeted LAF amounts from both electricity and natural gas. Build a model that will continue to support both The City's operating and capital budgets. Direct Administration to change the Council Policy CFO003 Franchise Fee/MCAF Revenue Budgets and Variances and develop a funding source, program and framework to support an on-going annual amount of \$10 million for Energy Poverty and Affordability initiatives with funding from a portion of any potential positive variance collected from the Local Access Fee operating budget.



## Council Motions January - March 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
		Cont'd	Direct that the Closed Meeting Discussions, Confidential Report, Confidential Attachments, and Confidential Distributions be held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be reviewed no later than 2026 December 31. Direct that, notwithstanding recommendation 5, the Closed Meeting Discussions, Confidential Report, Confidential Attachments and Confidential Distributions be released to Corporate Planning and Performance, to be shared with Administration, only where required, to support next steps.
Regular Meeting of Council	19-Mar-2024	Board, Commission and Committee Public Member Remuneration and Expense Policy, EC2024-0037	That with respect to Report EC2024-0037, the following be adopted: That Council: Endorse the proposed Council Policy on Remuneration and Expenses for Public Members Serving on Council-Established Boards, Commissions and Committees (Attachment 1), to be effective 2026 January 1, and direct Administration to return to the 2024 Organizational Meeting of Council with changes to lower indirect costs and to remove barriers associated with processing expense reimbursements; Direct Administration to develop and present a budget submission to Mid-Cycle Adjustments to Service Plans and Budgets to support the direct and related administration costs of implementing the proposed Council Policy, with lower indirect costs and to remove barriers associated with processing expense reimbursements; and Direct that Confidential Attachment 3B and Closed Meeting discussions remain confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the Freedom of Information and Protection of Privacy Act.



## Council Motions January - March 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	19-Mar-2024	Advancing Business-friendly Approaches to City-led Infrastructure Construction, IP2024-0293	That with respect to Report IP2024-0293, the following be adopted: That Council: Direct Administration to initiate a Main Streets Business Support Grant pilot in 2024 and report back to Infrastructure and Planning Committee in Q1 2025 on the outcomes and effectiveness of the pilot; and Direct Administration to advance work on establishing a Business-Friendly Construction Policy and present the Policy to the Infrastructure and Planning Committee in Q1 2025.
Regular Meeting of Council	19-Mar-2024	2024 Local Improvements Projects, EC2024-0245	That with respect to Report EC2024-0245, the following Motion Arising be adopted: That Council direct Administration to review how Local Improvements are assessed on individual properties and return to the Community Development Committee no later than Q4 2024 with options and recommendations to address the growing complexity of built forms in our new and redeveloping communities.



## Notices of Motion 2024

Date of Council Meeting	Notice of Motion/ Report #	Title	Sponsoring Member of Council	Report Back Date
March 19, 2024 Regular Meeting of Council	EC2024-0374	Conservation of Trees on Private Properties	Councillor Wong Councillor Chabot	Q1 2025
March 19, 2024 Regular Meeting of Council	EC2024-0371	Managing the Costs Linked to Downloading of Provincial Responsibilities to Municipalities	Councillor Demong	30-Apr-2024
March 19, 2024 Regular Meeting of Council	EC2024-0358	Enhancing Public Discourse at Council and Council Committee Meetings	Councillor Mian	09-Apr-2024
February 27, 2024 Regular Meeting of Council	EC2024-0242	High Complexity Supportive Housing	Councillor Walcott Councillor Penner	not required
February 27, 2024 Regular Meeting of Council	EC2024-0130	Recognizing St. Mary's University by Renaming a Ctrain Station	Councillor Demong Councillor McLean	Q4 2024
January 30, 2024 Regular Meeting of Council	EC2024-0132	2024 Residential Tax Rebate	Councillor Wong Councillor Chabot Councillor Sharp Councillor Wyness Councillor Chu Councillor McLean	Q3 2024
September 12, 2023 Regular Meeting of Council	EC2023-0642	Noise Policy to Protect the Health and Quality of Life of Calgarians	Councillor Walcott Councillor Spencer Councillor Wong	scheduled for 22-May-2024
July 4, 2023 Regular Meeting of Council	EC2023-0643	Community Sign Repair	Councillor Mian	Q2 2024







## Administrative Inquiries 2024

Date Submitted	Initiating Member of Council	Summary Topic	Date of Response	Response
19-Mar-2024	Councillor Penner	School Traffic Safety	TBD	
19-Mar-2024	Councillor Penner	Community Association and Social Recreation Groups - Facility Maintenance	Scheduled for July 30	





# Chief Administrative Officer's Quarterly Report – Q1 2024

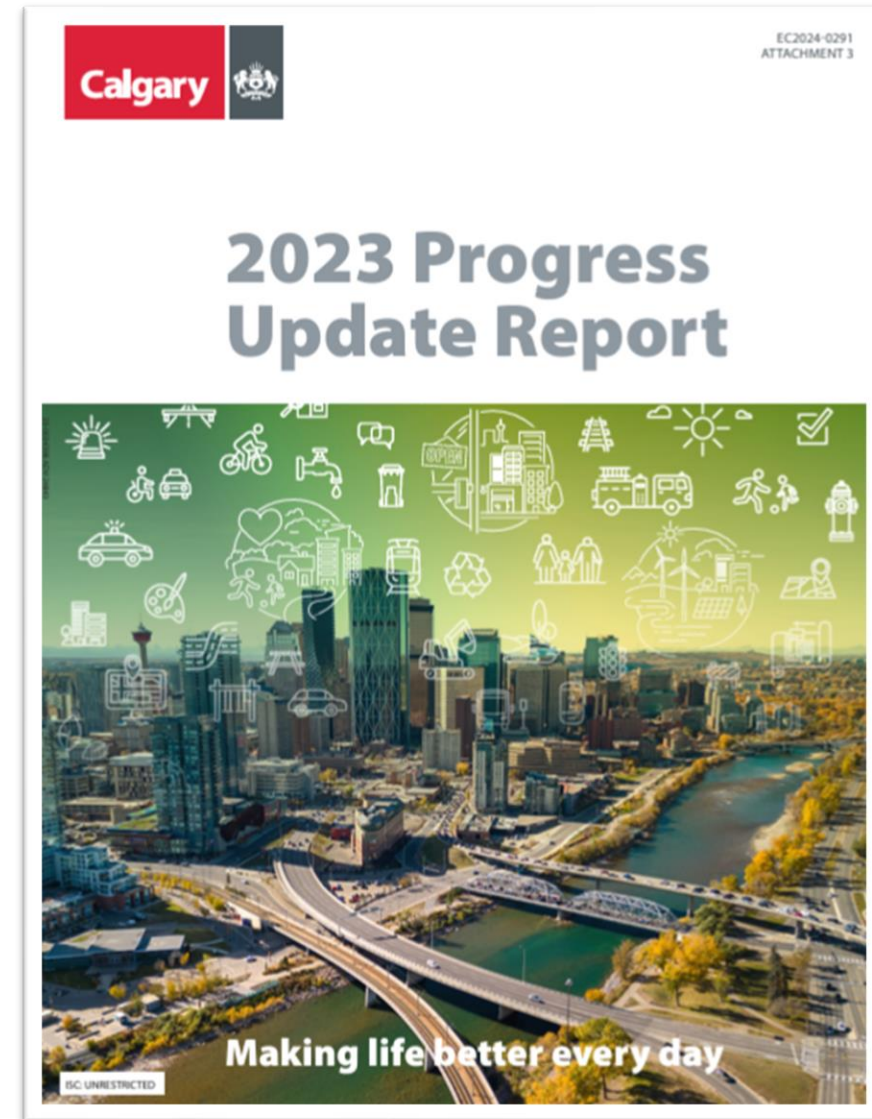
2024 April 16

# Recommendation

That Executive Committee recommends that Council receive this report and presentation for the corporate record.

# Fitting It All Together

- Chief Administrative Officer's Quarterly Report – Q1 2024
- 2023 Progress Update
- Continuous Improvement: Delivering Faster, Better, More Effective Services for Calgarians
- Standing Budget Item: Strategic Approach to Mid-Cycle Adjustments to 2023-2026 Services Plans and Budgets Verbal Update (closed meeting)





# Report Highlights

This edition of the CAO Quarterly Report includes:

- Reflection on accomplishments in the first quarter in priority areas
- Information on what we're watching, including trends, issues, and opportunities
- A look forward into what we're working on
- Latest edition of *Better Every Day*, housing edition
- Updated record of motions, Notices of Motions, Administrative Inquiries, and upcoming reports to Committees and Council

# Q1 2024 Accomplishments

## Housing



## Transit



## Public Safety



## Municipal Bonds



# Q1 2024 Accomplishments

## Racial Justice Conference – March 18/19

- 1000+ attendees
- 90+ diverse speakers
- 32 breakout sessions



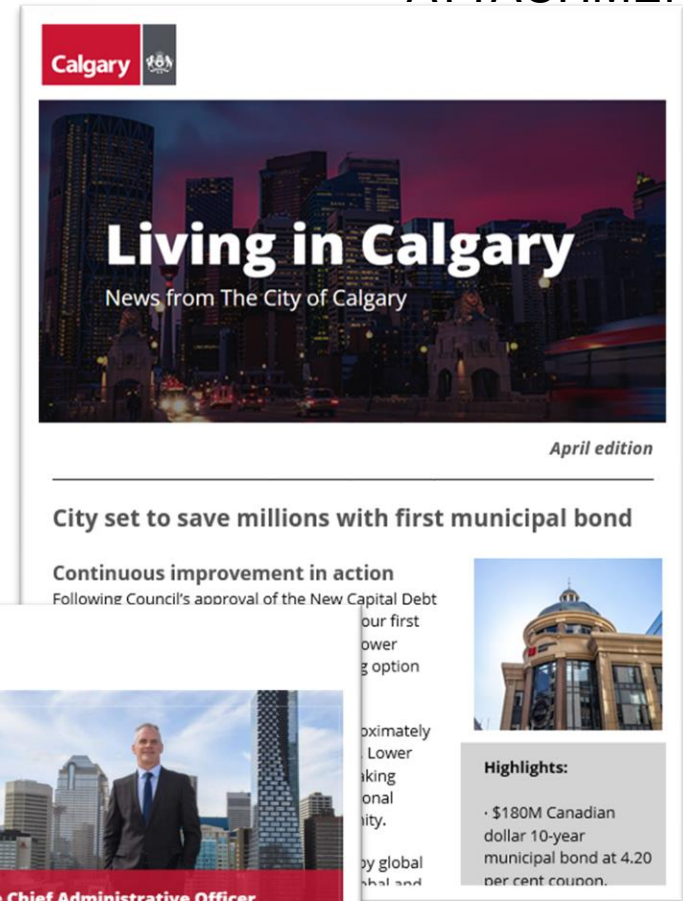




# Q1 2024 Accomplishments

## New communications tools

- Council newsletter
- Living in Calgary external newsletter
- Calgary Conversations podcast





# Things We're Watching



Trust and  
reputation



Technology  
disruption

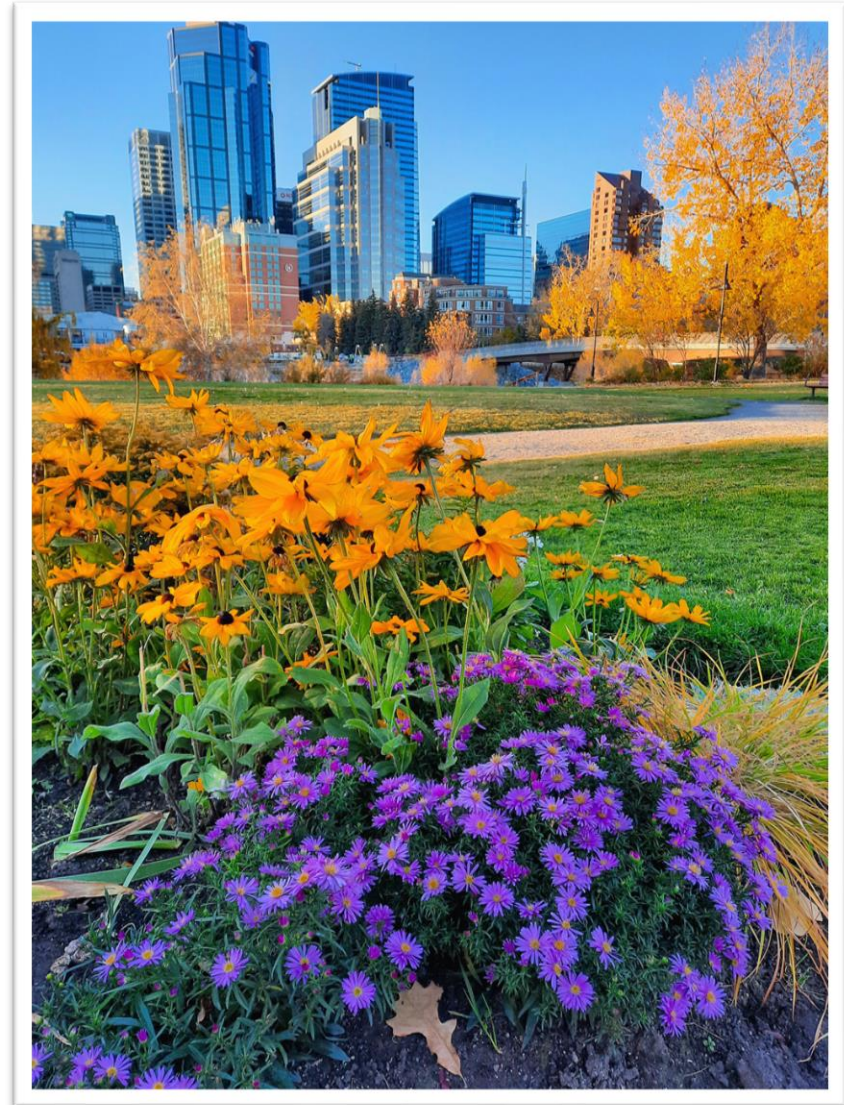


Talent and  
workforce



Economy  
and geopolitics

- Implementing Council's direction and new investments
- Continuing improvements in corporate communications
- Monitoring and responding to legislative changes
- Streamlining progress reporting and metrics





**Backyard Bliss:  
Home Suite Home**



**Home Fire:  
An Indigenous  
Housing Story**



**From Offices to  
Homes: Constructing  
the Cornerstone  
Conversion**



**Partner Feature:  
No Place like  
HomeSpace**

Read the full edition for more stories and information at [Calgary.ca/BetterEveryDay](https://calgary.ca/BetterEveryDay)

# Recommendation

That Executive Committee recommends that Council receive this report and presentation for the corporate record.



Corporate Planning & Financial Services Report to  
Executive Committee  
2024 April 16

ISC: UNRESTRICTED  
EC2024-0291

## 2023 Progress Update

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### PURPOSE

Information on key results and advancements on Council priorities in 2023 is an essential part of good governance. This is an annual look back on 2023 progress and an update looking ahead to 2024. The information is important for both accountability and as an input into Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

### PREVIOUS COUNCIL DIRECTION

On 2019 April 29 (PFC2019-0401), Council approved an updated Multi-Year Business Planning and Budgeting Policy (CFO004) directing Administration to provide mid-year and year-end reports on The City's performance to the service plans and budgets, including any adjustments to them. The 2023 Progress Update provides reporting for the first year of the 2023-2026 Service Plans and Budgets. Attachment 1 provides additional background.

### RECOMMENDATION:

That the Executive Committee recommend that Council:

- Use the 2023 Progress Update as one input to the ongoing discussions leading up to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

### CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Chief Financial Officer and General Manager, Corporate Planning & Financial Services, Carla Male, concurs with this report.

### HIGHLIGHTS

- The City has made important advancements on what is important to Calgarians as reflected in Council's priorities of Housing, Public Safety, Transit, Social Equity, Climate, Downtown Revitalization, and Land Use and Local Area Planning.
- Attachment 2 is a one-page progress snapshot of these areas.
- Attachment 3 is an executive summary of progress made on key results and financial updates– with all key results on track at 2023 December 31.
- Attachment 4 is a reference document. It allows Council and Calgarians to dive deeper into service areas that are of particular interest to them. 2023 Service updates are also found here on [calgary.ca/progressupdate](https://calgary.ca/progressupdate).
- The service plans and budgets, most recently adjusted in 2023 November, represent an accountability contract with Council and Calgarians on what The City will deliver in 2023-2026. This report provides an important update on fulfilling that contract, including where there are challenges.
- Service and financial performance information provided in this report are important inputs for Council to consider as part of the upcoming Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets. These inputs can be used to identify areas for service investment, improvement, or budget reductions to help support Calgarians, local businesses and the community.

## 2023 Progress Update

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- We continue to manage our finances in a sustainable manner. In 2023 November, Administration reported The City anticipated a favorable variance for 2023. As of 2023 December 31, there was a favourable operating variance of \$237.7 million (5.2 per cent of budgeted total expenditures net of recoveries) primarily as a result of additional revenues (\$68.6 million), positive departmental variances driven by non-recurring factors (\$73.7 million) and positive variances in corporate costs (\$95.4 million). Attachment 3 provides further details on financial updates.
- \$100 million of the positive operating budget variance and \$165 million of the positive franchise fee variance has previously been directed by Council to investments in community priorities (See 2023 November Adjustments Summary Report).
- Despite the challenges of increased service demand and complexity, population growth and inflation, we are committed to maintaining fiscal sustainability and delivering results for Calgarians with the resources available.

## DISCUSSION

Reporting on the results and progress of Council's priority areas supports good governance and gives insights into The City's service performance, helping to make decisions about where more investment may be needed and where reductions may be possible to keep taxes affordable.

### Housing

The City is closely monitoring population growth and affordability status to ensure all Calgarians have housing options. In 2023 September, Council approved the *Home is Here - The City of Calgary's Housing Strategy 2023-2030*. The City signed the federal Housing Accelerator Fund Contribution agreement for \$228 million to build over 6,800 housing units in the next three years. During the 2023 November Adjustments, Council approved additional funding to accelerate housing initiatives, additional \$27 million base operating and \$54.4 million one-time operating in 2024 to implement key actions of the Housing Strategy and \$90 million capital (2024-2028). In addition to securing funding for affordable housing, The City focused on improving housing stock. (See Housing in Attachment 3: 2023 Progress Update)

### Public safety

2023 was a challenging year for public safety. However, The City's investments in this area contributed to some improvements. Council approved additional \$37.3 million base operating, \$2 million one-time operating and \$66.8 million capital during the 2023 November Adjustments. We are expanding our capacity to respond to growing demand and increasing complexity by assigning dedicated teams and securing funding to recruit more officers. The Public Transit Safety Strategy was approved to improve collaboration and coordination of safety monitoring and response on transit. Since this, there has been a notable increase on perception of safety among transit users. We continued investing through the Community Safety Investment Framework and addressing safety issues and concerns through coordinated efforts among internal and external partners. (See Public safety in Attachment 3: 2023 Progress Update)

### Transit

Service levels and ridership continued to grow year over year. Routes and schedules were optimized, resulting in more efficient performance in 2023, such as decreased costs per trip (\$4.98 in 2023 compared to \$6.85 in 2022) while maintaining bus on-time performance reliability



## **2023 Progress Update**

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(85.3 per cent). Public Transit successfully hired more operators to increase its service levels. We continued to implement the RouteAhead Plan through operating and capital investments, including innovative fares such as 12 and under free and weekend pass. Supporting our approach, Council approved additional \$18 million base operating and \$60 million capital during the 2023 November Adjustments. Green Line also entered the Development Phase with Bow Transit Connectors. (See Transit in Attachment 3: 2023 Progress Update)

### **Social equity**

We implemented several initiatives and continued to remove barriers to ensure all Calgarians have access to our services and programs, and they feel a sense of belonging and acceptance in their neighbourhood. Council approved \$8 million base operating, \$12.4 million one-time operating and \$36 million capital additional investments during the 2023 November Adjustments. The Calgary Equity Index is used to identify geographic areas in Calgary where equity is lowest. Fair Entry experienced the highest volume of service requests in 2023, with 113,000 Calgarians receiving support from the program. Our work to improve inclusivity, accessibility and equity continued through several key projects, such as Indigenous Calgary After School Pilot Project. We also continued to invest on the Mental Health and Addiction Framework to improve Calgarians' wellbeing. (See Social equity in Attachment 3: 2023 Progress Update)

### **Climate**

The City completed its first year of the 2023-2026 Climate Implementation Plan with 92 out of 120 climate actions (almost 80 per cent) in progress or already complete, spending 51 per cent of the 2023 cross-corporate climate budget (a total of \$1.6 million base operating, \$6.0 million one-time operating and \$34.1 million capital as approved by Council as part of the 2023-2026 Service Plans and Budgets). We approved 900 energy-efficient new housing units through the Green Buildings Priority Stream and 113 residential energy efficiency and renewable energy projects through the Clean Energy Improvement Program (CEIP). Across participating homes, CEIP is achieving an average of 30 per cent reduction in annual greenhouse gas emissions. Climate resilience initiatives included restoring 65 hectares of park habitat, replacing 3,500 trees, and supporting 28 formal partnerships between vendors and hosts with stands on City property through the Farm Stand Program. (See Climate in Attachment 3: 2023 Progress Update and Attachment 6: Update on the Cross-Corporate Climate Budget and 2023 Climate Initiatives)

### **Downtown revitalization**

Working with internal and external partners, we invested in major civic projects and priority public infrastructure that supports economic development and provides Calgarians with needed amenities. We supported several cultural events and festivals and continued our activations projects to add additional space for more events. Through various partnerships, we continued addressing social issues to improve safety in the city's downtown core. In 2023, 62 events were hosted with a projected economic impact of over \$132 million. Downtown Strategy also directed 30 grants and approximately \$15,000 to local art groups to activate the downtown with performances and events. We also enabled 11 office conversion projects (a total of \$162M capital for the Office Conversion Program) that will collectively eliminate approximately 1.46 million square feet of office space in downtown Calgary. (See Downtown revitalization in Attachment 3: 2023 Progress Update)

## **2023 Progress Update**

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### **Land use and local area planning**

We made process improvements to make growth more efficient. In new communities, the redesigned evaluation process was approved by Council and implemented as of 2023 August. In established areas, new public space investments (\$11.4 million spend against a budget of \$24.6 million in 2023) were completed, and progress was made on financial tools for enabling greater investment. Main Streets and Transit-Oriented Development continued to enable growth in priority locations using Council-approved funding (\$17.5 million spend against a budget of \$25.7 million in 2023) and support from external partners. In industrial areas, the 2023 Action Plan was approved by Council, leading to work starting on modernizing local area policy and evaluating incentives. We made significant progress in several projects, such as Constellation – the newest industrial park to launch in the second quarter of 2024, as well as Midfield Heights, Aurora Business Park and South Macleod Project. (See Land use and local area planning in Attachment 3: 2023 Progress Update)

### **Continuous improvement**

We implemented several innovative technologies, practices and processes to improve service quality and delivery, enhancing citizen satisfaction. Examples include increased efficiency as a result of the review on permit approval timelines for residential improvement and commercial projects, creating Artificial Intelligence solutions for pavement condition assessment and wastewater pipeline inspections, adding 14 new dashboards for 311 services, and an interactive 5A Network map. (See Continuous improvement in Attachment 3: 2023 Progress Update)

### **Financial Update**

In 2023 November, Administration reported that a positive variance for 2023 was anticipated. This allowed \$100 million in one-time additional investments (See the [2023 November Adjustments Summary Report](#)). Now that the 2023 year-end has concluded, there is a favourable operating variance of \$237.7 million, representing an additional \$137.7 million. This was a combined effect of higher-than-expected investment income and supplementary revenue, lower corporate expenditures and a favourable variance across several tax-supported services. The Corporate Programs' variance of \$164.0 million can be attributed primarily to higher-than-expected revenues (\$68.6 million) and lower expenditures (\$95.4 million). The tax-supported variance of \$73.7 million is mainly a result of higher revenue, lower salary and wage expenses and several one-off impacts. The Franchise Fee variance of \$200 million was put into the Reserve for Future Capital and Lifecycle Maintenance and Upgrade Merged Reserve to fund capital investments per the standard year-end process. Of this variance, \$165 million has already been committed by Council in the 2023 November Adjustments to fund capital investments in the current budget cycle. The remaining \$35 million, the \$137.7 million from the operating variance, along with the 2023 ENMAX dividend variance will be transferred to the Fiscal Stability Reserve, upon approval, as per the [Notice of Motion](#) EC2024-0371, committing those funds to inflationary or market pressures on existing capital projects.

The City invested \$1.5 billion in capital in 2023 (52.5 per cent of the \$2.8 billion budget). Key projects included the Vivo Expansion, Downtown Flood Barrier and Eau Claire Promenade. Progress continues on priorities including Event Centre, Rundle Redevelopment Project for Affordable Housing, downtown revitalization efforts such as Arts Common and Olympic Plaza Transformation Project and transit projects. The City's capital budget investment rate increased to 52.5 per cent from 44.4 per cent in 2022. However, investments have been impacted by cost

## 2023 Progress Update

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escalations and supply disruptions and other systemic contributing factors that The City is working to address. To mitigate some of the challenges, a capital cost escalation fund was created to support Council approved projects and ensure they can be delivered in a timely way. Services have also worked to adjust to these conditions, such as Public Transit's procurement strategy that shifted some of the planned spending into future periods. Administration is committed to progressing capital investments and realizing great outcomes for Calgarians. (See Attachment 3: 2023 Progress Update)

### Reporting Improvements

We have heard from Council that there is a desire to improve our reporting processes. We are actively working to make a stronger connection between progress update information and service plan and budget adjustments. Further advancements in future reporting, include:

- Enhancing the way we report, measure and benchmark based on feedback received from Council members.
- Leveraging technology to improve efficiency and user experience.
- Reviewing the optimal frequency of reporting progress to Council and Calgarians.
- Reviewing the key performance measures and indicators for priority areas.
- Continued use of plain language in keeping with Council's Plain Language Policy (CS014).

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input type="checkbox"/> Dialogue with interested parties was undertaken                |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

### IMPLICATIONS

#### Social

This report presents an overview of advancements made in support of social resilience, including housing, social equity and public safety, and are highlighted in Attachment 3.

#### Environmental

This report presents an overview of the environmental and climate advancements in 2023 and are highlighted in Attachment 3 and Attachment 6.

#### Economic

This report presents an overview of economic impacts in 2023 and are highlighted in Attachment 3.

#### Service and Financial Implications

#### No anticipated financial impact

No anticipated financial impact.

## 2023 Progress Update

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### RISK

Understanding, assessing, and managing risk is critical to achieving Council's vision for Calgary and delivering on our service plans and budgets. Each reporting cycle, The City provides updates on specific cross-corporate challenges, monitored trends, and identified potential uncertainties that are impacting or may impact reliable, effective and efficient service delivery. In 2023, the experienced challenges include inflation and cost escalation; resourcing and organizational capacity; growing service demand and complexity; operational concerns; and changing social dynamics and demographics. These challenges, trends and potential uncertainties aligned with the internal and external pressures and the risks highlighted in the 2023 Year-End Risk Profile (AC2024-0038). At a corporate level, The City's Risk Profile remains mostly stable when compared to earlier in 2023. By proactively identifying and managing these challenges, we can enhance our service resilience and effectiveness.

### ATTACHMENT(S)

1. Background and Previous Council Direction
2. Snapshot
3. 2023 Progress Update
4. Service Updates
5. Awards The City of Calgary Received in 2023
6. Update on the Cross-Corporate Climate Budget and 2023 Climate Initiatives
7. Presentation

#### Department Circulation

General Manager/Director	Department / Business Unit	Approve/Consult/Inform
Carla Male, General Manager	Corporate Planning & Financial Services	Approve
Chris Stewart, Director	Corporate Planning & Performance	Approve
David Duckworth, Chief Administrative Officer	Chief Administrator's Office	Inform
Stuart Dalgleish, Chief Operating Officer	Chief Operating Officer's Office	Inform
Chris Arthurs, General Manager	People, Innovation and Collaboration Services	Inform
Katie Black, General Manager	Community Services	Inform
Timothy (Tim) Keane / Debra Hamilton, General Manager	Planning & Development Services	Inform
Jill Floen, General Manager	Law, Legislative Services & Security	Inform
Doug Morgan, General Manager	Operational Services	Inform
Michael Thompson, General Manager	Infrastructure Services	Inform

Author: One Calgary Program Team

# Background and Previous Council Direction

## Background

The 2023 Year-End Performance Report fulfills Council’s policy reporting requirement per the Multi-Year Business Planning and Budgeting Policy (CFO004) and supports the Transparency and Accountability Policy (CC039). It concludes performance reporting commitments for the first year of the 2023-2026 Service Plans and Budgets, which was approved in 2022 November (C2022-1051).

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2019 April 29	PFC2019-0401	<p><b>Multi-Year Business Planning and Budgeting Policy</b> Council approved the updated Multi-Year Business Planning and Budgeting Policy (CFO004) and the Transparency and Accountability Policy (CC039) directing Administration to provide mid-year and year-end reports on The City’s performance relative to our approved Service Plans and Budgets.</p>
2022 November 8	<p>C2022-1051</p> <p><a href="#">Council Minutes</a></p>	<p><b>2023-2026 Service Plans and Budgets</b> Council approved the 2023-2026 Service Plans and Budgets, including a selection of community indicators to work towards positively influencing and additional community indicators to monitor.</p> <p><b>Formal Council direction included:</b></p> <p>Directed Administration to return to the 2022 December 13 Strategic Meeting of Council to engage in the creation of a process by which Council will provide guidance/direction to Administration to:</p> <ul style="list-style-type: none"> <li>• Revisit the existing budget process to examine its merits and challenges,</li> <li>• Explore ways of ensuring that future budget documents better align with Council’s Plain Language Policy CS014,</li> <li>• Potentially reconstruct the 2024, 2025 and 2026 budgets with Administration to ensure future base operating and capital budgets include the investments necessary to advance Calgary as an increasingly equitable and accessible city - including but not limited to investments in housing, mobility, and transit – are embedded in future base operating and capital budgets; the reconstructed base budgets for future, and</li> <li>• Revisit operating and capital plans and priorities to ensure expeditious delivery of projects and programs that are rooted in the core values and policies of Council, including but not limited to truth and reconciliation, the 5A Network, low-income transit passes, improved transit frequency, affordable housing, mental health supports, and equity index maps.</li> </ul>

		<ul style="list-style-type: none"> <li>• Come back in Q1 2023 with further options regarding the residential/non-residential tax shares for 2023, including but not limited to: Shifting tax share from non-residential to residential taxpayers, advocacy with Federal and Provincial Governments, including increasing funding options and the municipal portion of payments that can be used to support the operating budget; and an examination of reserves and other funding sources which may be available to reduce property taxes on a one time basis in 2023.</li> </ul>
<p>2023 April 25</p>	<p>EC2023-0272</p> <p><a href="#">Council Minutes</a></p>	<p><b>Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal)</b></p> <p>Council’s Refined Strategic Direction (Attachment 1 EC2023-0272) highlights the top priorities for Administration to work on and intersects the results that Administration should aim to achieve.</p> <p><b>Formal Council direction relevant to this report included:</b></p> <ul style="list-style-type: none"> <li>• Direct that Confidential Attachment 1 be held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be released publicly following Council approval at the Regular Meeting of Council on 2023 April 25.</li> </ul>
<p>2023 November 7</p>	<p>C2023-1148</p> <p><a href="#">Council Minutes</a></p>	<p><b>2023 November Adjustments to the 2023-2026 Service Plans and Budgets</b></p> <p>Council approved the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets.</p> <p><b>Formal direction relevant to this report included:</b></p> <ul style="list-style-type: none"> <li>• Approve the recommended adjustments to the 2023-2026 Service Plans and Budgets in Attachment 5 and direct Administration to implement the budgetary changes and relevant performance measures necessary to effect those adjustments. Approve the funding recommendations in Attachment 5.</li> </ul>
<p>2024 March 19</p>	<p>EC2024-0371</p> <p><a href="#">Council Minutes</a></p>	<p><b>Notice of Motion: Managing the Costs Linked to Downloading of Provincial Responsibilities to Municipalities</b></p> <p><b>Formal direction relevant to this report included:</b></p> <ul style="list-style-type: none"> <li>• To better understand The City of Calgary’s financial position and address the funding shortfall from the Government of Alberta, Council directs Administration to utilize the 2024 April 30 Regular Meeting of Council (following the submission of audited year-end financial statements to Audit Committee and the Year End Performance Report to Executive Committee) to bring the following information:</li> </ul>

- a. An estimated update of the annual operating and capital provincial funding gap;
  - b. The amount of the ENMAX dividend for 2023, the timing of when it will be paid out, and the amount (if any) that is greater than the estimates from November 2023 that informed the 2024 approved budget;
  - c. The amount collected in Local Access Fees (LAF) for 2023, and the amount (if any) that is greater than the estimates from November 2023 that informed the approved 2024 budget; and
  - d. The amount of any 2023 positive operating variances by service, as well as the reasons for variances.
- In order to address The City of Calgary's funding shortfall from the Government of Alberta, Council directs Administration to prepare recommendations for the 2024 April 30 Regular Meeting of Council to:
    - a. Commit to reductions to the 2025 base budget correlated with services that have created efficiencies in the 2023 operating budget, or redeployment of the funds achieved through efficiencies; and
    - b. Direct any 2023 ENMAX dividend amount, additional 2023 LAF amounts collected, and any other 2023 positive variance not already committed in the 2024 budget to the Fiscal Stability Reserve, committing those funds to inflationary or market pressures on existing capital projects.

## Bylaws, Regulations, Council Policies

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

Section 5.6 Linking Plans, Budgets and Measures requires Administration to provide mid-year and year-end reports, so Council is informed about the performance of the Corporation in relation to approved business plans (including Council Priorities and performance targets) and budgets.

### Transparency and Accountability Policy (CC039)

In the context of accountability reporting, this policy affirms The City's commitment for accountability and transparency to Calgarians by implementing various results-orientated tools to measure progress on achieving performance measures, service standards, goals, and Council's priorities. The City of Calgary is dedicated to producing performance information that measures how The City is doing in all areas it is responsible for, from financial reporting to service delivery.







### Housing



#### Responding to the housing crisis

2023 Housing Starts record **16,679 units** ↑ 31% since 2021.

Approval of *Home is Here - The City of Calgary Housing Strategy 2023-2030*.

Agreement for \$228 million to create over **6,800 units** in the next three years through the Housing Accelerator Fund Contribution.

**57 affordable housing units** were opened from the *Non-Market Land Sale*.

**227 new** non-market housing units approved.



**33,100 people** are estimated to have moved to Calgary in 2023 – population growth of approx. 3 per cent.

2023 annual unemployment rate in Calgary is 6%.

- In 2023 Calgary was named
- Friendliest city in the world<sup>1</sup>
  - 7th most liveable city in the world<sup>2</sup>
  - 3rd most diverse in Canada<sup>3</sup>
  - most dynamic growing tech community<sup>4</sup>

Footnotes for award:  
1. Condé Nast 2023 Readers Choice Awards,  
2. Economist Intelligence Unit's 2023 Global Liveability Index  
3. Statistics Canada, Census 2016  
4. 2023 Global Startup Ecosystem Report by Startup Genome.

### Public safety



#### Addressing public safety concerns

In 2023, **69 per cent** of Calgarians agreed that Calgary is safe.

Implemented *The Public Transit Safety Strategy*, perception of safety among transit users on CTrain

Platforms increased from 65 to 71 per cent.

Continued recruiting additional police and peace officers to improve public safety.

Through the *Community Safety Investment Framework*, **\$17.8 million was invested in 37 community** initiatives with the long-term outcome to improve the wellbeing of Calgarians.

**Addressed over 125 vacant and problem properties**, with demolition of 31 and the remediation of nine derelict or abandoned properties across the city.

Enhanced 5A (Always Available for All Ages and Abilities) pathway and bikeway network by:

- Replacing **5,650 metres** of deteriorating pathways
- Removing **134 posts** to improve accessibility
- Adding **1,200 metres** of new pathways for better connectivity

### Transit



#### Keeping Calgary moving

**71 per cent** of Calgarians agree that Calgary Transit fares are affordable (2023 Fall Survey of Calgarians).

Total ridership reached **90 million**, ↑ 21% from 2022.

**Hired 800** new operators and **added 27** new specialized transit vehicles to meet service demand and growing ridership.

Maintained **free fares for youth** 12 and under and a weekend group day pass.

**\$38 million annual subsidy** for sliding-scale low-income transit pass program.

### Social equity



#### Building a more inclusive and connected community

**67 per cent** of Calgarians agree they feel accepted regardless of their background, identity or lifestyle.

**77 per cent** of Calgarians agree they feel a sense of belonging in their neighbourhood.

Increased support and removed barriers to access social services.

Served **113,000** low-income Calgarians through Fair Entry program, seeing an increase in demand.

Libraries attracted **6.74 million visitors** ↑ 37% since 2022. Adding a record **148,000 new members** covering 56 per cent of Calgary's population.

**17,800 visits** to FREE summer parks and recreation programs by over 7,000 people.

The *Indigenous Calgary After School Pilot Project* involved **120 children** across six locations.

### Climate



#### Investing in our future through climate action

Community-wide greenhouse gas emissions 16.35 MtCO<sub>2</sub>e ↑ 3.5% since 2005.

Community-wide greenhouse gas emissions per capita 12.12 tCO<sub>2</sub>e/person ↓ 26.7 since 2005.

**Approved 113 energy efficient and renewable energy projects** under the Clean Energy Improvement Program, reducing greenhouse gas emissions by an average of 30 per cent for those homes.

Opened the 126-hectare *Haskayne Legacy Park* with Calgary's **first net-zero 2,400 square-foot pavilion building**.

Restored approximately 65 hectares of park habitat.

Planted **91,000 seedlings** and **6,385** large trees to restore Calgary's natural infrastructure.

**Saved over 1.5 billion litres of water** during stage 1 water restrictions (August to October).

### Downtown revitalization



#### Reimagining a vibrant core

In 2023, the total downtown **taxable assessment base** ↑ 3.5 %.

**11 conversion projects approved** anticipating a removal of approx. 1.46 million square feet of vacant office space.

*The Calgary TELUS Convention Centre brought \$17 million in economic impact* in 2023, catching up pre-pandemic levels.

*BMO Centre Expansion Project* reached significant milestones in 2023 achieving weather tightness and full energization, is on budget and schedule for an anticipated grand opening during Stampede 2024.

**207 festivals and events** in 2023, ↑ 12% from last year.

*The Festival & Event Subsidy Funding and Arts & Culture Microgrant Funding* supported.

- **2,073** local artists
- **634** community groups
- **530** local businesses

### Land use and local area



#### Modernizing community and industrial lands

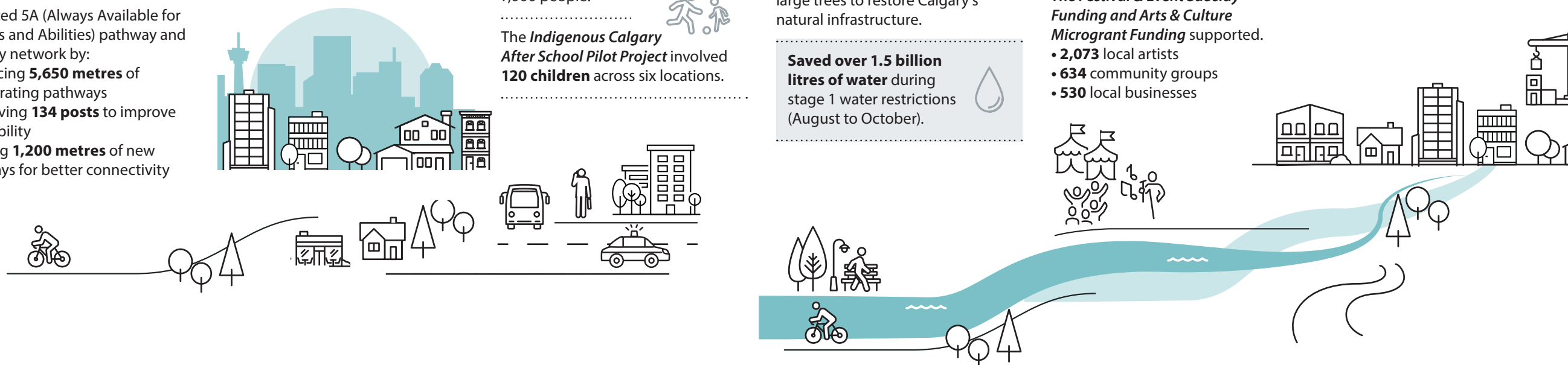
**\$5.9 billion total building permit values** in 2023, the highest value since 2015.

A total of **82 communities and industrial areas** were involved in creating modernized local area plans in 2023.

**29 additional communities** with approved modernized Local Area Plans.

**Issued 19,500 building permits**, granted occupancy on 15,600 new dwelling units. ↑ 9% from 2022.

Registered a record **2,915 suites** through the *Secondary Suite Program*.







The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of ideas and opportunities naturally come together. Indigenous peoples have their own names for this area that have been in use long before Scottish settlers named this place Calgary. The Métis call the Calgary area Otos-kwunee. In the Blackfoot language, they call this place, Moh-kins-tsis. The Stoney Nakoda Nation refer to the Calgary area as Wicispa Oyade and the people of the Tsuut’ina nation call this area Guts-ists-i.

We would like to take this opportunity to appreciate and acknowledge that we are gathered on the ancestral and traditional territories of the Blackfoot confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut’ina First Nation. The City of Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3. We acknowledge all Indigenous people who have made Calgary their home.



# Introduction

The City of Calgary’s vision is to make Calgary a great place to make a living, a great place to make a life. The 2023 Progress Update is designed to inform the public and Council on what we are doing to achieve our common purpose of making life better every day. This report provides our key results and progress on Council’s priority areas, financial updates on our 2023 operating and capital budgets, and key improvements to our service delivery. It supports Council to provide good governance and provides insights on our service performance to help make decisions about where more investment may be needed and where we might make reductions to keep taxes affordable.

2023 service updates are provided at [calgary.ca/progressupdate](https://calgary.ca/progressupdate), which includes key results, challenges faced during 2023, trends and potential uncertainties monitored by services, performance measures and financial performance. These updates provide Council and Calgarians the opportunity to dive deeper into the results of our services in 2023. Attachment 4: Services Updates is a compilation of all of this service information, provided in one document for the corporate record.

In 2024, Corporate Planning and Performance will review, simplify and streamline the organizational approach to progress and performance reporting, ensuring a clear focus on refining the reporting process to capture priority outcomes and indicators.

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# Key results

# Housing

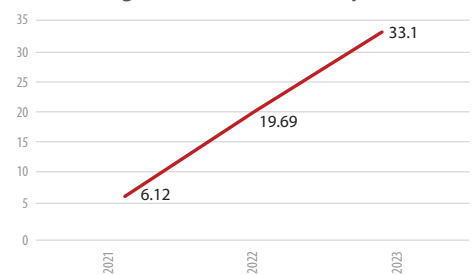
## Community impacts

Well-located, secure and affordable housing is fundamental to individuals' wellbeing, healthy communities, financial stability and prosperous economic activities. We are closely monitoring the city's population growth and net migration, the number of total housing starts and household spending trends to get a clear sense of the need for housing. The city of Calgary's 2023 population was estimated at 1,389,200 (lower-bound), which includes a net migration estimate of 33,100 people, reflecting a three per cent unprecedented population increase.<sup>1</sup>

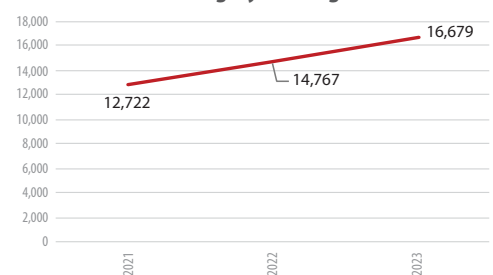
Housing starts reached a record high of 16,679 units in 2023, beating the previous record of 14,767 units in 2022. Continued positive net migration is fueling housing starts which have increased by 31.1 per cent between 2021 and 2023. Investment in purpose-built rental apartment construction increased solidly to respond to the surging population growth. There is also a shift in housing preferences towards apartments as the higher interest rate environment continues to challenge homeownership and affordability.

The 2023 *Housing Needs Assessment* report shows that the median cost of a detached home has increased by 37 per cent in the past three years. For those looking to rent, an annual income of \$84,000 was needed to adequately afford average market rent in 2023. That number has increased from \$67,000 in 2022. In the [2023 Fall Survey of Calgarians Report](#), 92 per cent of Calgarians believe that housing is too expensive for the average Calgarian. Another 90 per cent feel that The City should invest more into affordable housing programs for low-income Calgarians.

Net migration estimates (000's persons)



Total Calgary housing starts



<sup>1</sup> Source: City of Calgary Corporate Economics and Regulatory Affairs

From a geographical perspective, the rate of Calgary households living in unaffordable housing is not evenly distributed across the city. This map shows households that are spending 30 per cent or more on shelter costs by census tract. While 23 per cent of households fall in this category at the city level, there are areas where that percentage is as high as 37 per cent.

### What we did

Addressing the affordable housing gap is a priority for The City as affordable housing needs are expected to reach close to 100,000 units by 2026. In 2023 September, Council approved the *Home is Here - The City of Calgary's Housing Strategy 2023-2030*. We are coordinating the Implementation and Governance Framework for the strategy. To further accelerate this work, during the 2023 November Adjustments, Council approved funding for the Land Fund, Secondary Suites Incentive Program, Downtown Strategy, One Window, housing for Indigenous and equity-deserving populations and funding requirements from other orders of government. Specifically, Council approved an additional \$27 million base operating and \$54.4 million one-time operating in 2024 to implement key actions of the Housing Strategy and \$90 million capital (2024-2028) to improve access to affordable housing. (See [2023 November Adjustments Attachment 5 - New Investment Recommendations](#))

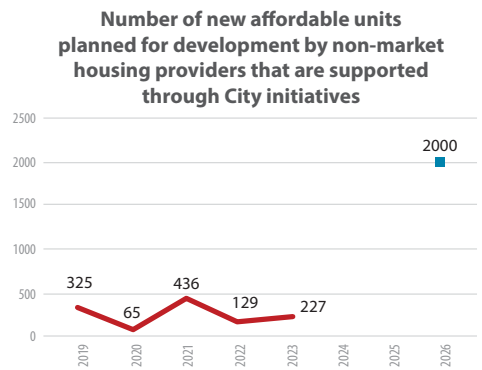
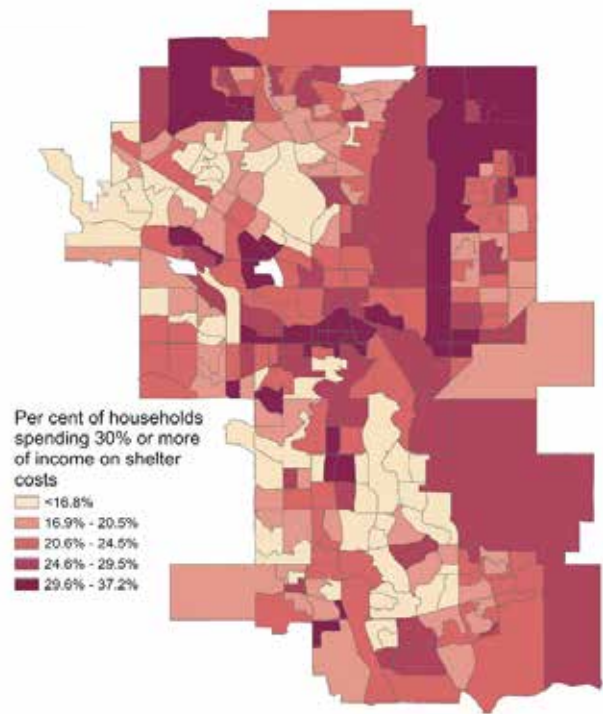
The City secured federal funding through the third Rapid Housing Initiative program. This funding was stacked with \$2 million in City support to build a minimum of 64 new affordable housing units in partnership with the non-profit housing sector. Most notably, The City signed the federal Housing Accelerator Fund Contribution agreement for \$228 million to build over 6,800 housing units in the next three years.

Further, The City committed \$2.56 million to eight affordable housing projects. The Home Program disbursed 100 per cent of its annual grant funding of \$0.98 million to 12 non-profit applications to deliver programs that will improve housing stability and support successful tenancies.

A total of 227 new non-market housing units have been approved at the development approval stage of the planning approval process and 57 were opened from the Non-Market Land Sale. The third sale of three surplus City-owned parcels will result in approximately 104 units, pending land use and development permit approvals. Administration approved five sites yielding 289 units, which is currently pending Council approval.

### What we are watching

We will continue to monitor market conditions, migration and income trends. Cost escalations caused by inflation, supply chain disruptions and rising labour costs also continue to create challenges for housing providers. This includes non-profit housing providers, including non-profit housing providers. The challenges also affect Calgary Housing Company's delivery of City-owned new and regenerated affordable housing. The proposed citywide rezoning to a base residential district will help increase the supply of housing to further meet demand. Inconsistent funding and policy from other orders of government continue to be barriers to creating new housing and preserving existing affordable homes.



See Performance Measure 2 of Affordable Housing



See Performance Measure 4 of Affordable Housing



# Public safety

## Community impacts

Many factors contribute to overall public safety. We monitor the Crime Severity Index (CSI) which measures changes in the volume and severity of crime in the city compared to the national context. Statistics Canada calculates the CSI as a standardized way to compare crime levels between different cities and regions. Having a low CSI score is an indicator of community vitality. Crime rates reflect, to a certain extent, the success of the crime prevention and intervention efforts of police services and its social service partners. Calgary's violent CSI was 79.7 in 2022, a decrease of 7 points from 2021. The overall CSI for Calgary increased by less than 4 points over 2021 to 77.6, with increases in property crimes such as vehicle theft, break and enter and fraud influencing the final index.<sup>2</sup>

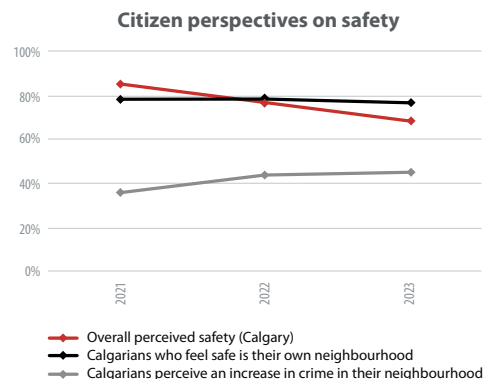
In 2023, while actual incidents of crime remained relatively stable, violent crime occurrences and social disorder calls both trended up nominally by seven per cent and two per cent, respectively. Property crime has seen sustainable decreases, with commercial and residential break and enter and vehicle thefts both trending down by 30 per cent and 15 per cent below the five-year average. We also observed a seven per cent increase in hate-motivated crime with race/ethnicity and religion crime incidents accounting for 43 per cent and 34 per cent, respectively. Crimes motivated by sexual orientation also noted increases in Calgary, trending up like national and international partners.

	2018	2019	2020	2021	2022
<b>National CSI</b>	75.6	79.8	74.0	74.9	78.1
<b>Calgary CSI</b>	90.7	95.8	81.4	74.2	77.6
<b>Calgary Violent CSI</b>	84.8	88.2	80.9	86.7	79.7
<b>Calgary Non-Violent CSI</b>	92.5	98.4	81.3	69.8	77.5

<sup>2</sup> Statistics Canada will release the 2023 CSI data in July 2024.

The percentage of Calgarians who feel safe is measured through a statistically valid survey conducted by the Calgary Police Commission. In 2023, the percentage of Calgarians who agreed that Calgary is safe decreased from 77 per cent in 2022 to 69 per cent, showing a decreasing trend since 2021. Perceived safety in one's own neighbourhood is relatively more stable with a two-point drop in 2023 from 78 per cent in 2022. However, the percentage of Calgarians who perceive an increase in neighborhood crime has increased since 2021.

According to the [2023 Perspectives on Calgary Safety Perceptions](#) survey, 75 per cent of Calgarians think Calgary is a safe place, down from 85 per cent in 2022. Due to safety concerns, 47 per cent of Calgarians indicate that they avoid taking the bus or CTrain<sup>3</sup>, up from 37 per cent in 2022, and 44 per cent often avoid going downtown, up from 35 per cent in 2022. The majority (92 per cent) agree that The City should invest in addressing safety issues, according to the [2023 Fall Survey of Calgarians](#).



### What we did

Although 2023 was a challenging year to ensure and maintain safety, The City's investments in public safety contributed to improvements. Council approved an additional \$37.3 million base operating, \$2 million one-time operating and \$66.8 million capital during the 2023 November Adjustments to support coordinated efforts in addressing various public safety issues (See [2023 November Adjustments Attachment 5 - New Investment Recommendations](#)).

In 2023, Calgary Police Service (CPS) responded to 389,627 public and 167,705 officer-generated calls for service; CPS received over 22,600 online citizen reports (an increase of 6.7 per cent). We responded to over 90,000 fire emergency incidents with 84 per cent of the time responded within six minutes and 30 seconds at critical medical incidents. We also secured funding to hire additional police and peace officers to meet increasing demand for our services and improve public safety.



<sup>3</sup> 2023 Perspectives on Calgary Safety Perceptions survey receives feedback from both transit and non-transit users.







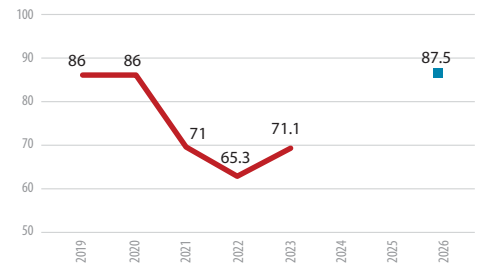
The significant initiatives and changes we implemented to improve safety in 2023 include:

- We implemented actions in The Public Transit Safety Strategy, shifting the perception of safety among transit users on CTrain platforms from 65 per cent from 2022 to 71 per cent by year-end.
- We transferred 3,223 emergency calls to the 2-1-1 Distress Centre, a 70 per cent increase from 2022. We are observing an upward trend in call diversion.
- Recognizing the connection between community wellbeing and safety, we continue implementing several initiatives to support Calgarians' wellbeing and prevent crime or social disorders. We invested \$7.8 million through the Mental Health and Addiction (MHA) Investment Framework and, moving into 2024, will continue to invest, build capacity, amplify the work of the sector advancing strategy actions and will work to develop an advocacy plan to ensure investments complement those of the Province. Through the Community Safety Investment Framework, \$17.8 million was invested in 37 community initiatives with the long-term outcome. This will help improve the wellbeing of Calgarians through an equitable and effective crisis response system including continued work on the REACH Up and Action Table projects.
- Coordinated Safety Response Team identified and addressed over 125 vacant and problem properties as part of a strategy to reduce community risk levels. Problem Properties Team has overseen the demolition of 31 and the remediation of nine derelict or abandoned properties across the city.
- The City and Public Safety Canada funded 13 organizations who operate programming for youth involved in or at risk of joining gangs.
- We installed traffic control devices for pedestrians' safety while using the Always Available for All Ages and Abilities (5A) network. Replacements occurred for 5,650 metres of failing pathway assets and 134 bollards were removed to enhance accessibility. Approximately 1,800 pathway-related service requests were responded to in 2023 (a 26 per cent increase from 2022). Further, the average pathway service response time in 2023 was four days, versus seven days in 2022. We also added 1,200 meters of pathway to the 5A Network for better connectivity.
- To improve accessibility and support active transportation while ensuring safety, we also paved more than 150 locations and over 33,000 potholes were repaired (in comparison with approximately 16,000 potholes repaired in 2022). The percentage of pavement in good or very good condition remained stable in 2023.

### What we are watching

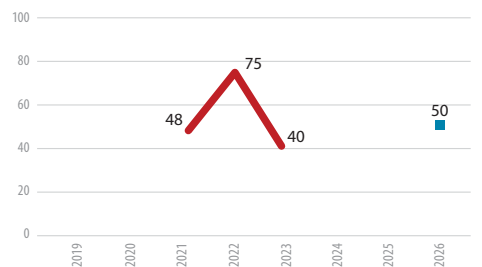
There is an increase in the opioid crisis, protests and demonstrations, and encampments, negatively affecting services' response rates and Calgarians' perception of safety. The homeless population is growing along with the complexity of issues they are facing. Protests occurring over the past year have also affected some Calgarians' ability to access recreation and library programs that are important for wellbeing.

Customers feeling safe (per cent)



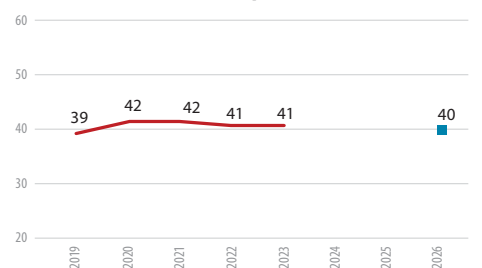
See Performance Measure 1 of Public Transit

Number of derelict or abandoned properties demolished or remediated



See Performance Measure 4 of Bylaw Education & Compliance

Pavement in good or very good condition (per cent)



See Performance Measure 1 of Streets



# Transit

## Community impacts

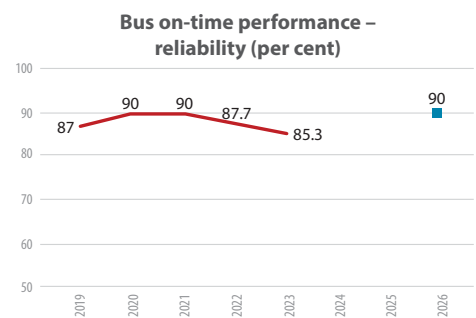
According to the [2023 Calgary Attitudes and Outlook Survey](#), the main mode of transportation used by Calgarians is driving (70 per cent), which is followed by public transit (18 per cent). According to Statistics Canada, the average commuting time declined by approximately two minutes in Calgary (down to 24.2 minutes) in 2021 from 2016<sup>4</sup>. In 2023, the total ridership reached 90 million, an overall 21 per cent increase at the end of the year. According to the [2023 Fall Survey of Calgarians](#), 71 per cent of Calgarians agree that Calgary Transit fares are affordable.

## What we did

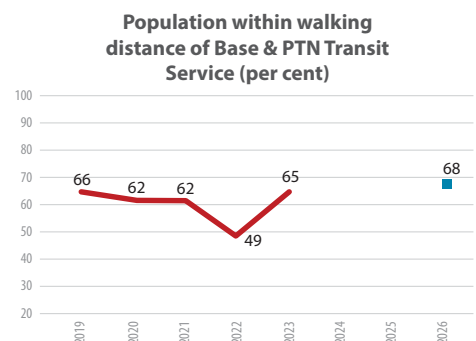
We are implementing a multi-faceted approach to improve Calgarians' experiences with public transit service. Supporting our approach, Council approved an additional \$18 million base operating and \$60 million capital during the 2023 November Adjustments. (See [2023 November Adjustments Attachment 5 - New Investment Recommendations](#))

In 2023, the number of service hours was 2.5 million. Operating costs per trip show consistent improvement, primarily driven by service improvements and increased ridership (\$4.98 in 2023 compared to \$6.85 in 2022). To meet the growing demand, we hired over 800 operators. Our bus on-time performance was lower than the intended levels.

We continue to invest in providing access to transit services within walking distance. In 2023, 65 per cent of the population had access to base and primary transit network (PTN) transit service, an increase from 49 per cent in 2022.



See Performance Measure 2 of Public Transit



See Performance Measure 4 of Public Transit

4 [Statistics Canada, Commuting time, 2011 to 2022](#)

The key achievements of 2023 to improve transit service for Calgarians included:

- Calgary Transit initiated major service reviews in the northeast and southwest communities, prioritizing service improvements, network connections to rapid transit and route efficiency.
- In 2023 May, Green Line entered the Development Phase with Bow Transit Connectors (BTC). During this 16-month phase, Green Line and BTC will advance the design, understand risks, determine project cost and schedule. Green Line also completed the Final Design Review in 2023 September for the new low-floor light rail vehicles and worked collaboratively with Construcciones y Auxiliar de Ferrocarriles to complete the LRV Supply Agreement Milestone in 2023 December.
- Council approved new investments for the RouteAhead strategy, innovative fares (e.g., 12 and under free, weekend pass, etc.) and initiated early-stage design and engineering capital projects.
- Through effective advocacy with the provincial government, \$6.2 million in funding was secured for the sliding-scale low-income transit pass program in 2023. With The City's contribution of \$32 million, the annual subsidy reached \$38 million in 2023.
- In 2023, Specialized Transit saw an increase in trip counts compared to 2022, reaching 84 per cent of pre-pandemic 2019 ridership levels. To enhance service levels, 27 new access vehicles were ordered. An upgraded scheduling software facilitated online trip bookings, increasing bookings by up to 23 per cent and reducing overall trip costs.

## What we are watching

RouteAhead has a 30-year implementation and investment plan. It is crucial to continue with planned investments to grow the service. Investment in battery electric buses (BEBs) comes with higher upfront costs compared to traditional buses. The growing demand for BEBs is further driving up the cost and reducing the availability of these vehicles. There is an increasing emphasis on building regional transit networks, driven by initiatives like the Canada Transit Fund. This shift requires collaboration and investment in transit infrastructure beyond the city.

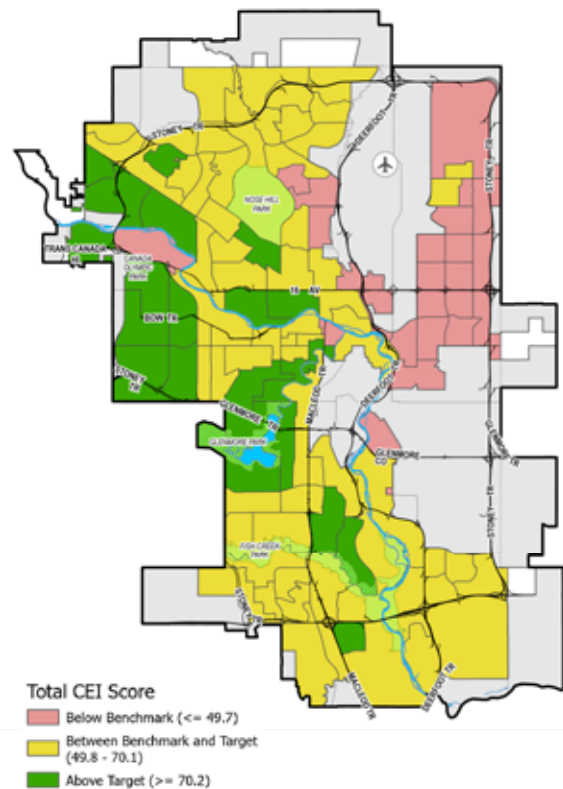




# Social equity

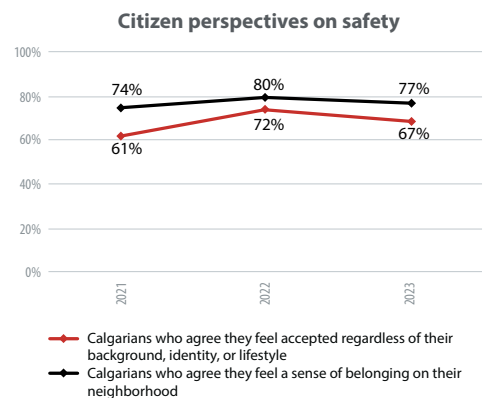
## Community impacts

The Calgary Equity Index is a tool to measure social equity in Calgary. It compares 113 community service areas in terms of total equity score, which is a combined score of 20 indicators measuring economic opportunity, social development, physical environment, health and governance. Communities in green are above the target cut-off indicating low equity concern. Communities in red are below the benchmark cut-off signaling high overall inequity. Communities in yellow fall between the green and red areas. The spatial pattern of high need and low equity showcased through the Calgary Equity Index provide a picture of how some social inequities in the city are spatially distributed, and tells us about where best to focus interventions.



Monitoring sense of belonging and acceptance help us ensure equity, diversity and inclusiveness in our service and program delivery. In 2023, we saw a slight decrease in the percentage of Calgarians who feel accepted regardless of their background, identity or lifestyle, and in the percentage of Calgarians who feel a sense of belonging in their neighbourhood.

However, the [2023 Perspectives on Diversity and Inclusion Survey](#) results show that more than nine in 10 Calgarians agree that people in Calgary are very welcoming and friendly (96 per cent). They feel that they belong (92 per cent) in their neighbourhood. They agree that people with diverse identities are made to feel welcome (91 per cent) in their neighbourhood and they have opportunities to express their unique cultures (94 per cent). The results also show agreement that The City is moving in the right direction to address Truth and Reconciliation (75 per cent; up from 65 per cent in 2021), gender equity (74 per cent), social wellbeing and anti-racism (69 per cent). However, support for low-income households and addressing mental health and addiction are areas where Calgarians feel The City could do more.



## What we did

We implemented several initiatives and continued to remove barriers to ensure all Calgarians have access to our services and programs. To ensure a comprehensive approach to improve Calgarians' wellbeing, sense of belonging and acceptance, Council approved \$8 million base operating, \$12.4 million one-time operating and \$36 million capital for additional investments during the 2023 November Adjustments. (See [2023 November Adjustments Attachment 5 - New Investment Recommendations](#))

Based on the Calgary Equity Index results, community assessments in four new areas with low equity indices were completed in 2023. The number of communities supported by Community Social Workers has increased from 23 to 24, with a resourcing decision pending on three more. Our community social work partners' agreement level on addressing social issues in their neighbourhood increased since the relaxation of COVID-19 restrictions.

Fair Entry experienced the highest volume of service requests in 2023, with over 61,000 subsidy applications processed (an average of 2,000 more applications per month than the previous year). Currently, 113,000 Calgarians (90 per cent of Calgarians living with low income) are approved for Fair Entry.

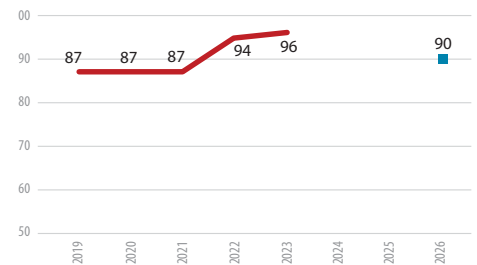
Other key achievements to enhance social equity in 2023 include:

- Round four of the Indigenous Placemaking project, designed to connect emerging artists with experience, is currently wrapping up. The Village Square Library installation was completed in 2023 August, with installations at Judith Umbach and Fish Creek libraries wrapping up in 2024.
- Neighbourhood grant application processes have been updated to remove barriers for and promote uptake by Indigenous and Racialized residents.
- Participation in no- and low-cost programming increased significantly this year, with 17,800 visits (up 27 per cent from 2022) to free summer programs by over 7,000 individuals (up 34 per cent from 2022).
- Over 38,000 youth connected with the Youth Employment Centre (YEC) to attend workshops, employment fairs and access the YEC resource area for job searching and career planning, representing a 16 per cent increase from 2022.
- The Indigenous Calgary After School Pilot Project reached 120 children over six sites teaching Connecting to Mother Earth curriculum.
- CPS advanced several key initiatives to improve equity in service delivery, such as in-service anti-racism and Indigenous education and gathering the community's perspectives about improving policing service delivery to Indigenous, Black and diverse Racialized communities.
- Library membership had a record year with 148,000 new accounts, bringing the active membership base to 750,000 (56 per cent of Calgarians). In 2023, we had 6.74 million people walk through our library doors.

## What we are watching

We are observing increasing demands for our programs that offer special considerations to equity-deserving Calgarians due to the lingering effects of the pandemic and pressures from the economy. We are experiencing challenges around staff capacity, budget and logistics to meet the growing demand for our social programs. Working with other levels of government will be critical for meeting Calgarians' needs.

Community Social Work partners who agree that community social workers effectively address social issues in their neighbourhood (per cent)



See Performance Measure 1 of Neighbourhood Support

# Climate

## Community impacts

Calgary is experiencing more frequent and more severe climate events due to global climate change. In 2023, hot days (greater or equal to 29 degrees Celsius) and smoke hours from wildfires were significantly above average.<sup>5</sup> The Canadian drought monitor provided by Agriculture and Agri-Food Canada registered Calgary as having either significant or extreme drought conditions for most of 2023. The City declared Stage 1 water restrictions in August. According to the [drought monitor](#), as of 2024 January 31, Calgary is still within a region of severe drought conditions, which are not forecasted to improve through the spring or summer months.

Climate hazards are increasingly affecting Calgarians. The *Citizen Perspectives on Climate Change Survey* in 2023 indicated that the majority of Calgarians (77 per cent) are concerned about the causes of climate change and the impacts of climate change on their lives and livelihoods. Further, they agree we need to act now to address the causes and prepare for local impacts. In Calgary, both concerns about extreme weather events and awareness of climate change are increasing, with many residents feeling that The City should be doing *more* to address climate change.

Calgary's per-capita community-wide greenhouse gas (GHG) emissions are decreasing. In 2022, when the *Climate Strategy* was approved, Calgary's GHG emissions were 16.35 megatonnes of carbon dioxide equivalent (MtCO<sub>2</sub>e), which is 3.5 per cent higher than The City's baseline of 2005 levels. However, Calgary's emissions *per capita* has decreased by 26.7 per cent, meaning emissions have not proportionally increased with population growth. This decreasing trend reflects the efforts of all Calgarians who are working together to reduce Calgary's contributions to global GHG emissions.

**Trends in Calgarians being impacted by climate change - 2023 Citizen Perspectives on Climate Change Survey**

Number of Calgarians impacted by <b>smoke</b>	<b>68%</b>	↑ Up from 43% in 2022
Number of Calgarians impacted by <b>hailstorms</b>	<b>36%</b>	↑ Up from 29% in 2022
Number of Calgarians impacted by heat waves/ <b> extreme heat</b>	<b>24%</b>	↑ Up from 22% in 2022
Number of Calgarians impacted by <b>river flooding</b>	<b>2%</b>	↓ Down from 4% in 2022

Community-wide greenhouse gas emissions

**16.35 MtCO<sub>2</sub>e**

↑ 3.5% since 2005.

Community-wide greenhouse gas emissions per capita

**12.12 tCO<sub>2</sub>e/person**

↓ 26.7% since 2005.

<sup>5</sup> 18 hot days in 2023 compared to the 30-year average of 10 per year and 512 smoke hours in 2023 compared to the 30-year median of 16 hours per year.

## What we did

The City's *Climate Strategy: Pathways to 2050* charts the milestones and key actions needed to move Calgary towards our 2050 climate goals. These milestones are distilled into four-year climate implementation plans aligned to The City's Service Plans and Budgets. The City has completed its first year of the 2023-2026 Climate Implementation Plan with 92 out of an identified 120 climate actions (almost 80 per cent) in progress or already completed for this budget cycle.

Aligned to this plan, cross-corporate primary climate investments worth \$3.5 million base operating, \$45.5 million one-time operating and \$383.7 million capital were approved by Council as part of the 2023-2026 Service Plans and Budgets. In 2023, approximately 51 per cent of the 2023 cross-corporate climate budget was spent (a total of \$1.6 million base operating, \$6.0 million one-time operating and \$34.1 million capital as approved by Council as part of the 2023-2026 Service Plans and Budgets). These expenditures are identified through the primary climate investment and defined as investments which accelerate climate action. Further details on the climate budget by focus area and 2023 spend breakdown can be found in *Attachment 6: Update on the Cross-Corporate Climate Budget and 2023 Key Initiatives*.

The implementation of the Centralized Climate Fund was a key program achievement in 2023. The Fund was developed to support the integration of GHG emissions and/or climate risk reduction measures into The City's capital infrastructure projects. By early 2024, 20 projects totaling \$29.3 million were approved, which represents 98 per cent of the available funding.

Other 2023 key achievements that support The City in leading by example, progressing towards its GHG emission targets, avoiding future costs related to the impacts of climate change on City assets' service provision and lifespan and providing enhanced wellness for communities and equity seeking groups can be found in *Attachment 6: Update on the Cross-Corporate Climate Budget and 2023 Key Initiatives*.

## What we are watching

Calgary has been experiencing continual population growth and urban expansion since the 1980s. While growth is vital to Calgary's economic prosperity, it creates a challenge for reducing the city's overall GHG emissions, as it drives an increase in the number of people, vehicles, buildings, businesses and industries living and operating in Calgary. Fortunately, Calgary's *per capita* GHG emissions are trending downwards. The City is monitoring Calgary's total annual community-wide and per capita GHG emissions to assess the impact of growth on Calgary's contribution to global climate change.

Leading into 2024, Calgary experienced intensifying drought conditions due to reduced snowpack and below-average precipitation in 2023. There is a higher-than-average risk of dry conditions persisting this year. Currently, river flows remain low throughout the Bow and Elbow watersheds and mountain snowpack continues to trend well below average. The City will continue to monitor conditions and the seasonal outlook over the next several months to inform its response.





# Downtown revitalization

## Community impacts

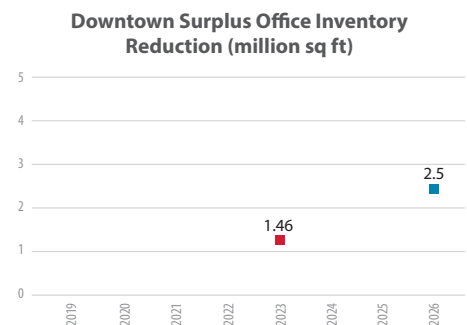
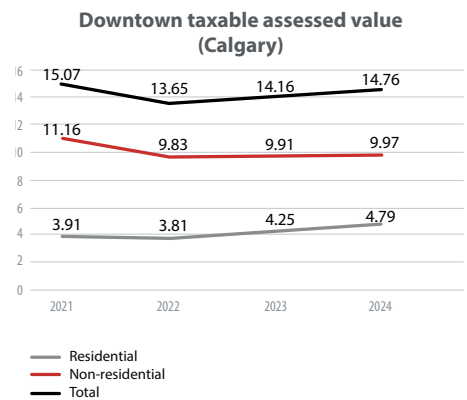
Downtown revitalization is critical as the city’s downtown area plays a vital role in economic and social development. We monitor several indicators to inform our investment decisions to drive commercial, cultural and civic activities in our downtown core. In 2023, the total downtown taxable assessment base increased by 3.5 per cent, primarily due to recovery in the highest-quality office buildings. With these buildings becoming more affordable, tenants opt for better spaces and amenities, causing a shift in demand from lower-quality offices to superior ones.

Property values and perception of safety are equally important to the revitalization of Calgary’s downtown to bring more people to the core, as safety concern is a reason for Calgarians to avoid downtown according to the [2023 Perspectives on Calgary Safety Perceptions](#) survey results. Calgarians (84 per cent) agree that they do or would feel safer downtown when there are more people around. According to the [2023 Calgary Attitudes and Outlook Survey](#), work and school commitments bring younger Calgary residents (75 per cent) downtown more frequently than older residents (69 per cent). Many leisure trips were motivated by festivals and events located in downtown Calgary.

## What we did

We are implementing various projects to make the city’s core safer, more vibrant and attractive for both Calgarians and visitors. Council approved a total of \$12 million base operating for programming and safety initiatives and a total of \$163 million capital to support downtown investments as part of the April 2021 Initial Investments and Incentive package and the 2023–2026 Service Plans and Budgets.

The City’s Downtown Calgary Development Incentive Program continues to approve the conversion of unused office space to residential uses. The goal of the program is to reduce unused office space and support the development of vibrant downtown neighbourhoods to promote economic recovery in Greater Downtown. Since the start of the Conversion Program (\$162 million budget), 11 conversion projects have been approved through the program that are anticipated to remove



See Performance Measure 1 of City Planning & Policy



approximately 1.46 million square feet of vacant office space. Expenditures will occur when each conversion project is completed.

Working with internal and external partners, we invested in major civic projects and priority public infrastructure that support economic development and provide Calgarians with needed amenities. In 2023, the Opportunity Calgary Investment Fund committed more than \$82 million to 26 projects, spurring \$800 million of investment for creating, training and retaining more than 3,000 jobs and supporting or starting more than 500 local companies. 2023 was a year of resiliency and activity at the Calgary TELUS Convention Centre (CTCC) that brought positive economic and social impact to Calgary and the downtown core. The CTCC was rebranded as a place of possibilities offering quintessential hospitality and boundless experiences to attendees. The sales team continued to sell into future years, the operations team focused on capital improvements and CTCC's experienced employees created safe spaces for all guests.

Calgary's 15 Business Improvement Areas (BIA) supported over 6,000 businesses and invested \$5 million in BIA taxes to deliver tailored programs and services for their shopping destinations, including 220 events and activations, 175 outdoor patios and \$2.7 million invested in enhanced cleaning and public realm improvements.

We supported several cultural events and festivals and continued our activations projects to add additional space for more events. In 2023, we saw 207 festivals and events, a 12 per cent increase since last year, slowly reaching the pre-pandemic 2019 level. The Cultural Attraction Attendance measure tracks data from five civic partners managing and operating City-owned assets. 2023 data is an annual measure that will be available after the Civic Partner Annual Report in on 2024 May 1. Alone, Chinook Blast brought 400,000 people to downtown and \$13.8 million in economic impact.

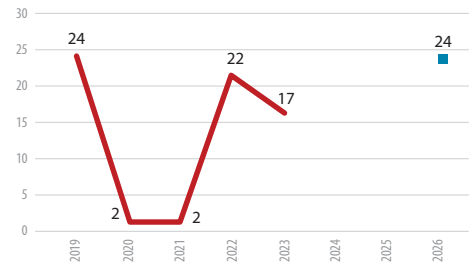
Other key achievements on downtown revitalization in 2023 include:

- We continued progress on downtown vibrancy projects, such as officially opening of the Century Gardens Basketball Court in September, starting the detailed design phase of the \$270 million Arts Commons Transformation Project and initiating the adjacent Olympic Plaza Transformation Project in the spring.
- Downtown Strategy also directed 30 grants and approximately \$15,000 to local art groups to activate downtown with performances and events, including supporting a nine-month inclusive, free arts amenity to residents and visitors through the Alcove Centre for the Arts.
- The \$500 million BMO Centre Expansion Project reached significant milestones in 2023 as the building achieved weather tightness and full energization. The Calgary Municipal Land Corporation and the Calgary Stampede unveiled Gerry Judah's "Spirit of Water" as the public art piece that will anchor the expansion's plaza. The project will double the existing hosting capacity and is on budget and schedule for an anticipated grand opening during Stampede 2024.
- Definitive agreements to proceed with a significant phase of the Culture + Entertainment District were signed on 2023 October 5 by The City, The Government of Alberta, Calgary Sports and Entertainment Corporation and Calgary Stampede. The design phase of the event centre, community rink and surrounding public plazas is well underway.

## What we are watching

Continuation of investments is critical to ensure adequate funding and resourcing in the completion of initiatives. Global economic conditions in 2023 resulted in longer investment cycles. Persistently high inflation coupled with high-interest rates meant companies looking to invest in the Calgary region delayed or downsized their investment decisions. Significant political and regulatory uncertainty in the province impacted perceptions of Alberta and Calgary. Cost escalations also continued to be a challenge for partner-led major capital projects and lifecycle maintenance, including the rising cost of labour and supplies. Partners continue to mitigate these risks through reprioritization and cost management.

**Economic impact of TELUS Convention Centre delegates (Provided by the Calgary Convention Centre Authority) (millions of dollars)**



See Performance Measure 2 of Economic Development & Tourism

**Cultural Attraction Attendance (millions)**



See Performance Measure 4 of Economic Development & Tourism

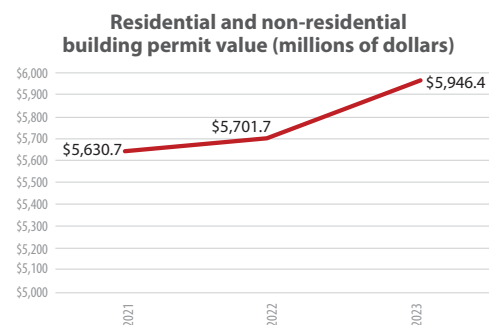


# Land use & local area planning

## Community impacts

Land use and local area planning is foundational in shaping our communities and supporting sustainable economic development. It is also the cornerstone for the effective delivery of many City services. Population growth, unemployment rates and residential and non-residential building permit values are some of the key indicators we monitor in alignment with the land use implications of long-term strategic plans, such as Transit’s 30-year strategic plan, RouteAhead.

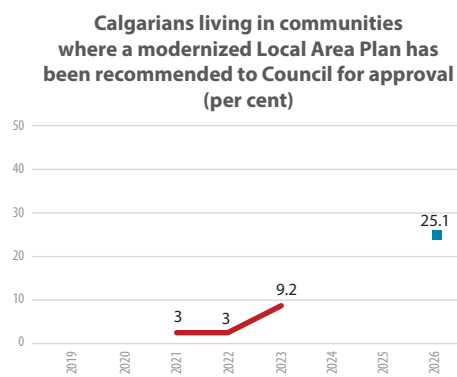
Total building permit values rose from \$5.7 billion in 2022 to \$5.9 billion in 2023, the highest value since 2015. Residential building permit value grew by 12 per cent, while non-residential building permits fell by 14 per cent in 2023. A tighter business environment and higher financing costs have slowed down demand for non-residential space and building permit values. Continued positive net migration is fueling housing starts, which increased 31.1 per cent between 2021 and 2023.



## What we did

Our focus is on planning and building vibrant and complete communities that promote sustainable ways of living. To advance this work, Council approved \$500,000 additional base operating and, \$36 million capital funding as part of the 2023 – 2026 Service Plans and Budgets and we made significant progress in 2023.

The Westbrook Communities and Heritage Communities Local Area Plans (LAPs) were approved by Council in 2023, adding 29 communities to the total inventory of communities with modernized LAPs. This has been reflected in the 2023 year-end value of this performance measure and the steady growth in the percentage of Calgarians living in communities with an approved modernized LAP. A total of 82 communities and industrial areas were involved in creating modernized local area plans in 2023. This represents 12 phases of work completed across five active LAPs under development.



We made process improvements to make growth more efficient. In new communities, the redesigned evaluation process was approved by Council and implemented as of 2023 August. In established areas, new public space investments

See Performance Measure 2 of City Planning & Policy

were completed (\$11.4 million spend against a budget of \$24.6 million in 2023) and progress was made on financial tools for enabling greater investment. Main Streets and Transit-Oriented Development continue to enable growth in priority locations using Council-approved funding (\$17.5 million spend against a budget of \$25.7 million in 2023) and support from external partners.

We issued over 19,500 building permits in 2023 and saw over 15,600 new dwelling units completed. This presents a nine per cent increase from 2022. In 2023, a record 2,915 suites were registered through the Secondary Suite Program to increase the current supply of safe affordable suites.

Non-profit affordable housing providers were awarded three parcels of City-owned land in the communities of Bowness, Erlton and Parkdale, which will create an estimated 140 new homes. Council approved five additional parcels for disposition to non-market affordable housing providers.

In industrial areas, the 2023 Action Plan was approved by Council, leading to work starting on modernizing local area policy and evaluating incentives. Several initiatives in the Industrial Action Plan will help retain and increase industrial land. Modern Area Structure Plans (ASPs), a new Zoning Bylaw and the Calgary Plan may also help by offering greater use flexibility, a response to current development trends. We continue to evaluate land use applications with an aim to enable growth while retaining industrial land.

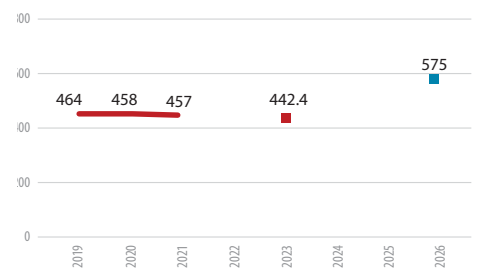
We made significant progress in several projects, such as Constellation – the newest industrial park launching in 2024, as well as Midfield Heights, Aurora Business Park and South Macleod Project.

The Prairie Economic Gateway (“Gateway”) initiative, a first-of-its-kind collaboration between The City of Calgary and Rocky View County, is focused on connecting pathways to prosperity through the prairies by strengthening inland transport services to support more industrial activity in the Calgary region. In 2023 July, The City and County approved a Terms of Reference for the initiative, which provided a roadmap for the parties to collaboratively plan the area and re-boot work on the Area Structure Plan. Area Structure Plan work commenced in late 2023 and is on track for accelerated completion for Council and Calgary Metropolitan Region Board decisions in the second half of 2024.

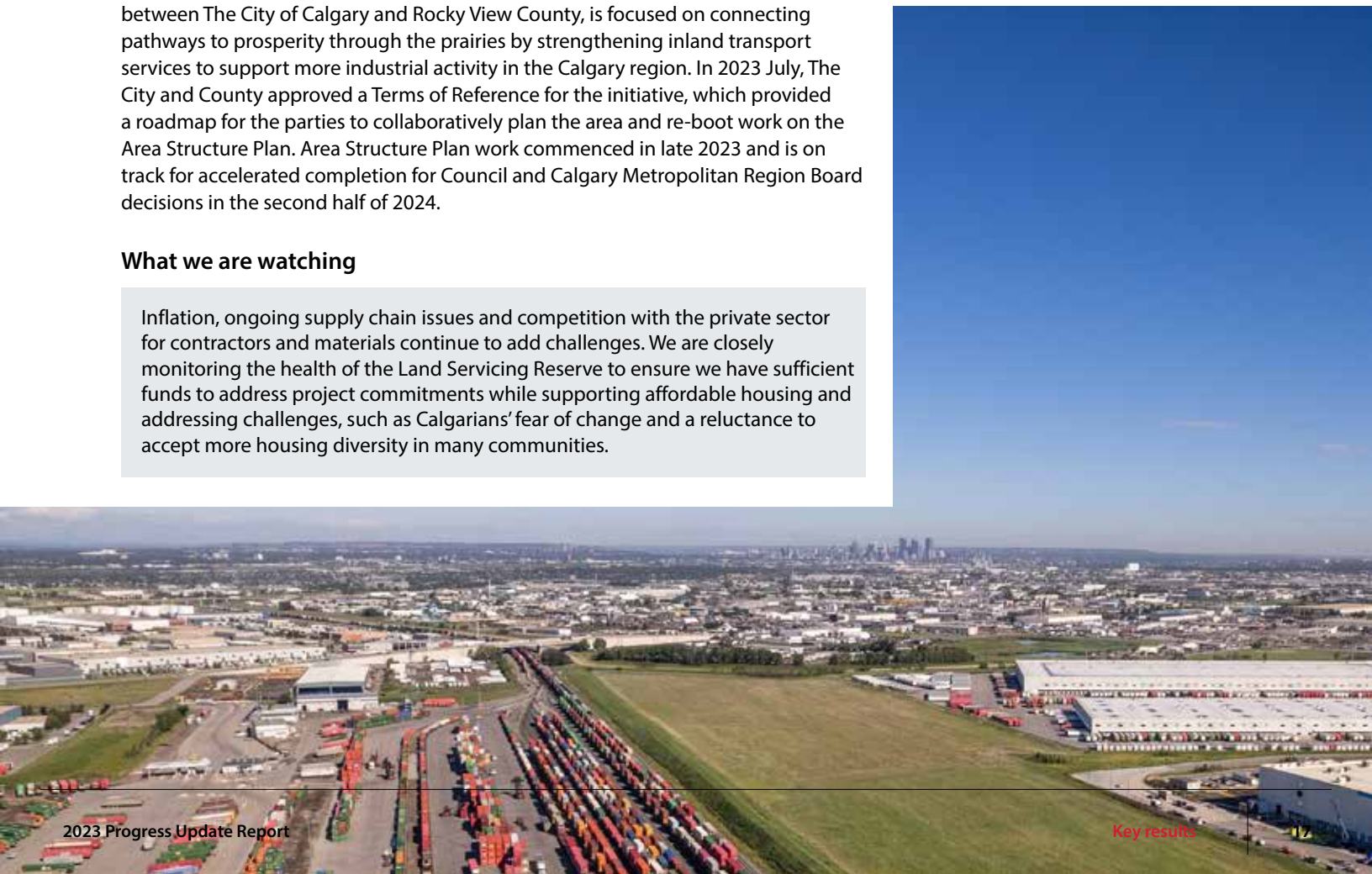
### What we are watching

Inflation, ongoing supply chain issues and competition with the private sector for contractors and materials continue to add challenges. We are closely monitoring the health of the Land Servicing Reserve to ensure we have sufficient funds to address project commitments while supporting affordable housing and addressing challenges, such as Calgarians’ fear of change and a reluctance to accept more housing diversity in many communities.

Land area designated for industrial uses, per 100,000 Calgarians (hectares)



See Performance Measure 4 of City Planning & Policy



# Continuous improvement

The City of Calgary embraces a culture of innovation, efficiency and adaptability to continue delivering high-quality services for Calgarians. Continuous improvement includes service initiatives on changes in processes, operations or policies that improve the effectiveness or efficiency of that service.

## What we did

In 2023, we tested and implemented innovative technologies, enhanced the capabilities of our systems and streamlined existing processes to increase efficiency. Reviews and updates to our policies validated that we are compliant with the regulatory framework and are up to date with best practices and processes among other municipalities. Examples of how we modernized and improved services include:

- We reviewed all Annual Investment Programs and selected programs and projects to yield \$130 million of funds for reallocation to other investments.
- We identified additional capital debt borrowing alternatives for The City of Calgary by way of issuing municipal bonds to the debt capital markets or private placement.
- Process efficiencies were achieved by improving approval timelines for commercial project permits by seven per cent, residential improvement permits by 11 per cent and single construction permits by 20 per cent.
- Improving our analytical capability, 311 deployed 14 dashboards for internal and external use, notably an Evacuee Support dashboard for the Emergency Operations Centre that was used during the Northwest Territories wildfires.
- A new interactive 5A Network Map is now available online to better assist City staff involved in the planning, design, construction, operations and maintenance of pathways and bikeways.
- Unification of Police and Fire incident management systems is progressing to improve emergency response coordination and reduce 9-1-1 processing times.
- We developed Artificial Intelligence Machine Learning solutions, including pavement condition assessment, vehicle predictive maintenance and wastewater pipeline inspections.
- Living Labs, a component of the Smart Calgary program, enabled experiments to be tested in a safe environment, including drone traffic management, autonomous vehicle testing, virtual and augmented reality demonstrations and quantum computing.
- Improved functionality and usability upgrades were implemented to the Land Inventory and Data Application, enabling response to over 1,000 land inventory inquiries.
- Property Assessment extensively engaged with non-residential property owners regarding their 2023 property assessments, contributing to only 10.2 per cent of total tax revenue being under complaint. This was the lowest proportion since tracking began and down from the 2008 high of 47.9 per cent.
- Water Services rolled out a rigorous customer research program that has increased our understanding of customer needs and experience.
- Our Strategic Marketing and Communications service completed improvements to Calgary.ca, making it easier for Calgarians to find information and complete tasks.



Detailed information on these specific initiatives and more, along with The City's evolving continuous improvement approach, can be found in the report *Continuous improvement: delivering faster, better, more effective services for Calgarians* (EC2024-0342).

# Financial updates

We continued to manage our finances sustainably and in accordance with best practices and Council policies to deliver the results Calgarians expect from their municipal government. As anticipated in 2023 November, The City had a favourable 2023 operating variance, an outcome driven primarily by higher-than-expected investment income, supplementary revenue and savings in employee benefits costs and expenditure savings in corporate provisions dedicated to managing and mitigating risk related to unforeseen circumstances. As part of ongoing improvement of our processes, strategic discussions about The City's financial position in 2023 enabled Council to make important investment decisions focused on community priorities identified during the 2023 November Adjustments. This resulted in Council allocating \$100 million from our favorable operating variance and \$165 million from our favorable franchise fee variance towards our community priorities.

Operating variances are common for Canadian municipalities striving for a balanced budget. They normally arise because of factors and events that occur differently than assumed in the budget plan, including budgeted contingencies for unforeseen circumstances that may not materialize or due to circumstances The City has limited or no ability to control.

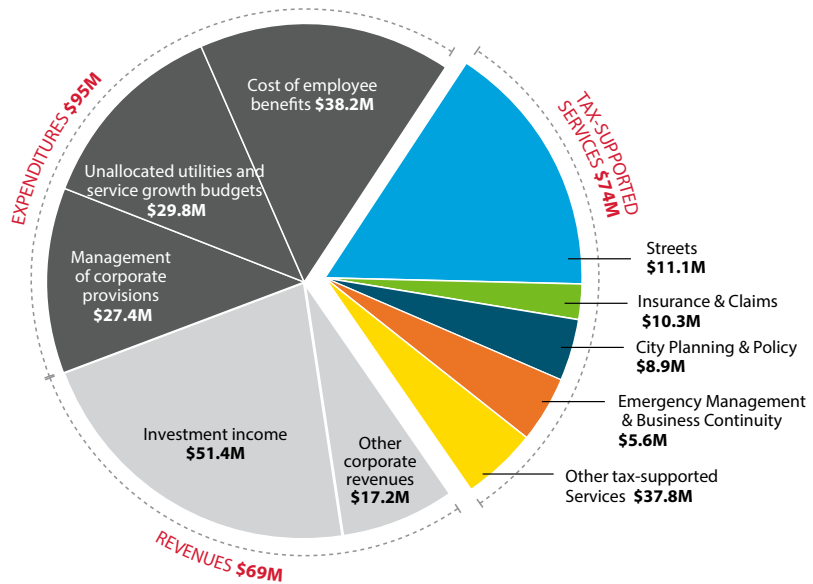
The City's capital budget spend rate has increased to 52.5 per cent from 44.4 per cent in 2022. Despite this, the continued low spend rate has been impacted by several factors. Supply disruptions have caused capital project delivery delays and inflationary pressures requiring scope and funding adjustments have further negatively impacted the overall spend rate.



## 2023 Estimated Favourable Operating Variance (\$ Million)

### Operating budget overview

The favourable 2023 operating budget variance of \$237.7 million (5.2 per cent of budgeted total expenditures net of recoveries) was a combined effect of higher revenue, lower-than-expected corporate expenditures and a favourable variance across several tax-supported services (mostly comprised of non-recurring one-time items).



### The Corporate Programs' variance of \$164.0 million can be attributed specifically to:

Higher-than-expected revenues: \$68.6 million

- \$51.4 million higher investment income due to higher interest rates and one-time gains in infrastructure investment.
- \$22.4 million higher supplementary revenue due to increased assessment value (\$9.4 million), other impacts (\$6.6 million) and higher tax penalties due to higher outstanding balances (\$6.4 million).
- The above higher revenue impact was partially offset by \$5.2 million lower return on equity (ROE) from utilities.

Lower expenditures: \$95.4 million

- \$38.2 million lower employee benefits costs from higher recoveries and the impact of the discontinued retirement/vacation allowance program.
- \$29.8 million unallocated utilities and service growth budgets held centrally until required.
- \$27.4 million intentional management of corporate provisions dedicated to managing and mitigating risk related to unforeseen circumstances.

### The tax-supported variance of \$73.7 million is mainly a result of the following impacts:

- \$11.1 million within Streets is mainly due to lower winter operational expenses as a result of relatively mild weather conditions.
- \$10.3 million within Insurance & Claims is attributed to a decrease in the provision for open claims, lower insurance settlements and savings in salary and wages.
- \$8.9 million within City Planning & Policy resulted from savings in salary and wages, communications and consulting expenses.
- \$5.6 million within Emergency Management & Business Continuity is due to the return of one-time budget pertaining to the World Petroleum Congress and savings in salary and wages.
- The \$37.8 million variance for the remaining services is primarily attributed to savings in salary and wages and other minor impacts.

During the [2023 November Adjustments](#) process, Council was made aware of the anticipated positive variance and \$100 million was committed to high priority investments. The City will transfer the balance of the 2023 favourable operating variance of \$137.7 million to the Fiscal Stability Reserve once the year-end audit is completed in 2024 April. These funds will bring the balance closer to the target reserve balance. The Franchise Fee variance of \$200 million was put into the Reserve for Future Capital and Lifecycle Maintenance and Upgrade Merged Reserve to fund capital investments per the standard year-end process. Of this variance, \$165 million has already been committed by Council in the 2023 November Adjustments to fund capital investments in the current budget cycle. The remaining \$35 million, the \$137.7 million from the operating variance, along with the 2023 ENMAX dividend variance will be transferred to the Fiscal Stability Reserve, upon approval, as per the [Notice of Motion EC2024-0371](#), committing those funds to inflationary or market pressures on existing capital projects.

## Capital budget overview

In 2023, The City made \$1.5 billion in capital investments (52.5 per cent of the \$2.8 billion budget). This included several key projects such as the Vivo Expansion, substantial renovations to Glenmore Athletic Park, resurfacing of the Foothills Athletic Park Track and completion of the Haskayne Legacy Park, all of which improve community and accessible recreational opportunities. Improvements and renovations to Fire Station 8, Village Square Leisure Centre and Henry Viney Arena upgrade existing community infrastructure to support future development and growth. The Main Streets projects at 33 Ave. S.W., 17 Ave. S.W., and 1 Ave. N.E. and downtown revitalization with the funding of the Event Centre will enhance active modes of travel, community vibrancy and provide spaces where people can come together and connect as a community.

Investments to support growth, development and connectivity between communities include improvements to Stoney Trail and 144 Ave. N.W. As mentioned earlier, work continues to support The City's commitment to active transportation with investments in the 5A Network with more than 150 locations paved and over 33,000 potholes repaired (in comparison with approximately 16,000 potholes repaired in 2022). Additional Light Rail Vehicle and buses were procured to support public transit.

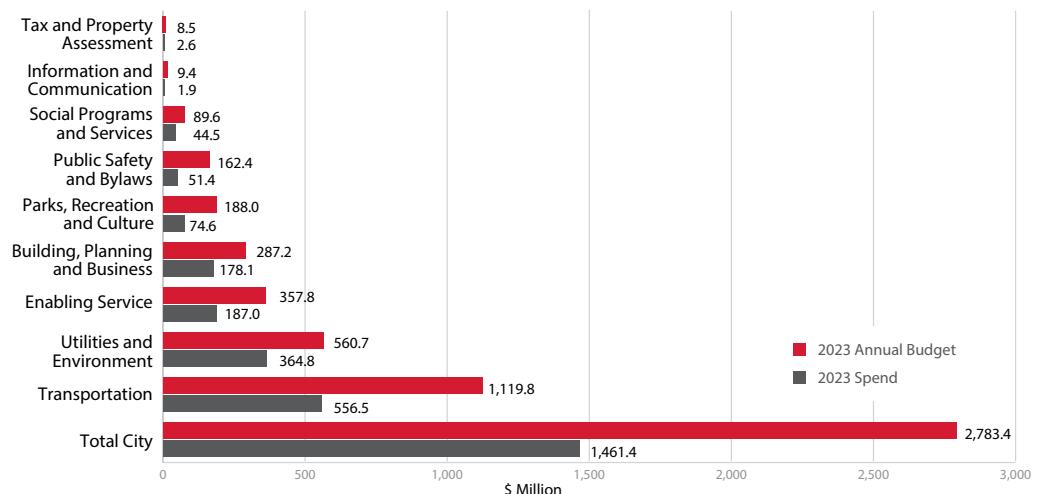
Completion of flood barrier construction and stormwater improvements for the Downtown Flood Barrier and Eau Claire Promenade reduces The City's exposure to flood damage while connecting people along a vibrant riverfront. Along with the completion of construction in Tuxedo Park as part of the Community Drainage Improvement Program, these capital investments improve resiliency in our communities and infrastructure.

The City's capital budget investment rate increased to 52.5 per cent from 44.4 per cent in 2022. However, investments have been impacted by cost escalations and supply disruptions and other systemic contributing factors that The City is working to address. To mitigate some of the challenges, a capital cost escalation fund was created to support Council-approved projects and ensure they can be delivered in a timely way. Services have also worked to adjust to these conditions, such as Public Transit's procurement strategy that shifted some of the planned spending into future periods. (See Attachment 3: 2023 Progress Update). Administration is committed to progressing capital investments and realizing great outcomes for Calgarians.

The unspent budget of \$1.3 billion will be carried forward into 2024. Most of the capital budget carry forward is required to complete the approved capital initiatives. The Infrastructure Calgary Steering Committee is currently reviewing amounts that can be relinquished and reallocated to high priority, unfunded capital needs. The City also continues to look for third party funding and financing for capital opportunities.



Total City 2023 Capital Budget and Spend by Service Categories (\$ Million)



## Debt overview

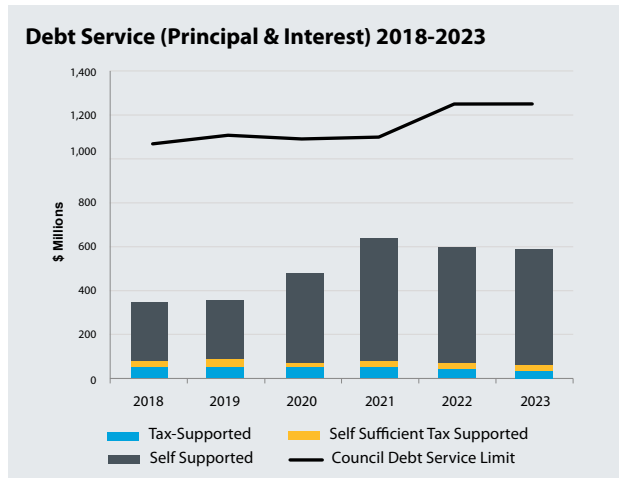
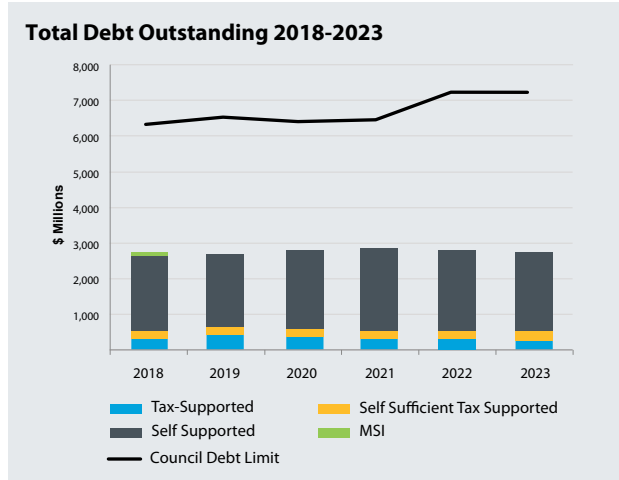
Debt is mainly obtained from the Government of Alberta; it includes tax-supported, self-sufficient tax-supported and self-supported (including utilities and local improvement) debt. Self-sufficient tax-supported debt (SSTS) is primarily borrowed for The Calgary Municipal Land Corporation (CMLC), a City-owned company, and can be used to finance City projects with a defined revenue source. SSTS debt has also included short-term debt that will be funded from future grant receipts from the Government of Alberta's Municipal Sustainability Initiative (MSI), which provided bridge financing for MSI-funded projects. MSI-related debt has been fully repaid as of 2019. Self-supported debt is funded through user fees. Self-supported debt, including utilities debt, has grown in recent years primarily as a result of infrastructure requirements. Local improvement debt is considered self-supported, with principal and interest payments funded by local improvement levies that are collected from property owners.

Effective as of 2021 January 1, The City has its own Debt Policy (CP2020-05) to govern the issuance and management of debt in a prudent and fiscally responsible manner. This allows The Corporation to continue to maintain or improve our credit rating (AA+/AA(High)), which is instrumental in The City's ability to issue debt efficiently.

As an alternative to borrowing from the Government of Alberta, Council approved the Corporate Borrowing Strategy on 2023 October 17, with Bylaw 10B2023. This authorizes The City to access debt funding by issuing municipal bonds on capital markets and through private placements. The Corporate Borrowing Strategy provides The City with an additional capital debt borrowing alternative and will be utilized going forward.

Note: 2023 Debt and Debt Service, as well as 2023 Self-Supported Debt Service are estimates.

Final 2023 figures will be available in the Annual Financial Report.





# Looking ahead

## Progress status

When the 2023-2026 Service Plans and Budgets were developed, a total of 286 performance measures and 588 initiatives were identified. The majority of these initiatives and performance measures are progressing as planned, while a small percentage (e.g., service level, response rate and satisfaction measures) is not progressing according to the plans due to some challenges and unprecedented growth. We will continue to monitor our progress as well as assess challenges and pressures.

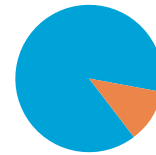
We are exploring ways to optimize our reporting structure and frequency to Council and Calgarians by clearly showing our progress on strategic priorities through key metrics. We are investigating different technology solutions to improve reporting efficiency and user experience, such as providing Service Updates through online, interactive dashboards, ensuring Council receives information about strategic priorities at the right level and time to support decision-making.



## Service challenges

Pressures and challenges can negatively impact our reliable, effective and efficient service delivery. Some of the pressures and challenges that services face include inflation-driven cost escalations impacting operations and budgets. Concurrently, maintaining a proficient workforce amidst increasing demand requires proactive recruitment and promoting an employer of choice reputation. Adapting to growing service demands and complexities entails strategic prioritization and forging robust partnerships to ensure effective delivery. Operational efficiency confronts disruptions such as supply chain interruptions and extreme weather events, underscoring the need for agile project management and collaborative approaches. Moreover, navigating changing social dynamics and demographics requires careful community engagement strategies to accommodate diverse opinions and emerging groups. Finally, anticipating potential uncertainties like population growth, economic fluctuations, regulatory changes and evolving security landscapes underscores the importance of vigilant trend monitoring for informed strategic planning and resilience.

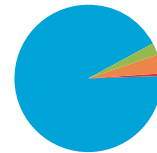
By monitoring and managing pressures and challenges that affect The City's services, we are better able to avoid undesirable impacts and capitalize on opportunities as they present themselves while continuing to focus on delivering services to Calgarians. To get more information on the current assessment of the risk environment facing The City and how it is impacting The City's Principal Corporate Risks, please refer to the [2023 Year-End Principal Corporate Risk Report](#).





## Performance Measures Progress



-  **88.11%** Progressing as planned
-  **11.89%** Not progressing as planned

## Initiatives Progress



-  **2.59%** Completed
-  **92.76%** Progressing as planned
-  **4.14%** Not progressing as planned
-  **0.52%** Not started

*Service-specific challenges are provided in the Service Updates at [calgary.ca/progressupdate](https://calgary.ca/progressupdate) as well as in accompanying Attachment 4 - Service Updates.*



# 2023 Progress Update

# Service Updates



**Making life better every day**

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# Introduction

These Service Updates are a companion to 2023 Progress Update Report. Each service update act as a reference source that allows Council and Calgarians to dive deeper into any areas that are of particular interest to them. They provide details on service performance including updates on initiatives, performance measures, financial performance, and information on how each service is progressing toward its approved 2023-2026 service plan and budget. Further, the service updates provide highlights of key accomplishments, service challenges faced during 2023 and trends and potential uncertainties that are being monitored.

An update on the progress of each service is provided:

- **Key Service Results** – outlines key service accomplishments.
- **Service Challenges** – outlines service challenges and how they are being managed.
- **Trends & Potential Uncertainties** – lists emerging issues and trends monitored by services.
- **Measuring Our Performance** – performance measures detailing how actual performance compares against the Council-approved expected future performance.
- **Progress on Service Delivery** – details on how the service initiatives are progressing against the plan and in alignment with Council’s refined priorities and results areas. The alignment matrix reflects only the most aligned Council priority and result area for each initiative. Note that initiatives may contribute more than one priority or result area.
- **Service Updates on Financial Performance** – operating and capital budget spend details.

## Legend

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### Performance Measures Status Icon Legend:

- Actuals
- Expected Future Performance
- ➡ Progressing as planned towards the 2026 expected performance.
- ⊖ Not progressing as planned towards the 2026 expected performance.

### Initiatives Status Icon Legend:

- ✔ The initiative has been completed and objectives have been met.
- ➡ The initiative is progressing as planned.
- ⊖ The initiative is not progressing as planned due to one or more identified reasons, which may include challenges (e.g., changes in circumstance, direction or resources allocated).
- ⏻ The initiative has been planned to start at a later time.

*The Service Updates have been updated for the 2023 – 2026 Service Plans and Budgets and are found here on [Service plans and budgets \(calgary.ca\)](https://calgary.ca/service-plans-and-budgets)*



# Building, Planning and Business







# Appeals & Tribunals

Led by: City Clerk/Director of City Clerk's Office

## Service Description

This service provides an impartial, open, and transparent process for Calgarians and businesses to challenge property and business assessments, decisions of the development and subdivision authorities, and other decisions made by The City of Calgary with respect to licences and community standards.

The Appeals & Tribunals service supports governance, administration and operations of The City's tribunals:

- Calgary Assessment Review Board ([www.calgaryarb.ca](http://www.calgaryarb.ca))
- Calgary Subdivision and Development Appeal Board ([www.calgarysdab.ca](http://www.calgarysdab.ca))
- Calgary Licence and Community Standards Appeal Board ([www.calgary.ca/lcsab](http://www.calgary.ca/lcsab))

## Service Updates

### Key Service Results

The City Clerk's Office completed an upgrade to the Assessment Review Board case management system to improve the public user experience ahead of schedule. All testing and security requirements were satisfied while maintaining functionality. (Initiative 4)

Cross-training of Tribunal Clerk staff has been completed resulting in a 100 percent on-time publication rate of Assessment Review Board Decisions, an increase from 92 percent at mid-year. (Initiative 1 and Performance Measure 5)

The City Clerk's Office undertook an examination of potential barriers to accessing justice. A working group was established with internal partners to identify barriers and compile data and research. The final report and recommendations were delivered in the third quarter of 2023 and identified various themes and barriers to accessing justice. Work on this initiative will continue into 2024 with a focus on removing at least one of the barriers identified. (Initiative 2)

### Service Challenges

Turnover in temporary staff led to hiring and onboarding of new staff to support all three tribunals and increase effective service delivery.

There was a decline in decisions made within statutory timelines by the Assessment Review Board. The City Clerk's Office will continue working with all The City's tribunals to support timely decision-making and identify and mitigate issues as they arise.

### Trends & Potential Uncertainties

The trend toward delayed decisions may continue into 2024; however, The City Clerk's Office is dedicated to assisting The City's tribunals and providing training and guidance, as required. Additional process efficiencies may also be identified that will help The City's tribunals to achieve timely and effective outcomes.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

→ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

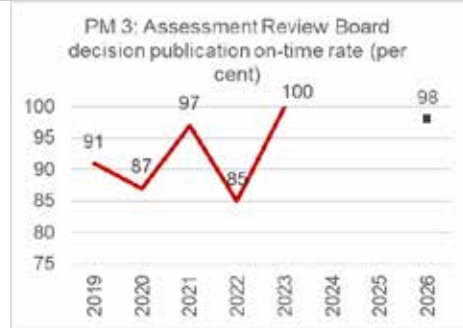
## Status



The number of decisions issued within the statutory timelines by the Assessment Review Board declined sharply.



Participants who reported they were not satisfied with the customer service they received also included comments indicating dissatisfaction with the hearing process.



The City Clerk's Office has seven days to publish decisions of the Assessment Review Board. Staff cross-training has been effective in allowing for the timely publishing of decisions.

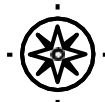


There is a disproportionate number of files across the City's tribunals with the Assessment Review Board receiving most of the files. Withdrawals and mutual agreements are continuing at a high volume, resulting in a low number of files being heard. There is a significant administrative component to processing these files and associated file closures.



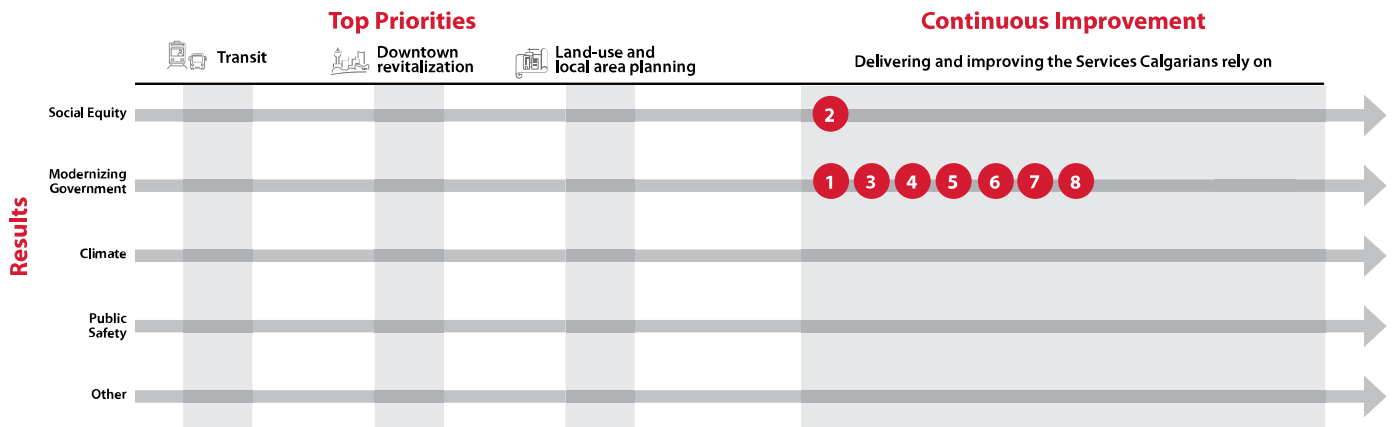
Most board decisions are not appealed to a higher court. There were four instances of appeal; however, none were successful.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

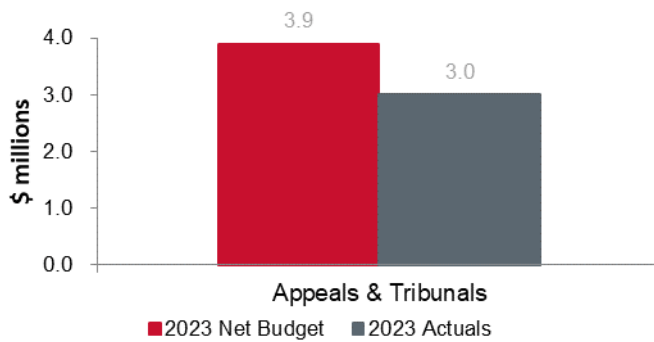
Initiative	Initiative Update	Status
1 Increase efficiency and adjust to varying volumes of appeals across all boards by training all tribunal clerks to support all three tribunals, rather than the specific-to-a-tribunal training approach that has been used historically.	Cross-training of Tribunal Clerks has been completed.	
2 Reduce barriers to participation and improve access to justice by investigating, planning and potentially expanding communication and outreach activities.	Barriers to accessing justice were identified and work will continue into 2024 to remove some of the barriers identified.	
3 Adhere to legislative requirements and provide timely service to Calgarians by continuing to render and publish adjudicative decisions within the specified timeframes.	The number of decisions issued within the statutory timelines by the Assessment Review Board declined.	
4 Provide an improved public user experience by upgrading the Assessment Review Board's file management software.	The upgrade was completed successfully ahead of schedule. All changes satisfied testing and security requirements while maintaining functionality.	
5 Ensure accessible processes by providing multiple channels for parties to file complaints and/or appeals, including in-person, online, mail, email and secure physical drop box.	All methods continue to be offered.	
6 Ensure accessible processes for participants by expanding support for various tribunal hearing formats, including virtual, in-person and written.	All methods continue to be offered.	
7 Identify opportunities for continuous improvement by seeking out feedback from hearing participants and input from members of the public.	Project work on identifying barriers to accessing justice helped to analyze participant's satisfaction and needs during the appeal/complaint process. Participants are requesting greater transparency and better access to resources.	

Initiative	Initiative Update	Status
8 Increase transparency and accountability by continuing to publish hearing decisions, statistics, and information online including via the City of Calgary Open Data Portal, and the CanLii database.	More efficient ways have been found to share datasets with Collaboration, Analytics and Innovation to ensure that information is updated regularly.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**



### **Operating Budget Updates - 2023 net operating budget vs actuals:**

Appeals & Tribunals has a favorable operating variance of \$0.9 million. The primary drivers of this variance were \$1.2 million savings in salary, wages, fringe benefits, as well as board member remuneration due to a lower number of complaints and higher number of negotiated settlements with The City, \$0.2 million savings related to contract and consulting costs, partially offset by a decrease of \$0.5 million in assessment complaint filing fee revenue due to a lower number of complaints.

In 2023, Appeals & Tribunals established a working group to identify barriers to accessing justice. The final report and recommendations were delivered in the third quarter of 2023 and identified various themes and barriers. Work will continue in 2024 focusing on removing at least one of the barriers.

### **Capital Budget Updates - 2023 total capital budget vs 2023 spend:**

Appeals & Tribunals has no capital budget in 2023.

# Building Safety

Led by: Director of Development, Business & Building Services

## Service Description

Our service is responsible for building safety in Calgary. We serve customers and Calgarians during the building permit process, from issuing the building permit to performing site safety inspections to ensure buildings meet provincial safety code requirements. Our service creates programs and strategies focused on keeping buildings safe. We work with industry and partner agencies (provincial and regulatory) to enable development by identifying, educating and promoting safety best practices with the goal of preventing public safety incidents. We identify required changes to codes to support climate policy, affordable housing, and safety and work on a provincial and national level to update safety codes.

## Service Updates

### Key Service Results

Issued 19,500 building permits and granted occupancy on over 15,300 new dwelling units. Supported more customers, with a 10% increase in intake of new applications.

Increased the level of collaboration with industry to address construction-related issues, through the launch of a joint Builders Advisory Committee with BILD Calgary.

In 2023, a record 2915 suites were registered through the Secondary Suite Program to increase the current supply of safe affordable suites

Conducted successful ongoing public education that equipped Calgarians with information to provide complete permit applications, which supports streamlining of application reviews and inspections.

Introduced process improvements for Public Protection Site Safety Plans to ensure and timely review and compliance, which keeps Calgarians safe near construction sites.

Introduced energy labelling for residential buildings using the EnerGuide rating system, with over a third of new homes participating in the pilot program.

### Service Challenges

Missing information in permit applications resulting in longer timelines to complete reviews and issue permits. Joint committees with industry are providing opportunities for education and information-sharing.

Sustained increases in inspection volumes introduce a challenge in providing a predictable inspection booking window, with a 9% increase in applications and 23% increase in inspection volumes from 2022.

Maintaining staffing volumes in response to high volume and turnover. Leaders invested heavily in hiring additional staff to better support our increased inspection volumes, close open permits, and provide for succession planning, mentoring, and training.

### Trends & Potential Uncertainties

Population growth, market conditions and changing housing demographics are impacting the built form, with applications becoming more complex.

Industry interest in adopting artificial intelligence (AI) into the application process.

Ongoing transitioning to a more risk-based approach to approvals and inspections.

A long-term vehicle strategy depends on a charging infrastructure for a largely remote and distributed team of inspectors.

Staff retention and knowledge transfer through succession planning. Resource availability for improvement work.



# Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

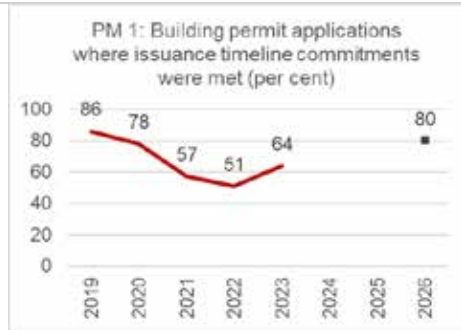
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

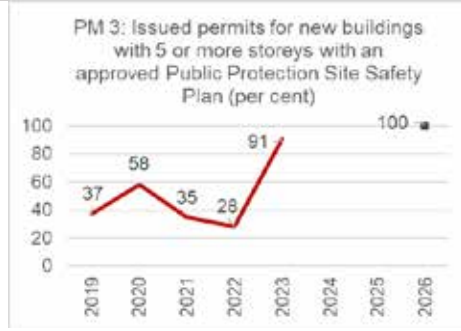
## Status



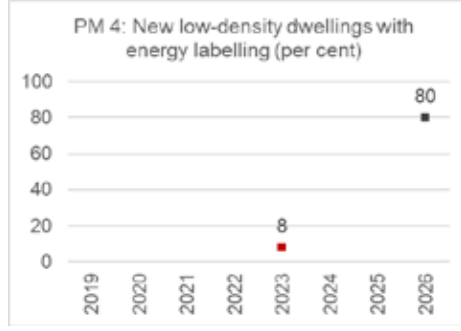
2023 was a record year for the number of building permit applications received. Overall, there was a 9% year-over-year increase in building permit applications from 2022 to 2023. Even with this increase, the City was able to issue building permits within the specified timelines 64% of the time, a 13% improvement over 2022. The City was able to issue over 19,500 building permits in 2023 and saw over 15,600 new dwelling units completed and added to the housing inventory for citizens to call their home.



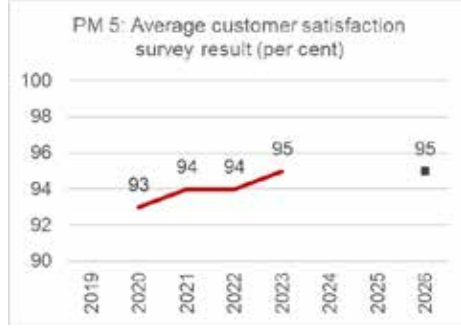
The unprecedented number of building permit applications received in 2023 resulted in a 22% increase in the number of completed inspections. As The City strived to keep up with demand, the sheer number of inspections meant that booking availability was limited. While the target is to have booking options available within the next 2 business days, 2023 saw an average of 4 business days to book a building inspection. The City will be working hard at improving availability by adding additional inspectors and improving routing to quickly get to sites.



Safety remains at the forefront of The City's priorities. Processes have been established to ensure that public protection site safety plans are in place for buildings with five or more stories. Under this new process, applications meeting the criteria will automatically be flagged for requiring an approved safety plan. Since implementing this initiative, performance has increased sharply, rising from 28% in 2022 to 91% in 2023. As the process is continually refined, performance is anticipated to improve further. Citizens can expect that all new buildings with five or more stories will have the site safety plans in place.



In September 2023, the energy labeling program was introduced, with initial participation being voluntary. While initial involvement was low, the results were anticipated as the program comes online. However, this initiative will become mandatory in 2024, requiring all new low-density dwellings to adopt energy labeling. Once the program becomes mandatory, performance will increase significantly, with citizens having the added benefit of now being able to purchase homes based on energy efficiency. The effectiveness of this performance measure will be reviewed in advance of mid-cycle adjustments.



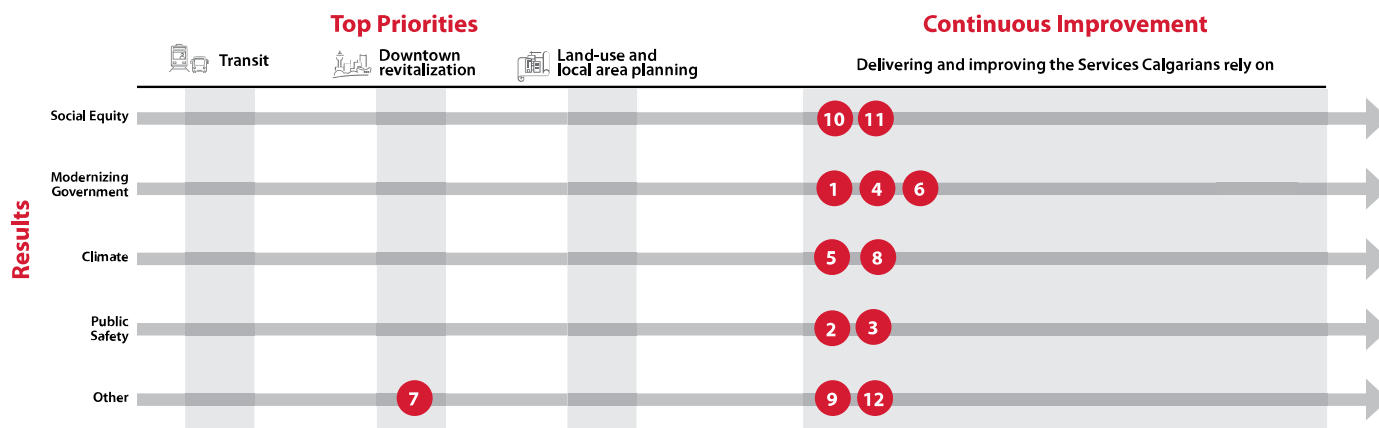
Survey results continue to show a high satisfaction from citizens that are applying for building and trade permits. While results are encouraging, The City is making every effort to improve that satisfaction even further. From adding additional staff to improve timeliness, increasing information to assist with permit applications, and streamlining internal processes, citizens will be sure to benefit from these improvements.





# Progress on Service Delivery






## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

Initiative	Initiative Update	Status
1 Reduce building permit approval timelines by applying capacity, risk, and performance management.	Despite increasing volumes, permit approval timelines for Commercial Multi Family projects improved by 7% year over year, due to process efficiencies and additional staffing. Permit approval timelines for Residential Improvement Permits improved by 11% year over year and for Single Construction Permits by 20% year over year. This was due to increased consistency through mentoring and the implementation of quality standards.	
2 Protect the public during construction through the revision of the Public Protection Site Safety Plan and monitoring of key safety indicators.	Additional Public Protection Site Safety Plans (PPSSP) processing improvements have enabled visibility of PPSSP performance. From application review to occupancy, constructor performance for safe construction practices can be easily monitored to enable engagement and education, mitigating safety risks to sustain public safety proactively. The initiative is complete/ implemented, this will be an ongoing focus for the service line.	
3 Increase the supply of safe and affordable housing options by improving the regulatory environment for secondary suites.	The suites program saw a significant increase in applications and registrations in 2023. Most notably we registered 800 more than in 2022 and reached over 12 thousand on the registry, coming just shy of the 13 thousand registered goal. We expect to hit that in Q2 of 2024. Budget approval for a suite's incentive program was received, with a launch date for the incentive planned for early 2024.	
4 Provide time-saving, easy and convenient options through education for builders and developers, and investment in customer self-serve capabilities.	Webinars were conducted emphasizing the importance of a complete application and how to achieve a complete application. The quality Standards project delivered an improved guide to a complete application with a more comprehensive description of requirements and a plain language approach.	
5 Improve building energy performance by delivering on the Climate Action Plan through education, and incentives.	Enabled the launch of the Home Energy Labelling Program (HELP) pilot in 2023. HELP is a 24-month pilot aligned with the Calgary Climate Strategy Pathways to 2050, approved by council in the summer of 2022 HELP is designed to provide knowledge to homeowners of their building's energy performance that will help inform home improvement decisions.	
6 Manage inspections by providing industry leadership in risk management techniques that follow the Alberta Safety Codes Council's directive.	Staff engagement and development enhancements have been implemented to support our influx of new inspectors. Peer-to-peer and scenario-based virtual training has improved inspection consistency and inspector confidence, resulting in increased risk tolerance and an improved customer experience.	
7 Support the Greater Downtown Plan by dedicating resources to the reviewing, approvals and inspections process.	All Downtown plan applications were assigned a File manager as soon as we were made aware of the application, Pre-app meetings and DP comments were offered and expedited plans reviews were conducted to ensure files moved through the process as smoothly as possible.	

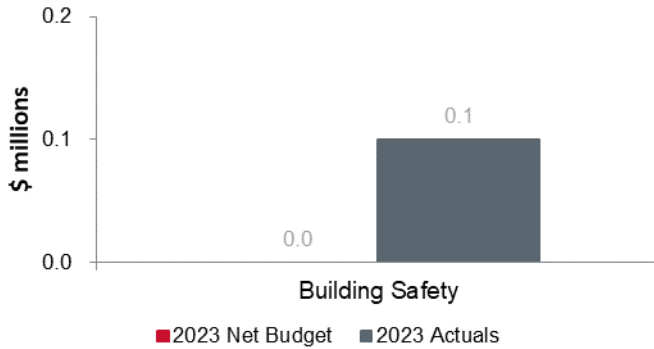


Initiative	Initiative Update	Status
8 Contribute to Calgary's environmental sustainability by lowering greenhouse gas (GHG) emissions through the conversion of fleet vehicles to electric vehicles.	Market offerings have been extremely limited with current availability being untenable or unavailable. Remain engaged with corporate teams in identifying viable market entries. Substantial Infrastructure upgrades (multi-year) needed to support large-scale centralized EV fleet adoption. Third-party charging network continues to be assessed for resilience to support field operations.	
9 Improve convenience for customers and save fuel by enhancing inspection services through the use of remote video inspection.	The Remote Video Inspection Service (RVI) is being expanded. The technology that enables inspectors to complete RVIs is being enhanced to streamline the process for inspectors and improve the customer experience. The customer base is being expanded.	
10 Improve employee engagement through a sustained and meaningful coaching and development program.	Increased 1:1 meeting with staff by Dept. ID  Started DOT (Do one together) plans examination sessions for staff through Senior Building Safety Codes Officers.	
11 Act on the intent of Truth and Reconciliation by continuing to grow our partnership with Siksika Nation.	After the constructive initial meeting with Siksika Nation in May 2023, despite continuous efforts to establish communication channels, unfortunately, no responses or updates were received from them. Despite monthly attempts to touch base via emails and seeking guidance from the City's Indigenous Affairs office, we encountered challenges in maintaining active engagement. In November, following a thoughtful discussion with our management team, it was decided that we would temporarily suspend our efforts. All parties involved were notified, and we remain optimistic about future collaboration.	
12 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitments to our employees and Calgarians.	Residential bi-weekly in person meetings are used to promote policy, L&D courses for Respect in the Workplace, Diversity and Inclusion, Cyber Security, personal safety, consistency. Time in meetings is allowed for round table discussions in an open and engaging environment.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



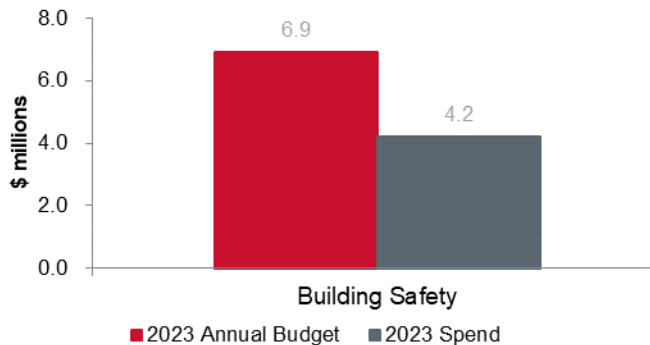
### Operating Budget Updates - 2023 net operating budget vs actuals:

Building Safety has a negligible unfavourable operating budget variance of \$0.1 million for the reporting period.

Key results achieved include:

- Issued 19,500 building permits and granted occupancy on 15,600 new dwelling units. Supported more customers, with a 10.0 per cent increase in intake of new applications.
- Sustained increases in inspection volumes, with a 9.0 per cent increase in applications and 23.0 per cent increase in inspection volumes from 2022.
- Launched the Secondary Suite Program to look into legislative changes and incentives to increase the current supply of 12,050 safe affordable suites, with 2,915 registered in 2023.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Building Safety has spent 60.3 per cent of the 2023 approved capital budget. In 2023, the capital expenditures have been used to deliver:

Technology Enhancements:

- Online services - new and enhancements (new application processes; process improvements; ability to make payments for all permit types)
- System and platform upgrades (compliance - payment process, upgrades and enablers)
- Improvements to processes and systems to improve customer experience and reduce timelines

Service Modernization:

- Historical Digitization Project - A request for proposals (RFP) was initiated to advance the digitization of historic paper documents and plans related to permits and inspections. This will increase ease of access to information for both staff and customers. Support from consultants will complement the efforts of City staff to ensure progress.
- Service Demand Forecasting – Scoping of project to improve forecasting of permits and application volumes, supporting balanced resource allocations to manage demand for services.

# Business Licensing

Led by: Director of Development, Business & Building Services

## Service Description

Business Licensing ensures that businesses are licensed, safe and able to open, grow and invest in Calgary. Business Licensing maintains relevant bylaws to ensure Calgarians' expectations for safety and consumer protection are met. Business licensing peace officers play a key role by supporting and educating businesses to ensure compliance with bylaws and provincial statutes.

## Service Updates

### Key Service Results

#### Awards

Award for Crime Preventions & Community Policing Initiatives

Expansion of Business Experience Representative service to all Business approvals, resulting in a single point of contact for businesses (noted in Business Licensing Initiatives one, three and four).

Business Licence Customer Research project is a longitudinal research project to better understand the business licence customer journey. Wave one (noted in Business Licensing Initiative five) was completed, and a working group was formed to implement quick wins and lessons learned. As continued research looks at the full customer experience adjustments and improvements will continue to be made with specific work to improve any pain points identified.

Business Licence Bylaw changes to salvage collectors, auto wreckers and salvage yard businesses and a supporting awareness campaign has resulted in decreased theft and an Alberta Police Chief's Crime Prevention Award (noted in Business Licences six, seven and 11).

## Service Challenges

As multiple approvals are required to ensure safety of Short-Term Rentals, applications are increasingly complicated and require more effort and time to complete. Further recommendations will be brought to Council in 2024.

COVID fee relief has created a backlog of expired business licences. The business continues to work through this backlog on a case-by-case basis identifying which have closed and educating those who are new to the renewal process to increase compliance.

Business licences which require other approvals, police checks or development permits remain more challenging for customers to navigate and require more coordination with partnering. This includes working directly with partners if issues arise as well as scheduled annual dialogs to align work and improved shared outcomes.

## Trends & Potential Uncertainties

Limited regulation of sharing economies like Short-Term Rentals will continue to put some health and safety requirements at risk.

Decreased tolerance for regulation will need to be balanced with licencing changes and explaining value of business licences.



# Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

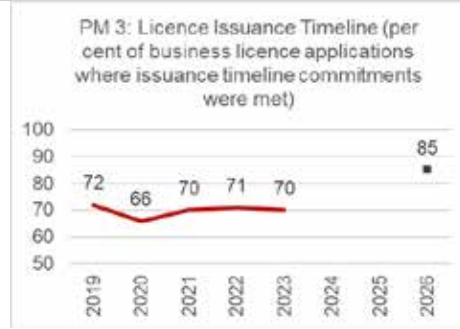
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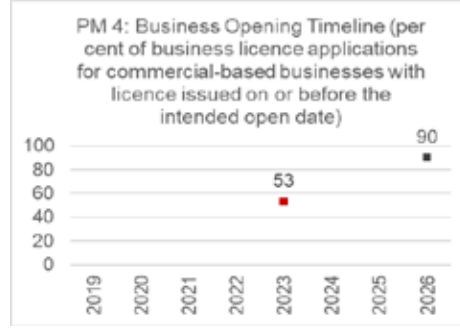
Since The City of Calgary’s enabling online issuance of business licenses in May 2022, the per cent of business licence applications received online has increased. The opportunity exists to learn from customers and improve this rate. The data suggests improvements to the apply@calgary.ca system, focusing on user experience could encourage more businesses & customers to complete applications online. Continued work will focus on listening to customer feedback and making adjustments which are intuitive and user-friendly.



The implementation of customer surveys for new licenses in September 2023 has provided valuable feedback; it shows a higher satisfaction rate amongst. The average rate of satisfaction has increased to 93per cent following survey’s recent expansion to include new licensees, which offers a broad perspective on customer experience. Moving forward, the City will maintain high satisfaction rates and address any emerging issues from survey feedback to meet the ambitious expected future performance in 2026.



Issuance timelines have remained consistent as the volume of licenses has increased. This demonstrates that the expanded Business Experience Representative service, started in May 2022, has been effective in improving timeline adherence for issuing business licenses. With the designated representative in place the service was well-positioned to deliver the a standard of service regardless of volume. This consistent performance throughout growth provides the opportunity to adapt to volume increases and improve overall timelines.



Customers optimistic open dates have impacted this measure, increased education has had positive impact however not enough to change the curve significantly. This measure has illuminated the complexities of capturing this data, and of the varying needs of businesses. Further investigation required to determine the best measure of improving predictability.



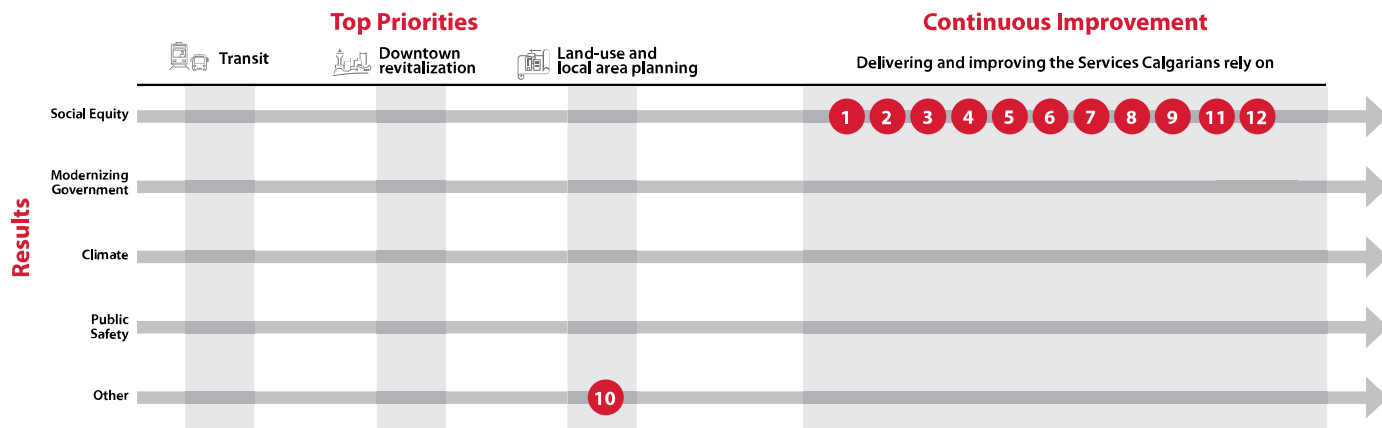
Sitting at 100 per cent, this performance measure shows a consistent upward trend from 2021. The success of this metric is largely due to fast response times to customer complaints. This was achieved by breaking work into zones; officers are paired by zone to ensure calls are dealt with. This works because if one officer is off duty, their partner will contact the complainant to resolve the issue. Files are checked daily by a sergeant and inspector. The zone partners make sure these files are completed on time. Initial responses are typically via phone or email which aids in efficiency.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

Initiative	Initiative Update	Status
1 Help businesses open on time by educating them on what they need to do to get a business licence, and by providing fast and predictable timelines that are measured and monitored with clear metrics.	<p>The Business Experience Improvement program saw Business Experience Representatives (BER) expanded to all business licence applications being assigned to a representative. Through working with the representative, business licence applicants can receive education specific to their situation. The representative can monitor progress and work with the customer to manage timeline progression.</p> <p>Webinars for business owners continue to be an effective way to communicate with new and returning customers. Both the number of webinars increased, and participation increased.</p>	
2 Provide customer service that is knowledgeable, prompt, and tailored to different business types, ensuring sufficient information is always available and accessible.	Formalized training to front line workers provides more hands-on practice to help them become more knowledgeable. The training starts with basic applications to build a strong information base, it then expands into the specifics of different business types and more complex situations.	
3 Improve communication with the business community by focusing on clearly communicating the relevant information that is required for a business customer to be successful in their journey and the internal information to staff in order for them to deliver a consistent and fast service.	<p>With the expansion of the Business Experience Representative (BER) to a full file management service all business customers will receive clear communication throughout their journey which allows a consistent and fast service. The designated representative can work in a customized way and check in with business customers where they see pieces missing or identify potential problems.</p> <p>This single touchpoint means business customers receive information that is specific to their situation and know where to turn if they have questions.</p>	
4 Make it easier for businesses to navigate getting a business licence through the Business Experience Representative program (a one-stop support for business applicants) by expanding it to more business sectors.	The BER program has been expanded to support all business sectors that require a business licence. Business Licensing tracks and compares the number of licences issued to comparable municipalities. This comparison helps to inform whether Calgary is overregulated compared to other municipalities. Comparing to other municipalities helps to establish and maintain a baseline of standards so that Calgary is viewed as a desirable city to own and operate your own business while living and playing here.	

Initiative	Initiative Update	Status
<p>5 Provide a more tailored customer service, including process improvements, specialized education by business type or need, and targeted communication by taking a customer-focused approach to delivering our service through proactive engagement with business and enhanced customer service data. An example of this is the development of customer journey maps.</p>	<p>The Business Licence Research Project (previously noted as the Business Research Initiative) Wave one has been completed and a working group was formed to implement quick wins and lessons learned so far.</p> <p>This work has begun to map out customer journey's and is using focus groups to dig deeper into pain points to better understand what solutions will have the biggest impact.</p> <p>The longitudinal research continues into 2024 with specific focus on business approvals that also required additional approvals.</p>	
<p>6 Respond to emerging markets and changing legislation by developing adaptable processes that can be expanded or adjusted to include new business types, including new sectors in the shared economy (e.g., short-term rentals, waste &amp; recycling businesses, home-based childcare).</p>	<p>Unique to all other license home based childcare licences include additional police checks at application and monitored through renewal. This annual renewal come due at the same time with high volumes and to complet them quickly.</p> <p>Changes to the salvage collector licence to reduce catalytic converter theft continue to be implemented and saw positive changes in late summer and early fall.</p> <p>Focusing on increased compliance through understanding for short term rentals by customizing education and building relationships with companies who facilitate these rentals.</p>	
<p>7 Enable a vibrant and safe business sector by reviewing the Business Licence Bylaw for gaps and opportunities and recommending changes to Council, as identified by the Financial Task Force to modernize our approach.</p>	<p>Ongoing review and evaluation allow for alignment with the Business Licence Bylaw. The changes made early in 2023 have resulted in awareness campaigns on fire inspections and catalytic converters. Continued work with the Fire Department to ensure safety in Short Term Rentals. As well, Business Licence Bylaw changes to salvage collectors, auto wreckers and salvage yard businesses and a supporting awareness campaign has resulted in decreased theft decrease thefts of catalytic converters.</p>	
<p>8 Ensure that businesses see value for money in their business licence by understanding business needs, communicating what a business licence does for them and for Calgarians, and analyzing revenue and reviewing fees.</p>	<p>Specific industries and business types have been targeted with webinars and awareness campaigns, including restaurants and breweries. These interactive communications allow for increased understanding of what approvals and licences are required to help business owners provide safe businesses.</p>	
<p>9 Create more ways for businesses to interact with Business Licensing services by enhancing the use of technology and digitizing processes. This includes improved self-serve functions, a fully online customer support model, digital licence, and businessMyID.</p>	<p>Online applications and renewals continue to be fully active and are continually updated to incorporate changes from the approved Land Use Bylaw and any process changes.</p> <p>The online experience in monitored through customer surveys and can be updated when areas of improvement are identified.</p> <p>As we continue monitoring the online experience, tools, such as artificial intelligence are being researched and we work with other leaders in this area to identify potential opportunities to use such tools to increase self-serve options and our online materials.</p>	
<p>10 Improve availability of information for businesses to understand what buildings might be suitable for their business through data sharing and business maps.</p>	<p>Business Map continues to be an online tool available to business owners and prospective business owners to support them in searching for new locations.</p> <p>Moving forward focus will be to increase Business Map usability and further integrated into the user experience.</p>	

Initiative	Initiative Update	Status
<p>11 Meet Calgarians' desire for safety and consumer protection by monitoring compliance with bylaws and provincial statutes. Our first goal is voluntary resolution through education, using enforcement where it is necessary.</p>	<p>To communicate new fire inspections requirements for Short Term Rentals, two webinars were provided to support business owners' ability to ensure safety. One of these targeted condo boards (466 views) and another was open to the public (93 live, 498 views).</p> <p>Changes made to auto wreckers and salvage yard businesses decreased catalytic converter thefts. This followed the changes to Bylaw and a significant public awareness campaign. This work won an Alberta Association of Chiefs of Police (AACP) Award for Crime Preventions Initiatives for the Catalytic Converters project in Calgary.</p>	
<p>12 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).</p>	<p>Planning &amp; Development Services introduced a new People Committee in September 2023. The committee and its upcoming working groups will support actions in celebration &amp; recognition, health &amp; wellness, and equity, diversity, inclusion &amp; belonging (EDIB). Business Licencing will contribute to the Development, Business and Building Services (DBBS) EDIB work Plan. PDS also launched an Indigenous educational series called "Seasons for Reconciliation" and continues work on the Indigenous Cultural Heat Map project.</p>	



# Service Updates on Financial Performance

## Operating Budget Updates - 2023 net operating budget vs actuals:

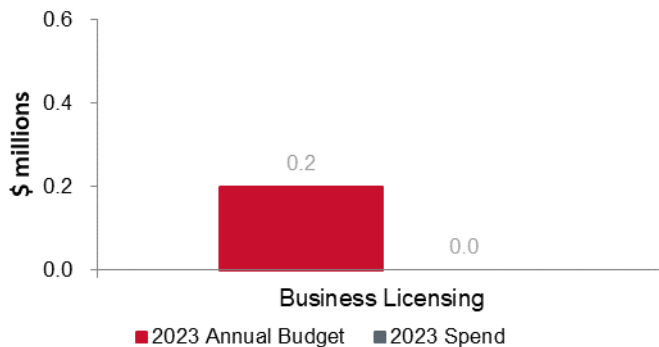
Business Licensing has no operating budget variance for the reporting period.

Key results achieved include:

- Expansion of the Business Experience Representative service to all business approvals
- Business Licence customer research project completed wave one using online surveys and in-dept interviews with business licence customers to better understand customer journey and make service improvements.
- Alberta Chiefs of Police crime prevention award for changes to the Business Licence Bylaw which reduced catalytic converter theft.

Business Licensing is a self-supported service line and any operating surplus or deficit would be contributed to the Business License Sustainment Reserve. In 2023, Business Licensing had an operating surplus, due to salary savings from intentionally managing the workforce, which was contributed to the business licensing reserve. COVID-19 relief package was approved by Council in 2021 to waive business license and renewal fees from 2021 March to 2023 March. Business license fees waived for Q1 of 2023 are approximately \$1.0 million, which was offset by a draw from corporate funding.

Capital Budget and Spend as of December 31, 2023



## Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Business Licensing has spent 14.1 per cent of the 2023 approved capital budget. Lower capital spend is due to reprioritization of funding for One City Coordinated Records Management System (OCRMS) from other departments (i.e. IT) which has pushed out funding requirements within Business Licensing service line to 2024.

The 2023 capital expenditures include modernization of government through technology initiatives such as the One City Coordinated Records Management System (OCRMS) program. This means business customers can expect effective management, protection, preservation of their information.

Annual acquisition and lifecycle of equipment required for Business Licensing Peace Officers is being done under a larger program for which Bylaw Education & Compliance is the steward. These investments contribute to compliance and the ongoing work to reduce expired licence back-log incurred by the COVID renewal relief.



# City Planning & Policy

Led by: Director of City & Regional Planning

## Service Description

Our goal is to build a resilient city of attractive, inclusive and equitable communities that meet the various lifestyle choices of Calgarians, and employment areas that support diversity in our economy. We engage with Calgarians and the development industry to develop the long-range vision for the city, and multi-community local area plans that reflect the goals of individual communities. While looking to our future, we align equity, growth funding, and investment considerations with the regeneration of our environment and continuing economic prosperity.

## Service Updates

### Key Service Results

In 2023, the Local Area Plan (LAP) Program received approval and positive feedback from Council on the Westbrook and the Heritage Communities Local Area Plans. A total of three LAPs are now complete, with another six on the horizon.

In September 2023, Council also approved the Home is Here: The City of Calgary's Housing Strategy. One of the actions that this service line has initiated is the proposed citywide rezoning to a base residential district. This change will help increase the supply of housing to meet demand and will be delivered to Council in April 2024. Further planning related actions will progress over 2024. A redesigned evaluation process for new community growth applications was also approved and implemented in August 2023. The service line has also made significant progress on updating its off-site levy, which was approved in January 2024.

The City's downtown office conversion programs enabled 11 approved office conversion projects that will collectively remove approximately 1.46 million square feet of office space downtown. Another four conversion projects are in the pipeline that would see the removal of an additional 680,000 square feet, once completed.

### Service Challenges

Calgary continues to face a housing affordability crisis. Despite approving measures like Home is Here: The City of Calgary's Housing Strategy, The City continues to face the challenge of addressing the fear of change and a reluctance to accept more housing diversity in many communities.

The service also continues to be challenged in gaining support on decisions today to tackle issues that many perceive to have little tangible impact to daily lives, such as addressing the climate crisis. The service needs to enhance its ability to demonstrate the value of these decisions to Calgarians. The service line must also manage increased public scrutiny and expectations around public engagement and the demand for simpler, user-friendly policies.

City Planning and Policy continues to be faced with challenges related to staff capacity, resourcing, and turnover during a highly demanding period with multiple priority initiatives.

### Trends & Potential Uncertainties

As Calgary continues to grow in population, the associated demand for housing and City services will also grow. This demand may strain our ability to develop policies that respond quickly enough.

Public scrutiny and engagement expectations are expected to increase as The City addresses politically sensitive topics like the climate crisis, environmental resiliency, and housing affordability. The careful coordination of communications and public engagement across initiatives is required to ensure transparency and timely execution of deliverables.

Calgarians are also demanding simpler, user-friendly policies as they become more politically engaged. The integration of Climate, Indigenous, equity, and data-driven considerations will be a priority in policy development.



# Measuring Our Performance

## Legend

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



The reported 2023 value is based on the performance of the Downtown Office Conversion Program and reflects the anticipated square feet of vacant office space removed by projects approved through the program. Since the start of the Conversion Program, 11 conversion projects have been approved through the program that are anticipated to remove approximately 1.46 million square feet of vacant office space. These projects diversify and increase housing opportunities and enhance the vibrancy of downtown Calgary.



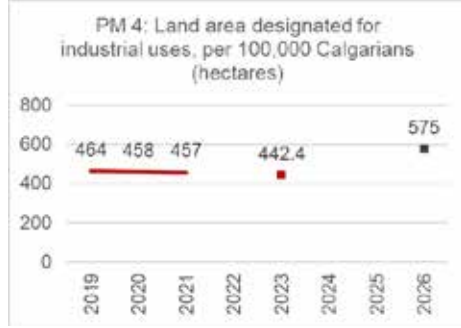
The Westbrook Communities and Heritage Communities Local Area Plans (LAPs) were approved by Council in 2023, adding 29 communities to the total inventory of communities with modernized LAPs. This has been reflected in the 2023 year-end value of this performance measure and the steady growth in the per cent of Calgary's living in communities with an approved modernized LAP.

A total of 82 communities and industrial areas were involved in creating modernized local area plans in 2023. This represents twelve phases of work completed across five active LAPs under development.



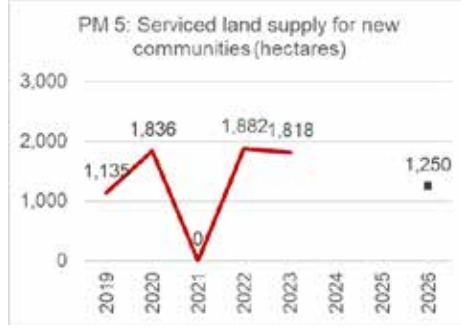
The rate of Calgary's population growth (1.9%) is outpacing the rate of middle density zoning availability. Calgary has seen strong migration (approx. 19,000 people in 2023) and the trend is expected to continue into 2024.

The City continues to explore policy changes that encourage middle density housing, including the new Housing – Grade-Oriented (H-GO) district and the proposal for citywide Residential – Grade-Oriented Infill District (R-CG) zoning. The impact of these changes will require time to be realized, however.



Unfortunately, an error was discovered in the 2022 land use data and a reliable 2022 value could not be provided. All other data points for measure have remained flat since 2019.

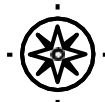
Industrial land continues to face conversion pressures from non-industry land. Several initiatives in the Industrial Action Plan will help retain and increase industrial land. Modern Area Structure Plans (ASPs), a new Zoning Bylaw, and the Calgary Plan may also help by offering greater use flexibility, a response to current development trends. Administration continues to evaluate land use applications with an aim to enable growth while retaining industrial land.



Serviceable land is defined by The City as vacant land that has an Area Structure Plan and has infrastructure for transportation, water, sanitary, storm and emergency service that is ready for development.

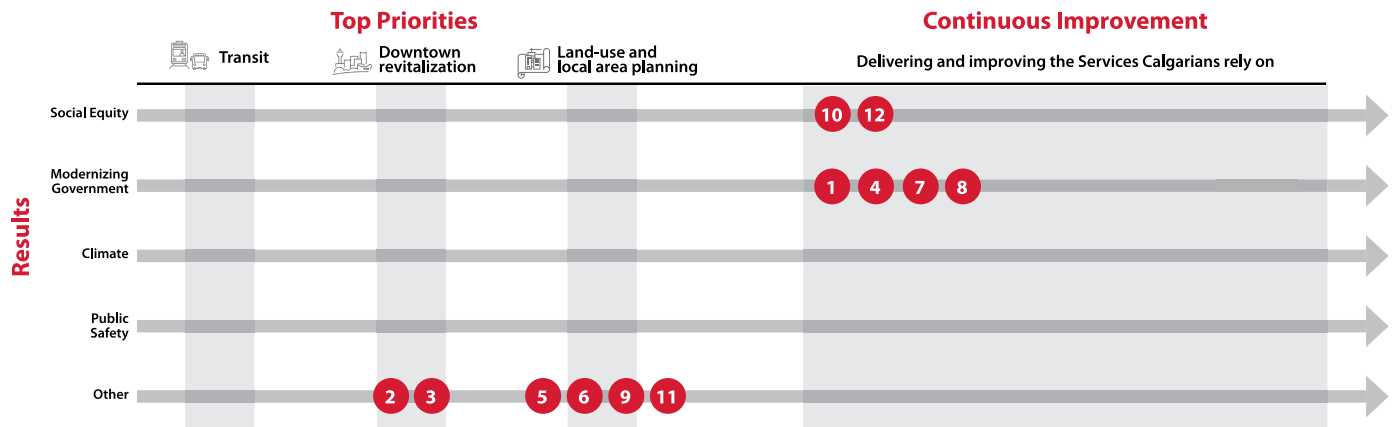
This measure continues to hold steady in 2023 and sits above the Municipal Development Plan's target of 3-5 years of serviced land supply. The current inventory of serviced land represents 10-13 years of land supply, based on current growth expectations. The slight reduction of serviced land supply seen in 2023 is a result of absorption over the year, signifying new development in the city.






# Progress on Service Delivery





## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Continue to rank as one of the most livable, attractive, and successful cities in the world, by aligning and combining the Municipal Development Plan and the Calgary Transportation Plan into one user-friendly document, The Calgary Plan. This new policy will enable us to effectively address the climate emergency, social equity, diversity, inclusion, belonging, anti-racism, and Truth and Reconciliation.	In 2023, the City Building Program successfully engaged a consulting firm to support with communications, engagement, mobility & transportation planning. The team also established a collaboration space at The Edison, enabling City staff and consultants to collaborate as one team. Finally, broad city-wide public engagement kicked off in October 2023 engaging over 1300 people at 17 pop-up events, over 4800 website visits, and nearly 1,230 responses provided by 500 people. Engagement with Indigenous communities, industry, and equity deserving groups is underway and will continue through spring.	
2 Revitalize Calgary's downtown by investing in (1) major civic projects to support trade, tourism, job creation and building strong regional economies; and (2) priority public infrastructure projects to provide necessary public amenity for a thriving community and that complement developer investment.	In September, the Century Gardens Basketball Court officially opened, representing a crucial initiative to activate and bring vibrancy back to the Downtown West community. This significant milestone was achieved through a partnership with Parks Foundation Calgary, The City of Calgary, and the Calgary Surge.  Downtown Strategy also directed 30 grants and approximately \$15,000 to local art groups to activate the downtown with performances and events, including supporting a 9-month inclusive, free arts amenity to residents and visitors through the Alcove Centre for the Arts.	
3 Diversify the mix of uses and increase housing opportunities in the downtown core to attract new residents and increase vibrancy in the heart of our city by implementing the Downtown Calgary Development Incentive Program, which, offers financial incentives to building owners to convert surplus office space into non-office uses and homes for Calgarians.	The City's downtown office conversion programs have been instrumental in achieving the vision and goals dedicated to creating a vibrant and thriving downtown. Downtown Strategy's work has resulted in the approval of 11 office conversion projects, that will collectively eliminate approximately 1.46 million square feet of office space in downtown Calgary. Additionally, two City-supported office conversion projects are actively underway. Moreover, there are four conversion projects in the pipeline, poised to remove an additional 680,000 square feet of vacant office space from the Downtown market.	

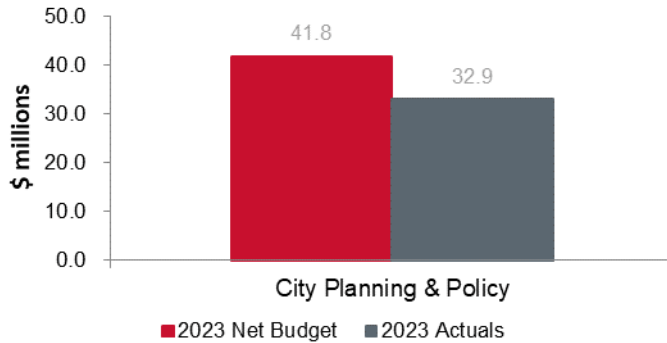
Initiative	Initiative Update	Status
<p>4 Deliver the residential, commercial and industrial opportunities that will continue to make Calgary one of the world's most livable and attractive cities by renewing the Land Use Bylaw to implement the vision of the Municipal Development Plan more effectively, while removing barriers from desired development and business activities.</p>	<p>The new Zoning Bylaw, currently called the Land Use Bylaw, will simplify the rules that govern the use of land and the form of buildings in the city.</p> <p>In September 2023, Council approved The City of Calgary's Housing Strategy with amendments and directed Administration to take actions to address the housing crisis. This includes proposing changes to residential zoning to allow for diverse housing choices for Calgarians. Various actions to increase the supply of market and non-market homes will be delivered through the City Building Program, including through the new Zoning Bylaw.</p>	
<p>5 Attract further investment, create jobs and support climate mitigation efforts, while supporting growing communities and business areas, by refining and improving our Citywide Growth Strategy to achieve compact, strategic and sustainable growth through targeted and balanced investments.</p>	<p>In new communities, the redesigned evaluation process was approved by Council and implemented as of August 2023. In established areas, new public space investments were completed, and progress was made on financial tools for enabling greater investment. Main Streets and Transit-Oriented Development continue to enable growth in priority locations using Council approved funding and support from external partners. In industrial areas, the 2023 Action Plan was approved by Council, leading to work starting on modernizing local area policy and evaluating incentives.</p>	
<p>6 Enable industrial growth through the modernization of Calgary's industrial policy and regulation and incentivize strategic short and long-term sector growth by pursuing growth-focused land use policy, regulatory and development initiatives to streamline city planning processes for industrial development and increase development flexibility and competitiveness.</p>	<p>In June 2023, Council approved the 2023 Industrial Action Plan. Since then, local policy amendments to six industrial Area Structure Plans have been initiated and work on exploring development incentives has begun. Administration also continues to evaluate capital infrastructure investments that would increase development capacity, ahead of The City's mid cycle budget adjustments.</p>	
<p>7 Enable The City to make transparent, informed, and sustainable investment decisions by evolving The City's understanding of the full financial impacts of a fast-growing city.</p>	<p>Improvements were made to the evaluation criteria of the New Community Growth Applications and the Operating Cost Model for better transparency and decision-making. These include improvements to financial considerations and overall refinements to inputs and assumptions.</p> <p>Financial contextual information was updated on Calgary.ca, including the new Funding Approval Status of Growth-Related Capital Requests report. An update on Financial Tools to Fund Growth Related Investments in the Established Area, including results from the North Hill Property Tax Uplift Pilot, went to Council in June 2023.</p>	
<p>8 Provide a consistent approach to funding new infrastructure, that supports growth and development, increases awareness of the impacts of growth decisions; provides a more sustainable funding source for complete communities; and improves timing between levy collection and infrastructure investment by refining, implementing and continuously improving Calgary's Off-site Levy Program.</p>	<p>Since 2022, the team has engaged and consulted with industry working groups on the financial formulas and rates for the new Levy Bylaw. Additional broader consultation with the building and development industry, along with interested parties and the public was completed in Q4 2023.</p> <p>The 2024 Off-site Levy Bylaw and corresponding Levy rates have been completed and approved by the Infrastructure Planning Committee in December 2023 and at Public Hearing by Council on January 15, 2024.</p>	

Initiative	Initiative Update	Status
<p>9 Support efforts in planning for up-to-date, livable, equitable and diverse communities by updating, replacing, and implementing over 250 outdated policy documents with approximately 40 new multi-community local area plans.</p>	<p>In 2023, the Local Area Plan (LAP) team engaged a total of 82 communities and industrial areas. Two LAPs, representing 29 communities and four industrial areas, received positive feedback and approval from Council. Council also approved the equivalent of four Area Structure Plans (ASPs) to be initiated during the 2023-2026 business cycle. The team has begun reviewing the ASPs that will provide new planning guidance and direction to approx. 1869 hectares of lands. The Local Area Investment Fund was also established and project ideas for approved LAPs were reviewed and identified in 2023.</p>	
<p>10 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).</p>	<p>Planning &amp; Development Services (PDS) introduced a new People Committee in 2023. The committee and its upcoming working groups will support actions in celebration &amp; recognition, health &amp; wellness, and equity, diversity, inclusion &amp; belonging (EDIB). PDS also launched an Indigenous educational series, Seasons for Reconciliation, and continues work on the Indigenous Cultural Heat Map project.</p> <p>City Planning &amp; Policy will also be inviting representatives for EDIB and anti-racism to join 2024 service committee meetings, to encourage integration of these considerations into policy development.</p>	
<p>11 Increase supply of industrial and residential lands within Calgary to meet increasing demands on market supply by implementing Council-directed annexations in Rocky View County and Foothills County.</p>	<p>In July 2023, Council directed Administration to explore alternative ways to engage regional partners and the Foothills County Annexation and the Rocky View County Annexation projects were halted. The City and Rocky View County have instead agreed to explore a mutually beneficial joint planning opportunity to spur economic growth for residents and simplify things for businesses across municipal boundaries. Work on this venture, named the Prairie Economic Gateway Initiative, kicked off in September 2023.</p> <p>The City also continues to work with regional partners on responding to servicing requests</p>	
<p>12 Cultivate a food system that works with partners to ensure food is consistently available, accessible, appropriate, and healthy for all Calgarians by developing a Council-approved Food Resilience Plan.</p>	<p>The Food Resilience Plan will support food security for Calgarians by mitigating acute crises and addressing chronic inequities. Implementation includes identifying strategies, policies, and legislation to bolster vulnerable elements of the food system and leveraging ongoing cross-corporate work, such as the City Building Program. Two strategists were hired in 2023 to complete this work.</p> <p>As the team and budget have been transferred to the Climate &amp; Environmental Management (CEM) service line through mid-year adjustments, this initiative will transfer to CEM in future reporting periods.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

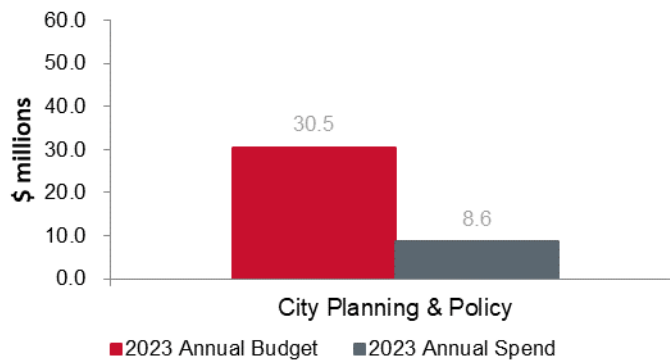
City Planning & Policy has a favourable operating variance of \$8.9 million, mainly due to underspending in salary and wages, communications, and consulting budgets.

The variance in salary and wages is mostly due to vacancies and positions that were unfilled for the majority of 2023. Many new programs that initiated in 2023 were not able to hire until later in the year.

The favourable operating budget was also impacted by underspent communications and consulting budgets which were a result of the timing of initiatives, programs, and contract services.

A portion of this favourable variance has already been relinquished through 2024 budget adjustments.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

City Planning & Policy has spent 28.0 per cent of its 2023 approved capital budget.

In 2023, the capital expenditures have been used to deliver the following:

- Priority capital projects in downtown Calgary proceeded through various stages of design, with several project designs revealed in the fall. Active projects are focused on areas that will improve downtown vibrancy and include Olympic Plaza, Stephen Avenue, 8 ST SW, 1 AV SE, Riverwalk West, and Eau Claire Public Realm Improvements.
- The Local Area Planning (LAP) completed two LAPs this year, contributing towards the modernization of city-building in Calgary.
- The Transit Oriented Development program progressed through planning and onboarding stages in 2023 and enables The City to achieve its strategic growth goals.

Due to the large scale of these projects, capital budget is expected to be deployed as initiatives progress and/or construction advances.

# Development Approvals

Led by: Director of Community Planning

## Service Description

Development Approvals works with Calgarians, communities and customers to enable building a great city through developing land in Calgary. As a regulatory authority, Development Approvals supports customers with advisory services to help them through all regulatory requirements for land development projects, while balancing customer, citizen, and community needs.

## Service Updates

### Key Service Results

#### Awards

Mobility Achievement Award

Development Approvals approved 227 Green Building units in 2023; the largest net-zero ready residential project in Calgary's history as of October 2023 was approved in less than 60 days. The priority stream for Green Buildings continues to progress with Climate & Environmental Management (CEM) leading the day-to-day program management until it is transitioned to Community Planning. Multidisciplinary development permit application performance is consistent and trending up. An updated Urban Design website and internal tools have been launched to ensure applicants and internal partners are able to access information to support quality applications. Development Approvals (DA) is continuing relationship building with applicants and customers to improve service delivery; DA is continuing to focus on relationship building and engagement with customers and applicants.

### Service Challenges

Development Approvals is examining how to improve the Development Application Review Team's (DART) timelines to achieve the 2026 performance target of 85 per cent; currently, it's at 82 per cent. The Development Approvals Service Committee (DASC) has endorsed the Service Strategy and Analytics team to create a service performance improvement plan to meet the target. By expanding who can review Green Building applications, process efficiency will be improved which is positive as increased volume of this application type are expected. DART is also reviewing boundary lines in the North and South to ensure a balanced workload across geographic teams; assessing boundary lines and redistributing work may have positive impacts on timelines to approval.

### Trends & Potential Uncertainties

Development Approvals is focusing on the importance of urban design throughout 2024. The service line wants to help Calgary grow in ways that will meet everyday and lifestyle needs of Calgarians. The service plans a simplification of the online application process this year and will provide increased, quality guidance on what the applicant needs to get their permit approved. The demand for housing, employment and amenities in Calgary is growing. The service monitors projected application volumes to meet the needs of customers while responding to market demands. Development Approvals is continuing its work with industry in 2024 to address challenges while aligning with policy; the service line will also continue to watch interest rates, local population growth and housing affordability.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

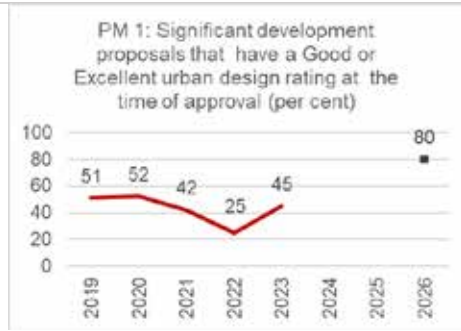
➡ Progressing as planned

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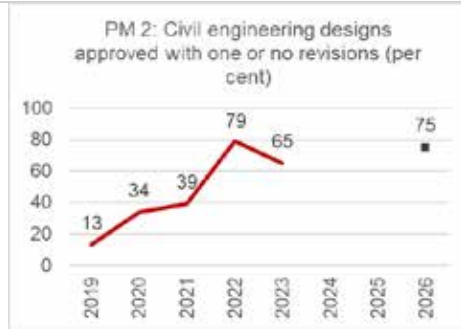
## Performance Measures

## Story behind the numbers

## Status



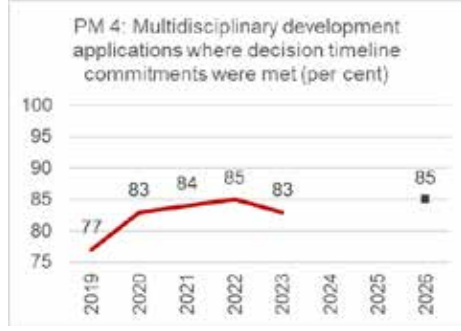
In the face of a surge in complex project approvals applications, our Planning team continues to champion transformation in our city. Notably, commercial, and downtown developments saw increased volumes, paralleled by improved urban design quality. Internally, continuous learning, team engagement, and a new multi-channel onboarding module, elevated the staff's focus on quality outcomes. Anticipating hurdles, we've laid a foundation for sustained improvement and our commitment to excellence and a shared vision positions us for success. Confidently, our urban design ratings will rise, shaping a dynamic, sustainable future.



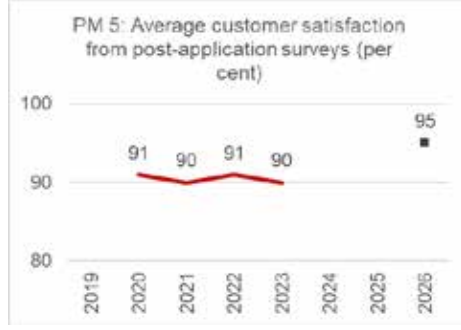
In 2023, an increase in civil engineering submissions prompted us to work with our industry partners on ways to enhance submission quality. This effort led to accelerated approval of infrastructure designs by The City. The positive trend is expected to continue into 2024 and beyond. Collaborating with industry, we proactively identify and address issues early, reducing resubmissions. This streamlining minimizes inefficiencies, ensuring faster approval and more swiftly implementable projects.



2023 saw significant file volume increases. Performance has remained static for 2023 with 83 per cent of files meeting decision timelines in the final quarter. While application volumes are high, they're returning to pre-COVID levels. Hiring of additional staff played a part in improved performance as new planners came onboard. This performance measure demonstrates that the ongoing process improvements and technological enhancements will continue to improve service delivery times for technical development permits, infills, and subdivision by instrument applications.



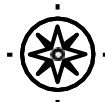
Multidisciplinary development application performance continues to be relatively stable. Application volumes exceeded 2023 levels during the same period. This increased volume coupled with an increase in pre-application volumes has increased staff workloads. Hiring efforts in early 2023 enabled growth to address volumes. Planning and Development Services (PDS) continues to pursue improvement initiatives that streamline processes and reduce timelines supporting the needs of our customers.



Customer satisfaction reached 90 per cent in 2023. Notable feedback includes 87 per cent of respondents acknowledging time commitments were met and 88 per cent satisfaction with timely outcomes. Positive sentiments indicate satisfaction with online process streamlining, professionalism and prompt response times. Insights guiding strategic focus on enhancing online services, staff efficiency and service excellence shows we're on track to achieve the 95 per cent satisfaction on expected future performance for 2026, which is in keeping with continuous improvement.

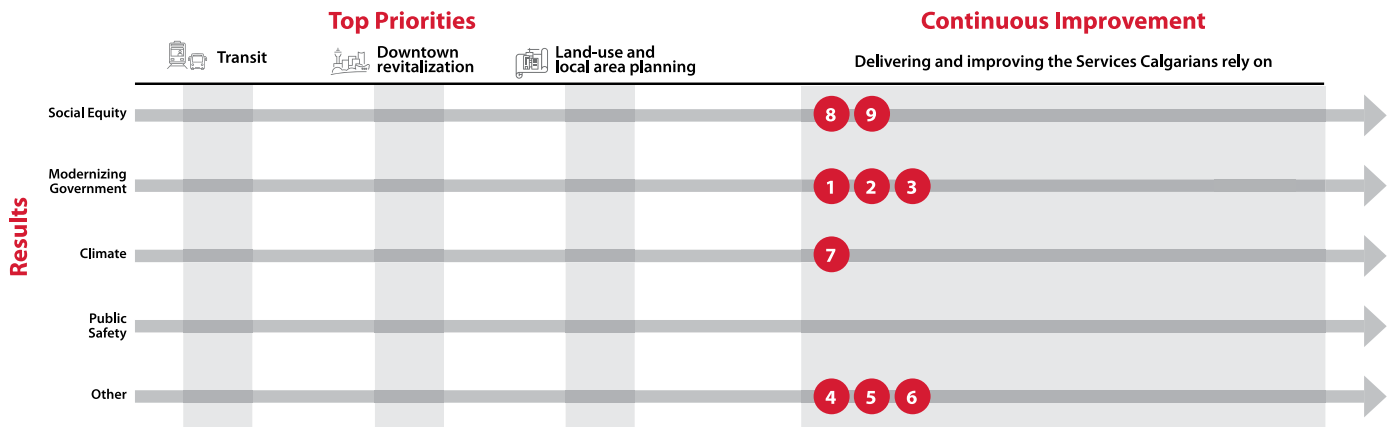






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

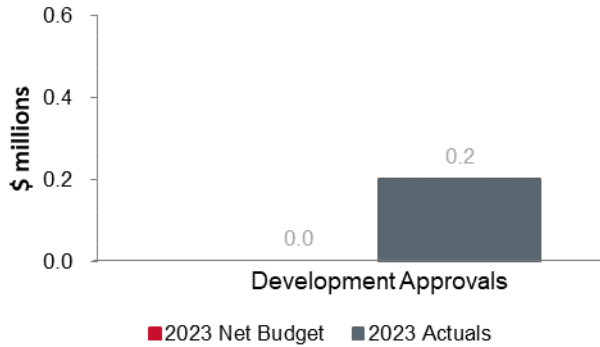
Initiative	Initiative Update	Status
1 Support the realization of development in Calgary, enhance the consistency of application reviews, and encourage greater certainty and predictability for customers by increasing the responsiveness and timely review of development applications. Continuous improvement towards a streamlined applications process, including better ways to track and measure effort along the approvals continuum, and improvements and updates to systems and tools.	2023 performance is similar to 2022. Currently application reviews are at about 70 per cent and trending up along with application volumes for development. Staffing has experienced some turnover but appropriate backfill has been consistently possible due to a great pool of in-house candidates. Vacancies are being actively recruited for which will help employees continue to manage increase low-density residential development applications.	
2 Support quality service delivery by ensuring we have the right resources at the right time to support the changing customer demands and market conditions. This can be accomplished through resource management, volume forecasting and proactive data analysis.	In 2023, Development Approvals experienced increased application volumes; to ensure the resources are available to handle this increase in service needs, active recruiting efforts are ongoing. With Technical and Subdivision teams now residing in the same division, the group is seeing more efficiency and has noted opportunities for cross-training to be explored in the coming months.	
3 Improve the experience and interaction of customers and Calgarians with the applications process through enhanced online service delivery that leverages technology to modernize, consolidate and streamline the products offered. This includes products on ApplyCentral, transitioning to digital advertisement, and building a “mobile friendly” development map.	Development Approvals (DA) will continue its investment in providing online services through 2024. Key customer experiences will be captured using surveys and one on one interviews with applicants; applicant performance is another part of customer research to be realized via interviews. DA is aware land use applications may trend up due to rezoning and is ready to process these. Working closely with the Calgary Inner-City Builders Association (CICBA) may further inform urban design quality while supporting application review which ensures customers know what they need to do to be approved.	

Initiative	Initiative Update	Status
4 Encourage high quality development aligned with the urban design principles identified in the Municipal Development Plan by reviewing, rating, and monitoring the urban design merits of applications. This includes regularly reviewing the evaluation criteria and current processes to ensure customers receive the appropriate feedback to improve quality where and when necessary.	Initiation of design review with the Urban Design and Open Space (UDOS) team is strongly encouraged as early in the application review process as possible. Through the Guide to Urban Design Review, which provides specific detail on the Municipal Development Plan (MDP) Urban Design Elements, applicants are provided with a statement of City urban design expectations. This has resulted in improved quality at submission, timeline improvements in many cases and higher quality design responses from collaborative applicants.	
5 Promote the successful realization of residential, commercial, and industrial development that reflects community and Calgarian interests through execution of a clear, consistent, easy to understand and updated Land Use Bylaw developed in partnership with City and industry partners.	Development Approvals supports the City Building Program by providing implementation insight into policy work. This program provides tools needed to enable housing security and choices, promote economic development, address climate change and strengthen relationships with Indigenous communities. The program has three parts going before Council in 2024: the Calgary Plan which merges with the Municipal Development Plan (MDP), the Calgary Transportation Plan (CTP) zoning bylaw (currently called Land Use Bylaw) to simplify developing and land use and the Street Manual.	
6 Ensure customer and industry expectations around value for service are met and reflected in user fees. This enables The City to continue delivering superior and equitable approvals service.	Planning, Subdivision and Land Use Application fees have remained frozen since 2017 at 2016 rates. Application fees support the delivery of our services without unnecessary financial burden to the applicant as the Canada continues to rebound after multiple challenging financial years due to domestic and global impacts.	
7 Advance the City's building and energy performance objectives through the implementation of the Net Zero Prioritization pilot program, by offering a prioritized development review process to builders that exceed the current minimum code requirements and meet the strict requirements of nationally recognized labelling and certification programs.	In 2022, 87 net-zero ready units were approved in Arbor Lake through the Net Zero Prioritization pilot program. The success of this pilot launched the Green Buildings Priority Stream program in February 2023. The new priority stream improves on the pilot by having a dedicated Enmax resource for applicants, enabling earlier collaboration with safety enforcement, subdivision, and code officers, and improving the coordination of urban design reviews with prioritized green projects. Two projects are currently under review and will result in a minimum of 260 net-zero ready units if approved.	
8 Advance the work of the White Goose Flying Report's Calls-to-Action by identifying and mapping areas of cultural importance to the Nations that were signatories to Treaty 7, Metis and urban Indigenous peoples in and around the Calgary area. This initiative will gather Four stories central to Calgary's downtown, including the creation story for Elbow/The Confluence (Moh-kins-stis in Blackfoot; Wicispa Oyade in Stoney Nakoda; Gut'stis'sti in Tsuu'tina; and Otokwunee in Cree/Michif).	Development Approvals (DA) is working on implementing and amending policies regarding place naming and engagement with Indigenous groups and Traditional Knowledge Keepers. By investigating opportunities for inclusive placemaking and place naming, DA is active in recognizing, celebrating and sustaining Indigenous presence on land undergoing development/redevelopment. Area Structure Plans and Local Area Plans will be using these policies as guidance when they undertake projects; this will also influence other City Business Units' future engagement with Indigenous people.	
9 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to our employees.	Recruitment and retention practices have an Equity, Diversity, Inclusion and Belonging (EDIB) and Anti-Racism lens to foster a respectful, inclusive and equitable workplace. Development Approvals is preparing plans related to EDIB and Anti-Racism workplans which can be used to support recruitment and retention.	



## Service Updates on Financial Performance

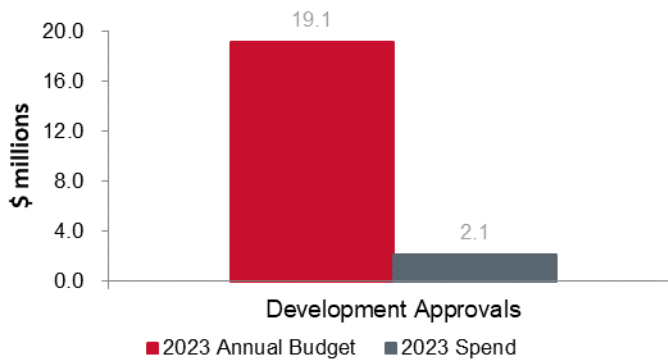
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Development Approvals has an unfavourable variance of \$0.2 million due to lower internal recoveries than budgeted in Public Spaces Delivery.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Development Approvals only spent 11.3 per cent of the 2023 approved capital budget. The Working Space Initiative project that would have used a significant amount of the budget was delayed due to Covid, the realignment, the unknown future of remote work and several workspace challenges. The construction phase of the project is expected to start in Q4 2024. The Service improvement project budget for Development Approvals was overspent as the team was able to accomplish more than expected.

# Economic Development & Tourism

Led by: Director of Partnerships

## Service Description

This service supports a diverse and resilient economy that helps grow local businesses, start-ups, and entrepreneurs; attracts new businesses and visitors to Calgary; and offers Calgarians and visitors access to world-class cultural attractions, venues, experiences and learning opportunities. The City delivers this service by investing in Civic Partners and supporting Business Improvement Areas' (BIA) operations and governance. The service's priorities and activities are guided by Calgary in the New Economy: An economic strategy for Calgary, and contribute to the collaborative implementation key City strategies related to economic development.

## Service Updates

### Key Service Results

- By year end 2023, the Opportunity Calgary Investment Fund has committed more than \$82 million to 26 projects, spurring \$800 million of investment, the creation, training and retention of more than 3,000 jobs, and supported or started more than 500 local companies.
- The Calgary TELUS Convention Centre generated a total of \$110.2 million in economic impact in 2023 including \$52.1 million in total direct impact, \$36.1 million indirect impact, and \$22 million induced impact. This was an increase of over \$89.9 million in total impact in 2022 (direct, indirect and induced).
- Platform Calgary welcomed more than 44,000 people to the Platform Innovation Centre and donated 1,795 booking hours for space to not-for-profits, a 28 per cent increase from 2022. Thirty-four companies supported by Platform Calgary raised more than \$40 million in investment and grants.
- Calgary's 15 Business Improvement Areas supported over 6,000 businesses and invested \$5 million in BIA taxes to deliver tailored programs and services for their shopping destinations including 220 events and activations, 175 outdoor patios and \$2.7 million invested in enhanced cleaning and public realm improvements.

### Service Challenges

- Global economic conditions in 2023 resulted in longer investment cycles. Persistently high inflation coupled with high interest rates meant companies looking to invest in the Calgary region delayed or downsized their investment decisions. Significant political and regulatory uncertainty in the province impacted perceptions of Alberta and Calgary. These combined challenges are creating headwinds for Calgary.
- Demand for Platform Calgary services continued to grow which strained its ability to offer programs and space bookings at discounted rates. Growing safety challenges in downtown Calgary impacted external bookings at the Platform Innovation Centre needed to generate revenue to support programs and services.
- Cost escalations in 2023 continued to be a challenge for Partner-led major capital projects and lifecycle maintenance including the rising cost of labour and supplies. Partners continue to mitigate these risks through reprioritization and cost management.

### Trends & Potential Uncertainties

Calgary Economic Development continues to monitor trends in immigration and affordability. In Q3 2023, Alberta had the highest population growth rate of any province in Canada and added 39,212 net new international migrants and 17,094 interprovincial migrants. While Calgary's average apartment rent in 2023 increased by 14 per cent, this was a decrease from 2022 when average rent increased by 22 per cent. The increase in population and increase in rents, coupled with increased prices of other household costs, resulted in an overall increase in the cost of living for all Calgarians.



# Measuring Our Performance

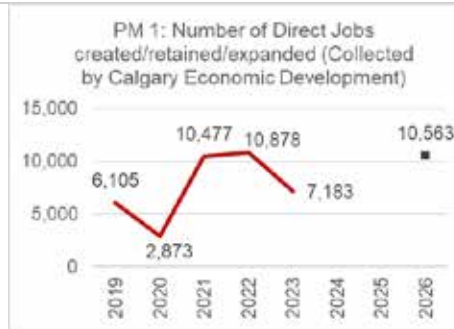
## Legend

- Actuals
- Expected Future Performance
- Progressing as planned
- ↻ Not progressing as planned

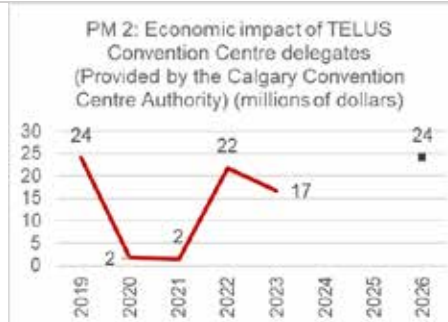
## Performance Measures

## Story behind the numbers

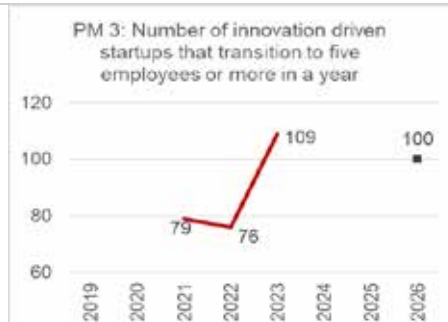
## Status



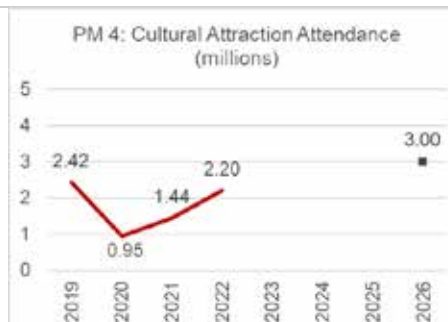
In 2023, even in the face of challenging economic headwinds and the Writer's and Actor's strikes in the United States, Calgary Economic Development delivered significant job growth and \$734 million of investment to the city. Calgary continues to have a strong value proposition across key sectors as demonstrated by announcements from Applexus and Eventcombo. The final job numbers in 2023 were close to the 2023 internal target despite delayed or reduced opportunities in our pipeline. And, in 2022 there were multiple large wins that cannot be guaranteed to happen with the same scale year over year.



2023 was a year of resiliency and activity at the Calgary TELUS Convention Centre (CTCC) that brought positive economic and social impact to Calgary and the downtown core. The CTCC was rebranded as a place of possibilities offering quintessential hospitality and boundless experiences to attendees. The sales team continued to sell into future years, the operations team focused on capital improvements, and CTCC's experienced employees created safe spaces for all guests. As the first purpose-built convention centre in Canada, in 2024, CTCC will be celebrating 50 years of bringing people together to create meaningful and enduring connections.



Through a variety of early stage programming and support, Calgary has a strong pipeline of tech startups with the potential to grow and scale in the years ahead. Enhancing the capability of Calgary entrepreneurs can accelerate the growth trajectory of startups which will in turn make a meaningful contribution to Calgary's economy. The 2023 Global Startup Ecosystem Report by Startup Genome identified Calgary as one of the most dynamic growing tech communities in the world. Calgary's leading features include the general low cost of doing business, access to global talent and the overall quality of life.

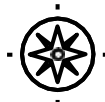


Cultural attractions managed and operated by The City's Civic Partners are unique destinations offering cultural and educational programs and opportunities for Calgarians and visitors to be active and learn about conservation, science, history and aviation. The Cultural Attraction Attendance measure tracks data from five Civic Partners managing and operating City-owned assets. 2023 data is an annual measure that will be available after the Civic Partner Annual Report in on May 1, 2024.



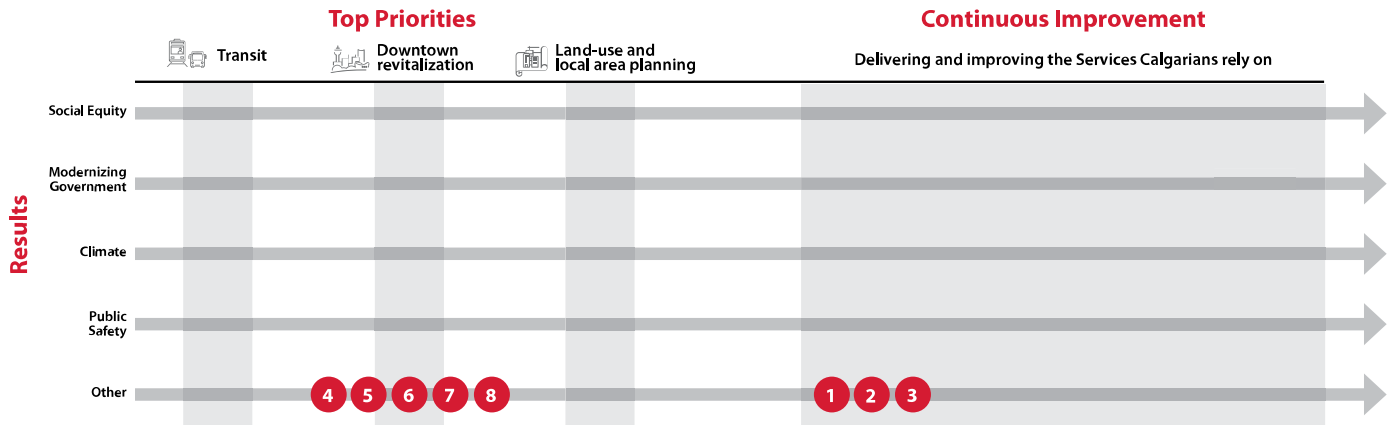
Partnering to deliver economic development services benefits The City, Calgarians, visitors, and the local economy. Partners leverage The City's investment with volunteers and other revenue streams including earned revenues, grants, sponsorships and donations. The leverage measure demonstrates how much Civic Partners contribute to deliver economic development services and reflect the mutually beneficial nature of these relationships. 2023 data is an annual measure that will be available after the Civic Partner Annual Report in on May 1, 2024.









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

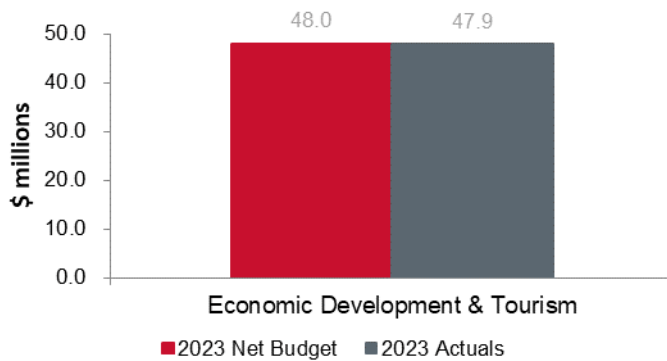
Initiative	Initiative Update	Status
1 Support the promotion and sustainability of the local economy and placemaking by supporting the governance and operation of Calgary's Business Improvement Areas.	In 2023, the Major Partners team provided one-window support for 15 Business Improvement Areas (BIAs) to meet The City's legislated requirements, support BIA operations and governance, and coordinate The City's work with BIAs across a variety of business units. In 2023, a consultant was engaged to undertake a BIA Governance Review and Capacity Building Project with recommendations expected in Q1 2024. It is anticipated that the recommendations will support continuous improvement of City processes, enhanced BIA governance practices, and tailored support for BIAs.	
2 Provide access to vibrant and high-quality cultural attractions for Calgarians and visitors by strategically investing in the lifecycle maintenance of City-owned assets managed and operated by Civic Partners including the Calgary Zoo, Fort Calgary, Heritage Park, TELUS Spark, Arts Commons and the Hangar Flight Museum.	In 2023, The City invested \$11.3M in capital funding through the Civic Partner Infrastructure Grant. Civic Partners leveraged this with \$4.7M to support approximately \$16M of lifecycle maintenance at their facilities. Key investments included building envelopes, structural and mechanical systems, safety upgrades and accessibility improvements. The investments also support ongoing asset management planning to manage risk and prioritize future investments. Supporting these projects helps ensure Partners can continue providing high-quality services and experiences for Calgarians and visitors.	
3 Support the delivery of economic development and tourism services, including implementation of Calgary in the New Economy: An economic strategy for Calgary, by collaborating, investing in, and supporting the governance and operations of Civic Partners.	This service guides investments in Civic Partners and Administration's one-window support for Civic Partners and Business Improvement Areas (BIA). In 2023, these key partners worked individually and collectively to achieve results for Calgarians including a rebound in meetings and conventions at the Calgary TELUS Convention Centre, Calgary Economic Development's work to promote Calgary as a location of choice, Platform Calgary's programs and services for entrepreneurs and startups, BIA events and activations and seasonal offerings at Calgary's cultural attractions.	
4 Provide access to arts and cultural opportunities for Calgarians and visitors that support a vibrant downtown by investing and supporting the Arts Commons Transformation Project.	The \$270M Phase 1 of the Arts Commons Transformation Project progressed into detailed design in 2023. The new building design will be revealed in 2024 during a groundbreaking ceremony and includes a 1,000-seat theatre and 200-seat studio theatre. The design for the modernization of the existing facility will progress in 2024. The adjacent Olympic Plaza Transformation was initiated in spring 2023 with an initial funding commitment of \$40M. The design team was announced in fall 2023, and design and funding will advance in 2024. These projects will support a larger more integrated campus.	

Initiative	Initiative Update	Status
5 Support the promotion of Calgary as a destination for business travel, and large-scale meetings and conventions by investing and supporting the BMO Expansion Project.	The \$500M BMO Centre Expansion Project reached significant milestones in 2023 as the building achieved weather tightness and full energization. The Calgary Municipal Land Corporation and the Calgary Stampede unveiled Gerry Judah's "Spirit of Water" as the public art piece that will anchor the expansion's plaza. The project will double the existing hosting capacity and is on budget and schedule for an anticipated grand opening during Stampede 2024. Progress continues with over 600 daily on-site crews focusing on interior tasks, including electrical, mechanical, and meticulous finishing touches.	
6 Provide access to high quality museum experiences for Calgarians and visitors through investing and supporting the Glenbow Renovation Project.	In 2023, the Glenbow Revitalization project focused on interior work such as finalizing abatement and site-enabling work for remaining floors, upgrading mechanical and electrical systems, and establishing a double-height salon and cube galleries. Exterior construction included precast removals, taking down historical sandcast murals, and installing the new exterior facade. The expected completion date for the current phase is Q3 2024. The project's next phase commenced in 2023 with the conceptual design of exhibits, galleries, and the exterior pavilion and terrace.	
7 Attract unique and diverse sport, recreation and cultural events by supporting Tourism Calgary to manage the Calgary Sports and Major Event Committee and Special Events Fund.	Tourism Calgary and Administration meet quarterly to identify opportunities, collaborate, and Tourism Calgary shares information about the Calgary Sports and Major Events' Special Events Fund investments. In 2023, 62 events were hosted with a projected economic impact of over \$132 million. Looking to 2024 and beyond, nearly \$155 million is estimated in economic impact, including 65 new events secured for future years.	
8 Grow the number of startups and entrepreneurs in Calgary and enhance the innovation ecosystem by investing in targeted programs and services delivered by Civic Partners including Platform Calgary and Calgary Economic Development.	The Platform Incubator is an 18-month program for scaling startups run by Platform Calgary out of the Platform Innovation Centre. In 2023, the program had 27 total participants, with another cohort coming online early in 2024. Companies in the Incubator raised more than \$8.5 million over the last year which is critical to their ability to scale. Alberta technology (tech) investment attraction in 2023 was dominated by a number of mega deals. Investments in early stage tech saw reductions in 2023 which posed challenges for new startups looking to access capital to grow.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

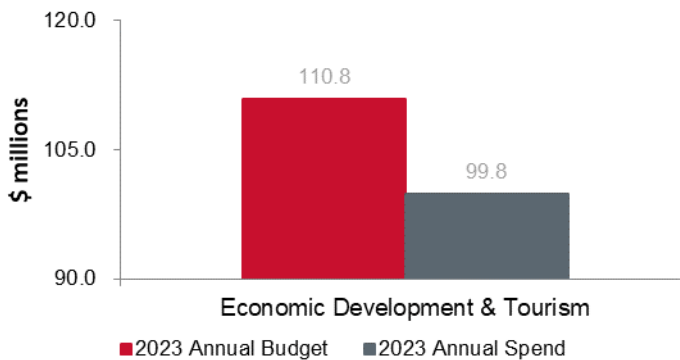


### Operating Budget Updates - 2023 net operating budget vs actuals:

Economic Development and Tourism has an insignificant favorable operating variance of \$0.1 million.

Approximately 96.0 per cent of the service's operation budget is represented by operating grants that are disbursed to ten Civic Partners. Each Civic Partner funded under this line of service leverages The City's funding with a variety of other sources.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Economic Development and Tourism spent 90.1 per cent of its 2023 capital budget. After reaching a new project agreement, events centre investment accelerated in 2023.

The capital spend rate was impacted by new Civic Partner capital projects approved for the 2023-2026 budget. These projects are awaiting matching funding from other orders of government and private funding sources.



# Land Development & Sales

Led by: Director of Real Estate & Development Services

## Service Description

Our core service develops and sells industrial land to attract business investment and promote economic diversification and growth for Calgary.

Responding to a range of complex corporate land needs, Land Development and Sales also offers planning expertise to lead and identify strategic redevelopment opportunities.

Optimizing the value and maximizing the financial return on City-owned land under our stewardship, we offer The Corporation a long-term source of reoccurring property tax revenue.

## Service Updates

### Key Service Results

Throughout 2023, significant progress was made on several projects to maximize The City's financial return on City-owned lands and to help advance Council's priorities. These projects include:

Constellation is the newest industrial park that will launch in Q2 2024. Constellation will offer a variety of light and medium general industrial uses. It will include a public space complex that incorporates stormwater management, wetlands, public parks, and pathways.

Midfield Heights is a mixed-use City-owned transit-oriented development which will offer development ready parcels for sale for both market and non-market homes and will feature parks and open spaces, a retail promenade, and upgrades to Calgary's pathway and bikeway network (5A Network).

The Aurora Business Park is being re-planned from a non-residential business park to a residential mixed-use community in consideration of the Green Line and affordable housing opportunities.

Work continues to progress the South Macleod project along Macleod Trail between 194th and 210th Avenue. Interchange design work is underway with a concept design to follow that will result in developable lands for mixed-use development.

### Service Challenges

Market volatility such as, high inflation and supply chain issues have impacted material pricing, and labor costs. Other challenges facing Land Development & Sales include a more favorable tax environment, lower development fees, and levies offered by competing markets. Strategies to mitigate include ensuring subdivision plans are flexible to accommodate a range of business opportunities and identifying growth opportunities within emerging industries.

There has been a slower pace of growth within the industrial sector due to a lack of City-wide capital investment in critical infrastructure to support industrial growth. Future industrial land development cannot advance without supporting infrastructure, increasing the risk of less job diversity, less off-site levy revenue and ultimately a decrease in the non-residential tax base for The City.

### Trends & Potential Uncertainties

With inflation and supply chain issues expected to continue, competition with the private sector for contractors and materials will be an added challenge further contributing to strain on pricing and procurement.

Land Development & Sales is continuously monitoring the health of the Land Servicing Reserve. With increasing development costs, supply chain issues, and affordable housing contributions, we must ensure we have sufficient funds to address our own project commitments.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

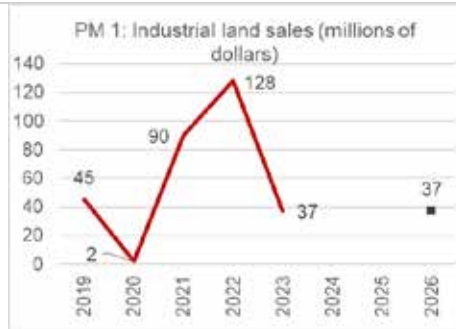
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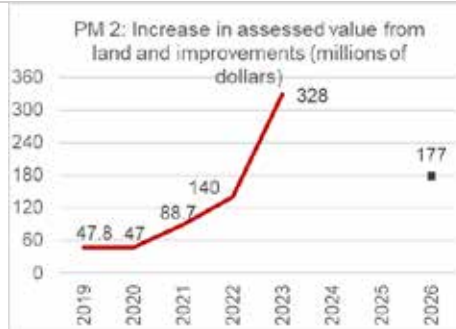
## Performance Measures

## Story behind the numbers

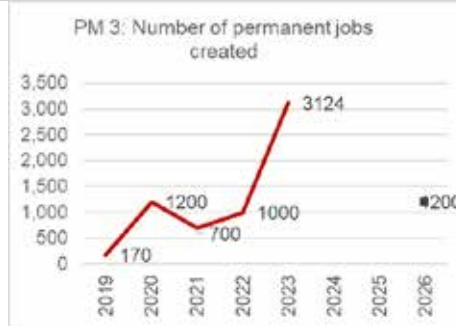
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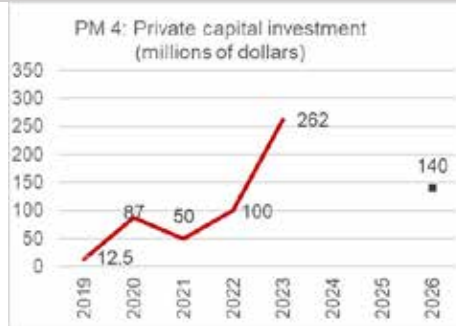
Increasing demand for industrial land in 2023 contributed to total sales exceeding \$37M. There were 6 transactions negotiated; including one significant sale amounting to \$26.5M for 38 acres in East Lake.



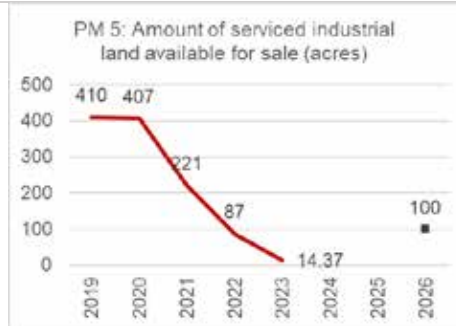
The Land Development & Sales team estimates that industrial sales targeted for development by third parties will see an increase in assessed value in the range of \$328M, which will contribute to an increase in overall non-residential tax revenue.



With every industrial parcel sold, it creates an opportunity for a new business development and job creation. Typically, from the time a parcel is sold it can take up to several years before the new business is up and running and new permanent jobs are created. Currently there is an estimated amount of 3,124 new permanent jobs that have been generated for 2023. Based on sales activity since the pandemic, Land Development & Sales anticipates job numbers to steadily increase over the coming years.

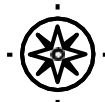


The private capital investments indicator is a figure based on investors' confidence in Calgary's industrial parcels. Land Development & Sales estimates roughly \$262M in private investment in 2023 related to industrial parcels. Industrial sales have been on the rise since the end of the pandemic which will contribute to increased private investment over the next few years.



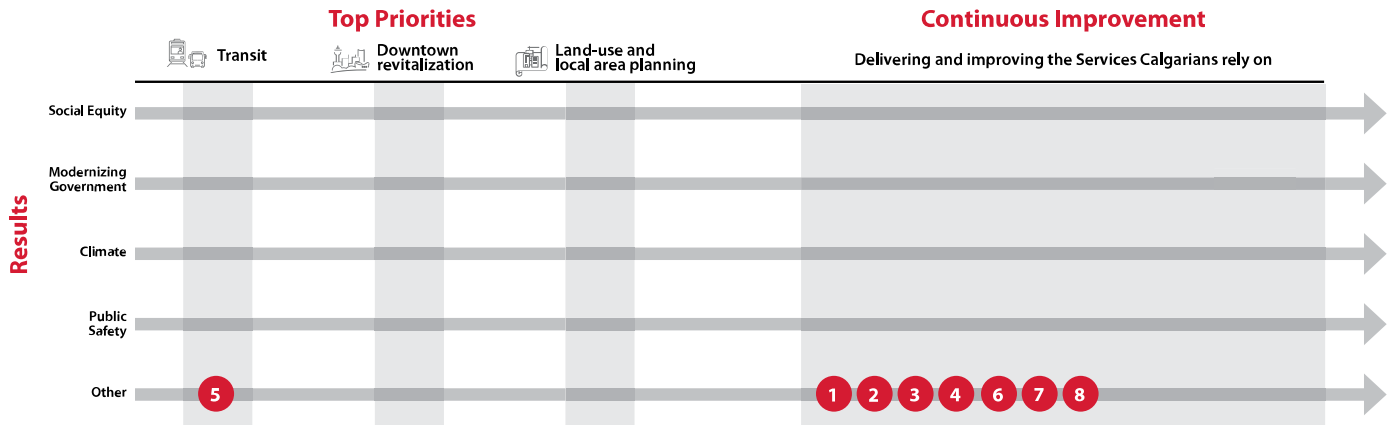
Due to an exceptional year of industrial lands sales in 2022 (300 acres sold), a limited amount of inventory was remaining. In 2023, 50 acres of serviced industrial land was sold, with 14.37 acres remaining in inventory. There are plans to replenish the supply with the launch of Constellation Industrial Park anticipated for Q2 2024 with an anticipated addition of 48 acres of land in Phase 1.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

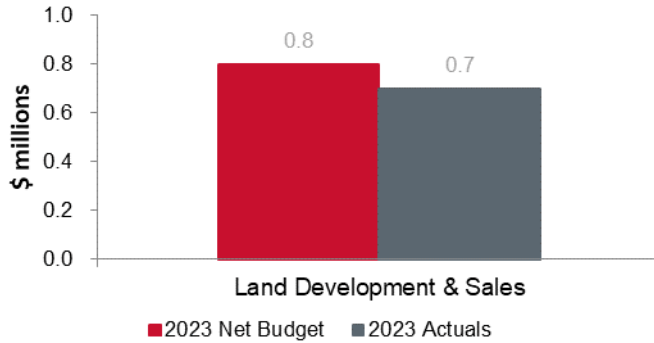
Initiative	Initiative Update	Status
1 Enable businesses to start, grow and invest in our city and support Calgary's economic resilience. We will accomplish this through the development and sale of serviced land opportunities located in Great Plains Starfield Phase 1.	Great Plains Starfield Phase 1 (renamed to Constellation) civil construction started in May 2023 and the project team has now completed all deep utility installations and some surface work components. Remaining surface work, landscaping and shallow utility installation are scheduled for 2024. Phase 1 is anticipated to launch in Q2 2024, while the planning and design work continues for future phases.	
2 Promote economic diversification and growth for Calgary by supporting new business investment through the sale of serviced industrial land in Point Trotter Industrial Park Phase 1.	There have been ongoing efforts to continue promoting economic diversification and growth in Point Trotter Industrial Park. In 2023, five lots in Point Trotter were sold, with only one remaining lot available for sale in Phase 1.	
3 Attract new business investment and promote economic diversification and growth for Calgary through the sale of serviced industrial land in East Lake Industrial Park.	Land Development & Sales closed on the sale of land in East Lake Industrial Park in December 2023 for a sale price of \$26.5M which included over 38 acres of land.	
4 Improve the quality of life for Calgarians by offering more housing and commercial options through the sale of lands in Aurora.	Work on a new vision for the Aurora lands will be captured by an updated Area Structure Plan and concept plan that will be followed by an Outline Plan & Land Use Redesignation application.	
5 Create great places to live, work and play for Calgarians through the redevelopment and sale of lands from our Midfield Heights urban village site.	Development activity is progressing in Midfield Heights. This mixed-use transit-oriented development will provide development-ready parcels that will be available for purchase in 2024.	
6 Create great places to live for Calgarians through the marketing and sale of lands at Richmond Green.	Land Development & Sales was able to reflect on learnings from an initial release of 3420 Sarcee RD SW (a portion of Richmond Green) and use this experience to develop an updated public market offering to dispose of additional lands. The team is actively negotiating with the successful proponent with an expected closing date in late 2024.	
7 Remove barriers to business investment and offer more housing options for Calgarians through the planning and feasibility analysis of the former RB Bennett school site.	Planning is underway on the former RB Bennett school site in Bowness. This site presents an opportunity to introduce affordable housing into the established area as well as upgraded parks for the community. The Outline Plan/Land Use Redesignations application was submitted in Q3 2023.	

Initiative	Initiative Update	Status
8 Attract new business investment and promote economic diversification and growth for Calgary through the redevelopment of lands at South Hill.	Now known as the Riverbend transit-oriented development project due to its proximity to a future Green Line LRT station, efforts to redevelop 15 acres of brownfield lands in east Riverbend to support future transit-oriented development business opportunities have been delayed. Land Development & Sales is currently assessing the status of the project to move it forward.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

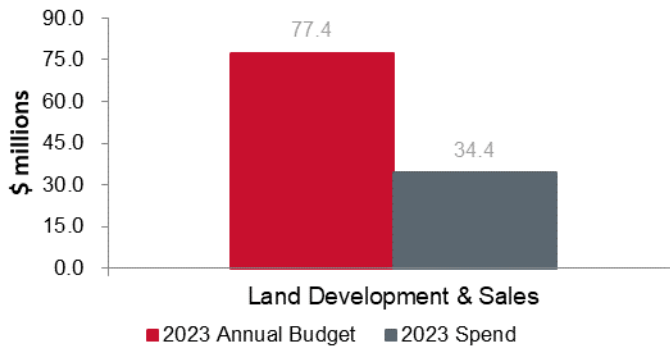


### Operating Budget Updates - 2023 net operating budget vs actuals:

Land Development & Sales has a favourable operating variance of \$0.1 million.

Land Development & Sales closed 6 transactions totaling \$37M and collected \$1.4M in service connection fees as part of a value-add service offered to purchasers.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Land Development & Sales had a spend rate of 51.0 per cent of the approved capital budget for 2023. Key projects such as Constellation, are seeing a healthy spend rate of roughly 98.0 per cent, while others such as Midfield Heights experienced delays obtaining development approvals, which lowered the overall spend rate for 2023.

# Real Estate

Led by: Director of Real Estate & Development Services

## Service Description

Real Estate service negotiates and completes 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, circulations and land transfers.

## Service Updates

### Key Service Results

Real Estate facilitated the corporate approvals required for execution of the agreements needed to support construction of the new Event Centre, which includes a community rink, and public plazas. This milestone provides the green light for the project to move forward with design and construction. Corporate approvals are also in place to support construction of the 6 ST SE underpass, which will further contribute to develop Calgary's emerging Culture + Entertainment District.

In 2023, Real Estate responded to the Council approved Home Is Here: The City of Calgary's Housing Strategy (2024-2030), by identifying two City-owned sites suitable to provide land for transitional family housing. These two sites are estimated to provide 110 new homes that will house up to 350 individuals.

Non-profit affordable housing providers were awarded three parcels of City-owned land in the communities of Bowness, Erlton, and Parkdale which will create an estimated 140 new homes. Five additional parcels were approved by Council for disposition to non-market affordable housing providers. Combined, these contributions will provide more affordable housing opportunities for Calgarians.

### Service Challenges

There is increasing demand to support emerging City-wide initiatives that requires additional staff to accommodate the high volume of work. This has resulted in a need to reprioritize files and adjust timelines for work that is less time sensitive.

### Trends & Potential Uncertainties

The priority placed on supporting non-market land sales along with a growing number of requests from business units to access the Revolving Fund Reserve for capital projects is challenging the overall sustainability of the Service Line.

Real Estate will continue to respond and support key actions of the Home is Here – Housing Strategy that will help increase the supply of housing options in Calgary, which may require the disposition, lease, and acquisition of properties.

In 2023, the Executive Leadership Team approved a new vision for a centralized City-owned land management system to be achieved through the land system realignment program. This new direction of portfolio management will require a corporate transformational change resulting in a realignment of process, people, inventory



# Measuring Our Performance

## Legend

- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



There was \$7M in revenue generated from surplus parcels land sales in 2023, which is trending downwards from previous years. Recently, there has been an increasing priority placed on making City-owned land available for affordable housing. Attractive development parcels are transacting below market value, leaving less desirable lots remaining in inventory. In 2023, there were three sites identified for non-market land sale that would have otherwise contributed \$7.3M in surplus revenue to the Revolving Fund Reserve, if sold at market value.



Active leasing agreements generated just over \$8.1M in revenue. This is an increase from the revenues achieved in 2022 and highlights that the performance measure is exceeding the targeted expectation for 2026. The team continues to focus on renewals and ensuring a fully leased portfolio.

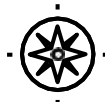


A total of 62 transactions were tied to social contributions for 2023 compared to last year's total of 40 transactions. This reflects the focus and priority placed on affordable housing, not-for-profit, community events, charities, and other social initiatives.



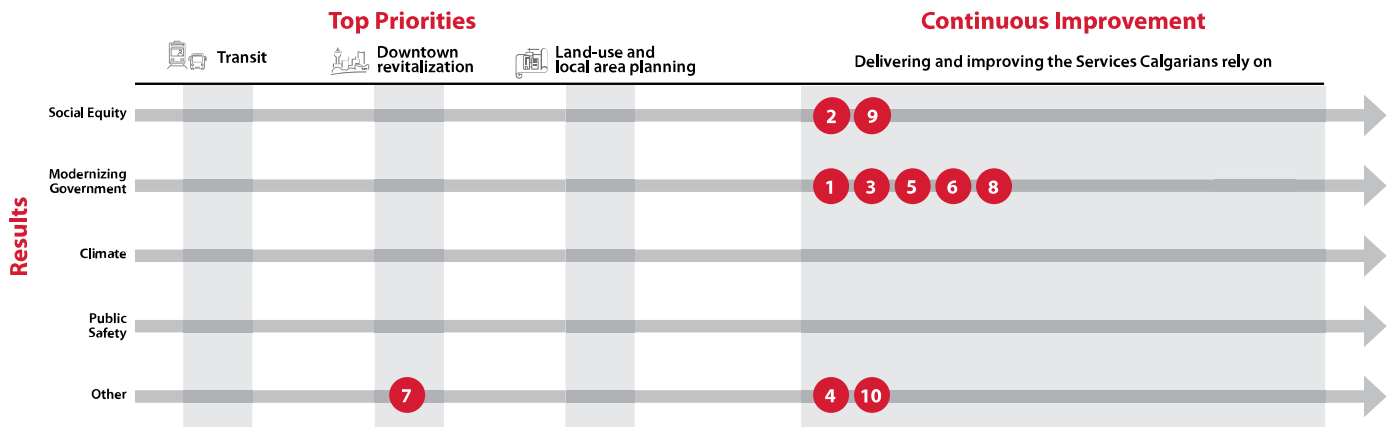
Real Estate recorded a total of 366 real estate transactions in 2023 (compared to a historical average of 224 ), representing a significant volume of work stemming from major projects such as Green Line and the Event Centre.





# Progress on Service Delivery







## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

Initiative	Initiative Update	Status
1 Provide efficient and effective land administration through polices and business practices. This includes managing corporate land inventory, encroachments, land titles, land support and general utility right-of-way agreements, while continually improving standards and bylaws to reflect changes within the Corporation.	The new Customer Relationship Management (CRM) technology for Land Titles Services successfully launched late 2023. Work is underway to develop CRM for Encroachments, with a launch date expected in 2024.  Improved functionality and usability upgrades were implemented to the Land Inventory and Data Application. These efficiencies were identified through continuous improvement exercises and partnership feedback systems. With these upgrades in place, Real Estate was able to respond to over 1,000 land inventory inquiries including over 550 map requests and 350 circulations.	
2 Increasing the value and benefit that Calgarians receive from The City's land inventory. This will be achieved through reduction in maintenance costs, disposition of surplus properties, as well as activating and creating interim uses for underutilized parcels for social/environmental return and increased general revenue and tax opportunities.	Real Estate has identified surplus properties for disposition and additional properties proposed for alternate use, including potential future housing prospects. In 2023, 7 transactions (10 properties) were disposed, which resulted in maintenance savings of ~\$400K and an annual tax uplift of ~\$24K. The team enabled the marketing of a Non-Market Land Sale, that will contribute ~\$70K to enhance park amenities upon disposition. Additionally, the team has been supporting the delivery of two City-owned sites to be leased for transitional family housing.	
3 Generates revenue that contributes to the Real Estate Revolving Fund Reserve, which funds future acquisition budgets and activate properties within communities. Properties are held for future use to ensure amenities that The City would provide (food vendors at sporting facilities) are available to communities by leasing Corporate real estate to the public.	Real Estate has prioritized working with tenants to negotiate arrangements for the recovery of outstanding deferred rent resulting in formalized rent repayment agreements on several major accounts with arrears; these accounts have not defaulted on their repayment plan.  The team was able to minimize turnaround time needed to get vacant residential units on the market and was successful in achieving market or close to market rents in most instances.	
4 Property management of corporate real estate holdings held for future municipal infrastructure.	Real Estate is constantly seeking opportunities to improve processes such as issuing RFPs/RFQs to achieve competitive pricing for the provision of building and maintenance services to our portfolio. Currently the team is working on undertaking a building condition assessment for our portfolio to further support refining our capital plan to enhance a buildings potential in hopes to extend their useful life.	

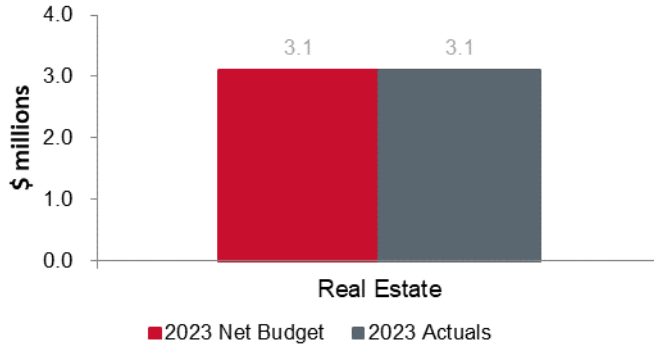


Initiative	Initiative Update	Status
5 Streamline business processes to improve efficiency and speed of transactions. Improve the clarity of lease and license agreements and related information for Corporate approvals. Continuously improve risk management, audit trails and repeatability of lease and license transactions through Corporate lease and license standardization.	The lease management software (Yardi) integration with PeopleSoft will go live in 2024. It will centralize billing, account receivables, collection process, and allow staffing resources to be allocated to other tasks. It will also include a dashboard for internal groups to view lease data specific to their business unit.  Standardization of lease terms and conditions is underway to addresses various lease types and templates for agreements such as a License of Occupation. Draft copies of agreements for murals and decorative lighting over bridges and 3rd party signs are currently being reviewed	
6 Strengthen The City's reputation through enhanced people and culture initiatives, compliance in safety, reporting, and enhanced governance. Drive the business forward by modernizing policies, processes, technology, and strategies to keep ahead of shifting demands with innovative marketing techniques, market analytics and data driven metrics.	Real Estate helped facilitate the implementation and launch of the new Customer Relationship Management system for the Land Titles team, which helped to modernize business processes, automate workflows, dashboard capabilities, and provided support for training. The team has also managed and maintained over 360 real estate transactions, distributed monthly physical and psychological safety topics and participated in ongoing policy review to optimize process.	
7 Acquire real estate to deliver capital infrastructure and community service projects, including streamlining intake of files from Planning & Development Services.	Real Estate continues to support infrastructure and community service projects which includes acquiring properties related to the construction of the 6 ST SE underpass. Other projects are still proceeding such as, the expansion of Bonnybrook Wastewater Treatment Plant to support population growth, continuous 5A Network improvements, and responding to on-going initiatives as brought forward by Council.	
8 Enable redevelopment and increase the tax base while supporting Calgary's growth and revitalization by marketing and selling City-owned surplus lands.	Real Estate has negotiated the disposition of eight City-owned surplus properties along 36th Street SE, providing opportunity for redevelopment to help increase housing availability for Calgarians.	
9 Increase the amount of below market housing in Calgary by partnering with Housing Solutions to support the continued implementation of the Non-Market Housing Land Disposition Policy.	Non-profit affordable housing providers were awarded three parcels of City-owned land in the communities of Bowness, Ertton, and Parkdale which will create an estimated 140 new homes for Calgarians. There has been ongoing effort to identify suitable parcels of land that can be utilized for affordable housing. In 2023, Council approved an additional five parcels of land that will be marketed for sale in 2024 in support of affordable housing.	
10 Supporting internal clients for Corporate projects by providing real estate expertise such as, land acquisition strategy for capital projects, expropriation, and valuation.	Real Estate has provided dedicated resources to support the work needed to advance major projects such as Green Line and the Event Centre, ensuring that the necessary land is in place to support construction activities. Throughout 2023, Real Estate settled all outstanding expropriation claims related to the 17th AV SE Bus Rapid Transit and 194 AV/210 AV SE Interchange projects, mitigating any ongoing financial risk to The City associated with the expropriations for these two capital projects.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

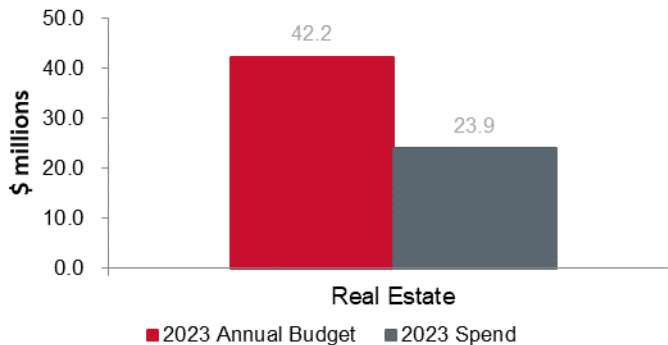


### Operating Budget Updates - 2023 net operating budget vs actuals:

Real Estate has no operating variance in 2023.

Roughly \$7.0 million in revenue was generated from 15 general surplus land sales that closed in 2023. There were three transactions completed under the Non-Market Land Sale policy to support affordable housing in three different communities, which will create additional homes for Calgarians. More than \$2.9 million in acquisitions fees were collected, and more than \$8.1 million in revenue was generated from active lease that included 53 nominal transactions completed for various Civic Partners, community events, and festivals to support activities around Calgary.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Real Estate had a spend rate of 56.7 per cent of the approved capital budget for 2023. Lower vacancy rates have limited opportunities to address ongoing maintenance needs (typically done during periods of vacancy), which has contributed to the spend rate. As well, the integration of the lease management software (Yardi) has been delayed to 2024 to allow IT time to perform necessary upgrades to PeopleSoft.

Several technology projects were underway in 2023, including a new Customer Relationship Management (CRM) upgrade for Land Titles Services that was introduced late last year. Another project involved upgrades to the Land Inventory and Data Application system to capture functionality efficiencies.





# City Auditor's Office





# City Auditor's Office

Led by: City Auditor

## Service Description

The City Auditor's Office provides independent and objective audit, advisory and investigative services to add value to The City of Calgary and enhance public trust by improving governance, risk management, and control processes. Council, through Audit Committee, mandated the roles and responsibilities of the City Auditor and the City Auditor's Office through Bylaw 30M2004 (as amended), Bylaw 33M2020 and Whistle-blower Policy CC026. The Bylaws and Policy require the City Auditor to report the results of individual audits to Audit Committee, and establish procedures for receiving, assessing, appropriately investigating, and reporting the outcome of all reports to the Whistle-blower Program.

## 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.





# Information and Communication





# Citizen Engagement & Insights

Led by: Director of Customer Service & Communications

## Service Description

Citizen Engagement & Insights (CEI) plans and executes safe, fair, and accessible opportunities for Calgarians to give input (in-person, phone, and digital channels) on City programs, services, and overall quality of life in Calgary. We integrate multiple sources to provide insights on participant 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 Calgarians.

## Service Updates

### Key Service Results

1. The Engage Portal now features translation services available in the top 10 languages spoken in Calgary. This has deepened The City's understanding of the perspectives of Calgarians, particularly those in hard-to-reach communities, to ensure all voices are heard. Substantial cost savings of \$500K resulted by transitioning from project-based translation services to a one-time service fee approach.
2. The Municipal Benchmarking Survey, a collaboration between this service and research teams from large Canadian cities, including Vancouver, Edmonton, Toronto and Montreal, provided valuable information on how Calgary compares when it comes to key performance measures and indicators. Incorporating this benchmarking has provided a greater insight into The City's performance and has fostered informed decision-making from senior leadership and strategic partners.
3. Significant improvements to the research panel approach boosted survey participation, resulting in a seven per cent increase in the Business Panel and a 10 per cent gain in the Calgarians View Panel. This growth has enhanced opportunities for Calgarians to provide meaningful feedback to inform City decision-making.

### Service Challenges

Calgary's recent population growth and changing demographics present a challenge for this service line as it strives to understand the perspectives of all Calgarians and support The Corporation's commitment to social equity.

Our knowledge and understanding of new communities and groups identified as hard-to-reach (i.e. the unhoused, people with disabilities, new Canadians) is increasing, requiring more comprehensive and inclusive communication. Accommodating these communities often necessitates additional strategies and tactics and may also require a more nuanced and time-intensive approach. In response to the city's changing landscape, the service line has focused on developing new and cost-effective strategies including segmentation research, in-person translation services, and engaging Calgarians in the places where they live.

Together, these approaches have helped deepen The City's understanding of the perspectives of all Calgarians, especially those in hard-to-reach communities.

### Trends & Potential Uncertainties

Citizen Engagement & Insights strategically partners with vendors to respond to changing circumstances, maintain objectivity, and to provide services that are impractical for The City to fulfill.

Current economic conditions, primarily inflation, are amplifying uncertainty by driving up the costs for vendor services. These cost escalations adversely affect customer budgets, timelines, and the service line's capacity to fulfill customer requests.

With demand for its services projected to increase throughout the business cycle, this service will need to navigate these economic pressures, balancing effective and representative input opportunities for Calgarians in the face of rising costs for the vendor services it relies upon.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

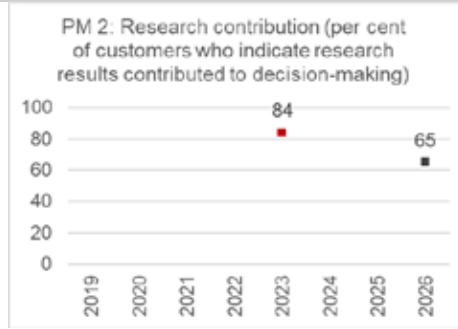


This service provides value to Calgarians by creating opportunities for meaningful input into City decision-making.



Performance in perceptions of how well The City is meeting expectations for participation in decision-making has declined, dropping from 62 per cent in 2022 to 51 per cent in 2023. This decline reflects a broader trend of diminishing trust in The City and concerns with how The City is addressing issues with the economy, safety, and transit.

Planned initiatives to improve social equity and the inclusion of hard-to-reach Calgarians will continue to provide inclusive and accessible opportunities for input into decision-making.



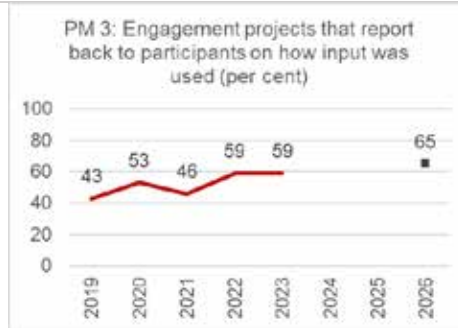
This service is committed to providing customers with actionable and objective insights that inform City decision-making.



2023 was the baseline year for surveying our internal service providers to determine if results had contributed to decision-making, with 84 per cent of respondents indicating that they agreed.

Greater than expected performance can be attributed to research-led initiatives such as regular meetings with City leadership to provide updates on research results and increased dialogue with Councillors.

Achieving the expected future performance of 65 per cent by 2026 remains on track.

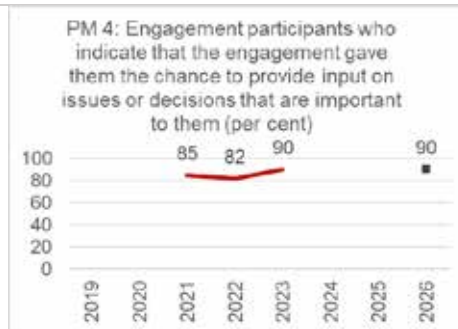


Calgarians expect The City to be accountable and transparent on how decision-makers use their feedback.



This measure captures the percentage of projects that report back on how engagement feedback has been used by project decision-makers. Performance in 2023 has remained on par with 2022 levels, with 59 per cent of engagement projects having included a report back on how feedback was used.

Users of this service will see continued prioritization of reporting back on engagement feedback over the course of the cycle, as the service currently remains on track to meet its 2026 expected future performance.

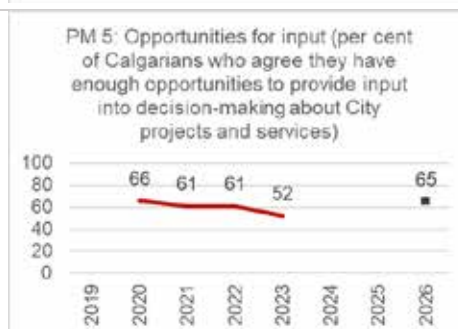


This service ensures that The City's decision-making process is inclusive, accountable, and transparent for Calgarians.



Results from the baseline year indicate an overall high level of satisfaction with The City's efforts to engage Calgarians on issues or ideas that are important to them. This measure does not track how satisfied participants are with the outcomes of engagement as most City decisions involve a range of perspectives or potential outcomes.

Continuing to engage on topics that are important to Calgarians will result in future success, including meeting the 2026 expected future performance.

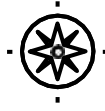


It is important that Calgarians feel they have sufficient opportunities for input into City decision-making.



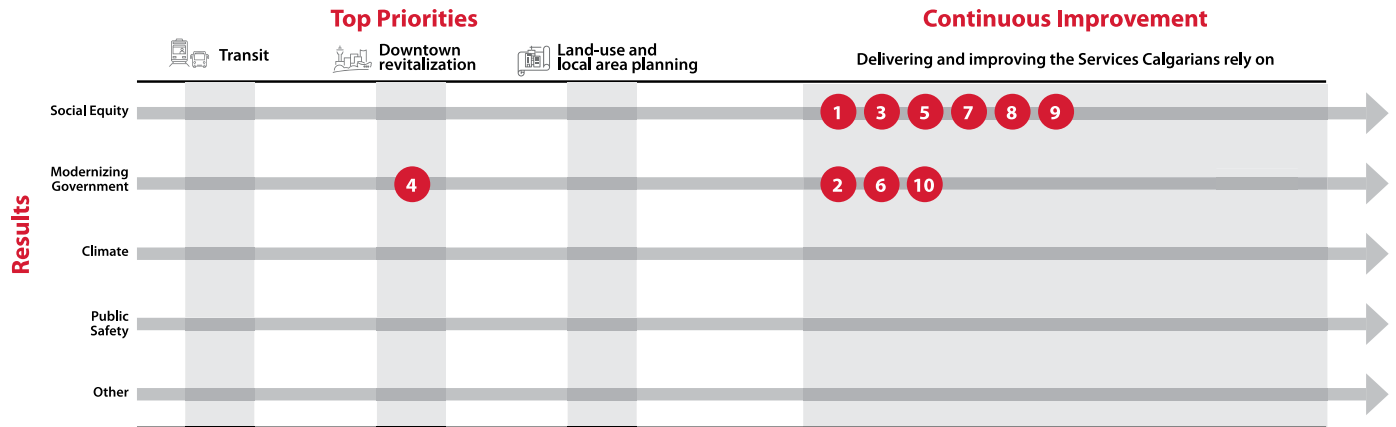
Perceptions about the number of opportunities for input have declined since 2020, with the Fall 2023 data experiencing a significant drop. This decrease in performance coincides with growing expectations around consultation, coupled with a lack of trust in The City and government in general.

Despite these factors, more online and in-person opportunities for input were provided in 2023 than 2022, and the service will continue to focus on meeting the growing expectations of Calgarians.



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

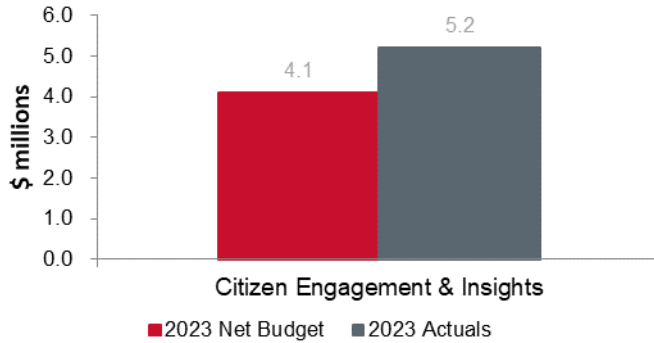
Initiative	Initiative Update	Status
1 Provide opportunities for input on City programs and services that are safe, fair, accessible, and representative of all Calgarians through the new target research and engagement activities and further implementation of the Inclusive Engagement Guide.	The 2023 Spring Survey of Calgarians provided an avenue to rate 44 programs and services based on their importance and satisfaction. The Corporate Research team ensured the study was representative, providing all eligible Calgarians with a chance of being selected to share their inputs. The Engage Resource Unit continued to foster equity discussions and find new ways to connect with Calgarians by partnering with a new vendor to engage with hard-to-reach cultural communities. The Inclusive Engagement Guide was also updated to incorporate current practices and emerging trends.	
2 Improve organizational understanding of our scope and scalability through education, awareness and expectation-setting as an input into City decision-making.	In 2023, the Research team met with Councillors to analyze detailed ward-level findings from the Fall Survey. As a result of these findings, Councillors will gain a deeper understanding of the values, concerns, interests, and priorities of the Calgarians they represent.  The Engage team began the development of an employee educational module aimed at enhancing organizational comprehension of engagement principles in 2023. By improving employee education in this area, Calgarians can expect more effective utilization of their input to inform City decision-making.	
3 Improve The City's ability to provide social equity and more accurately reflect its diverse population through the enhancement and expansion of online research panels. Larger panels with a wider population increase the overall representation of individuals and businesses and are critical to the success of the panels research program.	The Corporate Research team achieved notable success in broadening its online research panels in 2023. Implementing innovative strategies resulted in a 10 per cent expansion in the Panel of Calgarians participation and a seven per cent increase in the Business Panel. This growth has enhanced the overall representation of individuals and businesses in Calgary.  An initiative to retain panelists and improve survey response rates has also been implemented.	
4 Deliver broader context and insights into business leaders' attitudes and behaviours by initiating additional qualitative research. This work will provide critical information for key corporate initiatives such as the downtown revitalization and will aim to enhance The City's global positioning.	In 2023, the Corporate Research Team successfully conducted two waves of qualitative research with business leaders during the spring and fall.  This work yielded insightful feedback from business leaders, delving into crucial civic and economic matters. The research explored challenges confronting local businesses and examined perceptions of the local business environment that will provide an important input into future City decision-making.	

Initiative	Initiative Update	Status
<p>5 Gain insight into perspectives, lived experiences, and expectations of equity-deserving Calgarians by conducting primary research and advanced analytics. Research has seen increased demand for further analysis of Calgary's diverse communities. Advanced analytics and new data collection will address this need and provide insights into communities to improve social and service equity.</p>	<p>Equity Deserving Community analysis was carried out by the Corporate Research Team in 2023. This work provided insights into how different population groups in Calgary respond to key accountability measures for The City.</p> <p>Completion of this work ensures that all Calgarians have equitable and fair access to services offered by The City, irrespective of race, ethnicity, age, place of origin, colour, nationality, sexual orientation, gender identity, or socioeconomic status. Results were distributed across The Corporation to help The City better understand their services through this analysis.</p>	
<p>6 Improve access to data by expanding and better-leveraging external partnerships through benchmarking, academic research and partnering with other municipalities. Expanding collaboration will enhance connections, build relationships and knowledge-sharing opportunities and provide The City with enhanced global positioning.</p>	<p>The Corporate Research team collaborated with research teams in five Canadian cities to benchmark city performance across several areas in 2023. Findings from this research study were a critical input in the fall survey results presented to Council in October.</p> <p>The survey will also be conducted in 2024, and discussions are ongoing with internal and external parties to expand the survey both in terms of questions asked and the municipalities covered. This information will provide insights to The City and its strategic partners on how Calgary performs compared to other municipalities.</p>	
<p>7 Provide online engagement that is accessible to all Calgarians by enhancing The City's capabilities and mirroring the in-person experience of engagement.</p>	<p>All in-person engagement sessions in 2023 had an online equivalent. Offering both in-person and online engagement opportunities removes as many barriers to participation as possible, giving more Calgarians an opportunity to provide input and feedback.</p>	
<p>8 Provide greater digital equity for Calgarians who do not have access to technology by leveraging external partnerships to provide access to digital devices capable of gathering online engagement.</p>	<p>In 2023, the Engage Resource Unit strengthened its collaboration with the Calgary Public Library, working together to offer engagement opportunities on library computers for Calgarians without access to technology, thereby reducing barriers to participation.</p> <p>The service also acquired tablets in 2023 to use in tandem with in-person engagement sessions. This has enabled participants to engage in either the online or in-person experience, further enhancing digital equity opportunities for Calgarians.</p>	
<p>9 Improve engagement opportunities for equity-deserving Calgarians through the development and piloting of new tactics, tools and processes. Based on resource evaluation and reporting on effectiveness of the new actions, all of the recommended actions will be incorporated into future engagement projects.</p>	<p>The Engage Resource Unit completed two significant projects aimed at equity-deserving Calgarians in 2023 – the Forest Lawn Local Area Plan and Connect: Calgary's Parks Plan.</p> <p>These projects incorporated new equity tools and tactics focused on providing more engagement opportunities for all Calgarians. The learnings from these projects will be used in future engagement projects and will be reflected in updates to the Inclusive Engagement Guide.</p>	
<p>10 Build community trust, deliver greater efficiencies and reduce community fatigue with multiple project engagements in specific geographic areas by working to transition the community relations engagement pilot into a fully operational program.</p>	<p>The Engage Resource Unit concluded its community relations pilot with the Chinatown community in 2023. Following the completion of the pilot, resources were transitioned to other projects.</p> <p>Community relations work continues to be an important area of focus for the Engage Resource Unit, and insights gathered from the pilot have been applied to subsequent engagement activities and the Inclusive Engagement Guide. This service will continue to explore ways to foster long-term relationships with communities.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

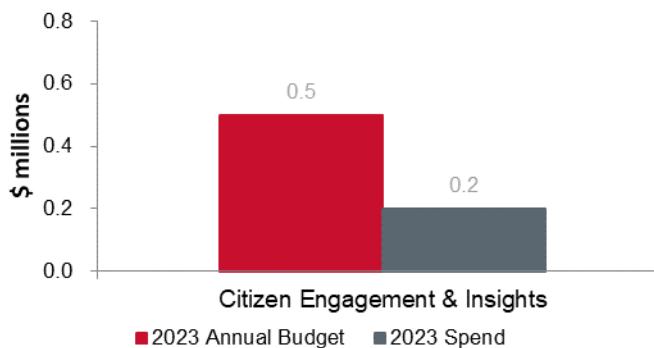


### Operating Budget Updates - 2023 net operating budget vs actuals:

Citizen Engagement & Insights has an unfavourable operating variance of (\$1.1) million due to salary and wages and contracts and general services.

The majority of the unfavourable variances are the result of budget items that require amendment through the assess and adjust phase of Realignment. Additionally, higher-than-expected expenditures on contracts and general services are attributed to strategic spending on surveys for corporate priorities such as public safety.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Citizen Engagement & Insights has spent 51.3 per cent of the 2023 approved capital budget. The capital expenditures were dedicated to conducting customized segmentation research on Calgarians. This research aimed to gain a better understanding of communication preferences, lifestyle, and interactions, enabling The City to communicate and market services more effectively.

To fully leverage these segmentation results, the service line will allocate the remaining capital funds for advanced analytics research and a supporting communications roll-out to The Corporation.

# Citizen Information & Services

Led by: Director of Customer Service & Communications

## Service Description

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

## Service Updates

### Key Service Results

1. Calgary became the first major city in Western Canada to launch a daily 311 call back feature, reducing the need for Calgarians to wait on the phone to speak to an agent. The testing phase in late 2023 handled nearly 19,000 call backs, with full implementation and roll-out scheduled for early 2024. The expected long-term benefits of this customer-centric feature include a decrease in average call wait times and improved overall customer satisfaction with the 311 service.
2. The Social Equity User Testing Pilot for Digital Services was successfully completed, focusing on seniors, newcomers, and persons with disabilities. This initiative provided crucial insights into the unique challenges these groups face, positioning The City's digital experience to be more inclusive to all Calgarians.

### Service Challenges

Rising complexity is a challenge for this service.

311's average call handling time increased from 205 seconds in 2010 to 353 seconds in 2023. This increase is a result of a deliberate strategy to enable low complexity calls to be handled via digital channels, leaving more complex calls (e.g., tax and bylaw) for 311 agents. As Calgary's population grows, higher volumes of these complex calls are expected, which will further impact call handling times and volumes. To address this, 311 will be implementing a quality assurance program to ensure a consistent and optimized experience for customers.

The expectations of The City's online users are expanding as a response to rapidly changing technologies. To provide enhanced functionality, employees are trained regularly to leverage new platforms as well as artificial intelligence. Capital programs are critical to this continued evolution.

### Trends & Potential Uncertainties

The service line is closely watching Calgary's population growth and extreme weather trends, as increases have historically led to additional 311 calls. While initiatives are underway to address current pressures, further increases to call volumes could place additional stress on 311 service delivery and impact performance targets tied to satisfaction and wait times.

The rapid evolution of artificial intelligence also has potential impacts, as expectations for faster and easier service grow. Privacy, security, and procurement concerns present challenges in keeping up with these technological advances; however, The City is working to better understand how artificial intelligence can be leveraged, while ensuring proper governance and guidelines are in place to support employees.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

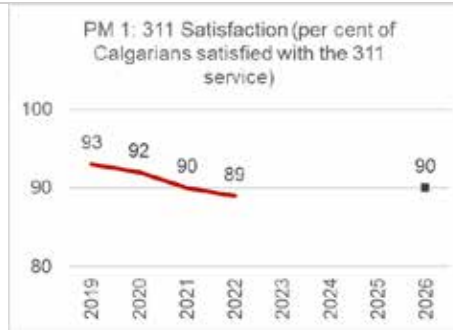
➡ Progressing as planned

⊖ Not progressing as planned

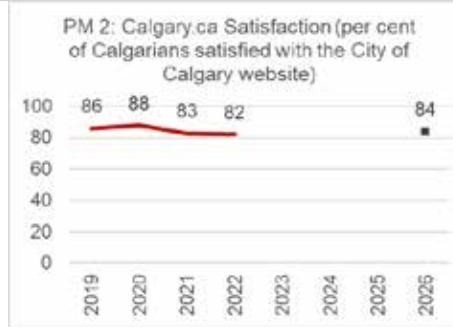
## Performance Measures

## Story behind the numbers

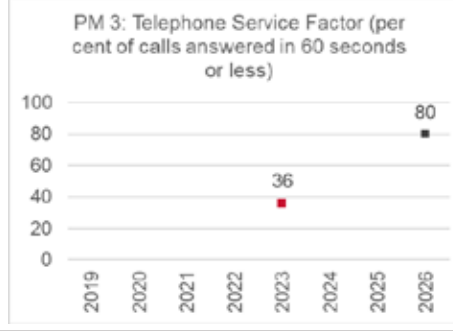
## Status



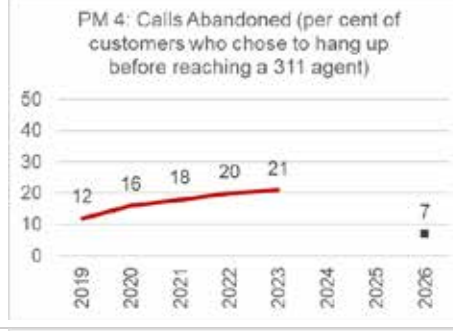
High satisfaction with The City's 311 service is important for maintaining trust with customers. A change to the Fall survey omitted the 311-specific satisfaction measure, leaving the service unable to report on performance until 2024. Perceptions of performance have declined slightly since 2019, with decreases in satisfaction closely tied to longer customer wait times. Enhancements deployed at the end of 2023, including a call-back feature, an on-call agent pool and a new quality assurance program should help reduce wait times and improve overall satisfaction with the service.



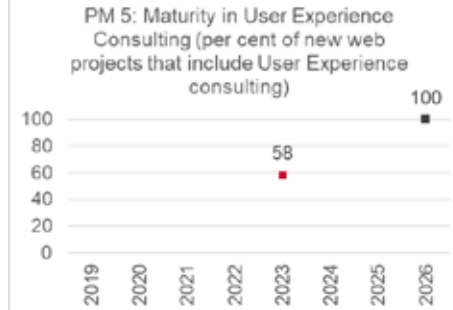
Customer satisfaction with Calgary.ca relies on easy access to information and services. A change to the fall survey omitted the Calgary.ca-specific satisfaction measure, leaving the service unable to report on performance until 2024. Data shows that users of this service are having more difficulty completing their tasks on Calgary.ca. Task completion scores have declined from 89 per cent in 2021 to 82 per cent in 2023. This decline, combined with evolving user expectations of online services may have an impact on satisfaction. This service expects greater clarity on Calgarians' satisfaction with Calgary.ca when results are available in 2024.



Ensuring a prompt connection to a 311 agent is crucial for providing customers with timely access to City information and services. A new baseline was established in 2023 for the Telephone Service Factor calculation as the service aimed to align this target more closely with other Canadian cities. 36 per cent of calls were answered within 60 seconds or less in 2023. The service faces a challenging task to achieve the goal of 80 per cent by 2026. The introduction of the 311 call-back feature in late 2023 has begun to make strides in reducing 311 wait times, resulting in a five per cent reduction compared to 2022.

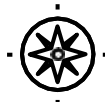


This service provides value to Calgarians by offering timely access to two-way information and services. Since 2019, the number of customers opting to disconnect before reaching a 311 agent has steadily risen, reaching over one-fifth (21 per cent) of total calls in 2023. The introduction of the 311 call-back feature in late 2023 has resulted in an incremental improvement to call wait times, and a new on-call pool of 311 agents will begin taking calls in early 2024 to support unplanned events and surges in demand. Despite these tactics, it is unlikely these efforts will be enough to reach the expected future performance of seven per cent.



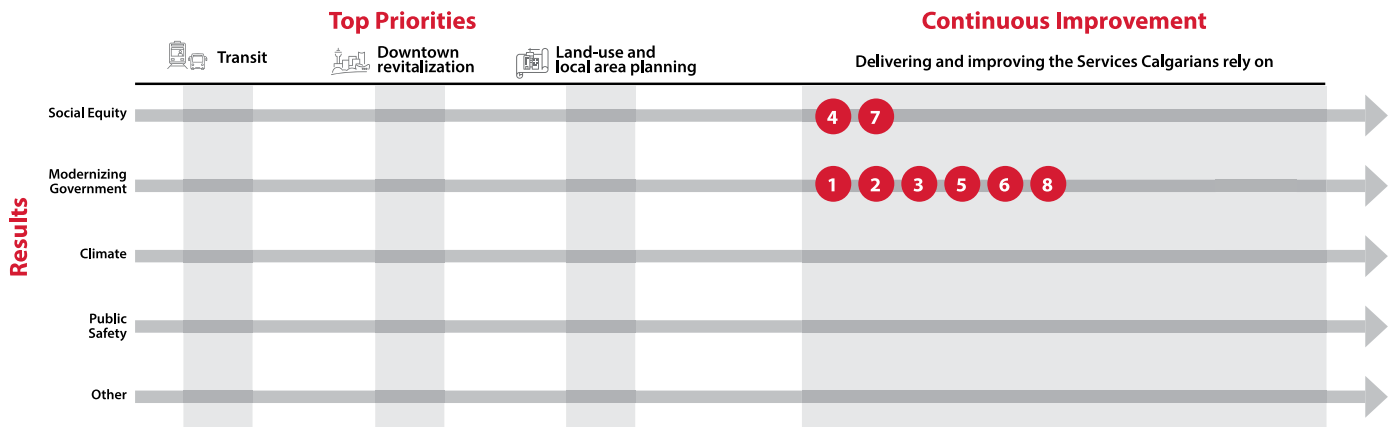
A modern government website evolves its users' experiences to match the community's changing needs. 2023 was the baseline year for measuring if new web projects included User Experience (UX) consulting, a service aimed at improving user experience and making Calgary.ca more accessible. The number of new Web & Digital projects increased by 55 per cent in 2023 compared to 2022. This growth has limited the ability to provide UX consulting to 58 per cent of new web projects in 2023. The service expects this measure to improve as The City's UX offering is expanded, but it may need to refine expected performance if demand continues to increase.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

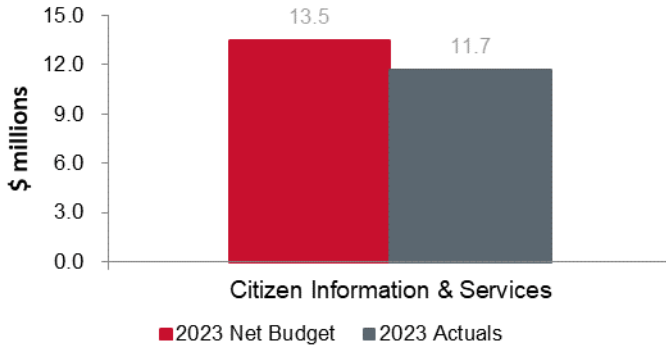
Initiative	Initiative Update	Status
1 Serve as the major access point for City information and services through the provision of The City's web presence and 311. Integration of City-owned data and presenting it back in a user-friendly way, as well as performing ongoing technical maintenance and required upgrades to ensure these channels are available to customers 24 hours a day, seven days a week.	This initiative leverages funding from the 311 Annual Lifecycle and Calgary.ca/myCity Annual Lifecycle capital programs. Key technical upgrades to the 311 platform were completed as part of continuous improvement work in 2023 to ensure the system was available to customers 24/7. These enhancements included annual licensing renewal, service request changes and updates to the 311 report distribution system. Platform enhancements to Calgary.ca are planned for 2024, starting with a robust analysis to determine the value of transitioning to a cloud-based hosting solution.	➡
2 Improve City decision-making, transparency and service delivery by providing the organization, Calgarians, and Council with web data and 311 insights by providing real-time data through dashboards, predictive analytics based on historical data, and detailed reporting.	311 deployed 14 dashboards for internal and external use in 2023, notably an Evacuee Support dashboard for the Emergency Operations Centre that was used during the Northwest Territories wildfires. This was accessible to first responders and played a key role in aiding individuals seeking information about evacuees.  311 also produced historical 2019-2022 data reports from each of the city's 14 wards. These included hotspot map summary presentations of the top services and information requests broken down by ward and community, to help decision-makers better understand issues and opportunities.	➡
3 Provide responsive and dynamic information to customers on Calgary.ca and advance efforts to modernize government by better leveraging existing technology and 311 data. Automatically offering up Calgary.ca pages based on the most popular 311 inquiries, ensures customers have easier access to the most relevant web content.	Web development successfully transitioned the Calgary Parking Authority website to the Calgary.ca platform in 2023. This migration utilized pre-built web components, updated content and user experience to improve usability and sustainability. This has resulted in a modernized web experience for Calgary Parking Authority and will deliver an improved user experience for their customers.  The service has also completed the foundational work towards new Calgary Transit website enhancements in 2023, in preparation for an early 2024 launch.	➡

Initiative	Initiative Update	Status
<p>4 Increase the convenience and accessibility of information and services for customers by providing multi-channel solutions. Continue to advance the shift of services online and evaluate a call back option, while maintaining telephone service as a means for reliable two-way, real-time information sharing and dialogue with customers.</p>	<p>To reduce customer wait times, 311 launched a call back feature in late 2023. During high-volume call periods, customers were greeted with a message advising how long the expected wait may be and were presented with an option to have 311 call them back.</p> <p>The initial deployment of this feature was successful, with nearly 19,000 customer call backs completed from October to year-end. This contributed to a five per cent reduction in 311 wait times, helping to ensure that Calgarians had access to 311 live support.</p>	
<p>5 Provide a modern municipal website to Calgarians through ongoing improvement initiatives and the adoption of new technologies. This includes the use of automation to improve site consistency and functionality, while also providing savings to the Corporation. Throughout the cycle continue to explore the capabilities, efficiencies, and service improvements available by on The City's web platform.</p>	<p>This initiative leverages funding from the Calgary.ca/myCity Annual Lifecycle capital investment program.</p> <p>Several Calgary.ca improvement initiatives were completed in 2023. These included optimizing landing pages for topics, improving content automation, and developing connections between topics on Calgary.ca.</p> <p>This has resulted in improved access to City services and information for online customers.</p>	
<p>6 Increase the sustainability, scalability and resilience of the 311 subservice by leveraging an on-call pool of 311 agents which will support the efficient delivery of net new inquiries related to Calgary's anticipated population growth and projected increases in unplanned events (extreme weather, bylaw changes, social disorder, etc.).</p>	<p>This service line received new investment at the beginning of the business cycle to hire on-call 311 agents to address service gaps and support peak season call volume.</p> <p>Thirty-one new agents were trained in 2023 to resource an on-call agent pool that will support the delivery of 311 information and services.</p> <p>Results of this initiative will become available in early 2024, when the newly-trained on-call agent pool will begin answering phones.</p>	
<p>7 Provide digital equity to Calgarians through partnering with City service providers to review, evaluate, recommend and implement improvements to User Experience (UX). This will provide an intuitive and responsive experience to customers of Calgary.ca, its associated sites and applications while ensuring digital services and information are accessible to all.</p>	<p>Web development completed a digital services user testing pilot in 2023 with the goal of better understanding the experiences equity-deserving groups have when interacting with digital services and information such as Calgary.ca.</p> <p>This work identified common usability issues that create barriers to the outcomes of City services, including opportunities to provide more clear error messages, better readability and improved visibility of information.</p> <p>Calgarians can continue to expect a more accessible Calgary.ca experience, and improvement work will continue in 2024.</p>	
<p>8 Offer an improved, personalized experience for customers of Calgary.ca by modernizing The City's eCommerce capabilities to support revenue generation through digital development with a service that is more scalable and efficient to maintain.</p>	<p>Work related to this initiative will begin in 2024. This initiative delivers the foundational requirements toward creating a personalized experience for Calgarians that will allow for campaigns and revenue generating digital marketing capabilities to be implemented and leveraged. This initiative will also focus on creating the structure needed to collect user behaviour data; this will enhance the user experience across all City digital services.</p>	



# Service Updates on Financial Performance

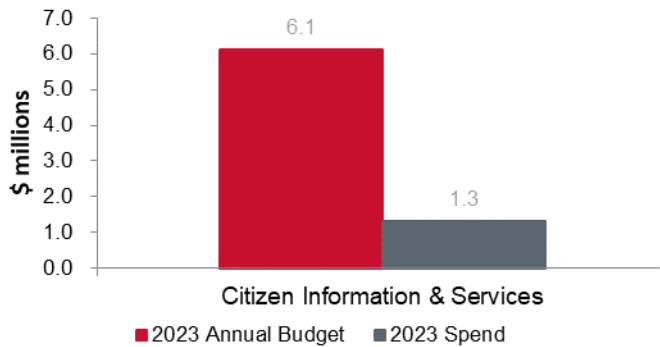
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Citizen Information & Services has a favourable operating variance of \$1.8 million in 2023. This variance was primarily due to savings in software, contractual services, and salary and wages. Lower-than-expected expenditure in salary and wages is attributed to short-term vacancies, delayed hiring, sickness and accidents, and attrition. These vacancies are being factored into recruiting strategies for 2024.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Citizen Information & Services spent 21.7 per cent of the 2023 approved capital budget.

311 allocated investment capital towards annual software license renewals and the evaluation of new software tools.

Web & Digital capital investments in the Continuity of Digital Services program were targeted toward the resources to deliver new digital service projects and continuous improvement initiatives. Key projects completed by the service in 2023 included the integration of the Calgary Parking Authority to The City's website, improvements to online building services approval process, and new topic-based Calgary.ca and myCity websites. Capital resources were redirected to operational work, thereby utilizing operational budget in 2023.

2023 capital expenditure in the Calgary.ca/myCity Lifecycle investment program was primarily focused on initial discovery and analysis work for migrating the Calgary.ca and myCity platforms from City servers to the cloud. The bulk of work dedicated to this program started in late 2023 and will accelerate in 2024.

This service line fully anticipates spending the entirety of its capital funding by the end of this business cycle.

# Records Management, Access & Privacy

Led by: City Clerk/Director of City Clerk's Office

## Service Description

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

## Service Updates

### Key Service Results

Two Corporate Administration Policies were approved in 2023: the Corporate Records Management Policy and the Protection of Privacy Policy. Good records management practices increase The City of Calgary's (The City's) ability to respond to access to information requests and reduce the corporation's risk of privacy incidents which can negatively impact The City's operations, finances, and reputation as well as public trust. (Initiative 1)

The City is committed to safeguarding personal information. Part of the City's commitment to privacy is to be transparent about The City's internal privacy practices. The establishment of the Protection of Privacy Policy promotes trust and confidence in The City through openness and transparency. Building a culture of privacy awareness is one of the key components of an accountable privacy management program, and promoting privacy at The City is a priority. (Initiative 2)

### Service Challenges

Interest in municipal records and decision-making is evident in the increasing access to information requests and views on the Archives online research portal. As a result, other service delivery in Records Management has been impacted. Reprioritizing workload to focus on legislatively required services has been implemented but it has had impacts on efforts to implement Privacy-by-Design principles and good records management practices. A service improvement initiative has identified opportunities to address resourcing gaps, and the approval of the Protection of Privacy Administration Policy and the Corporate Records Management Administration Policy will help ensure record and information management practices and the protection of privacy are top of mind in the design of City programs and services.

### Trends & Potential Uncertainties

Although access to information requests have increased year over year, 97 percent of requests have been completed on time. The City Clerk's Office is collaborating with partners on the use of Artificial Intelligence across the Corporation to ensure privacy is built into all City tools and processes.



# Measuring Our Performance

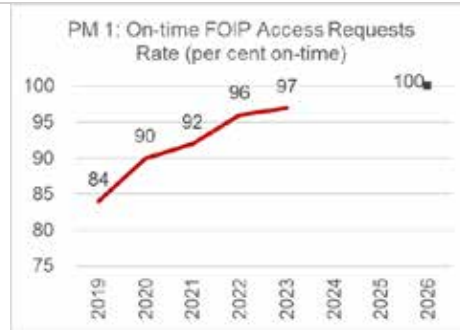
## Legend

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

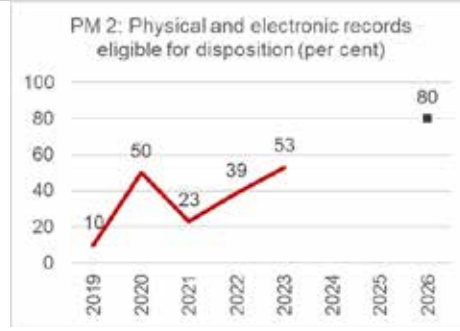
## Performance Measures

## Story behind the numbers

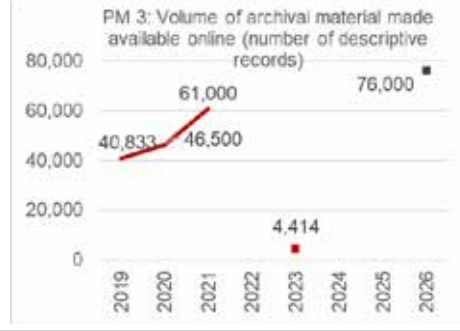
## Status



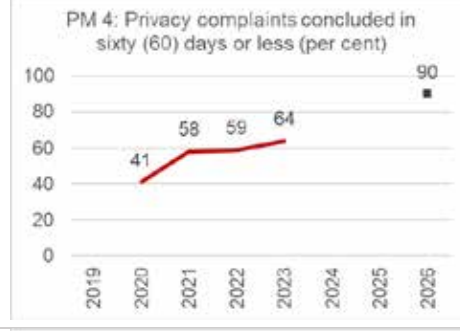
The percentage increase in on-time completion is the result of additional staffing resources, better management of timelines and efficiencies created in the access request process.



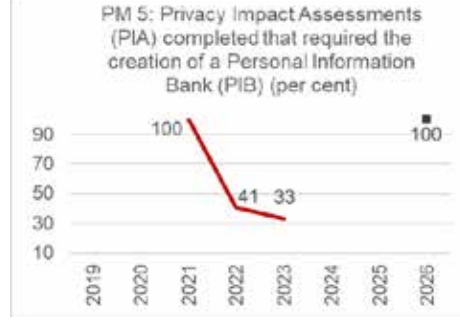
Records disposition continues to be on track to meet the expected future performance targets. Improved processes allow for greater rates of disposition of both electronic and physical records.



In the second half of 2023, an increase in the number of archival records available online was achieved by prioritizing public access to archival records.

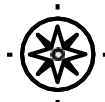


The increase in the percentage of completed complaint investigations is the result of additional staffing resources, better timeline management and a balanced workload. Some privacy breach investigations take longer to complete due to the incidents' complexity.



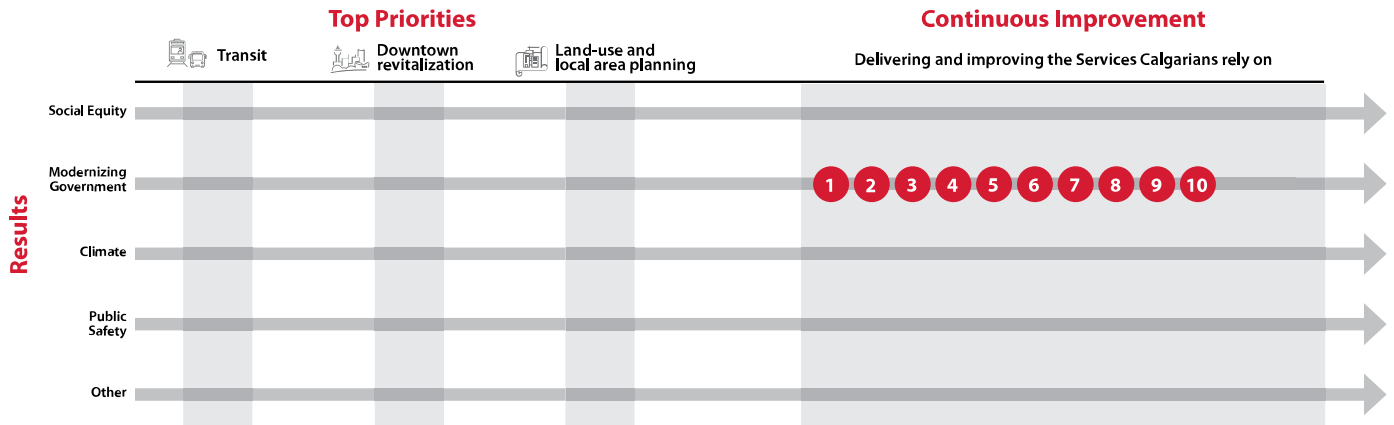
Although there is not an increase in the creation of Personal Information Banks (PIBs), preparatory work is being undertaken to automate the Privacy Impact Assessment (PIA) process to be more efficient and effective.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Will foster openness, transparency and public trust through the effective and consistent management of City records through their lifecycle and an overarching Protection of Privacy Administration Policy.	Two Corporate Administration Policies were approved in 2023: Corporate Records Management Policy and Protection of Privacy Policy. Communications about the new Protection of Privacy Policy will begin in January 2024 followed by communications about the new Records Management Policy in April 2024.	
2 Demonstrate The City's commitment to earning and maintaining public trust by exceeding privacy requirements prescribed by Freedom of Information and Protection of Privacy legislation, and being transparent about The City's internal governance structures and privacy practices by developing and implementing the recommendations of the Privacy Program Strategic Plan.	<p>Progress has been made on several Privacy Program Strategic Plan initiatives. The Freedom of Information and Protection of Privacy delegation of authority was reviewed and revised. The Protection of Privacy Policy was approved.</p> <p>Additionally, Business Units are currently working to bring 490 Corporate forms that collect personal information into alignment with the Freedom of Information and Protection of Privacy Act.</p> <p>A review of existing Personal Information Banks and the work to create an automated, user-friendly personal information registry on The City's website was completed.</p>	
3 Improve the public user experience by increasing access to archival records and maintaining that access to information for future generations through the launch a new archival collection management software system, ArchivEra.	ArchivEra was successfully launched in April 2023. Following the launch of the Archives online research portal, there is now an average of 2000 views/month and an increase in requests for copies of photographs.	
4 Increase records and information disposition compliance by promoting an increased rate of submission and faster, simpler processing through changes designed to modernize and simplify the disposition process.	Process and technical changes continue to progress within the current framework. Taking a collaborative approach with numerous departments has been critical in allowing for faster and simpler records disposition. The implementation of new records management governance documents (including a new bylaw and policy) in 2024 will allow for additional improvements to the processes.	

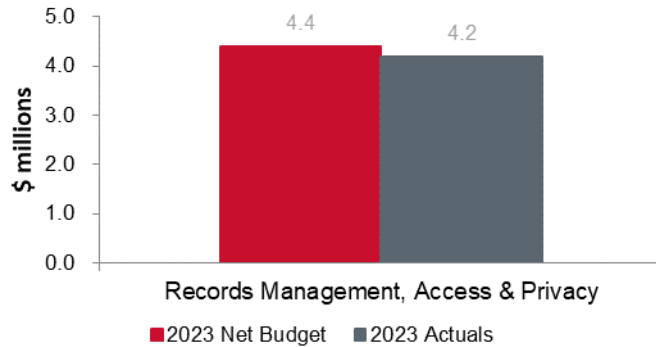
Initiative	Initiative Update	Status
5 A centralized file management system will automate workflow and streamline processes to ensure effective and efficient resolution of access and privacy files.	The business requirement gathering stage was completed in 2023. Development of the centralized file management system will begin in early 2024.	
6 The privacy management program will enable The City to identify weaknesses, strengthen good practices, demonstrate due diligence, and raise the protection of personal information above the minimum legislated requirements.	Building a culture of privacy awareness is one of the key components of an accountable privacy management program. Promoting privacy at The City was a priority throughout 2023. Several Privacy Program Strategic Plan initiatives were completed in 2023 including conducting a review of service contract templates to ensure consistent Freedom of Information and Protection of Privacy (FOIP) and confidentiality language.	
7 Assist with high-volume electronic records accessioning into The City of Calgary Archives by investigating technology solutions.	The City continued to explore options and best practices such as the ability to extract descriptive meta-data from Content Server and import the data into the archives management system to minimize data entry. The use of metadata and reporting has increased efficiency.	
8 Generation of a road map to prioritize digitization efforts and activities to ensure that preservation is approached in a methodical and prioritized manner by developing a long-term preservation strategy for corporate records, including the approval of a digital preservation framework will identify tools or software / storage costs.	The City continued to research other jurisdictions and best practices and expanded its knowledge of long-term digital preservation. Options on how to proceed with the development of a road map and the execution of a digital preservation framework are being explored to identify governance gaps and required standards to ensure the longevity of information.	
9 Modernize the Content Server electronic records management software will allow for additional functionality of this enterprise solution to a vendor supported version, including a richer feature set and user interface which will improved the practice of information management at The City.	The Content Server modernization project continues to progress with final user acceptance testing due for completion in early 2024, and implementation projected for the first half of 2024.	
10 Expand routine disclosure and proactive dissemination of City records.	Inventory of existing routine disclosure and proactive dissemination processes within The City is complete. Limited progress has been made since the completion of the review of existing routine disclosure and proactive dissemination processes due to staff capacity and increased volumes of access to information requests.	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

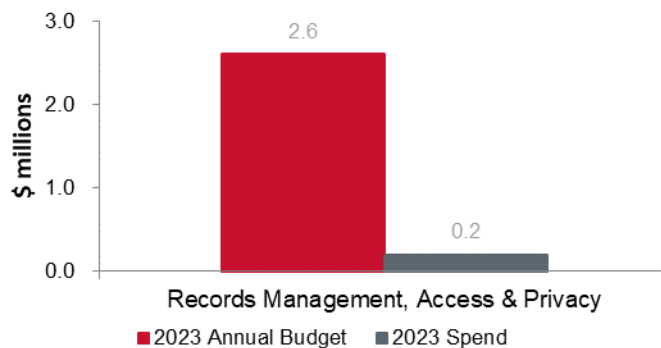


### Operating Budget Updates - 2023 net operating budget vs actuals:

Records Management, Access & Privacy has a favourable operating variance of \$ 0.2 million. The primary drivers of the variance were due to temporary reduction in contracted services spending and lower spending on communications services expenses.

In 2023, Records Management, Access & Privacy successfully launched ArchivEra, the online Archives research portal. Since its launch, ArchivEra has averaged 2000 views per month.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Records Management, Access & Privacy has spent 9.0 per cent of the 2023 approved capital budget. The underspend is mainly attributed to lower spending in contract and general services.

In 2023, the capital expenditures have been primarily used to document the requirements for a new case management system for Access & Privacy. The project is in the analysis stage, and is expected to move to implementation in 2024, where the funds will be spent.

# Strategic Marketing & Communications

Led by: Director of Customer Service & Communications

## Service Description

Strategic Marketing & Communications (SMC) provides marketing and communications consulting, strategy and tactics that align with The City's brand. It strengthens The City's reputation and supports business objectives by providing communications, marketing, media planning, social media, corporate communications, creative services and media relations. This service informs, influences and motivates Calgarians, customers and employees. It is focused on building public trust and confidence, achieving business outcomes, and demonstrating the value of City services in making life better every day in Calgary.

## Service Updates

### Key Service Results

#### Awards

- Gold Quill Award of Merit
- 2023 Gold Stevie: Marketing Campaign of the Year - Government / Institutional / Recruitment

1. The service has increased its focus on delivering coordinated communications about priority issues to Calgarians through a new program to identify and elevate reputational risks and issues. This ensures the right people are working together to share more cohesive, accurate, and timely messages about the topics that matter to Calgarians and contributes to increasing the public's trust in The City.
2. In response to high volumes of social media activity and ongoing challenges in the social media environment, the service has implemented improved social media monitoring and reporting. Through this work, The City will be able to glean more actionable insights, save time, and refocus staff on providing Calgarians with accurate information and safe social media spaces for two-way communication.
3. Calgary.ca has moved from department-focused navigation to a more user-centric, topic-based approach. Using information provided by Calgarians about how they interact with the site, the service has reorganized web content to make it easier for the public to find relevant information and conduct business with The City.

## Service Challenges

Due to an unprecedented wildfire season and multiple elevated risk events, Strategic Marketing & Communications saw increased demand for crisis communications and Emergency Operations Centre support in 2023. While appropriate resources were found to address these events, it required key personnel to be re-deployed, creating significant strain and challenges in supporting City departments with regular communications to Calgarians. As the volume and duration of these events increase, existing practices are growing unsustainable and could impact satisfaction with City communications and the delivery of quality, timely information to ensure public safety.

To address these challenges, the service has conducted a review of its crisis communications program and will be focusing on training new team members, working with City services on communication prioritization, and increasing efficiency by updating support materials to reflect the changing nature of emergency activations.

## Trends & Potential Uncertainties

Advancements in artificial intelligence, along with upward trends in public polarization and online incivility, may lead to more sophisticated attempts at disseminating misinformation about The City. Failure to address the use of artificial intelligence for such activity could impact measures related to trust and the effectiveness of City communications. Advances in artificial intelligence also present an opportunity for the service to leverage technology to filter hateful and threatening social media comments, which would increase efficiency and protect employees and Calgarians from exposure to hate and incivility on City accounts. A tool is being assessed to ensure these benefits can be effectively delivered while continuing to respect the need for open and honest public discourse.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

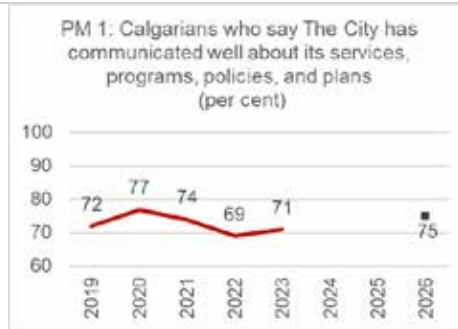
➔ Progressing as planned

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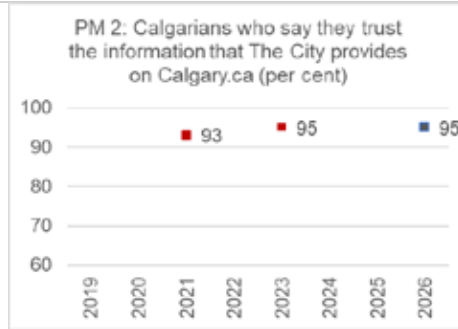
## Performance Measures

## Story behind the numbers

## Status



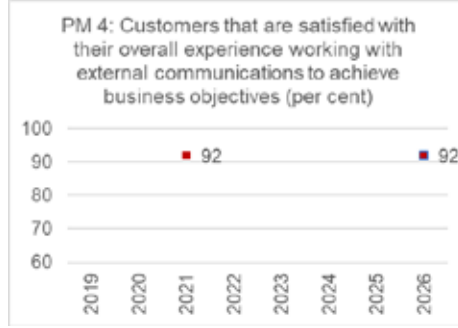
Due to changes with the Fall Survey of Calgarians, year-end data is unavailable. However, spring 2023 data shows a small increase in how Calgarians rated the quality of communications. Despite this rise, the score is six points below the five-year high seen in 2020. This is due to the shift from COVID communications, which were highly effective and valued by Calgarians, as well as increased public polarization and lower trust in government. With a new team focused on providing Calgarians with more cohesive and coordinated communications on key issues, the service is on track to reach its 2026 anticipated performance level of 75 per cent.



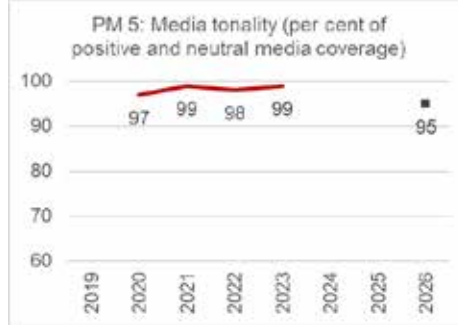
Calgary.ca remains one of Calgarians' most trusted sources of City information, with its trust rating increasing from 93 per cent in 2021 to 95 per cent in fall 2023. This is likely the result of ongoing efforts to prioritize accurate, up-to-date content and user-centric design – two key factors known to influence website trust. With continued high demand for content-related work on the website (9,700 requests in 2023), and content enhancement projects planned for key areas of the site in 2024, trust in Calgary.ca is expected to remain strong and meet 2026 anticipated performance levels.



The percentage of overall spend on multicultural advertising, which demonstrates The City's ongoing commitment to reach diverse groups of Calgarians with its marketing and communications, dropped by one point in 2023. This is due in part to several multicultural print publications ceasing operations, which led to the removal of this tactic from multiple plans. Given the growth of this measure since 2019 and the number of years remaining in the business cycle, the service still anticipates meeting the 2026 expected future performance.



Client satisfaction with external communications provides the service with an indication of how well it is meeting expectations around service delivery and communications with the public, businesses, industry, and other orders of government. While an updated measure will not be available until the spring of 2024, the service expects to meet the 2026 anticipated performance level of 92 per cent previously achieved in 2021. To support ongoing satisfaction with external communications, the service has introduced processes to better respond to reputational issues and continues to evolve its use of data and analytics to reach desired audiences.



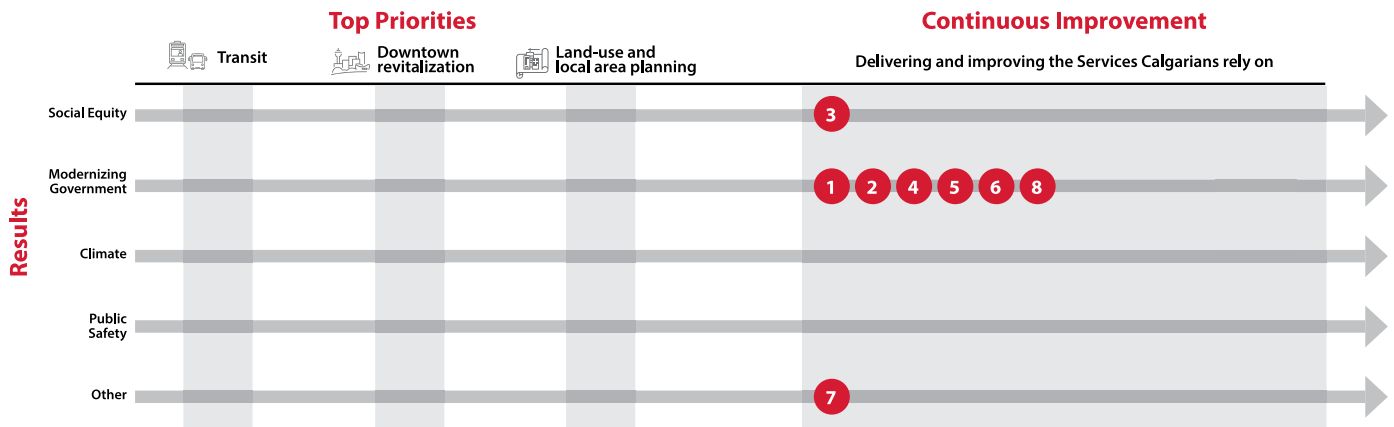
The media tonality measure looks at the percentage of news coverage classified as positive or neutral in tone and provides insight into the effectiveness of City media relations. Despite multiple polarizing issues facing The City, the tonality score has increased by one point since mid-year. As in past years, coverage has been mainly informational in nature and neutral in tone (83 per cent). Approximately 16 per cent has been positive and tied to popular projects (i.e. completed roads, park openings). Given past performance, increased media training, and new reputation risk processes, the measure is expected to stay in the high nineties.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

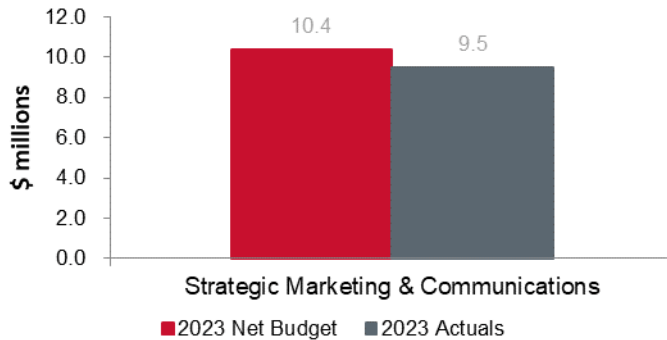
Initiative	Initiative Update	Status
1 Maintain The City's relationship and reputation with the public and media by focusing on the effectiveness and responsiveness of The City's social media and media relations efforts. This requires the service to manage of increased demand for timely, two-way communication within the existing budget, while also ensuring The City is able to adapt to the changing media and social media preferences of Calgarians.	Social media humanizes The City's brand, allowing it to address misinformation and manage risks. Two positive examples of effective response in 2023 were: 1. During Lobbyfest, concerns arose about the use of single-use plastics in displays. By clarifying that these would be repurposed into vinyl flooring, The City positively shifted the conversation. 2. Criticism about the expenditure on the Big Cheeto public art prompted The City's social media team to clarify that it was privately funded. This action altered the narrative and resulted in the most engaged post in 2023, reaching over 100,000.	
2 Support economic recovery and resilience priorities such as the Downtown Strategy, investment in Calgary and revenue generation for City services through the development and implementation of marketing and communication strategies. This includes leveraging data and analytics to better target audiences and partnering with Citizen & Information Services to implement e-commerce solutions to make doing business with The City faster and easier.	Strategic Marketing & Communications has implemented advanced analytics software on multiple applications (i.e. Live and Play, Assessment search, Engage Portal, myID) to better target audiences, and improve Calgarians' ability to find relevant information and do business with The City. The service line also completed a search engine optimization project for recreation programs, increasing leads generated to program registration pages by 117 per cent. In 2024, new metadata will be implemented to enable easier organization and cross promotion of City services.	
3 Advance social equity through communications and marketing support to City services. This includes continuing to champion inclusive and accessible City communications through the Multicultural Communications & Engagement Strategy and Equitable Standards for Communications.	By managing vendor and language service requests on behalf of The City and incorporating multicultural recommendations into all marketing plans and strategies, the service continues to further social equity by removing language barriers for Calgarians. Work to update multicultural insights and tools with the latest census data is on track, with the service planning to use revised Ward and Community Profiles to complete updates to the Calgary Language Map in early 2024.	

Initiative	Initiative Update	Status
<p>4 Improve the effectiveness and level of trust in City communications by addressing the growth of misinformation about The City. This includes providing staff with tools and training to identify, monitor, and correct misinformation when responding to Calgarian and media inquiries, and address increased demand within existing budget.</p>	<p>Strategic Marketing &amp; Communications continues to correct all misinformation where The City has been mentioned or tagged on social media and reaches out to any media outlet that publishes inaccurate information to ask for a correction.</p> <p>With the aim of enhancing trust in City communications, the service rolled out a new process in 2023 to internally elevate reputational risks associated with programs and projects where mitigation strategies can be applied to reduce the risk. A robust strategy to address and combat misinformation will be rolled out in 2024.</p>	
<p>5 Protect and enhance The City's visual identity and brand by educating staff on the related policy and conducting regular reviews of City communication and marketing materials for brand compliance.</p>	<p>Oversight and provision of creative services continues on City campaigns to ensure alignment with the Corporate Brand Identity Policy. The service also continues to work on ensuring all City marketing and communication activities are aligned with The City's brand strategy. The focus in 2023 was on educating contractors about The City's brand and visual identity guidelines. Additional educational opportunities and advocacy to encourage brand compliance within the organization and with external vendors are planned for 2024, along with policy updates.</p>	
<p>6 Ensure staff are connected, informed, equipped and engaged as ambassadors of The City by providing coordinated messaging to employees in support of The City's goals to modernize government and improve organizational culture. This includes maintaining core employee communications activities and channels, while also providing communication strategy and tactics for large corporate initiatives such as the Rethink to Thrive Strategy within the existing budget.</p>	<p>On top of regular ongoing tactics, the service reintroduced video as part of its employee communication efforts. In particular, the 'News Flash in a Dash' video series has proven to be highly effective at building connection and rapport between staff, providing new opportunities for collaboration between City communicators. In 2023, seven episodes aired with an average of 569 views and eight comments each - adding a boost to internal campaign messaging and personalization to external campaign messaging. Additional video features will be explored in 2024.</p>	
<p>7 Uphold public trust and confidence in The City by delivering ongoing communications and campaigns to raise Calgarians' awareness and understanding of The City's services, financial position, and the value Calgarians receive for their taxes and fees.</p>	<p>With an earlier preview of potential investments and Calgarians facing significant economic and social pressures, the service was tasked with communicating about key elements of The City's finances and opportunities to access information about the budget and adjustment process. The campaign used numerous tactics to detail the 2023 investment options, encourage public input, and break down complex financial information. This work led to six million impressions on City social media channels, with 7,000 clicks to information on Calgary.ca. and resulted in 26,000 views on the associated webpages.</p>	
<p>8 Improve the accessibility of Calgary.ca by making the content and services provided online easier to find and understand. This will help streamline the process of communicating with The City and help to manage high demand for in-person and telephone support.</p>	<p>In 2023, the service completed improvements to the way content is presented and organized on Calgary.ca. One key update involved transitioning the previous department and business unit format to a new user-tested topic structure, making it easier to find information on the site.</p> <p>Research conducted in 2023 support these improvements, with 96 per cent of users finding information easy to access compared to 85 per cent in 2021. While information is becoming easier to find, evolving expectations and complexity are impacting user's perceptions around how easy it is to complete a task on Calgary.ca.</p>	



## Service Updates on Financial Performance

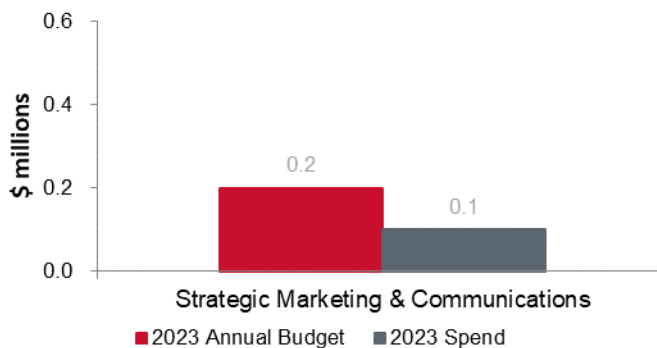
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Strategic Marketing & Communications has a favourable year-end operating variance of \$0.9 million. This is primarily due to savings in salary and wages resulting from sickness and accident absences, attrition, and hiring challenges causing short-term vacancies. These vacancies are being factored into recruiting strategies for 2024.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Strategic Marketing & Communications has spent 41.5 per cent of the 2023 approved capital budget.

This Service Line has a minimal capital budget. Funds have been invested in the replacement of aged audio/visual equipment used to support The City's brand and visual identity, and in a new email marketing tool to deliver timely and targeted communications to Calgarians. There was delay in equipment procurement resulting in the underspend. It is expected that the remaining funds will be fully utilized in 2024.

# Mayor and Council







# Mayor & Council

Led by: City Clerk/Director of City Clerk's Office

## Service Description

Members of Council are elected officials responsible for setting the vision for Calgary and working with Administration to execute that vision and deliver services to Calgarians.

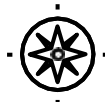
Audit Committee oversees the integrity of The City's annual financial statements, internal control processes, integrated risk management, the Whistleblower Program and the performance of internal and external auditors.

The Integrity and Ethics Office assists Council Members in meeting ethical 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.

## Service Updates

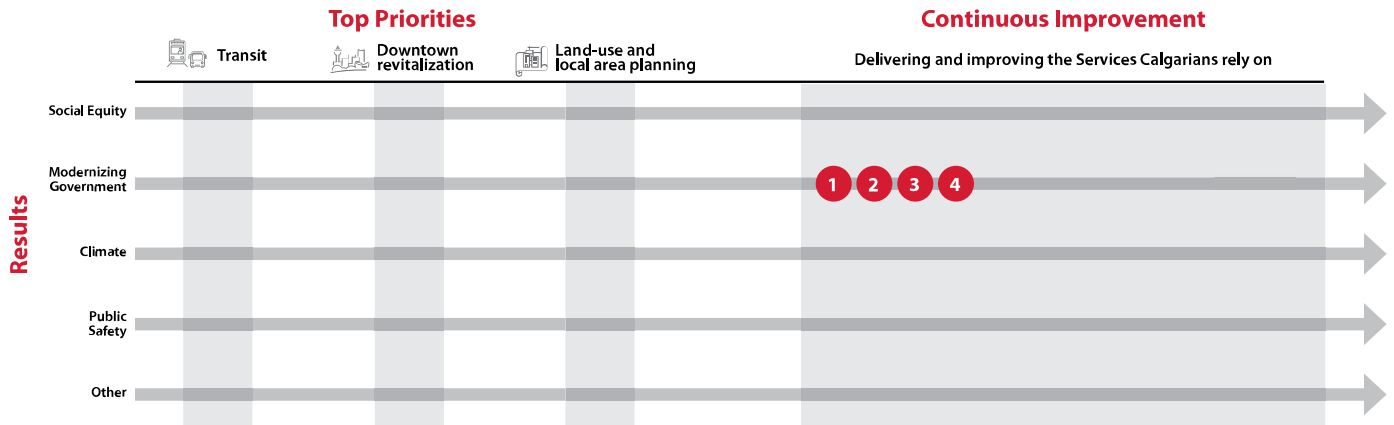
### Key Service Results

Members of Council continue to serve Calgarians and provide direction that reflects the best interests of the city. Audit Committee continues to support The City's commitment to increasing accountability and transparency by reviewing reports and programs. The Integrity and Ethics Office continues to support Members of Council in meeting the highest standards of conduct when carrying out public functions. (Initiative 1, Initiative 3, Initiative 4)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



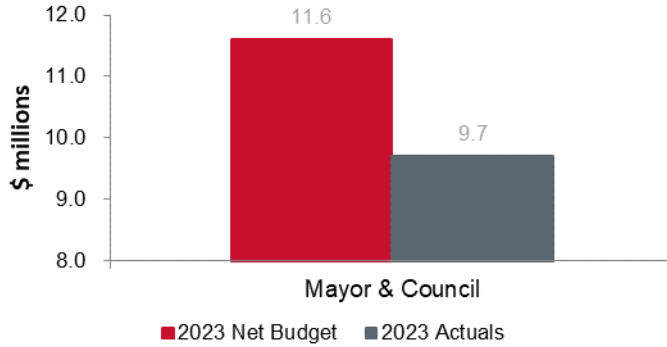
- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 The Councillors and their Ward Offices will continue to represent the interests of Calgarians and set direction for The City of Calgary.	No update available at this time.	
2 The Office of the Councillors will continue to evaluate service levels for the Ward Offices and Councillors.	Quarterly open houses for Members of Council were held, as well as training sessions for Councillors' assistants. The City Clerk's Office developed proposals for changes to the ward budget, which were approved through budget adjustments in November 2023.	
3 The Audit Committee will continue to provide oversight of The City of Calgary's annual financial statements, internal control processes, risk management, and the performance of internal and external auditors.	No update available at this time.	
4 The Ethics Advisor and the Integrity Commissioner will continue to support Members of Council in meeting ethical standards of conduct when carrying out their public functions.	No update available at this time.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

The Mayor and Council service has a favourable operating variance of \$1.9 million. The primary drivers of the variance were savings in salary and wages, as well as savings in contract and general services due to lower spending on travel and business expenses for the Mayor and Councillors' offices.

### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Mayor & Council does not have a Capital budget in 2023.



# Parks, Recreation and Culture





# Arts & Culture

Led by: Director of Partnerships

## Service Description

Arts & Culture leads and invests in the development of vibrant and creative communities. We are champions of a revitalized downtown, encouraging economic development and diversification. Through investment in creative industries, we position Calgary as a global city. We provide equitable arts and culture access to Calgarians, visitors and the artists who create the work. We support the production and delivery of festivals and events; provide grants to local artists and organizations; commission, acquire and maintain public art with Calgary Arts Development; plan publicly accessible art and cultural spaces; and support visual, cultural and performing arts programming.

## Service Updates

### Key Service Results

- Five unique grant programs funded local non-profits, cultural and Community Associations and Business Improvement Areas to invest in communities and build capacity. Over \$4.4 million in funding was awarded to support 215 local festivals, events and cultural initiatives that were attended by 1.6 million people. Grant funding helped facilitate 8,595 partnerships and invested in 1,586 local businesses.
- Work is ongoing around promoting inclusivity through The City's direct events. Arts & Culture continues to work closely with Indigenous communities and is expanding the Public Art Guiding Circle to support the whole service.
- In partnership with Parks and Open Spaces, Arts & Culture worked with the Treaty 7 Nations to develop relationships and obtain traditional Tipis to support temporary Indigenous place keeping and cultural sharing within the downtown. After the transfer of a Blackfoot Tipi, and a Tsuut'ina Tipi and Métis Nation of Alberta Trapper's Tent unveiling, Indigenous-led community programming took place until the end of the event season.
- Arts & Culture launched 'Lot 6' which is now one of the highest booked festival spaces in downtown Calgary.

### Service Challenges

- Balancing the desire for city-wide festivals and events against the impacts on residential communities is ongoing. Residents are being supported by addressing concerns such as noise, litter and traffic congestion.
- The increasing polarization of world views is being reflected in Calgarians' interaction with the Arts & Culture service, with multiple examples of strong support for events or initiatives paired with strong objections. Additional time and resources are required to proactively manage reputational risks thoughtfully and respectfully, and meaningfully address concerns when they arise.
- Internal Administration processes and approvals delay timelines within the Arts & Culture service, often preventing a nimble response.

### Trends & Potential Uncertainties

- The most significant uncertainty is related to funding. Several key initiatives are not funded, including Chinook Blast, the Eventful City Strategy implementation, the Winter City Strategy implementation, and Tomorrow's Chinatown, among others.
- The trend of re-designing and re-developing the downtown is impacting the arts and culture scene in the short and long term, including limited access to festival and event venues, and public art relocations.
- A renewed discussion on support for the arts, during times of economic uncertainty, is an ongoing trend in the sector locally, nationally and internationally.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

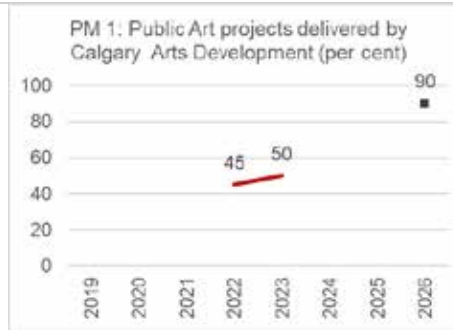
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

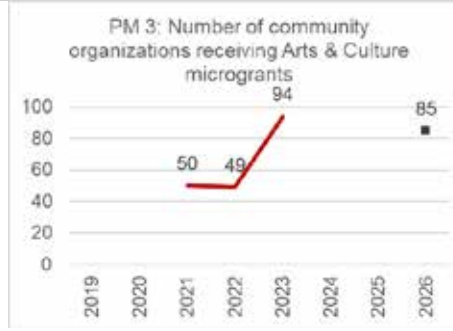
## Status



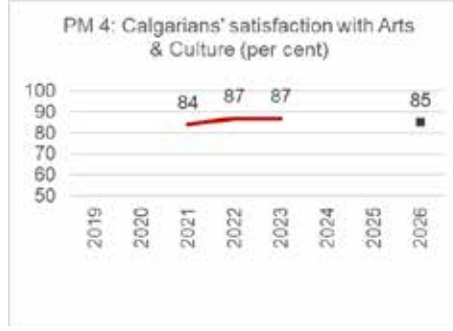
Major projects completed included the Inglewood Bird Sanctuary bridge, a large mural in Northeast Calgary and three microgrant projects. The City's Public Art team will complete the remaining project work in 2024. The City will continue to steward the public art collection and deliver on Truth and Reconciliation through art, while Calgary Arts Development Authority will commission new work. Collaborative initiatives include artwork from The City collection on billboards across the city, integrated public art as part of the North Central Bus Rapid Transit line and the Memorial Parkway project.



The goal in 2023 was to increase the number of Calgarians attending festivals and events that receive municipal support. This was achieved by increasing funding opportunities to low-cost or no-cost festivals and events. These types of initiatives require less funding, in comparison to larger festivals and events and add to the total number of events we support. The reduction in funding per attendee illustrates this, and exceeded performance goals for year end. The year-end figure reflects an update to data collection methods, where post-event attendance reports replaced pre-event estimates in 2023.



Applicants are prompted to select either Festival & Event Subsidy funding or Arts & Culture Microgrant funding. Limiting eligibility to one of two funding sources allowed more organizations to receive financial support, overall, through both streams. With more organizations receiving support, there is increased diversity in the opportunities being offered. Approved initiatives supported 2,073 local artists, 634 community groups, and 530 local businesses. The Arts & Culture Microgrant is underfunded, resulting in only being able to fund 29 per cent of eligible applications.

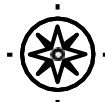


As part of continuous improvement, 2023 saw significant work towards improving the Arts & Culture stewarded Corporate Policies including: the update and approval of the Public Art Policy; drafting of the Festival and Event Policy (pending Council approval), and initial work on the redraft of the Civic Art Policy.



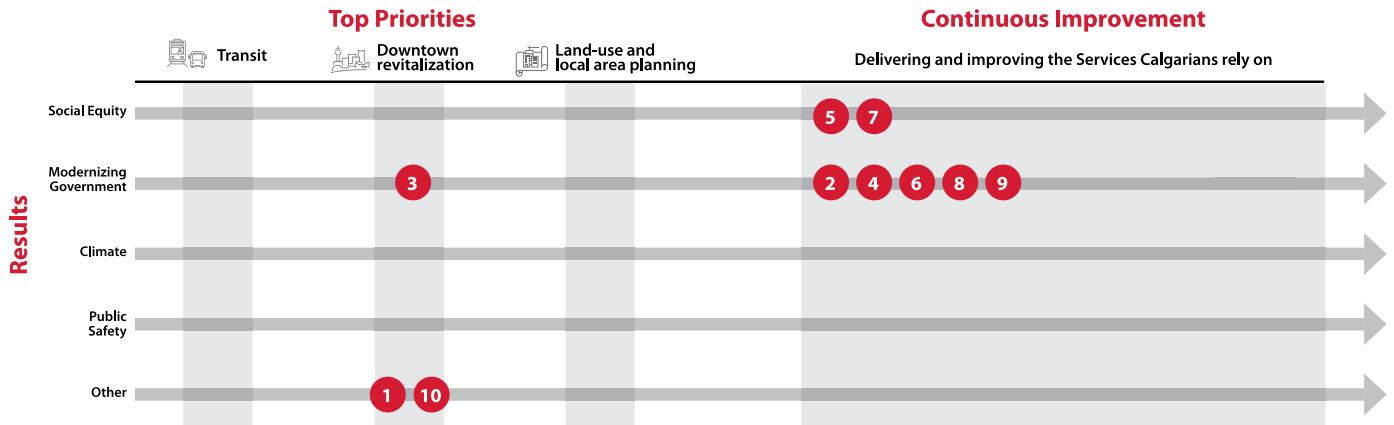
The Cultural Leadership Council (CLC) continues to grow as a sector leader, driving and supporting Arts & Culture division consultation, and providing advice on alignment with the cultural sector. In 2023, the Council confirmed multiple CLC alignments within existing organization strategies.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ↻ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

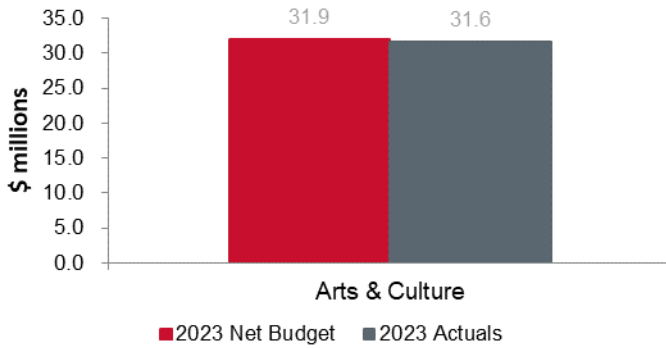
Initiative	Initiative Update	Status
1 Support year-round meaningful cultural experiences by progressing the promotion of the Winter City and Eventful City strategies.	<p>The Winter City Strategy and Eventful City Strategy implementations are not funded. Work only progresses within existing resources.</p> <p>Winter City Strategy is increasing awareness of winter programming and encouraging initiatives not requiring Arts &amp; Culture funding. Funding for Chinook Blast brought 400,000 people to the downtown and \$13.8 million in economic impact.</p> <p>Eventful City Strategy: a Notice of Motion funded work to mitigate the impact of festivals and events on adjoining communities, including a community notification toolkit, resources to manage waste at events and a sound study.</p>	<span style="color: orange;">⊖</span>
2 Support our partners in the film and creative industries by progressing the film friendly strategy.	<p>Work in 2023 (establishing governance, program and project mapping, and centralizing permitting services from Calgary Economic Development) has completed the evolution from pilot to program. This work demonstrated the need for sustained resourcing for the film team. 2024 will focus on establishing the required structure, processes, and resources to support film permitting service, strategic planning, programs and relationship building for the long-term. Targeting mid-cycle adjustments to address resourcing shortfalls. Day to day operations continue to meet demand and service levels.</p>	<span style="color: blue;">↻</span>
3 Support economic, social and cultural opportunities downtown through Arts & Culture initiatives by investing in partners.	<p>The Arts &amp; Culture division works with partners to move forward initiatives that would benefit all Calgarians, primarily in relation to festivals and events in the downtown. For example, continuing the activation of Lot 6 through an innovative approach to programming; participating in the ongoing implementation of the Downtown Programming and Activation Strategy; working with Civic Partners and the Calgary Downtown Association as partners in Chinook Blast; and continuing work with Calgary Arts Development on several public art initiatives, including Chinatown project developments and support.</p>	<span style="color: blue;">↻</span>
4 Invest in Calgary's cultural future through supporting Calgary and Chinatown Cultural Plans.	<p>The Chinatown Cultural Plan is completed, following a significant contribution from external interested parties and partners, including translation, printing and distribution. The Plan and dedicated liaison work facilitates relationships with the cultural community.</p> <p>The Chinese Immigration Act Centenary Microgrant was funded through the Microgrant program and facilitated by the Arts &amp; Culture team. All funds from the Microgrant program were allocated. The program was successful and very well received by the community.</p> <p>The Cultural Plan for Calgary 2016-2026 continues to guide Arts &amp; Culture.</p>	<span style="color: blue;">↻</span>

Initiative	Initiative Update	Status
5 Increase equitable access to festivals and events by delivering low-cost and no-cost festivals, events, and programming directly and with our partners.	Direct events delivered by Arts & Culture expanded to include 2023 Neighbour Day in addition to the annual Canada Day, Culture Days, Orange Shirt Day and New Year's Eve programs. Planning for 2024 events began in mid-2023, including critical contracts for 2024 Canada Day, grant planning and potential enhancement of Neighbour Day. An Indigenous Events Coordinator role was funded through Government Relations to support Canada Day's Indigenous content and lead the delivery of Orange Shirt Day. The delivery of these would not have been possible without internal and external partner support.	
6 Improve alignment and service delivery to citizens and modernize the arts and culture sector by reviewing and revising the Civic Arts, Public Art and Festivals and Events policies.	<p>Policies under review in 2023 include the Corporate Public Art Policy, the Festival and Event Policy and the Civic Arts Policy.</p> <p>The Corporate Public Art Policy update, approved by Council on 2023 March 14, resulted in the Public Art Program being able to formally pool percent-for-art funds, allowing for a separation between capital project delivery and public art commissioning.</p> <p>The Festival and Event Policy update draft is complete, and preparations initiated for a presentation to Council in 2024.</p> <p>Initiated the planning phase for an update of the Civic Arts Policy.</p>	
7 Contribute to Truth & Reconciliation outcomes through Public Art by ensuring Calgary's Public Art Program provides equitable opportunities for Indigenous artists to participate and be reflected in the collection.	The Arts & Culture division continues to implement parallel procurement practices. An Indigenous Curator was hired through this process with Council-approved funding for the 2023-2026 budget cycle. The Curator is directing a variety of public art projects and engaging Treaty 7 Nations. Artists have been selected for an Indigenous Placekeeping opportunity, and Public Art will work with Facility Management to implement it in 2024/25. Public Art and the Blackfoot Confederacy are piloting a Blackfoot-led, City-supported initiative that will be expanded to the other Treaty 7 Nations, if successful.	
8 Lead the ongoing development of the arts and culture sector in Calgary through strategic planning, investments and partnerships.	<p>The Arts &amp; Culture Manager chairs the Cultural Leadership Council (CLC), a group created as a result of the Cultural Plan for Calgary (2016). The CLC serves as a championing body for sector advocacy, to promote the advancement of arts and cultural plans, initiatives, and strategies, including the Cultural Plan for Calgary.</p> <p>In 2023, The CLC provided valuable expertise on cultural development work at The City to ensure diverse perspectives are represented and heard, including guidance on the Corporate Public Art Policy, Arts &amp; Culture Microgrants, etc.</p>	
9 Lead the ongoing development of Public Art leadership and conservation in Calgary through strategic planning, investments and partnerships.	Plans are in progress for prominent artworks to be re-sited. Transit story was removed from the Centre Street Light Rail Transit Platform to make way for station upgrades and will be re-sited in March 2024 at 45 Street SW Station. Plans are underway to remove Famous Five sculpture from Olympic Plaza due to renovations and will be re-sited in a new park space which will include meaningful cultural programming. The Public Art team provides ongoing support and guidance to other business units, Civic Partners, community groups and municipalities regarding public art best practices and maintenance.	
10 Increase vibrancy in the downtown by contributing toward activities in the Downtown Strategy.	In 2023, Arts & Culture worked with partners on activations such as the Historic Fire Hall #1 and Lot 6. Activating public spaces through programming and events is a crucial part of creating a vibrant downtown and is an area of focus for The City's Downtown Strategy team. The diverse and innovative programming that happened at Historic Fire Hall #1 and Lot 6 in 2023 are great examples of how reimagining underutilized space can help foster creativity, community, and a sense of belonging.	



## Service Updates on Financial Performance

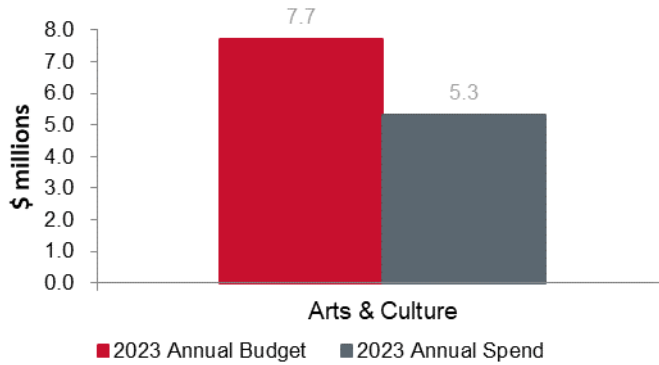
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Arts & Culture has a favourable variance of \$0.3 million, mainly due to lower festival and event production costs and service overhead savings. Approximately 60 per cent of the service's operation budget is represented by Calgary Arts Development Authority's \$19.2 million operating grant. Initiatives funded included events focused on equity, diversity and belonging, a commitment to Truth and Reconciliation and innovative ways to use new and unique venue spaces.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Arts & Culture spent 68.6 per cent of its 2023 capital budget. Underspend is mainly attributable to delays with the Millican-Ogden Brownfield Site project and the timing of transfers to Calgary Arts Development Authority related to the outsourcing of the Public Art Program. Transfer payments are made in accordance with signed agreement letters.

# City Cemeteries

Led by: Director of Parks & Open Spaces

## Service Description

The City has two active operating cemeteries that offer a wide range of interment products and services: Prairie Sky Cemetery and Queen's Park (although the land supply for casket interments at Queen's Park will likely end in 2023). The City also has a new regional park and cemetery being planned (in central north 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 a provincial obligation to maintain cemetery sites in perpetuity.

## Service Updates

### Key Service Results

As a result of public demand, there is no longer casket plot inventory available at Queen's Park Cemetery. Land supply for casket interments at Queen's Park ended in December 2022. Columbarium, mausoleum, and cremation interment space and services are still available at Queen's Park.

Prairie Sky Cemetery (opened in 2021), located in the southeast, is now the only cemetery that offers casket burial and a wide selection of alternative interment products, including cremation interment alternatives (e.g., cremation plot, columbarium, scattering garden) and green burials. City Cemeteries Initiative 1, a priority capital project at Prairie Sky Cemetery, is progressing as planned.

Green burials support corporate climate change initiatives and are designed to reduce environmental impacts. City Cemeteries Initiative 9 was successful, as green burials slowly trended upward in 2023 since becoming available in 2021 at Prairie Sky Cemetery.

### Service Challenges

There was a decrease in overall interments sales, although there was an increased trend towards cremation alternatives. This may have been directly influenced by a lack of casket plot inventory in the Queen's Park cemetery and slow inventory uptake of the Prairie Sky cemetery location. Slow inventory uptake of the Prairie Sky Cemetery continues, and as a result there is a decline in advance planning for casket and cremation plot purchases.

Capital work at Prairie Sky Cemetery progressed and includes the design and development of a new customer service and administration building and supporting landscape work on site. Although capital funding was acquired, a capital funding shortfall has been determined, and additional funding will be required to fully fund the project. A project charter has been completed and a prime consultant has been acquired. Completion of this facility is now expected in 2026.

### Trends & Potential Uncertainties

The Perpetual Care Fund (PCF), which consists of 40 per cent of previous year's burial plot and memorialization revenues, is being reinvested into sustaining operations in perpetuity. The PCF will likely decline in 2020-30 to help support establishing the new Prairie Sky Cemetery and currently unfunded new north regional park and cemetery.

Other risks include the exploration into a long-term potable water source at Prairie Sky Cemetery and severe weather impacting maintenance. Revenues may also decline with the transition of operations to Prairie Sky Cemetery, as this new cemetery builds customer awareness and clientele. City Cemeteries management continues to work with internal and external partners to mitigate these risks.



# Measuring Our Performance

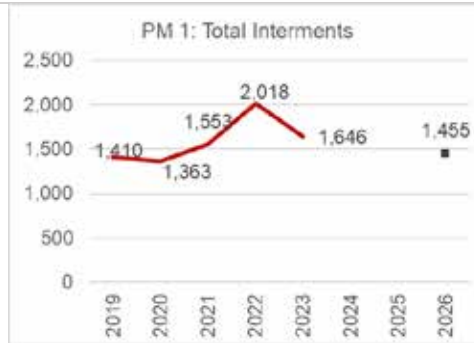
## Legend

- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

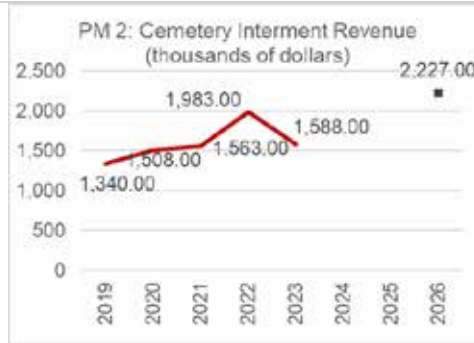
## Performance Measures

## Story behind the numbers

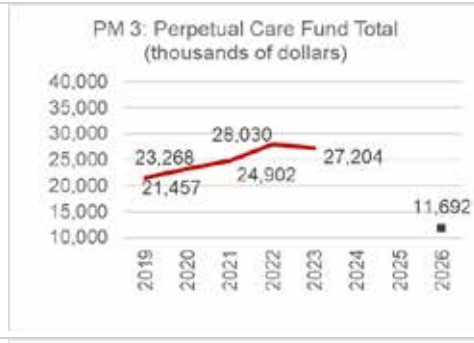
## Status



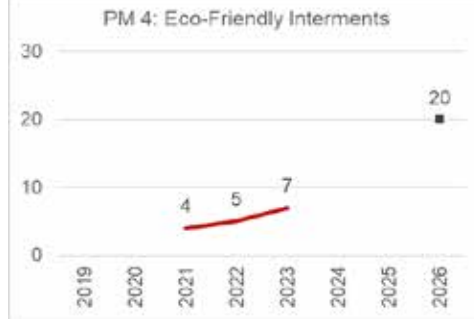
This measure represents annual burial plot, cremation, and mausoleum interments. In 2021 and 2022, there was an overall increase with the lifting of restrictions for public gatherings due to the pandemic. In 2023, total interments declined as predicted due to the end of the service's casket burial land supply at Queen's Park Cemetery.



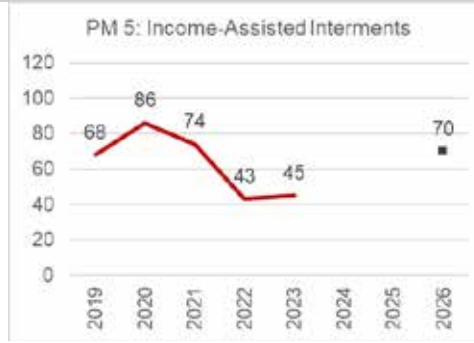
This measure captures annual burial plot, cremation, and mausoleum interment revenues. Revenue surpassed projections in 2022. In 2023, there was a decrease in overall interments sales, although there was an increased trend towards cremation alternatives. The decreased value for 2023 may have been directly influenced by a lack of casket plot inventory in the Queen's Park cemetery and slow inventory uptake of the Prairie Sky cemetery location.



City Cemeteries transfers 40 per cent of annual revenue to a Perpetual Care Fund (PCF). This fund supports provincial legislation to pay for cemetery maintenance in perpetuity (i.e., once a cemetery runs out of land and no longer generates revenue). The 2023 PCF annual total declined as predicted. The PCF is expected to enter a period of decline in 2023-26 (before rebounding in 2030-on and growing again towards more self-sustainability) as the service 1) loses revenue from Queen's Park Cemetery 2) establishes Prairie Sky Cemetery amid capital funding constraints and 3) works towards establishing a future northern regional park and cemetery.

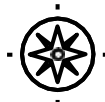


The design and opening of the Prairie Sky Cemetery introduced green burials as an interment option in 2021. In 2023, there was an increase in green burials, and demand for this new burial option has been trending slowly upward. Green burials offer a dignified option with minimal environmental impacts (e.g., reduction of carbon emissions and habitat preservation). Green burials feature the use of non-toxic and biodegradable materials, such as ecofriendly caskets and burial shrouds. In comparable markets, this option has not been popular to date. The four burials in 2021 represented some pent-up demand for this option.



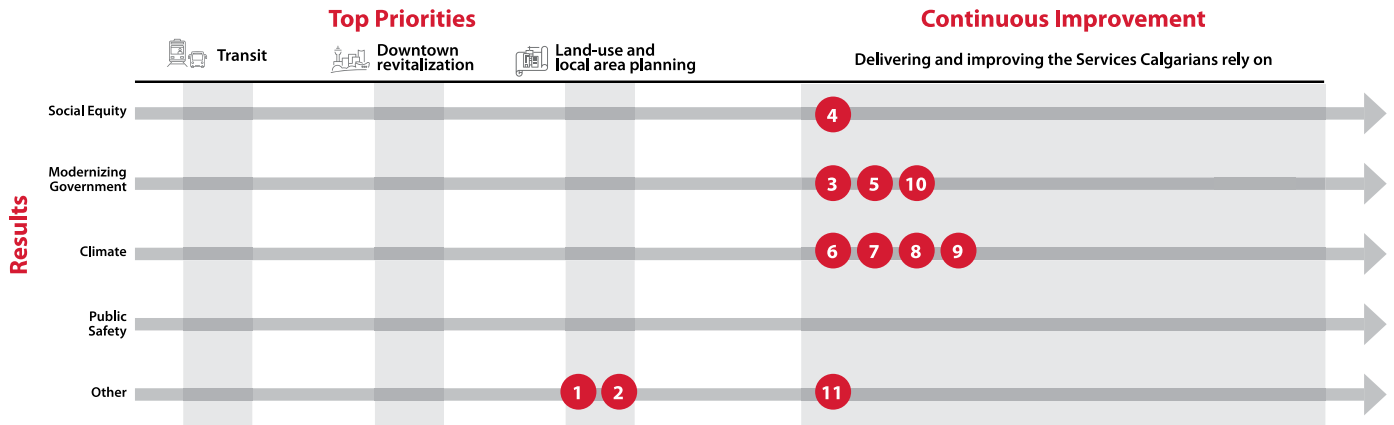
City Cemeteries operates under a not-for-profit business model. In addition to a wide variety of dignified, value-based services and pricing options for all Calgarians, City Cemeteries provide services to customers in financial constraints who would likely not be able to afford interment services provided by private cemetery providers. In 2023, there was a slight increase in customers who participated in Provincially sponsored Social Assistance Programs that The City provides interment space to at reduced rates.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

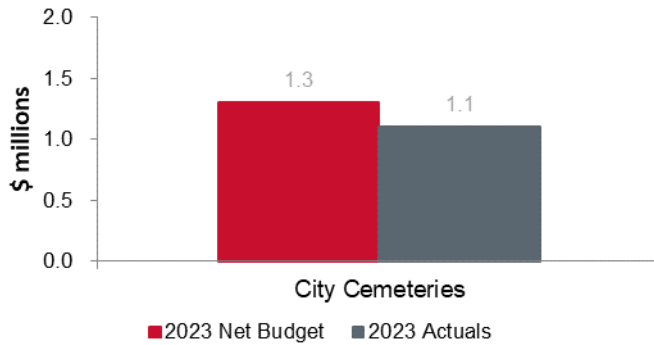
Initiative	Initiative Update	Status
1 Complete Phase One of development at Prairie Sky Cemetery by 2026 to continue providing this provincially legislated service for the coming decades of Calgarians.	This priority capital project is progressing as planned. Completion of this phase is expected in 2026.	
2 Meet Calgarian's needs and expectations for cemetery services by designing and constructing a customer service and administrative building at Prairie Sky Cemetery by 2024 (the service is currently working out of the nearby Ralph Klein Park building).	This priority capital project is progressing but not as planned. A project charter has been completed and a prime consultant has been acquired. A capital funding shortfall has been determined additional funding will be required to prevent descoping of the project. Completion of this facility is now expected in 2026.	
3 Manage Calgarians' expectations by implementing a closing strategy for Queen's Park Cemetery once casket interment space land supply ends in 2023.	The City of Calgary sold the last casket burial plot for Queen's Park Cemetery in December 2022 (cemetery opened in 1940). In 2024, the site will still have columbarium, mausoleum, and cremation burial sites available for purchase. Cemetery sales information has been updated, proactive communications underway, including media stories.	
4 Provide a diverse range of affordable and value-based cemetery products and service options by conducting an annual cemeteries price benchmark analysis.	Customer service and product option price lists were updated as part of the 2023-26 budget process. Prices will continue to be reviewed annually to respond to market and industry trends.	
5 Connect with Calgarians by re-establishing interactive community events (i.e., Mother's and Father's Day flowers, historic cemetery tours, etc.) and exploring new opportunities.	This initiative is progressing as planned. Events in 2023 included providing cemetery visitors with free flowers on Mother's and Father's Day in Q1/2. The service line continued to offer historic Cemetery Tours for the public and supporting Remembrance Day ceremonies for military and veteran groups. The Chinese Garden Project at Prairie Sky Cemetery was an enhancement to the burial section, allowing Calgarians to engage in a space to cherish their loved ones. It included a paving stone, retaining wall, gardens, ceremonial burning ovens, a ceremonial alter, statuary (Foo Dog) and a moon gate.	

Initiative	Initiative Update	Status
6 Support climate resilience by implementing climate-friendly initiatives through the strategic design, development and operations of the Prairie Sky Cemetery and new north cemetery-regional park (i.e. tree planting, seeding vs. sodding, natural landscapes, etc.).	A proactive, eco-sensitive maintenance program has been implemented at Prairie Sky Cemetery. With additional programming put in place in 2023, graves were cleaned on a more frequent basis to prevent artificial flowers or other materials being blown off graves and into the surrounding wetlands and farmlands.	
7 Reduce water use by implementing innovative, alternative products and strategic cemetery design (i.e., monument rain shadowing, drip irrigation, open green space).	This work is progressing as planned. For example, exploration of different arid condition grass seeds reducing water needs that are tolerant throughout the dry summer months. Progressive cemetery design, creating greater areas with reduced upright monument, reducing rain shadowing allowing for better overall irrigation.	
8 Support The City's climate strategies by introducing more natural landscape spaces within current cemetery spaces (i.e., reduced mowing cycles, less irrigation, native grasses, support wildlife and biodiversity, etc.).	This work is progressing as planned. For example, the green burial site, a natural area within the cemetery planted with prairie grasses minimizes maintenance and supporting the biodiversity of the site.	
9 Continually improve service and mitigate environmental impacts by exploring actionable and effective emerging interment trend opportunities (i.e., green burial, scattering gardens, cremation alternative interment options, etc.).	The addition of a scattering garden provides a valued alternative to families choosing cremation as their final disposition. In 2023, there was an increase in green burials, and demand for this new burial option has been trending slowly upward.	
10 Ensure service sustainability in the coming decades by continuing to allocate 40 per cent of annual interment and memorialization product sales to The City of Calgary's Perpetual Care Fund.	The City continued to transfer 40 per cent of annual interment and memorialization product revenue (based on the Cemetery Business Plan and industry best practice) to a Perpetual Care Fund (PCF) in 2023. This fund helps support and pay for cemetery maintenance (e.g., turf care, monument rehabilitation). The PCF will likely decline in 2020-30 to help support establishing the new Prairie Sky Cemetery and currently unfunded new north regional park and cemetery.	
11 Provide a safe and healthy environment for cemetery visitors, employees, contractors and volunteers by strengthening the commitment to safety and well-being.	Initiatives in 2023 included: additional onsite signage with respect to speed limits and support for the eco-sensitive programs within the Prairie Sky cemetery. Continued tailgate talks and participation in corporate Health and Safety programs, including increased onsite inspections supporting the City's safety initiatives and programs.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

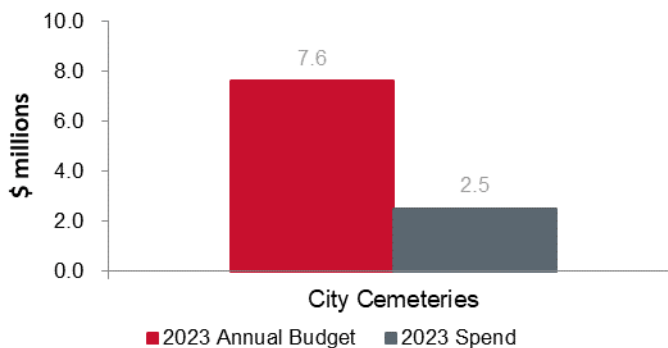


### Operating Budget Updates - 2023 net operating budget vs actuals:

City Cemeteries had a favourable operating variance of \$0.2 million. The primary drivers of the variance were tied to indirect savings in the Parks & Open Spaces Business Unit. City Cemeteries direct impacts were on budget for 2023.

In 2023, City Cemeteries expenditures for the period were within targeted forecasts. Cemeteries continued to focus on activities within its corporate objectives. Overall, it continued to focus on enhancing customer service, operational improvements, engaging internal reorganizational initiatives, and business-to-business communications. With Prairie Sky Cemetery now the primary cemetery with a full range of available interment options and with slow inventory uptake, both interment numbers and revenues have fallen below projected targets. As a result, operational demands have impacted the growth of the cemeteries Perpetual Care Fund.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

City Cemeteries has spent 32.3 per cent of the 2023 approved capital budget. The underspend is mainly attributed to construction delays in the Prairie Sky Cemetery irrigation that was waiting on a pumphouse contract and water license. Bids came in much higher than anticipated and several rounds of contract negotiations were required to reduce the bid price.

In 2023, the capital expenditures have been primarily used to complete most of the Prairie Sky Cemetery irrigation design and Administration Building prime consultant procurement and pre-design validation.



# Library Services

Led by: Director of Partnerships

## Service Description

Calgary's libraries are vibrant community hubs that not only provide access to resources and learning that Calgarians are seeking, but also foster connection, belonging, and empowerment. The Calgary Public Library Board is an independent City of Calgary Civic Partner that leverages The City's investment of operating and capital grants and assets through volunteer support, partnerships, and donations. As a separate legal entity, costs for the Library's separate governance and corporate services (Human Resources, Information Technology, Financial Services, Security and Facility Management) are included in the Library's operating budget breakdown.

## Service Updates

### Key Service Results

- The past few years have seen a return to normal for the Calgary Public Library. Each measure has routinely been compared to 2019, not only as the full service year before the pandemic but also a banner year for activity and member interest surrounding the openings of the new Central and Seton Libraries. With steady growth across multiple KPIs, and record highs across some of the most important services, 2023 will become the new year to measure against.
- With 6.74 million people walking through Library doors in 2023, visitation was extremely strong. Members showed high interest in physical spaces, even as digital services continued to grow. While still roughly 12 percent lower than that seen in the atypically high 2019, visitation has steadily grown month over month and this trend is expected to continue.
- Circulation of library materials continued to grow with 2023 representing the highest ever year. Library materials were checked out over 17 million times and combined physical and digital circulation was 14 percent higher than 2019.
- Library membership had a record year with 148,000 new accounts bringing the active membership base to 750,000 (56 per cent of Calgarians).

### Service Challenges

Several issues continue to present challenges for Library operations and the implementation of strategic priorities:

- The cost of materials and furniture is increasing, as is the amount of time required to procure it. Manufacturing and delivery times are getting longer, which is having an impact on planned lifecycle and library upgrades.
- Security incidents in the downtown core continue to trend upwards. Drug related incidents in Q4 2023 increased over 400 percent compared to the previous year, and patron vs. patron assaults are on the rise as well.
- The Library continues to experience challenges around physical spaces and locations to deliver Library services. In 2024, the Square Feet of Space per Capita measure is expected to decrease to 0.40 Sq Ft as the population continues to rise. New Library spaces slated to open in 2027 will alleviate this strain but until then, service space will remain a challenge.

### Trends & Potential Uncertainties

The largest potential uncertainty continues to be the steady rise in security incidents. Though still far more prevalent within the downtown core, drug related incidents are increasing within community spaces as well, burdening neighbourhood Libraries without dedicated security teams. The Library continues to work with downtown partners and stakeholders to work on security solutions but this rising trend presents an ongoing security risk to Library members and staff.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

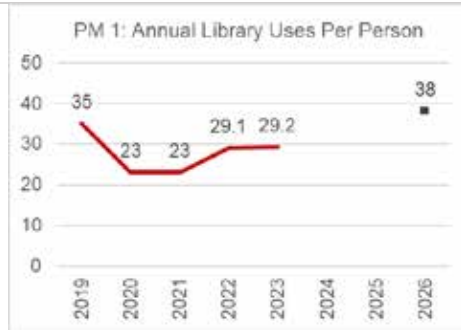
➔ Progressing as planned

⊖ Not progressing as planned

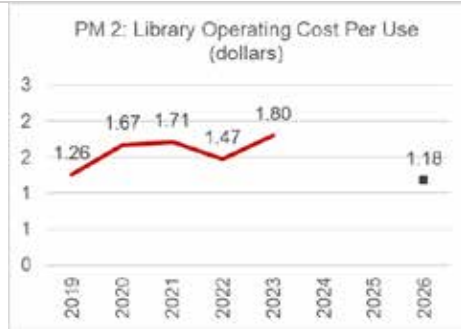
## Performance Measures

## Story behind the numbers

## Status



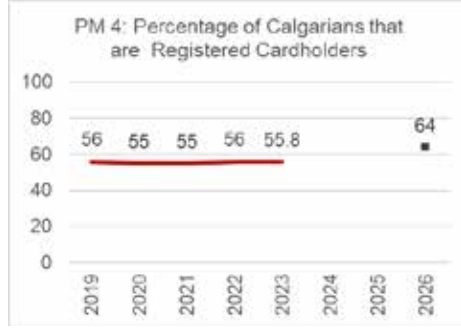
Annual Library uses is comprised of 11 different metrics, the criteria and definition of which are developed in conjunction with other Canadian Library systems. Of those 11 metrics, eight have increased in use relative to last year while three measures (all related to digital visitation) decreased. As a measure of capita, City population also affects this measure. At 29.2 Library uses per Capita, this measure compares favorably to Canadian municipalities.



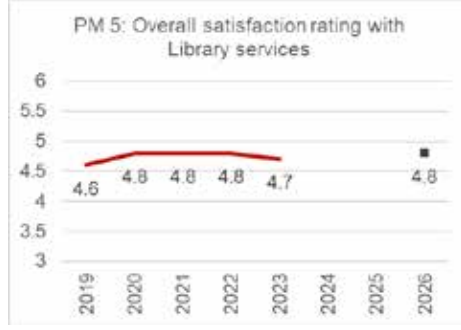
The increases to circulation, visitation, technology use and program attendance have contributed in large part to the increases in total usage. As this is a comparison of uses to budget, increases to operating fund in 2023 have offset the increases to usage. The measure stayed nearly the same, improving slightly from \$1.81 per use in 2022 to \$1.80 per use in 2023.



The Calgary Public Library had 6.74 million visitors walk through our doors in 2023. The per capita measure is 5.02 visits per Calgarian, a 37 percent increase over 2022. While still approximately 12 per cent lower than the pre-pandemic value, it is important to note that 2019 was an exceptional year for visitation with the excitement and activation of the newly opened Central and Seton Libraries. The comparison to a more traditional year like 2018 shows near parity. Visits have been increasing steadily each quarter for the past several years, a trend that is likely to continue throughout 2024.



Membership is the strongest it has ever been. In 2023, 148,000 new members registered for Library cards, 5 percent higher than the record year of 2019. Active membership is a flow of new memberships in and the removal of inactive memberships (after three years of inactivity). Approximately 60,000 inactive accounts were purged in 2023, an expected result of the bulk renewal of accounts in summer 2020 when fine free processes were implemented. Despite that decrease, extremely strong member acquisition and retention saw the membership base quickly bounce back. At 750,000 active members, a total of 55.8 per cent of Calgarians have Library cards.



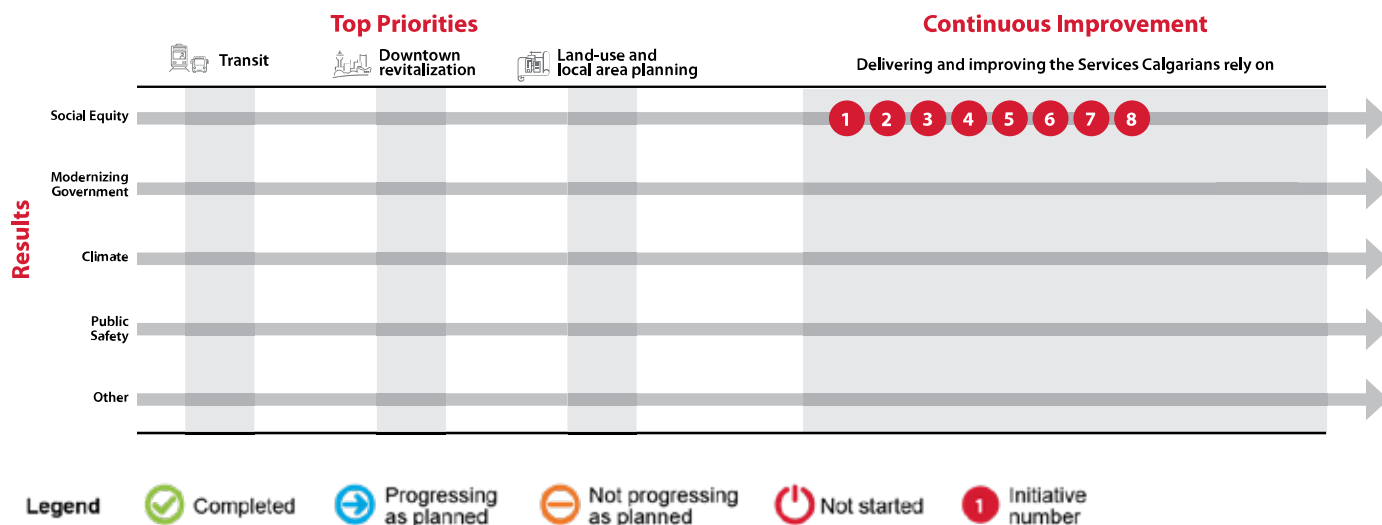
This measure is from a third-party phone survey conducted semi-annually. Of the 400 Library members surveyed in November 2023, 93 (23.3 percent) rated their experiences as very satisfying, while 280 (70.2 percent) rated their experiences as extremely satisfying for an overall satisfaction score of 93.5 percent. As these members are selected randomly, they represent a broad spectrum of Library users, engaging with a wide variety of Library services. This measure has remained consistently high since 2019, showing considerable resilience during the years of the pandemic. It is indicative of the quality and breadth of the Library's offerings.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



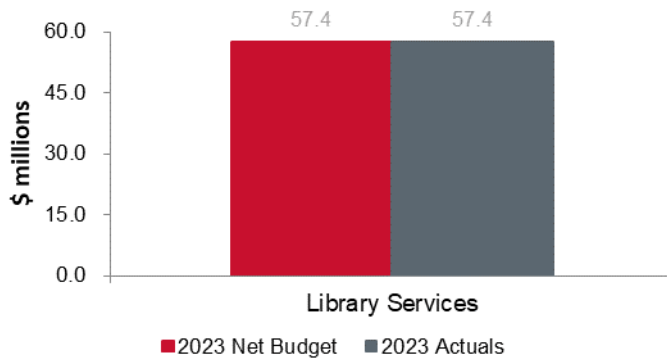
Initiative	Initiative Update	Status
1 Provide exceptional service to Calgarians by operating the existing 21 service locations, maintaining the current service level of 1,450 open hours per week (average 70 hours per location).	Library hours have not been altered and met expectations for the year. Exceptional service is reflected in membership levels, visitation levels and member satisfaction surveys. Membership continues to grow each quarter, with a total of 148,223 members added in 2023. The overall active membership base is 750,052. Visitation continues to increase as well, with 37 percent more total visits than in 2022. Lastly, member satisfaction continues to remain extremely high, with 94 per cent of respondents indicating their experience were very, or extremely satisfying.	
2 Increase quality of life for all Calgarians by operating outreach services to mobility-challenged populations, groups experiencing vulnerabilities, and those residing in areas without a convenient Library service location.	Community outreach has been one area that has been slower to return to pre-pandemic levels. This is due to a variety of reasons including staff capacity, partner capacity, and community need. It is also an indication of new found efficiencies however, as numerous routine outreach experiences have been translated to virtual delivery. Program facilitators now regularly engage with thousands of students concurrently, extending the Library's ability to connect with our communities. Approximately 1,500 outreach activities occurred in 2023, reaching a total of 62,616 community members.	
3 Enhance pathways to wellness for Calgarians by improving and expanding services offered through Wellness Desks.	The Wellness Desk program continued to expand this year. Reaching nearly 400 at risk Calgarians with critical support. The job desk is offered at Central, Crowfoot, and Shawnessy Libraries.	
4 Enhance support for school-aged learning by developing pop-up and loanable versions of current Questionarium content and materials.	Questionariums have been expanded to several additional locations, providing intrigue and discovery opportunities for more school-age students. Training resources have been developed to empower and encourage staff to activate the materials in dynamic and exciting ways.	
5 Maintain a "Good" rating in building condition assessments by conducting lifecycle investment in existing service locations.	A good rating has been maintained in all locations. Significant improvements to the Fish Creek Library began in 2023, to be completed in 2024.	
6 Increase quality of life for Calgarians by building four new library service locations by end of 2026.	Three Library locations (Belmont, Walden, and Symon's Valley) will begin construction in this budget cycle. A 3,000 Sq. Ft. space has been leased in Skyview to be developed into a smaller storefront location. This smaller space will alleviate the community need in the area until the larger Library location is constructed. All three larger libraries are on track to open by 2027.	
7 Improve early learning capacity by creating three new outdoor early learning centres by end of 2026.	Plans for outdoor learning centres have been placed on hold for the moment. Resources have been reallocated towards interior early learning centres, with both Fish Creek and Louise Riley renovations expected to be completed in 2024.	

Initiative	Initiative Update	Status
8 Increase sense of belonging by creating additional opportunities for Indigenous Placemaking within current service locations.	Round four of the Indigenous Placemaking project, which includes installations at Village Square, Judith Umbach and Fish Creek Libraries, is currently wrapping up. The Village Square Library installation was completed in August 2023. The fabrication and installation of a textile design at Judith Umbach is scheduled in Q1 2024. The Fish Creek installation is currently in progress, to be completed alongside that Library's renovation. This phase of the Placemaking, designed to connect emerging artists with experienced, is complete. Plans are underway to expand the Placemaking to other locations.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



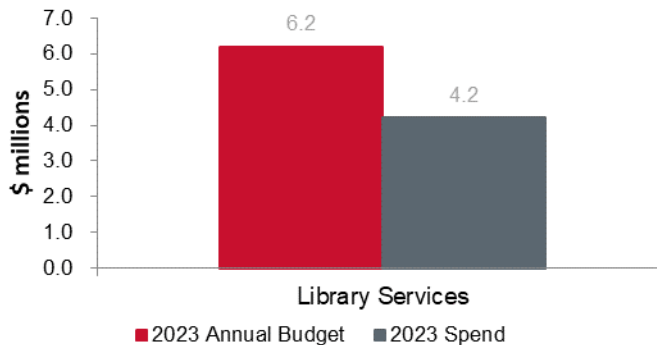
### Operating Budget Updates - 2023 net operating budget vs actuals:

Library Services has no operating budget variance for the reporting period.

Approximately 97 per cent of the service’s operation budget is represented by the annual operating grant to the Calgary Public Library. The Calgary Public Library leverages The City’s grant funding with a variety of other resources.

In 2023, the Calgary Public Library continued to deliver full service at 21 locations, acquiring a record 148,000 new members, circulating a record 17 million items, and showing strong visitation throughout the year.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Library Services spent 67.6 per cent of its 2023 capital budget.

In 2023, the capital expenditures were primarily used to modernize and update locations based on lifecycle renewal schedules. 82.0 per cent of the Library Lifecycle budget was spent in 2023. Challenges around the acquisition of materials and supplies impacted the timely completion of several capital projects.

New Library projects approved for the 2023-2026 budget cycle are currently in design. Spending will accelerate as these projects progress.

# Parks & Open Spaces

Led by: Director of Parks & Open Spaces

## Service Description

Calgary's parks and open spaces are cherished places that connect Calgarians with nature, our heritage and each other. The citywide parks system provides Calgarians with safe, inclusive, active-living opportunities. The system includes regional and neighbourhood parks, natural areas and the river valleys. The service maintains and stewards almost 8,700 hectares of public spaces (the equivalent of 11,000 football fields spread out citywide over 5,200 parcels of land). Parks and Open Spaces conserves and promotes biodiverse ecosystems and cultural landscapes. It supports park stewardship among Calgarians through volunteer and education programs.

## Service Updates

### Key Service Results

#### Awards

Calgary's Child Magazine - 2023  
Parents' Choice Award - Best  
Accessible/Inclusive Experience for Kids

Opening in 2023, Haskayne Legacy Park is Calgary's first regional park to open in over a decade. The new 126-hectare city regional park, in northwest Calgary, allows Calgarians to experience traditional western ranchlands alongside spectacular mountain, river and prairie views.

Parks & Open Spaces (P&OS) Initiative 1 highlights included an accessible playgrounds map, which allows users to find inclusive playgrounds throughout the city. It is now available through The City's public map gallery.

P&OS worked with Recreation Opportunities to deliver city golf courses' busiest season yet, with 56,000 more golf rounds than in 2022. P&OS Initiative 6 successes included winter and night golf pilots, the use of golf scooters and the All Abilities Championship.

The traditional land use project (P&OS Initiative 7), worked with the 8 Nations to create Elder recordings that share stories of the landscape for park visitors to experience. Each Elder was paired with an emerging artist from the same Nation to create a visual interpretation of the stories. This cultural learning opportunity is a small step in the journey toward reconciliation and celebrating unique traditions and practices.

## Service Challenges

In recent years, there has been an increase in real and perceived safety concerns in downtown parks for the public and City staff. In response, the service is working closely with enforcement and outreach partners to optimize public safety strategies. Ongoing initiatives to address park safety include: park activations (free events) to encourage more Calgarians into parks, enhanced communication between partners and increased staff training and awareness.

The service worked towards full implementation of a new Parks Asset Reporting and Information System (PARIS 2.0) for greater insight and accuracy on parks data for sustainable improvement for operations. Technical challenges include integration with the 3-1-1 system and large-scale staff training requirements. We added more resources to this project and collaborated with Information Technologies and Human Resources.

Capital project challenges included inflation and internal supply delays, impacting cost estimates and timelines.

## Trends & Potential Uncertainties

An anticipated increase in severe weather events such as flooding, hailstorms, wildfire and drought may impact our parks and open spaces, which could result in public safety issues, budget impacts due to potential damages, expensive repairs, lost revenue and restricted public access. Risk mitigation includes capital projects such as park flood protection, our business continuity plan, and general resiliency efforts.

Funding constraints and other challenges may result in lower ecological health in parks and open spaces. P&OS mitigation strategies include working with other City services on habitat restoration projects (e.g., naturalizing roadways), implementing the 2023-26 capital budget for new habitat restoration work and more community education and outreach.



# Measuring Our Performance

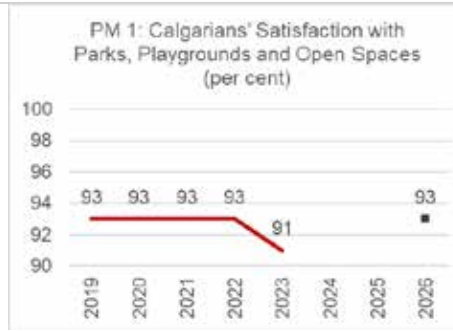
## Legend

- Actuals
- Expected Future Performance
- Progressing as planned
- ↻ Not progressing as planned

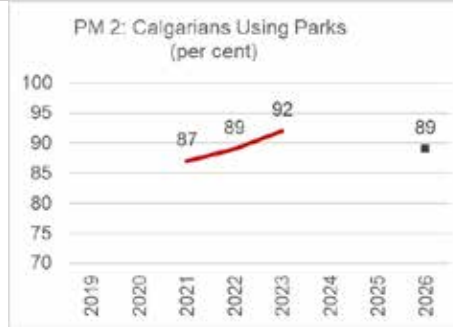
## Performance Measures

## Story behind the numbers

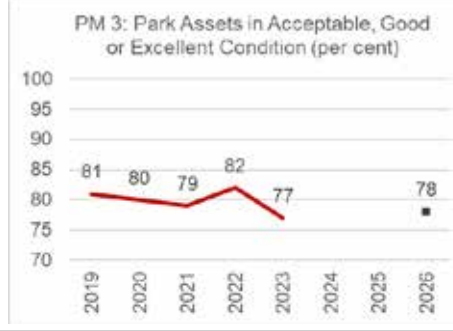
## Status



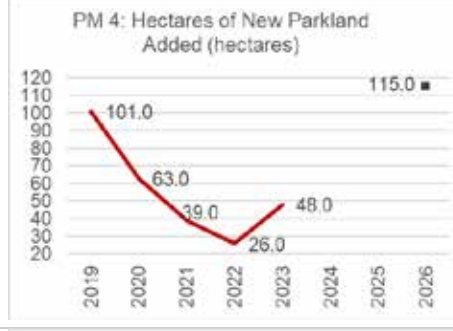
Calgary's parks have consistently scored high since the introduction of the annual Calgary satisfaction survey. The 91 per cent score is from the 2023 Spring Survey of Calgary Report. The slight decline may reflect the lower usage of parks in the winter months by Calgaryans and the stress the system absorbed during high usage during the pandemic. For 2023-26, P&OS aims to maintain high public satisfaction with requested funding to maintain current service levels (with annual growth funding) and lifecycle capital funding for repairs and replacements of aging park amenities.



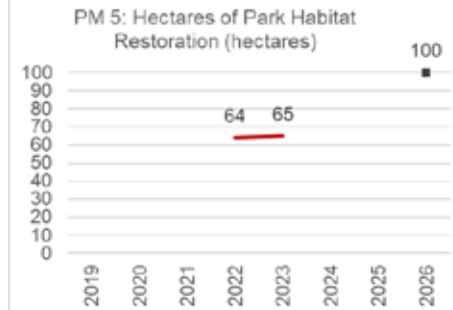
This Pulse on Parks survey result reveals the percentage of Calgaryans who reported using parks in months without snow (April-September) in 2023. The 92 per cent year-end score, which is two per cent higher than the 2026 expected future performance, reflects the important role that parks play for Calgaryans in providing spaces and opportunities to connect with nature, heritage, and each other. The service aims to increase the use of parks in winter months with the continuation and expansion of cold-weather park attractions (such as skating, cross-country ski trails, firepits, etc.).



This performance measure captures the percentage of our municipal park infrastructure rated as 'acceptable', 'good' or 'excellent' condition (as opposed to park infrastructure in need of repairs or replacement and rated as 'poor' or 'failing'). As park assets decline with age, the scores are also expected to decline, as reflected by the 77 per cent score for 2023. For 2023-26, P&OS prioritized lifecycle funding as part of its capital requests to help mitigate the declining condition of parks assets.

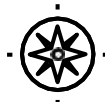


As Calgary grows, The City adds new parkland from developers, land acquisitions, etc. In 2023, 48 hectares (ha) of new parkland was added to the municipal parks system. Since 2017, 423 ha of new growth was absorbed, however, total funding per ha has decreased, despite funding additions in 2023. While growth drives efficiencies, the impacts also include lower maintenance levels (e.g., longer grass). For 2023-26, P&OS is slated to receive growth and inflation funding to help maintain 2022 service levels. Note: 2021 value has been updated to 39 ha due to a data reporting error.



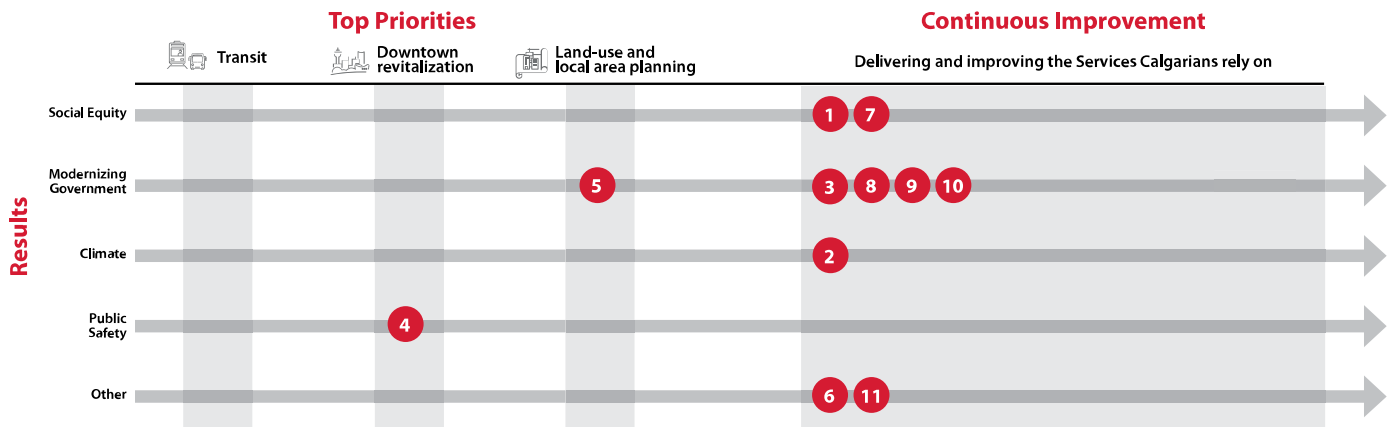
Park habitat restoration improves Calgary's ecological health and climate resilience. Due to capital funding constraints and no capital funding for this work in 2019-22, habitat restoration is projected to only reach approximately 45 per cent of The City's goal to restore 20 per cent of open space by 2025. The approved 2023-26 capital budget will help improve progress towards expected future performance, with new projects initiated and in the planning stage in 2023. P&OS plans to restore approximately 100 hectares of priority parks to improve ecological health and climate adaptation.





# Progress on Service Delivery






## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

Initiative	Initiative Update	Status
1 Enhance the quality of life of Calgarians, Parks and Open Spaces by providing safe, inclusive, vibrant and accessible parks and open spaces.	The accessible playgrounds map, which allows users to find inclusive playgrounds throughout the city, became available in 2023 through The City's public map gallery. Capital highlights included the opening of Bow to the Bluff Corridor, Balmoral Circus, and Haskayne Legacy Park, Calgary's first regional park to open in over a decade. The new 126-hectare city regional park is in northwest Calgary and allows Calgarians to experience traditional western ranchlands alongside spectacular mountain, river and prairie views.	
2 Support climate resilience, focusing on improving the health of the ecological network, through the development and implementation of Habitat Management Plans.	The Ecological Network (EN) model was integrated into policy and open data layer. Climate & Environment is applying the EN to park planning in new community development. The approved 2023-2026 capital budget for habitat restoration will help improve progress on this initiative. In 2023, the Weaselhead Habitat Management Plan (HMP) completed restoration feasibility and external engagement. It is now in the process of internal engagement. Three additional HMPs are in planning stages (Edworthy, Douglasdale, Weaselhead and J.H. Woods parks).	
3 Assist and encourage commercial activities in City parks by continuing to improve processes for interested businesses and citizens who can enhance the park user experience.	In 2023, we introduced our updated Vendors in Parks guidelines that brought more transparency to the program and updated the fee structure to be more in line with the market. We increased from 13 to 15 summer vendors over the last year, with five new activations and saw a revenue increase. One of our newest vendors, Parc du Café, in North Glenmore Park has been getting great media coverage, and is thrilled with the program and plans to expand to other parks. This vendor is unique as they are also able to activate in the winter supporting increased connection to our parks in the colder months.	
4 Support downtown revitalization to increase community safety and enhance Calgarians' experiences in our downtown parks and open spaces by working with our partners, including public sector, private sector and non-government organizations.	We supported downtown revitalization by partnering with Calgary Downtown Association to activate three parks, supported winter events like Chinook Blast and prepared Prince's Island Park Lagoon skating rink. The Tipi Project created 'pop-up' gathering spaces for 26 downtown cultural activations. The Washroom Attendant Pilot Project, a pilot to improve public safety, attended 10,489 washroom visits at Olympic Plaza and Century Gardens. The pilot review included feedback from partners, which will be used in recommendations for a broader Public Washroom Strategy led by Community Strategies.	
5 Improve the sustainability and resiliency of Calgary's parks and open spaces system by updating the Parks Open Space Plan which is the overarching policy that governs use, provision and preservation of our municipal parks system.	Phase 1 and 2 public engagement for Connect: Calgary's Parks Plan, has provided clear policy direction for draft plan development. P&OS has partnered with Planning & Development Services (PDS) to finalize park policy creation; as a result, Connect content will now be split between PDS's new Calgary Plan and P&OS's Connect Plan. The plans will jointly guide how The City will develop and manage an exceptional, inclusive and sustainable parks system into the coming decades. Given this new approach, Connect project timelines will need to shift to honour and complement the Calgary Plan's timeline.	

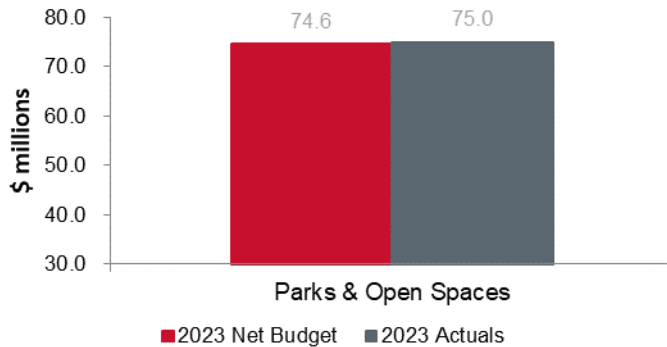


Initiative	Initiative Update	Status
6 Maintain community connections and Calgarians' wellness by providing year-round amenities and activities, including winter activities and new attractions as opportunities arise.	P&OS service levels declined slightly in 2023 but will resume 2022 service levels in 2024. In 2023, new cold-weather park programs and amenities introduced during the pandemic provided the public with safe, fun and healthy activities during the winter (e.g., outdoor skating ponds, firepits), and a new skating rink was added in West Confederation Park. We worked with Recreation Opportunities to deliver city golf courses' busiest season yet, with 56,000 more golf rounds than in 2022. Initiatives included winter and night golf pilots, the use of golf scooters and the All Abilities Championship.	
7 Celebrate Calgary's past and strengthen The City's commitment to Truth and Reconciliation by continuing to maintain and celebrate Calgary's historic and cultural landscapes.	We partnered with the Koo Family on the Chinese Market Gardens on an archaeological study and found an original root cellar. Public tours of the site helped Calgarians to celebrate our past. Other cultural learning opportunities in 2023 included the Tipi Project (see P&OS Initiative 4) and the traditional land use project. The traditional land use project worked with the 8 Nations to create Elder recordings that share stories of the landscape for park visitors to experience. Each Elder was paired with an emerging artist from the same Nation to create a visual interpretation of the stories.	
8 To maintain Calgary's high quality parks and open space system, Parks and Open Spaces will continue exploring new funding mechanisms and partnerships that can provide value and benefits for Calgarians.	P&OS has entered into a short-term agreement for Millennium Park activation and are continuing negotiations to achieve a long-term sponsorship and activation agreement to enhance this park and create a true festivals and events location in the downtown. Additionally, the Parks Sponsorship Plan, a plan to explore options for identifying future opportunities for revenue generation and partnerships to support parks improvements, started in 2023 and will be finalized in 2024.	
9 Connect more Calgarians with their parks and open spaces system by developing and implementing a marketing and communications strategy to engage Calgarians on the value and benefits of using parks and accessing nature in the city.	Since implementing an updated social media strategy on July 1, 2023, we have reached 1.4 million viewers for our social media content on Facebook, a growth of 203 per cent from July-December 2023. During this period, we observed 24,100 interactions with our social media content (up 310 per cent) and 20,500 link clicks (up 106 per cent) when compared to the first six months of 2023. Increased frequency of updates to our webpages on calgary.ca, updated parks signage and good news stories in Calgary newsroom have increased awareness of parks and open spaces amenities and services.	
10 Support continuous improvement of the service by exploring more data and technology options to improve decision making, sustainability and service delivery.	A major and complex transition is underway for our Geographic Information System-based asset management and work tracking information system. This new system aims to help optimize processes, reporting and provide more data-based decision making for the service. The new system is expected to be implemented for the upcoming 2024 summer season. In 2023, the Customer Level of Service (CLOS) pilot started: CLOS is a model being used to assess our service delivery standards to aid in optimizing resources and decision making. It will continue in 2024 as more data will be gathered on park conditions.	
11 Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and well being.	The service is strongly focused on the continuous improvement of health, safety and environmental improvements for its staff, customers and partners. Ongoing initiatives to address park safety include: park activations (free events) to encourage more Calgarians into the parks, enhanced communication between partner organizations and increased staff training and awareness.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**



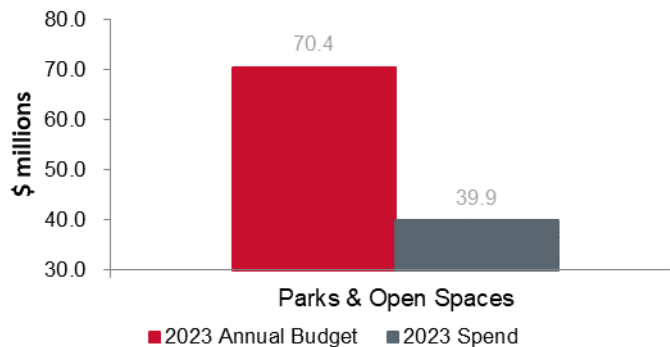
### Operating Budget Updates - 2023 net operating budget vs actuals:

Parks & Open Spaces (P&OS) has an unfavourable operating variance of \$0.4 million. The primary drivers of the variance were tied to a significant increase in homeless camp cleanup and a mowing contractor unable to fulfill 50.0 per cent of their contract. To meet service demands hourly on-call contractors were used at a higher cost.

In 2023, P&OS Business Unit was on budget, however, resources were reallocated between service lines creating offsetting variances in response to changing service needs. Base and one-time funding totaling \$1 million was used to target critical repairs, lifecycle replacements and irrigation equipment. Revenues from playfield bookings remained at pre-COVID-19 levels in 2023 after initial recovery in 2022.

A big success for P&OS was the Customer Level of Service (CLOS) pilot, which is aimed at standardizing service delivery citywide by improving data collection to optimize resources and enhance equitable service decision making. In 2024, the CLOS model will be expanded as more data is collected citywide. Working with all Nations, including the Métis, was a big focus for P&OS in 2023: we delivered the Tipi Project, sweetgrass transplanting ceremony and Land Acknowledgement Signage initiatives and started discussions for the Elder Guiding Circle.

**Capital Budget and Spend as of December  
31, 2023**



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Parks & Open Spaces has spent 56.7 per cent of the 2023 approved capital budget. The underspend is mainly attributed to projects deferred due to resourcing capacity; related to staff vacancies and increased project volume. It was also impacted by procurement delays: bids received well over approved budgets resulting in extended timelines for contractor negotiations, re-tendering and needed resolution of funding deficits. Projects also needed extended timelines for public engagement, site assessments and detail planning and design before construction.

In 2023, the capital expenditures have been primarily used to complete the new Haskayne regional park and several other smaller park improvements including completion of the "Bow to the Bluff" corridor. Substantial work was also completed on Humpty Hollow Park.

# Recreation Opportunities

Led by: Director of Recreation & Social Programs

## Service Description

Recreation Opportunities leads and invests in Calgary's publicly funded recreation sector, creating, planning and delivering spaces, programs, and services to help Calgarians thrive. We provide accessible and equitable recreation opportunities that improve quality of life, contribute to inclusive communities, and promote social, mental and physical wellbeing. We develop strategies to increase equitable access to year-round indoor and outdoor active living and play opportunities that meet the evolving and diverse needs of Calgarians.

## Service Updates

### Key Service Results

#### Awards

- Best Family Recreation Facility - Winner
- Best Extracurricular Programs for Preschoolers - Honourable Mention
- Best Extracurricular Program for School-Aged Children - Winner

Recreation Opportunities is making progress on returning to optimized service levels. Work supporting the initiative to recover our workforce has achieved good results, with staffing at 87 per cent of optimal levels, up from 75 per cent at the beginning of the year. In 2023, facility attendance is up over one million visits from 2022 (96 per cent of pre-pandemic levels). In 2023, Acadia Aquatic & Fitness Centre reopened resulting in all City-operated recreation facilities opening for the first time since COVID-19 impacted operations.

### Service Challenges

Inflation has been a significant factor impacting several capital projects experiencing gaps in project costs vs. total project budget. In addition, both internal and consultant capacity is delaying the progression of several strategies and projects, including GamePLAN and GamePLAN for Facilities. In affected projects, work is being reallocated to teams with the capacity to successfully undertake the work and strategies are underway.

While overall service delivery staffing is returning to optimal levels, hiring for specific skills (e.g., aquatics, skating and dance) has proved difficult. The labour market continues to be a challenge and is expected to remain volatile for three to five years.

### Trends & Potential Uncertainties

Recreation industry employment volatility, increased incidents of staff harassment and external societal stressors impacting staff are affecting Recreation Opportunities. More Calgarians are accessing Fee Assistance or may not be participating in recreation opportunities due to economic factors. Recent capital investments are not sufficient to meet Calgarians' evolving recreation preferences. Capital costs continue to escalate and a lack of deliberate infrastructure investments may not provide the level of service Calgarians expect.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

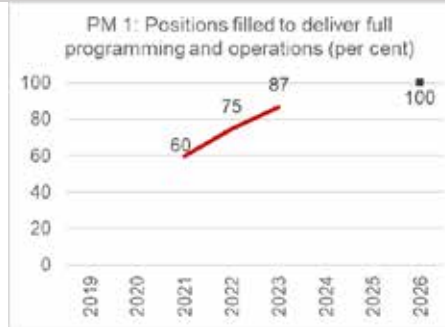
➔ Progressing as planned

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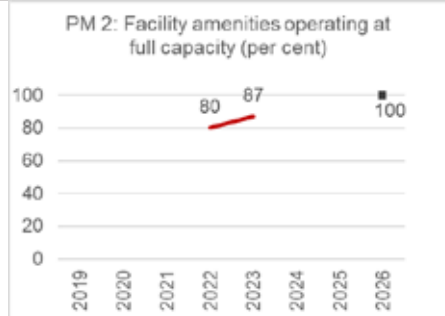
## Performance Measures

## Story behind the numbers

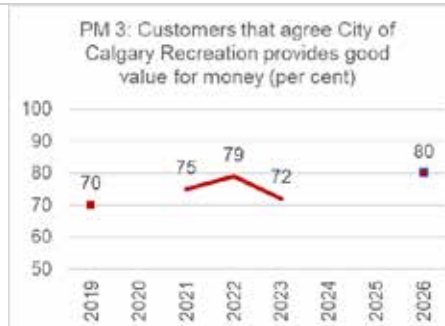
## Status



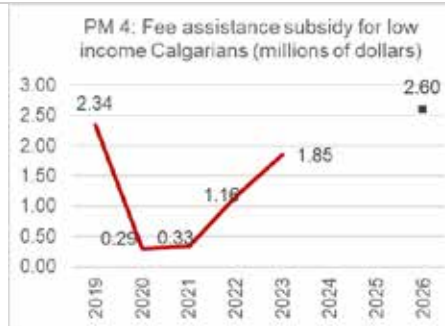
Good progress has been made to improve staffing levels. Operational staffing levels have remained stable since the summer. Current programming staffing levels are at 79 per cent of optimal levels and operations staffing levels are at 88 per cent. Recreation Opportunities will continue to focus on staff recruitment and retention in 2024.



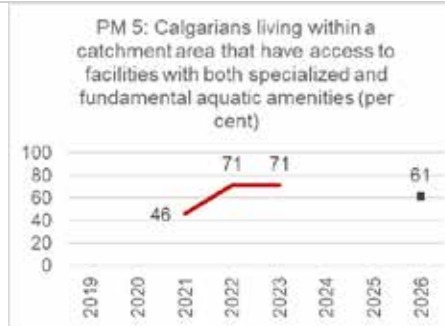
Operating hours at City-operated aquatic facilities are not yet fully optimized. Service adjustments consider workforce availability, seasonal facility use patterns and expectations of customers. With an increased staffing complement, more program hours can be offered, enabling the launch of new and previously enjoyed programming opportunities.



Recreation Opportunities delivers programs, services and access to facilities for Calgarians of all income levels. Customers continue to recognize the value of the programs and services provided and user fees remain competitive in the market. In 2023, 72 per cent of customers agreed that City-operated recreation programs and services provide good value for money. Recreation Opportunities' focus on optimizing staffing levels, operating hours and program offerings will help ensure recreation programs and services continue to provide good value to Calgarians.

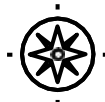


Demand for Fee Assistance continues to grow as Calgarians face ongoing economic challenges and recreation offerings recover from COVID-19 impacts. In 2023, the value of subsidies provided to Calgarians living with low-income was significantly higher than it was in 2022. Recreation Opportunities will continue to implement strategies to support usage of Fee Assistance among those qualified through Fair Entry.



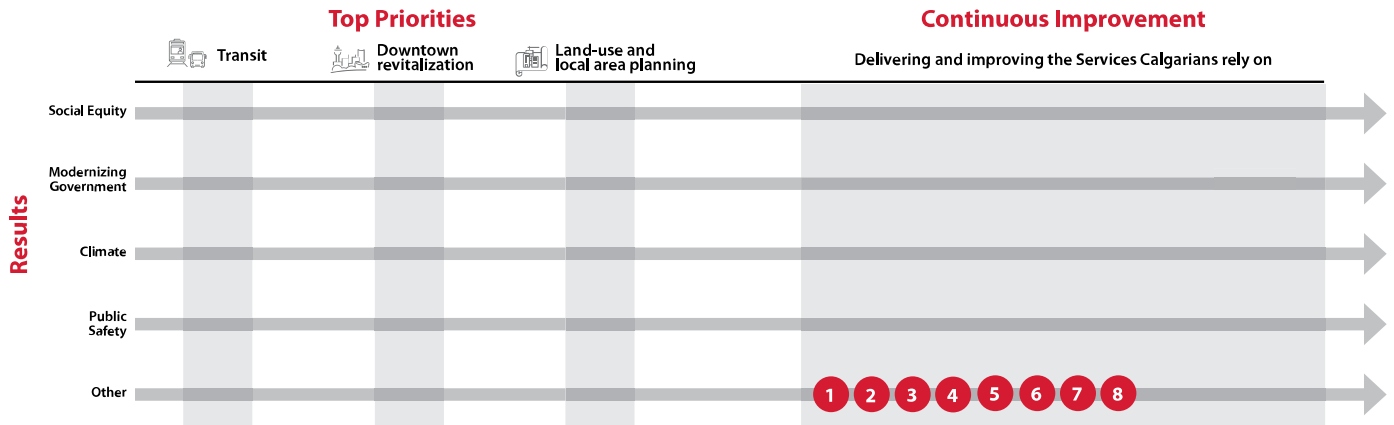
Calgary's aquatic facilities inventory has not changed and 71 per cent of Calgarians continue to live within the catchment area of facilities with specialized and fundamental amenities. Newer aquatic and fitness facilities that provide specialized (e.g., water play features) and fundamental amenities (e.g., flatwater pools) are important community assets. The MNP Community & Sport Centre will create a multi-purpose hub and fill gaps in amenity availability for surrounding communities. More investment is needed to maintain or increase this measure as Calgary's population continues to grow.









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

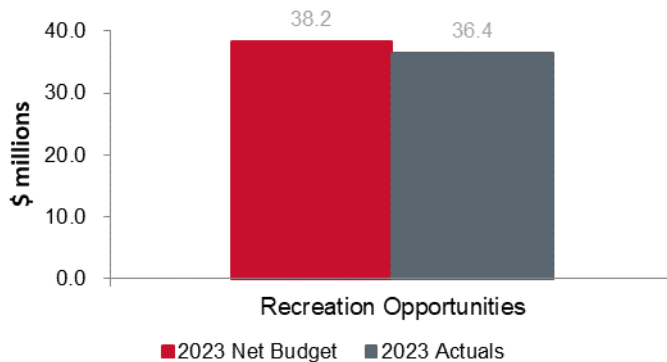
Initiative	Initiative Update	Status
1 Offer full programming and operations by recruiting and retaining the required complement of staff to recover our workforce post-pandemic.	Staff wellbeing and satisfaction is critical to both recruitment and retention. A project to strengthen a respectful workplace and improve staff safety has been implemented, including staff training supports. Signage promoting inclusivity and clarifying behaviour expectations of customers has been posted at facilities. The Code 86/81 Wage Review & Implementation addressed market changes and brought seasonal staff pay in line with market. As staffing levels stabilize, a new-hire onboarding and training project is underway to strengthen our workforce and increase retention of new hires.	
2 Return to full amenity and service hours to meet the recreational needs of Calgarians by stabilizing and recovering direct delivery of recreation opportunities post-pandemic.	Open and accessible facilities with a full complement of programming will help bring service offerings in line with Calgarians' expectations. The Arts Centre Staffing Model is underway, with a review of facility operations continuing into 2024. In 2023, Acadia Aquatic & Fitness Centre reopened resulting in all City-operated recreation facilities opening for the first time since COVID-19 impacted operations. With an increased staffing complement, the service line can run more program hours and relaunch new and previously enjoyed programming opportunities.	
3 Support Calgarians' ability to experience the benefits of recreation by providing a range of equitable and accessible recreation opportunities that encourage active daily living.	A Program Strategy is underway to support a coordinated approach to program delivery for Recreation Opportunities and Social Programs. Several innovative technology projects underway will increase staff capacity and improve our ability to meet customers' expectations, including an on-line booking system and digital waivers. An Equity in Service Delivery grant for Village Square Leisure Centre funded inclusion training for staff, youth engagement and safety projects and access to low-income transit passes.	
4 Deliver equitable and accessible recreation opportunities by stewarding the publicly-funded recreation system to enable and support partners.	Recreation Opportunities stewards public recreation in Calgary and works with its partners to fill amenity gaps. Inflation continued to be a significant factor in several capital projects experiencing gaps in project costs vs. total project budget through 2023. Two major capital projects have completed detailed design: the Rocky Ridge Athletic Park will address a long-standing need for outdoor artificial turf fields in northwest Calgary and the Soccer Centre Dome & Artificial Turf Field Upgrade will provide citizens with a high-quality, year-round practice and play space.	

Initiative	Initiative Update	Status
5 Provide sport leadership, sport partnership, sport opportunities, and sport experiences by progressing the Sport For Life Policy.	The Sport for Life Policy focuses on working with partners to provide Calgarians access to participate in sports. The Sport Environment pillar will develop a transparent, repeatable process to onboard new and emerging sport groups to determine their asset requirements and how to accommodate them either through the City's existing inventory or through capital investments. The Emerging Sport Study will identify emerging sports and outline responsibilities with other service lines. A consultant has been onboarded and framework development will begin in 2024.	
6 Better demonstrate the value of the publicly-funded recreation system, through work with our partners to develop and report on performance measures.	This work is resourced to begin in a future year.	
7 Lead and invest in the future of Calgary's publicly-funded recreation system by resourcing and prioritizing the GamePLAN and Facilities Investment Plan.	GamePLAN is the 10-year vision for the public recreation system and will define what we and our partners are collectively striving for. GamePLAN has completed partner engagement. Public engagement continues until mid Q1 2024 and staff engagement begins Q1 2024. GamePLAN for Facilities (formerly the Facilities Investment Plan) continues to progress with the aim of presenting to Council alongside GamePLAN in Q3 2024.	
8 Optimize current service delivery through a strategic approach to pricing, product and service offerings, and policy to meet market demand.	Several sites have been identified for service provision evaluation, including Forest Lawn Multi-Service Centre, Rocky Ridge Athletic Complex and Belmont Fieldhouse. Service level agreements outlining the support Recreation & Social Program's Customer Service Centre provides to Parks & Open Spaces were presented with sign off pending. These agreements include rentals, Intelli and golf support. A draft service level agreement has been completed for the Calgary Board of Education. Once reviewed by Law, this agreement will support the 2024-25 school year.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**

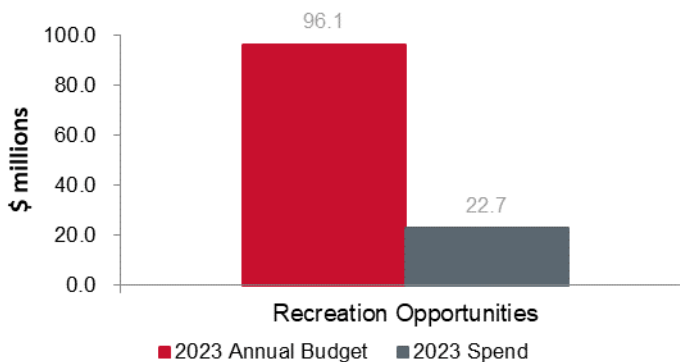


**Operating Budget Updates - 2023 net operating budget vs actuals:**

Recreation Opportunities has an favourable operating variance of \$1.8 million. Recreation facility operations continue to recover and maintain a positive trend; however, operations remain below historical levels. Revenues and attendance remain below historical levels, but intentional workforce management and facility operating hours offset impacts to revenue and generate cost savings.

City-operated Golf Courses exceeded a break-even position in 2023 and did not require the use of the tax supported portion of the budget as a result of higher-than-expected revenues.

**Capital Budget and Spend as of December 31, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 spend:**

Recreation Opportunities spent 23.7 per cent of its 2023 capital budget. This spend rate reflects the challenges of delivering capital projects in 2023. Inflationary pressures meant a number of projects could not progress without adjustments to scope and alternative funding options.

Delays to active projects with funding shortfalls due to cost escalation are addressed. The Soccer Centre Dome & Artificial Turf Field Upgrade project also faced cost escalations and delays, resulting in the single largest unspent budget for Recreation Opportunities in 2023 at \$22 million. The low spend rate is also a result of misalignment between project budgets and current execution schedules and plans; e. g., Foothills Fieldhouse.

Several key projects were successfully at or near completion by the end of 2023, including the Vivo Expansion, substantial completion of renovations to Glenmore Athletic Park and resurfacing of the Foothills Athletic Park Track. The Foothills track is now ready for the 2024 & 2025 National Youth Track and Field Championships.

Looking ahead, cost escalations for the Soccer Centre and Rocky Ridge Athletic Park have been resolved through the 2024 Budget Adjustments process and project delivery will ramp up over the coming year.





# Public Safety and Bylaws





# Bylaw Education & Compliance

Led by: Director of Emergency Management & Community Safety

## Service Description

Bylaw Education & Compliance develops and maintains community standards in Calgary to promote healthy and safe communities and to help Calgarians live in harmony with their neighbours. Community peace officers provide bylaw education to achieve compliance and enforce municipal bylaws and provincial statutes in the interest of community safety.

## Service Updates

### Key Service Results

Community Safety peace officers ensure the safety, security, and well-being of the unhoused community and nearby residents downtown through regular bike and foot patrols.

With funding from the Downtown Revitalization Fund, maintenance around Dermot Baldwin Way S.E. increased from five to seven times weekly, contributing to enhanced client safety and a notable reduction in criminal activity around the Drop-In Center. (Initiative 2)

In 2023, City business units and agencies collaborated to strategically address city-wide encampments. This collaborative effort, recognized as Calgary's compassionate response, included Calgary Police Service, Calgary Transit, Downtown Ambassadors, Calgary Municipal Land Corporation, Human-Centered Engagement Liaison Partnership team, and RioCan security staff. Weekly meetings at the East Village Safety Hub were crucial for discussing ground-level actions to tackle challenges like petty crime and social disorder. The Extreme Weather Steering Committee, which included the Calgary Fire Department and Community Strategies, mobilized resources swiftly to aid the vulnerable population during extreme cold weather. (Initiatives 1, 2)

### Service Challenges

Despite adding two recruit classes, staffing challenges persisted into 2023 due to the impact of COVID-19 on recruitment. The pandemic suspended hiring and redirected focus from traditional bylaw enforcement to addressing protests and substance abuse in public spaces, particularly downtown. Limited staff, evolving priorities and the need for interagency coordination to address social disorder have been key challenges.

In 2023, Council approved public safety initiatives and new specialty units, including expanding Problem Properties Team, Community Traffic Safety Team, and the Community Resource Officers Program to help advance anti-racism and reconciliation objectives in communities. These teams will be formed by existing staff, prompting further recruitment. The service navigates challenges by broadening candidate requirements and emphasizing community-based experience over enforcement backgrounds, aiming to build an adaptive officer base that aligns with evolving needs of the city.

### Trends & Potential Uncertainties

Community Safety has successfully transitioned the community peace officer program to Level 1 status, which has allowed them to benefit from enhanced training and increased enforcement authorities to address emerging city challenges. Despite this progress, ongoing staffing challenges are straining resources, impacting their ability to meet growing expectations from Council and the public. Growing political and ideological division and heightened awareness of global events and social issues are fueling a rise in protests that require Community Safety support, a trend expected to persist in 2024. These evolving conditions demand adaptability from Community Safety and the need for ongoing collaboration to maintain public safety and compliance with City Bylaws.



# Measuring Our Performance

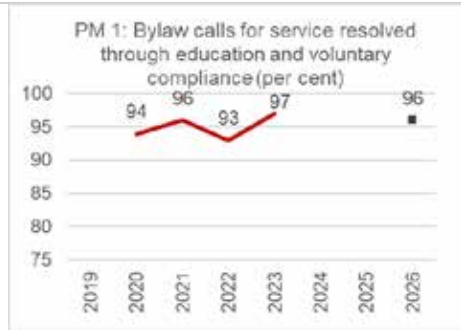
## Legend

- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

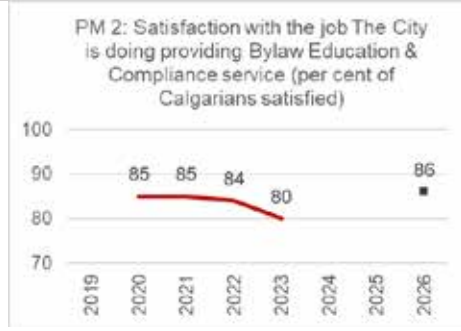
## Performance Measures

## Story behind the numbers

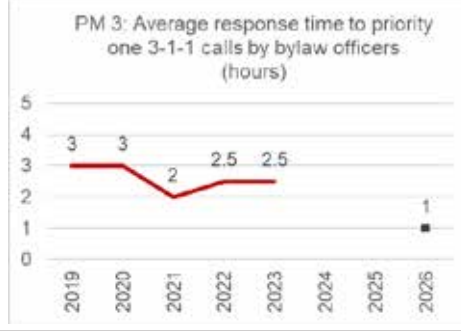
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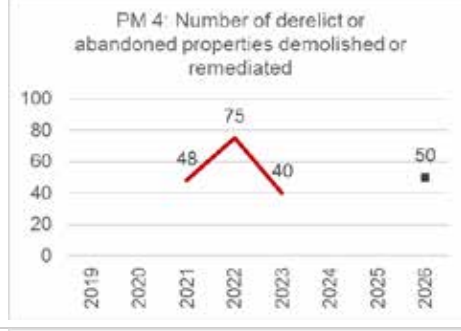
Community Safety has been able to address the evolving needs of Calgarians by continuing to adapt existing strategies for engagement, education and enforcement practices. The philosophy of “education before enforcement” has enabled high rates of compliance. In 2023, Community Safety applied an education-first approach to more bylaw concerns such as vehicle infractions and water use during restrictions.



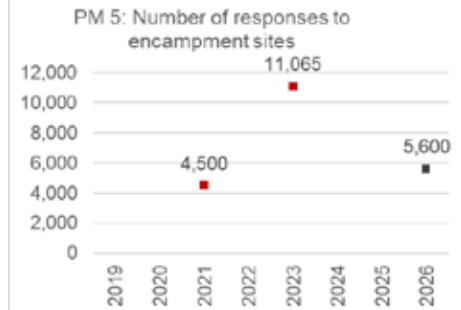
According to the 2023 Spring Survey of Calgarians, Bylaw Education and Compliance services were identified as a high importance service and an area with increases in interest for more investment. The survey found that Calgarians were moderately satisfied with services in 2023 with a satisfaction rating of 80 per cent.



For Emergency 3-1-1 calls created in 2023, the average response time by bylaw officers is 2.5 hours, returning to average response time seen in previous years. Community Safety strives to maintain responsiveness in a complex environment that has been challenged by emerging issues and trends that impact public safety.



Community Safety’s Problem Properties Team has overseen the demolition of 31 and the remediation of 9 derelict or abandoned properties across the city. With development of the Problem Properties Team, Community Safety will continue to develop and maintain an established response and monitoring program to address the broad spectrum of problem properties and aim to meet the 2026 expected future performance.



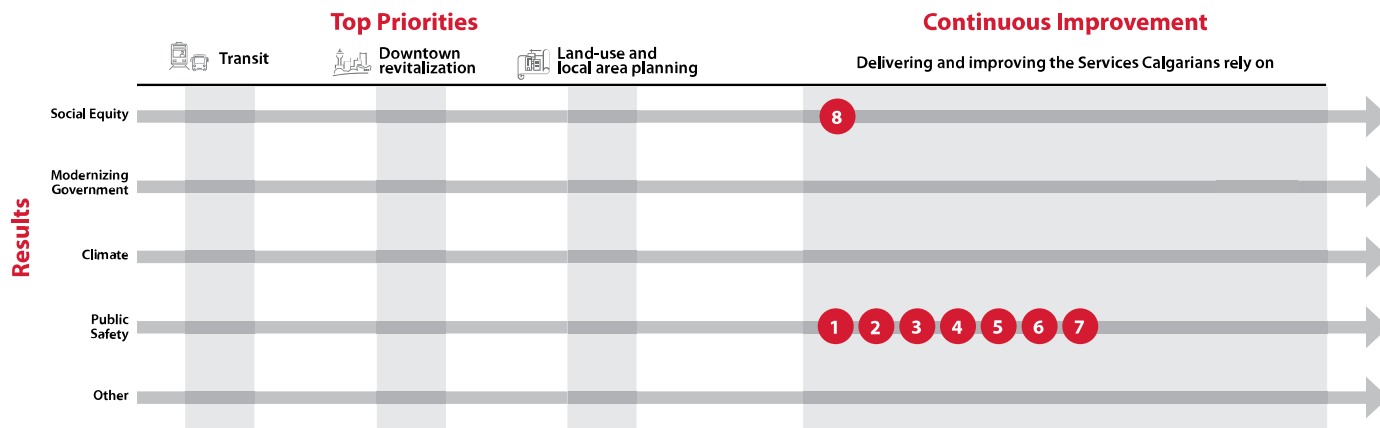
In 2023, Community Safety saw a citywide increase in encampment sites with a record number of 7,111 concerns reported. This resulted in 11,065 responses by officers, including reviewing each concern and subsequent visits, increasing the number of responses per concern over the year. Addressing encampments necessitates a collaborative effort between the Encampment Team and support services. Bylaw officers, through this coordination, uphold public safety and safeguard the unhoused community.








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

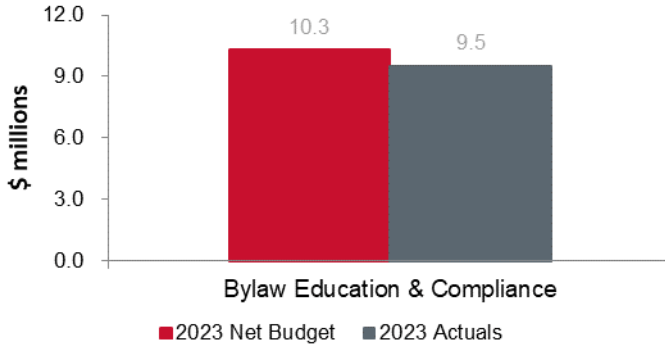
Initiative	Initiative Update	Status
1 Link populations experiencing vulnerabilities with partnering agencies and support services by evolving the front-line officer outreach model.	In 2023, the Encampment Team, formerly known as the Partnership Agency Liaison (PAL) Team, grew to three teams of officers. They employ a unique model focused on creating positive relationships to support vulnerable populations. This is done in collaboration with the Alpha House Human-Centered Engagement Liaison Partnership to facilitate outreach activities, connecting encampment residents with social services, including temporary shelters. The Extreme Weather Steering Committee was formed in the same year to enhance encampment response during severe weather conditions and ensure warming space	
2 Address localized social disorder and improve safety in the downtown core by increasing community peace officer capacity.	In 2023, the Encampment Team was formed by adding a third officer team to address the needs of the vulnerable population. With the inclusion of a third team, there is now an enhanced capability to address encampment issues citywide. Specifically, one team focuses on downtown response, while the remaining two teams manage concerns in other areas of the city.	
3 Strengthen employee resiliency by delivering training and resources designed to improve officer safety and support mental and physical wellness.	To enhance learning and development, staff regularly receive updates on training opportunities. In 2023, these opportunities included Before Operational Stress, Crowd Management, Boat Patrol/Water Safety Training, Field Training Officers, and Control Tactics Instructors. The Peer Support Team contacts are integrated into the daily operational schedule, offering knowledge, practical assistance, and emotional support during traumatic events. To bolster psychological support for the mental health of front-line members in EMCS, an additional psychologist was added to the existing team.	
4 Improve responsiveness to emerging local issues and citizen needs by leveraging new technology to modernize service delivery.	The One City Records Management Solution (OCRMS) is a strategic capital investment that offers a unified system with streamlined workflow, modern technology, and integrated information. Phase 2 preparations (of the 3-phase project) concluded in 2023 and set the stage for testing and training in Q1 2024, leading to the planned go-live in Q2 2024. This comprehensive solution minimizes reliance on multiple applications and manual workarounds, ensuring efficiency and coherence.	
5 Address problem properties in Calgary by increasing capacity to develop and maintain an established coordinated response and monitoring program.	In 2023, Council approved the Problem Properties Notice of Motion, which incorporated bylaw amendments, advocacy strategies, and operational changes to better tackle issues linked to problem properties. The bylaw enhancements allow Community Peace Officers flexibility in handling complex property-related concerns. Additionally, the mid-cycle budget request was granted, with staffing set to commence in 2024. The additional staff will mean the expansion of the Problem Properties Team by adding dedicated support staff and legal representation.	

Initiative	Initiative Update	Status
6 Promote bylaw compliance and community safety by increasing community engagement efforts.	The Community Safety team actively engages with local schools to promote community safety and educate students about bylaws. In Q4 2023, two Community Resource Officer positions were created to carry out this type of community engagement through schools full-time starting in 2024. Uniformed staff continue to participate in community engagement events like Coffee with a Uniform and with other agencies accessing the Stephen Avenue Safety Hub and East Village Safety Hub while increasing multi-agency community presence.	
7 Improve citizen awareness on illegal dumping and temporary sign bylaws through targeted education, programming and increased enforcement practices.	In 2023, Community Safety diligently enforced the illegal placement of signs in areas prone to excess signage. Officers conducted quarterly blitzes in partnership with the Ward 5 Councilor's Office to educate business owners and impound signs. 'Trail cams' deployed in hotspot areas served as effective deterrents, resulting in a decrease in illegal dumping. In Q3, the pilot transitioned to a newly formed team of officers tasked with gathering and monitoring trail cam data. This team coordinates with other business units to proactively identify emerging hotspots and address issues promptly.	
8 Promote inclusive public engagement by strengthening relationships with Indigenous and Racialized communities and aligning enforcement practices with the Corporate Anti-Racism strategy.	In 2023, Community Safety collaborated with members of the Anti-Racism Strategy team to develop and deliver training, including in-person Equity, Diversity, Inclusion and Belonging (EDIB) training. This training was delivered to EMCS leadership in Q4 2023, with further roll out to remaining EMCS staff in Q1 2024. Alongside this training, a new employee resource group for EMCS staff will be developed to support the training and assist with job-specific scenarios the in-person training can connect to. The Anti Racism Team continues to provide consultation to the Peace Officer Policy Review Team.	



## Service Updates on Financial Performance

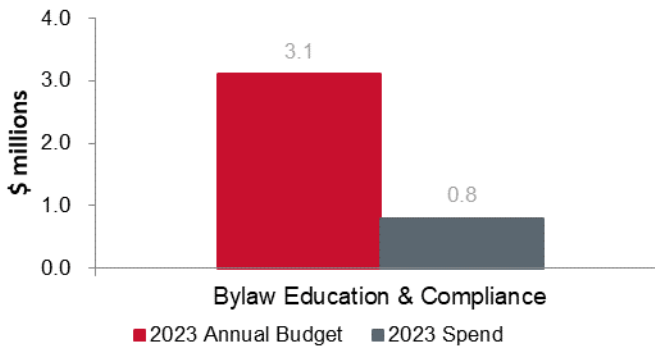
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Bylaw Education & Compliance has a favourable operating variance of \$0.8 million. The primary driver of the variance was temporary vacancies through reprioritization of recruitment activity and training resources towards public transit safety initiatives for the first three quarters of the year, with recruitment classes opening up for Community Safety officers in the fourth quarter.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Bylaw Education & Compliance has spent 26.2 per cent of the 2023 approved capital budget. Lower capital spend is due to reprioritization of funding for One City Coordinated Records Management System (OCRMS) from other departments (i.e. IT) which has pushed out funding requirements within Bylaw service line to 2024.

In 2023, the capital work includes acquisition and life cycle of equipment required for Community and Vehicle Standards Peace Officers, as well as modernization of government through technology initiatives such as the ongoing investment in the OCRMS program and assessment of a solution to replace and enhance the functionality of the existing Animal Licensing Payments Online (ALPO). Bylaw is also the steward of capital programs for technology modernization and equipment lifecycle across Community and Vehicle Standards.

# Calgary 9-1-1

Led by: Director of Emergency Management & Community Safety

## Service Description

Calgary 9-1-1 connects Calgarians 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 the city. We coordinate with our partners to deliver accurate and timely information to first responders.

## Service Updates

### Key Service Results

#### Awards

Technologist of the Year

Calgary 9-1-1 has made significant strides in enhancing its service delivery. The service onboarded a net of 18 new hires to bolster its capacity to respond to police calls. It also expanded employee skillset development and training opportunities, supporting its commitment to the public and first responders. (Initiatives 1,3)

The service has renewed its Regional Fire contracts and initiated a Regional Partners Service program to strengthen and enhance relationships and service delivery with regional partners. (Initiative 7)

To provide public education and awareness of 9-1-1 services, the service has initiated an external communications plan including public engagement, community involvement, and social media posts. This will improve citizen satisfaction, call re-allocation initiatives, and facilitate move from analog 9-1-1 service to the digital Next Generation 9-1-1 (NG9-1-1) network. (Initiative 2)

The services dedication to continuous improvement has been recognized by the Association of Public-Safety Communications Officials, which awarded Calgary 9-1-1 the Technologist of the Year national award. This underscores the service's contribution to public safety across Canada.

### Service Challenges

Calgary 9-1-1 has been addressing staffing challenges due to attrition, retirements, and a competitive hiring market through expanded community outreach, recruiting 33 staff, enhanced psychological health programs, and continued staff engagement.

A surge in unintentional 9-1-1 calls has increased call volume. Successful corrective actions involve short-term staffing increases, with technical, procedural, regulatory, and staffing analysis for long-term effectiveness have led the service to recover from this challenge with continued monitoring and an external audit of information security underway.

The complexity and workload of dispatch positions have risen, along with increased partner agency requests, prompting collaborative efforts for mitigation strategies.

Nationwide, the transition to NG9-1-1 in Canada has faced delays, impacting capital spending projections. Prolonged RFP processes for an internal system replacement project have shifted much of capital spend to 2024 and 2025.

### Trends & Potential Uncertainties

Calgary 9-1-1 is facing staffing challenges due to high recruitment standards, a competitive job market, and lengthy training periods.

Elevated social unrest, protests, and mental health challenges affect 911 call volume and complexity. The service's support of other jurisdictions in emergency situations has grown, resulting in uncertainties on operational demands.

The NG9-1-1 network will enhance the capabilities of 9-1-1 systems and support continued technology evolution required to meet the changing customer expectations of 911 service across Canada. The service is expected to move to the NG9-1-1 network in 2024. However, some elements of NG9-1-1 are still being discussed within the Canadian Radio-television and Telecommunications Commission that may impact the transition.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

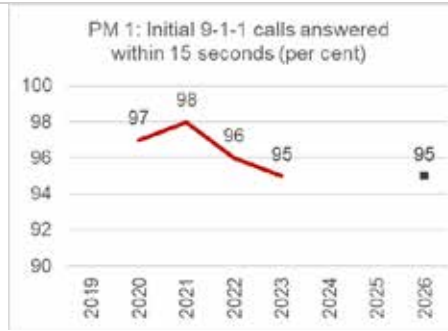
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

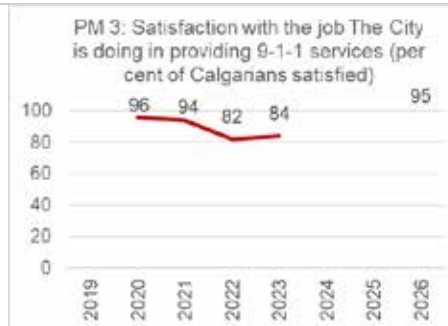
## Status



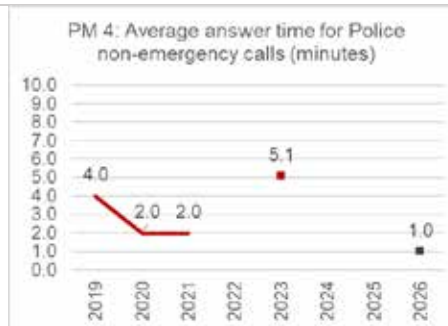
Calgary 9-1-1 strives to continuously improve this metric through training and technology and policy enhancements. This metric stems from the Alberta 9-1-1 Standard to provide prompt and reliable answering of emergency calls to benefit customers and resolve their emergency situations as promptly as possible.



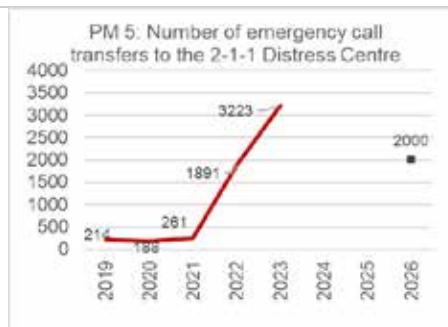
Calgary 9-1-1 has been working to improve its performance on police call answer time, as citizens calling 9-1-1 with a police emergency are waiting on the line longer than expected. To address this issue, the service has recruited 18 new staff answering police calls. These initiatives include recruitment of new police call taking staff as approved in the new 2023-2026 budget, cross-training of existing staff, and continuous improvement of internal policies and practices.



The challenges that impact this metric include staffing issues, increased call complexity, and wait times. The restructuring of Emergency Medical Services (EMS) dispatching to Provincial jurisdiction also presents challenges. Citizens may not realize the distinction between 9-1-1 and EMS, which can lead to confusion. To improve this metric, the service has planned to reduce wait times (See PM #2) and create awareness of the distinction between Calgary 9-1-1 and provincial EMS dispatch service through corporate communication and community outreach efforts.

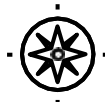


Calgary 9-1-1 is committed to providing timely service for both emergency and non-emergency calls. To enhance the quality of service, Calgary 9-1-1 is focusing on recruiting qualified staff and continuously improving processes and technology. Furthermore, a benchmarking initiative is planned in Q1 2024 to assess the need to adjust the future expected performance of call answer time through Mid-cycle Adjustment.



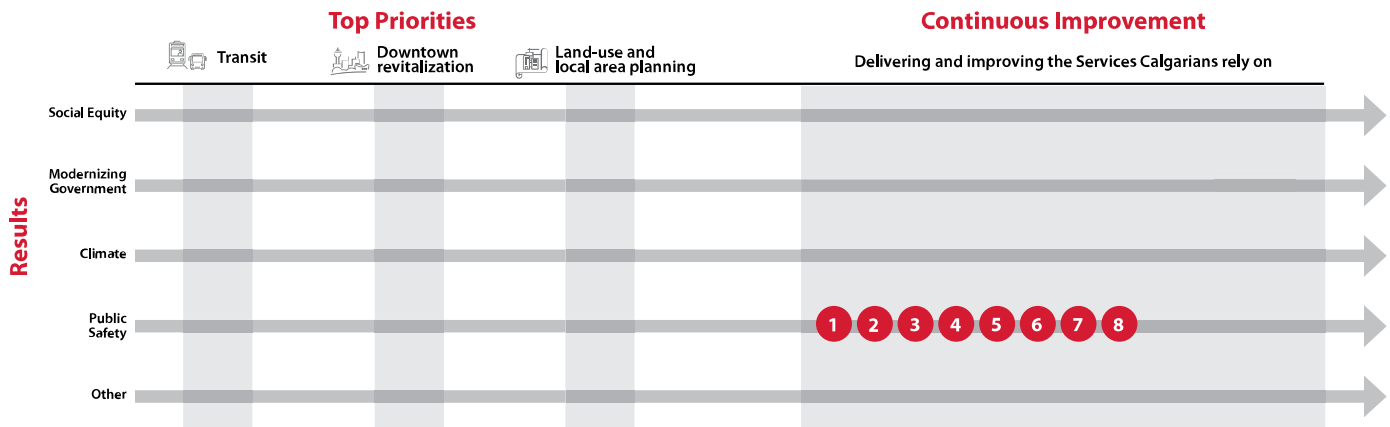
In 2023, Calgary 9-1-1 successfully transferred 3223 emergency calls to the 2-1-1 Distress Centre. The reallocation of 211 to the 911 call center has enhanced collaboration among communication officers and accelerated call transfers. This achievement is highly impactful to the population experiencing vulnerabilities and callers in crisis, who will benefit from being connected to the right resource and service.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

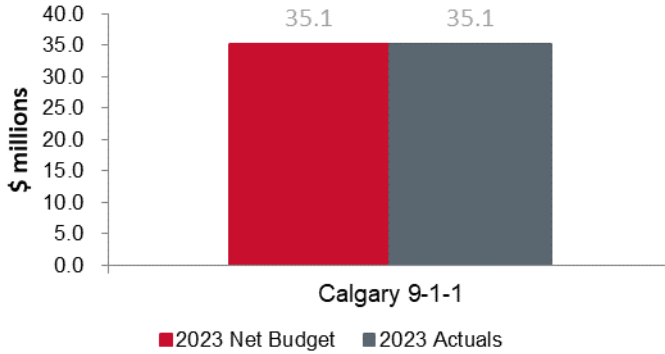
Initiative	Initiative Update	Status
1 Improve emergency response coordination and reduce 9-1-1 processing times by unifying Police and Fire incident management systems.	Calgary 9-1-1 aims to improve emergency response coordination and reduce 9-1-1 processing times by streamlining technology and equipment across the 9-1-1 center and enhancing the coordination of Police and Fire incident management systems. The ongoing work is progressing as planned, which will improve service to citizens and the ability to respond to calls and create a more efficient support model. The service is looking to adjust the initiative in the adjustment process.	➡
2 Enable ongoing adoption of the emerging capabilities of modern communication networks by deploying Next Generation 9-1-1 infrastructure.	Calgary 9-1-1 is well underway with its migration to the NG911 network, which will move all 9-1-1 calls within the service area from the existing analog to a new digital phone network. The migration to the NG9-1-1 network is planned for 2024	➡
3 Meet emerging and evolving expectations of Calgarians through ongoing staff training and development on systems and service changes.	Calgary 9-1-1 has a dedicated Learning and Wellness team that supports all 9-1-1 operational training initiatives and is working to enhance the training model across our agency. This includes a cross-training program, regular refresher training for 9-1-1 Emergency Communications Officers, ongoing training for new systems and policies, and a roadmap for modernizing and standardizing curriculum for all staff, which is currently underway.	➡
4 Improve the caller experience by optimizing the Calgary 9-1-1 service delivery model and reducing call transfers.	The service delivery model and continuous improvement opportunities, including leveraging ECOs trained in both Fire and Police call-taking functions, allow for staffing agility during call surges.	➡
5 Ensure resilience and continuity of 9-1-1 operations through proactive risk-based planning and mitigation for emerging and evolving threats.	Calgary 9-1-1 is working closely within the business unit to create proactive and risk-based plans. In 2023, updated Emergency Response Plans for all 9-1-1 staff locations have been created, coordinated mutual aid and interoperability exercises and training have been implemented, and the Tactical Dispatch Team with enhanced interoperability training has been improved. Work is underway to continue refinement of the strategic roadmap for long term planning around this initiative.	➡
6 Promote employee resilience, retention and a healthy work environment by strengthening psychological health and safety supports.	Calgary 9-1-1 is working to expand existing support services, develop new programs for staff, and contribute to the development of an overarching CoC psychological safety framework. This includes enhancement of an existing Peer Support team, additional counselling services for staff, strengthening of our Learning and Wellness team, enhanced training, and more. This work will be ongoing and will adapt to specific issues and needs necessary to support employee psychological health and safety.	➡
7 Improve interoperability with partnering agencies, regional municipalities and First Nations.	Calgary 9-1-1 has 12 Regional Partner contracts, including Tsuut'ina First Nation and Stoney Nation. These contracts include a fee for service for Calgary 9-1-1 to provide emergency call taking and Fire dispatch services for 11 regional fire agencies, as well as Peace Officer monitoring and dispatch services for Chestermere Municipal Enforcement. All 12 contracts were renewed in 2023.	➡

Initiative	Initiative Update	Status
8 Better serve populations experiencing vulnerabilities by strengthening community partnerships and engagement.	This service initiative is well underway and is exceeding targets for call re-allocation. This service initiative has seen a growth in partnerships and support for vulnerable populations, including collaboration with the Calgary Alpha House and their Human-Centered Engagement Liaison Partnership (HELP) team (formerly DOAP), and the Community Mobile Crisis Response team (a partnership between Calgary Police Service and the Alex Community Health Centre). Continued strategic planning around enhancements and ongoing support for this service initiative are underway.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

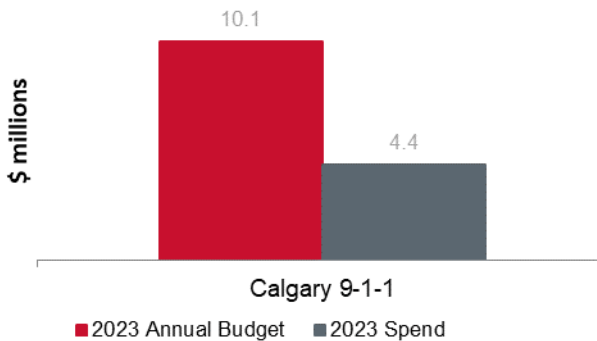


### Operating Budget Updates - 2023 net operating budget vs actuals:

Calgary 911 Service has no operating variance for the reporting period.

Landline revenue and operating base budget for 911 operations were fully utilized on 2023 operating expenditures, and thus there was no contribution to the 911 capital reserve.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Calgary 9-1-1 has spent 43.9 per cent of the 2023 approved capital budget. The underspend is mainly attributed to longer than anticipated timeline for vendor selection and the Request for Proposal (RFP) phase of the Computer Aided Dispatch system.

In 2023, the capital expenditures include continued progress on the migration to the Next Generation 9-1-1 network and subsequent upgrades that will follow (i.e. Real Time Text). Annual acquisition and life cycle of equipment required for emergency communication call taking and dispatching was completed as planned.

# Emergency Management & Business Continuity

Led by: Director of Emergency Management & Community Safety

## Service Description

Emergency Management & Business Continuity is legislated to assess preparedness for and recovery from emergencies, disasters, and business disruptions. We help Calgary withstand emergencies by coordinating efforts of the Calgary Emergency Management Agency (Agency), which includes The City, businesses, non-profit groups and government agencies. We educate on disaster risk, create preparedness networks, develop risk reduction strategies, and deliver emergency social services. Business continuity planning enables delivery of essential services during and after an emergency. Regional and national disaster response support is provided through Canada Task Force 2, Alberta's disaster response team.

## Service Updates

### Key Service Results

The service supported over 4,000 evacuees from northern Alberta and the Northwest Territories. The Emergency Operations Centre (EOC) was open for 54 days and Canada Task Force 2 (CAN-TF2) deployed 14 times to other jurisdictions. Successful response to these events can be attributed to proactive investments made in emergency preparedness. (Initiatives 4, 5, 6)

The service developed post-disaster recovery guidelines to consistently identify which buildings in Calgary are most important for disaster recovery. This will ensure communities will continue to have resilient facilities to assist them during disasters. (Initiative 3)

The service initiated changes to better meet the needs of equity-deserving groups. These changes focus on increasing capacity to prepare for emergencies by reducing barriers to accessing resources, programs and supports. (Initiative 2)

The service successfully provided operational planning and incident management support to the World Petroleum Congress. (Initiative 8)

### Service Challenges

Demand for the service last year represents a new normal for emergency management and a reminder of the need for continued investment in disaster risk reduction and emergency preparedness.

The City experienced the cascading impacts that seemingly distant disasters can have locally. Calgary hosted thousands of wildfire evacuees from out-of-province, provided resources and personnel to support response efforts in other locations and endured weeks of poor air quality due to remote wildfires.

The service was challenged to sustain operations for months while also meeting normal business priorities. The demand for the service before, during and after disasters, is only expected to increase with climate change.

The needs and expectations of evacuees have become more complex. The service is evolving its Emergency Social Service program to match changes but many of these issues affect other City services and further work is required to prepare the Corporation for this new reality.

### Trends & Potential Uncertainties

Climate change is increasing the frequency and intensity of many natural hazards. Additionally, urbanization is expanding the total population, infrastructure and livelihoods exposed to these hazards.

These trends are challenging resilience and adaptation targets. Continued investment in risk reduction is needed to reduce the impact of events on The City's finances, reputation and service delivery.

The service's support of other jurisdictions has grown. These provide opportunities to learn but also stress local service delivery, fatigue personnel and delay achievement of service priorities.

New expectations for City service delivery have increased the service's incident support to smaller crises, continuity issues and planned events. This adds additional pressure on the business model.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

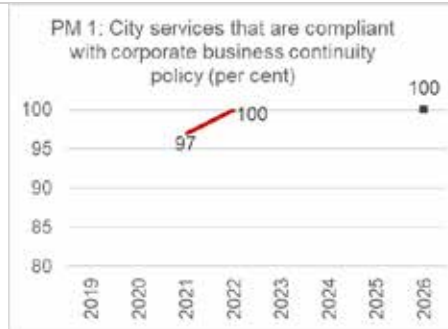
→ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

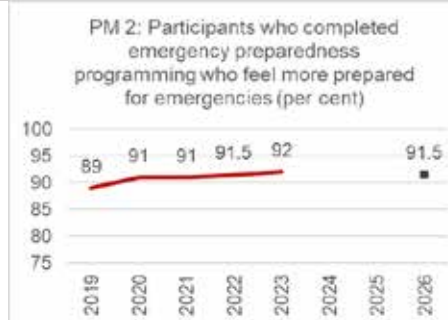
## Story behind the numbers

## Status

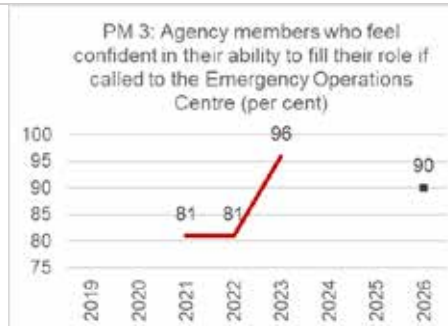


This measure won't be available until Q1 2024.

The service is responsible for coordinating Corporate business continuity planning activities. The target was set to align with compliance to the Business Continuity Planning administrative policy. The focus is on maintaining 100 per cent compliance with the policy and continuing to evolve the business continuity tools and framework.



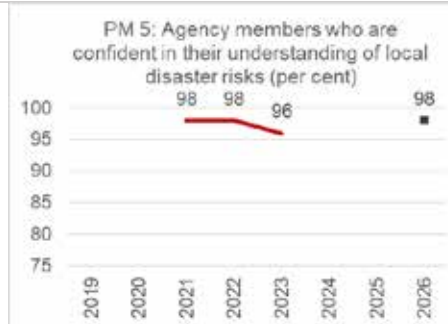
This measures the service's role in preparing the community for emergencies. The target was based on historic baseline data. Research indicates that focusing on increasing capacity can positively contribute to changes in self-protective behaviour. The focus is on maintaining the high standard and continuing to expand access to programming.



The service is responsible for preparing Agency members for their role in the Municipal Emergency Plan. The target was based on the 2021 Agency survey. However, there continues to be an increased demand for onboarding new Agency members due to re-alignment and staff turnover. We expect this trend in staff movement to continue in 2024. The initial focus is on onboarding new members as soon as possible and maintaining members' abilities through regular training and exercises.

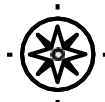


The target was set based on a survey of Agency members conducted in 2021. Our focus is to maintain our high standard by providing leadership and support to Agency members through continued engagement, collaboration and partnership opportunities.



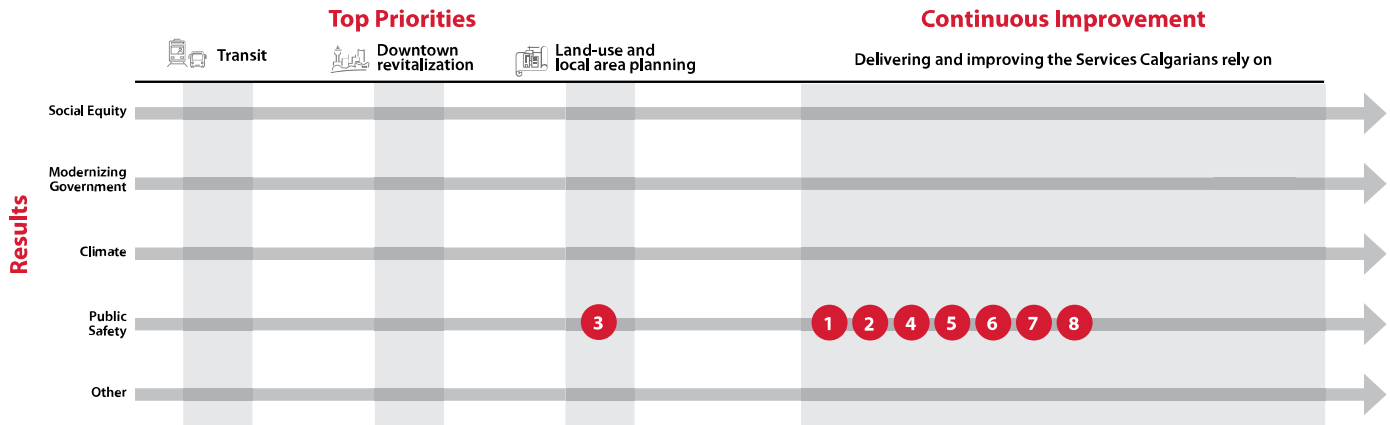
This measures the service's role in educating and raising awareness of local hazards. This target was set based on a survey of Agency members conducted in 2021. The focus is on maintaining the high standard by continuing to evolve risk analysis, assessment and education practices to meet or exceed industry benchmarks.









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Increase awareness and understanding of local hazards within the Agency, City services, and our communities by assessing, analyzing and communicating disaster risk.	In 2023, the service hosted two risk panels with the Emergency Management Committee of Council. The panels focused on extreme heat and cyber risks and subject matter experts from Environment & Climate Change Canada, Corporate Security and IT were invited to present. These panels are used to inform Council of local risks and activities underway to manage them. Additionally, the service completed the annual review and update of the Disaster Risk Assessment to ensure that priority risks are identified and managed to an acceptable level.	
2 Increase the capacity of the community to prepare for emergencies by providing emergency preparedness awareness, education and training.	The service received Equity in Service Delivery funding to focus on preparedness among equity-deserving groups, who can face increased vulnerability to disasters. The service conducted 11 community conversations with these groups to understand needs and co-create resources. Additionally, the service coordinated Emergency Preparedness Week programming and hosted a first annual Neighbour Day event focused on strengthening community resilience. In total, the service attended 68 community events and engaged over 6,000 attendees, including 1,500 from equity-deserving groups and 2,900 youth.	
3 Strengthen disaster risk governance and risk reduction practices within municipal plans, policies, and strategies by collaborating with Agency members, partners, and customers to reduce disaster risk through prevention and mitigation.	The service receives nearly 100 formal circulations from the Development Applications Review Team per year and is included in dozens of pre-application meetings and discussions regarding land-use planning in Calgary. The service submits comments and contributes to policy requirements to ensure our city is being built responsibly within the context of our disaster risks. Furthermore, the service works directly with private critical infrastructure providers on planning, design and operational considerations to heighten the resilience of these sectors and better prepare Calgary for its top disaster.	
4 Increase the capacity of Canada Task Force 2 Disaster Response Team to support local and regional disaster response and recovery by delivering funding, training, exercises, and equipment to ensure alignment with international standards and maintain a continual state of readiness.	The team provided tactical and incident management training to newly onboarded members and other response personnel from across the province. The team was deployed 14 times in support of provincial and interprovincial incidents. The Incident Management Team supported local and provincial governments in Alberta, Nova Scotia and the Northwest Territories. Volunteers completed 11,445 training hours this year, building skills needed for confined space, structural collapse and rope rescue.	

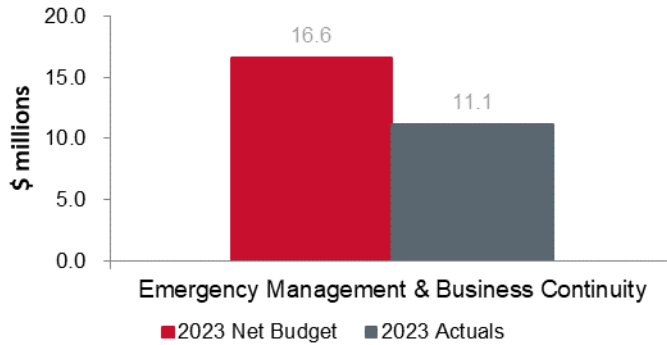
Initiative	Initiative Update	Status
5 Increase the capacity of the Agency to support local and regional disaster response and recovery by delivering emergency exercises, plans, resources, and training to maintain a continual state of readiness.	The service facilitated two functional exercises with the Agency, based on an extreme heat/drought and security of the World Petroleum Congress. The training program has also delivered foundational emergency management and Incident Command System courses to Agency members. In addition, the service supported operational planning for the Calgary Stampede, cyber risk and the World Petroleum Congress. The update of the Municipal Emergency Plan has been shifted to 2024 due to response impacts on regular business.	
6 Increase the capacity of Emergency Social Services to provide social supports to Calgarians during an emergency by delivering exercises, plans, resources, and training to maintain a continual state of readiness.	Emergency Social Services (ESS) delivered a comprehensive training program, including Psychological First Aid, workshops, and emergency management principles. In support of the Alberta wildfires, the service collaborated with the Province of Alberta to open a Reception Centre to provide registration and temporary housing supports to 82 evacuees. In support of the NWT evacuation, ESS supported 4,000 evacuees over a 25-day activation. As a result of these significant ESS-activations, the service will be reviewing the program to implement noted improvements.	
7 Increase the capacity of City services, critical infrastructure operators, and Agency members to continue operations during emergencies and business disruptions by delivering business continuity services that increase operational resiliency.	Business continuity planning is now in a cycle of continuous improvement, whereby advisory and educational services are reviewed, shared and implemented throughout the Corporation and community annually. The program was fully reviewed by peers during the Covid-19 pandemic and the policy that governs the service will be reviewed and updated again in 2024 as part of its regularly scheduled review process.	
8 Reduce the impact of major emergencies, planned events and service disruptions by coordinating corporate and Agency response and recovery activities.	The service opened the Emergency Operations Centre (EOC) and activated the Municipal Emergency Plan to support evacuees and wildfire responses in Western Canada. The service also dedicated resources to emergency management and public safety planning for the Calgary Stampede, World Petroleum Congress and the 17SX transit project. These preparedness activities resulted in better coordination, reduced impacts and decreased negative citizen sentiments for these high-profile events.	





## Service Updates on Financial Performance

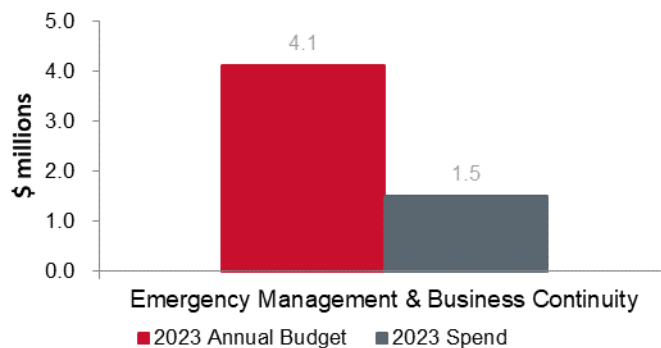
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Emergency Management & Business Continuity has a favourable operating variance of \$5.5 million. The primary driver of the variance was \$5.1 million return of 1time budget pertaining to the World Petroleum Congress and remaining \$0.4 million mainly due to workforce vacancies that have been filled as of Q4 2023.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Emergency Management & Business Continuity has spent 35.1 per cent of the 2023 approved capital budget. The underspend is mainly attributed to resources tied up in deployments to support wildfire response. Risk mitigation planning is currently underway to accelerate spend in 2024.

In 2023, the capital expenditures includes continued investment into Canada Task Force 2, disaster preparedness (including infectious disease and emergency social supplies), as well as equipment and technology upgrades across all Emergency Operations sites.

# Fire & Emergency Response

Led by: Chief of Calgary Fire Department

## Service Description

Supported by 42 fire stations and 1,328 firefighters, Fire & Emergency Response provides life-saving emergency assistance to Calgarians and visitors across 848 square kilometres. This includes responding to over 70,000 fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues including water rescues, and calls for public service assistance annually. The service also supports Fire Safety Education and Fire Inspection & Enforcement by helping to deliver community risk reduction programs like general fire prevention education and Fire Safety Reports.

## Service Updates

### Key Service Results

The service responded to over 90,000 emergency incidents in 2023 while maintaining first-in unit response performance at fire and medical incidents. Strategic investments made to improve response performance at serious and escalating fires meant that critical resources were assembled on scene over one minute faster on average compared to 2022, an improvement of 6 per cent. A sixth District Chief was added to maintain span of control over frontline operations, improve emergency response to large incidents, and meet the needs of a growing city. The service also deployed two Medical Response Units to help deal with the continued increase in critical medical emergencies in the downtown core. New deployment software was implemented in collaboration with Calgary 9-1-1 using live data and continuous risk analysis to ensure adequate emergency response coverage in the city. The Fire Department also successfully opened Station 45 to provide emergency response coverage in the community of Belvedere and surrounding areas.

### Service Challenges

Increases in service demand and expansion of the coverage area due to new development continue to strain available resources and impede performance improvement efforts. Overall incidents increased 15 per cent, fires increased 14 per cent and critical medical interventions increased by 18 per cent. The service must continue to hire and train record volumes of recruits over the next few years as part of the strategy to maintain and improve service levels in alignment with Council-approved targets, especially considering Calgary's projected population growth. This stresses the capacity of both the recruitment and training functions and has impacts on the ability to deliver necessary incumbent firefighter training. The service is still facing supply chain issues and escalation of costs with key partners internal and external to The City.

### Trends & Potential Uncertainties

Risk levels in the downtown area are increasingly at a disproportionately higher rate compared to the rest of the city due to social disturbance, overdoses and poisonings, and other emerging safety issues. The service responded to 50% more poisoning and overdose emergencies in 2023 compared to 2022. The rate at which demand for service is increasing does not seem to be slowing down and the continued increase in fire incidents is a risk to community safety that needs to be addressed proactively. New stations and resources are required to maintain service levels in new communities at the city's boundaries while the most significant growth in call volume occurs in high-density urban areas. Proximity to surrounding jurisdictions may lead to renewed interest in regional services.



# Measuring Our Performance

### Legend

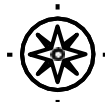
- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

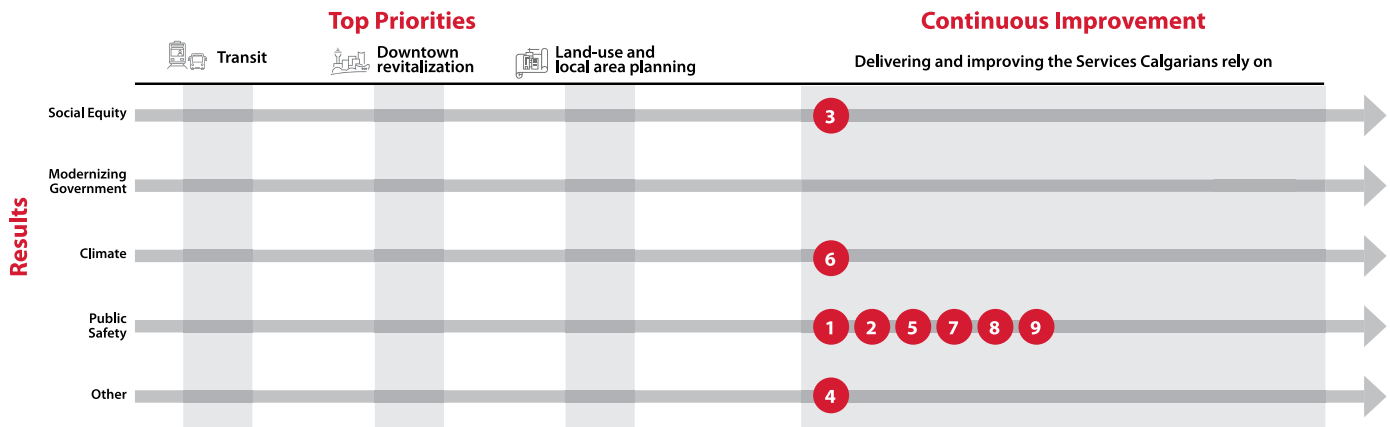
## Status

<p>PM 1: First-in engine emergency responses within seven minutes to fire incidents (per cent time target is achieved)</p> <table border="1"> <thead> <tr><th>Year</th><th>Performance (%)</th></tr> </thead> <tbody> <tr><td>2019</td><td>84</td></tr> <tr><td>2020</td><td>84</td></tr> <tr><td>2021</td><td>84</td></tr> <tr><td>2022</td><td>83.2</td></tr> <tr><td>2023</td><td>83.3</td></tr> <tr><td>2026</td><td>86</td></tr> </tbody> </table>	Year	Performance (%)	2019	84	2020	84	2021	84	2022	83.2	2023	83.3	2026	86	<p>Despite another record-breaking year for service demand, first-in engine arrival at emergency incidents was unchanged compared to 2022. Strategic service improvements and additional frontline resources have been applied to prevent service levels from deteriorating and the service was able to respond to over 90,000 emergency incidents in 2023. While the service is still on track to achieve 2026 performance projections, success will hinge on the strategies implemented to address the rising number of emergency incidents in Calgary.</p>	<span style="color: blue;">→</span>
Year	Performance (%)															
2019	84															
2020	84															
2021	84															
2022	83.2															
2023	83.3															
2026	86															
<p>PM 2: Arrival of two engines, one aerial unit and a minimum of 12 firefighters within 11 minutes at serious and escalating fires (per cent time target is achieved)</p> <table border="1"> <thead> <tr><th>Year</th><th>Performance (%)</th></tr> </thead> <tbody> <tr><td>2019</td><td>63</td></tr> <tr><td>2020</td><td>66</td></tr> <tr><td>2021</td><td>70</td></tr> <tr><td>2022</td><td>63.8</td></tr> <tr><td>2023</td><td>70.1</td></tr> <tr><td>2026</td><td>77</td></tr> </tbody> </table>	Year	Performance (%)	2019	63	2020	66	2021	70	2022	63.8	2023	70.1	2026	77	<p>The service observed a 6 per cent improvement in the time required to assemble critical resources at serious and escalating fires. Improvement initiatives included completion of station location upgrades, a real-time dynamic deployment software for response coverage, increased hiring to ensure adequate frontline staffing and the replacement of four aerial units with new tower and ladder units. Since the number of serious and escalating fires tends to be small, there can be significant variation in the 90th percentile statistic for this measure.</p>	<span style="color: blue;">→</span>
Year	Performance (%)															
2019	63															
2020	66															
2021	70															
2022	63.8															
2023	70.1															
2026	77															
<p>PM 3: Flame spread limited to within the room or object of origin (per cent time achieved)</p> <table border="1"> <thead> <tr><th>Year</th><th>Performance (%)</th></tr> </thead> <tbody> <tr><td>2019</td><td>71</td></tr> <tr><td>2020</td><td>66</td></tr> <tr><td>2021</td><td>68</td></tr> <tr><td>2022</td><td>83</td></tr> <tr><td>2023</td><td>78</td></tr> <tr><td>2026</td><td>67</td></tr> </tbody> </table>	Year	Performance (%)	2019	71	2020	66	2021	68	2022	83	2023	78	2026	67	<p>While the service is outperforming projections there was a deterioration in the percentage of time flame spread was contained to room or object of origin compared to 2022. Continued changes to structural design, including building materials, spatial separation between occupancies, and room layouts make it harder to contain flame spread. This, alongside a 14 per cent increase in fire incidents in 2023, could be contributing to the deterioration in performance despite the improvement in the time to assemble essential resources at serious fires.</p>	<span style="color: blue;">→</span>
Year	Performance (%)															
2019	71															
2020	66															
2021	68															
2022	83															
2023	78															
2026	67															
<p>PM 4: First-in unit emergency responses within six minutes thirty seconds at critical medical incidents (per cent time target is achieved)</p> <table border="1"> <thead> <tr><th>Year</th><th>Performance (%)</th></tr> </thead> <tbody> <tr><td>2019</td><td>87</td></tr> <tr><td>2020</td><td>86</td></tr> <tr><td>2021</td><td>83</td></tr> <tr><td>2022</td><td>82</td></tr> <tr><td>2023</td><td>84</td></tr> <tr><td>2026</td><td>88</td></tr> </tbody> </table>	Year	Performance (%)	2019	87	2020	86	2021	83	2022	82	2023	84	2026	88	<p>Medical response time performance improved 2 per cent while attending 20% more medical calls compared to the same period in 2022. Demand for medical services and the number of interactions with Calgarians experiencing vulnerabilities continues to be concentrated in the downtown core. The addition of the Medical Response Unit to serve high call volume areas has helped to manage the increase in critical medical calls. Overdose/poisoning incidents increasing by 40% compared to the same period in 2022. The service continues to be on track to achieve 2026 performance projections.</p>	<span style="color: blue;">→</span>
Year	Performance (%)															
2019	87															
2020	86															
2021	83															
2022	82															
2023	84															
2026	88															
<p>PM 5: Number of Calgarians engaged in fire prevention and life safety education by firefighters</p> <table border="1"> <thead> <tr><th>Year</th><th>Number of Calgarians</th></tr> </thead> <tbody> <tr><td>2019</td><td>38803</td></tr> <tr><td>2020</td><td>132528</td></tr> <tr><td>2021</td><td>0</td></tr> <tr><td>2022</td><td>104539</td></tr> <tr><td>2023</td><td>138859</td></tr> <tr><td>2026</td><td>140000</td></tr> </tbody> </table>	Year	Number of Calgarians	2019	38803	2020	132528	2021	0	2022	104539	2023	138859	2026	140000	<p>Key engagement programs like the Home Safety Program and the Fire Safety Reports program restarted later than anticipated in 2023. Firefighters are responding to extremely high volumes of emergency incidents while trying to balance mandatory training and wellness requirements. This limits their capacity to engage in public education programs in non-emergency settings. The service continues to participate in School Fire Drills, Firefighter Storytime, and Station Tours requested via 3-1-1.</p>	<span style="color: orange;">⊖</span>
Year	Number of Calgarians															
2019	38803															
2020	132528															
2021	0															
2022	104539															
2023	138859															
2026	140000															



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

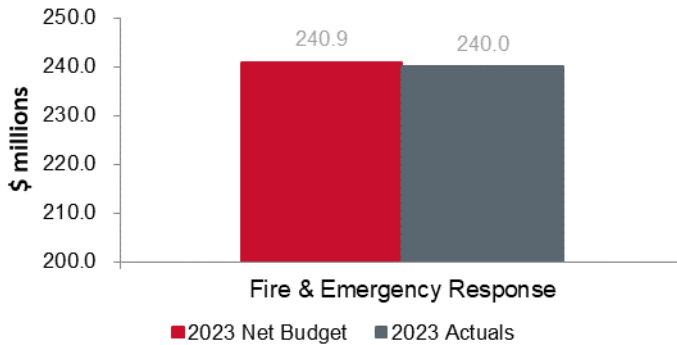
Initiative	Initiative Update	Status
1 Improve emergency response and outcomes at serious fires by decreasing the time needed to assemble essential firefighting resources (two engines, one aerial, and a minimum of 12 firefighters) within 11 minutes at the incident. The service will focus on increasing the number of aerial units deployed across the city and the number of firefighters staffing those units.	The service was able to assemble essential firefighting resources at serious and escalating fires within the 11-minute target 70 per cent of the time, a 7 per cent improvement from the previous year. The service received three tower units and one ladder unit to replace existing aerials and will begin increasing staffing to four people in 2024 as part of the strategy to improve service levels and response time performance.	
2 Maintain service levels by ensuring adequate staffing levels to balance operational demands including emergency response, community risk reduction initiatives, training and wellness.	Over 100 new firefighter recruits completed training and joined the frontline in 2023. The service is hiring and training recruits at record levels to meet service demand as Calgary's population grows. Work is underway to prevent service disruptions by addressing staffing challenges due to higher absenteeism and lower overtime availability. The service also responded to calls for assistance from the province, deploying firefighters, apparatus and equipment to Grande Prairie, Yellowhead County and Yellowknife, while maintaining adequate staffing levels to meet service levels in Calgary.	
3 Foster an equitable, diverse and inclusive workplace that understands and represents the community served and where staff feel valued and experience a sense of belonging. The service will expand learning opportunities for, and remove barriers to, equity, diversity, inclusion and belonging, explore more equitable recruitment, selection and promotion processes, implement recommendations from The City's Anti-Racism Program, and practice Trauma Informed Leadership.	The Respect and Inclusion Office expanded and launched an Inclusion 101 course to improve awareness, understanding and competencies of equity, diversity, and inclusion. In July 2023, Camp Courage Calgary welcomed 24 girls and gender diverse youth to experience the possibility of a career as a first responder. Community outreach efforts were enhanced with additional spoken languages and attending more community events. Improvements to uniform clothing were implemented to foster inclusion and belonging. Employee recognition programs were restarted and improved, including Beyond The Call.	

Initiative	Initiative Update	Status
4 Improve employee health, wellbeing and resilience by expanding mental health and psychological supports, reducing stigma in the workplace and culture and continuing to support medical health and physical wellbeing.	Mental Health exposures are now reported in the Safety Data Management System to improve psychological safety in the workplace. The investment in psychological services for 2023-2026 has improved the accessibility of these vital mental health supports for first responders. There were 800 medical referrals in 2023, and 17 per cent of psychologist visits were referrals for relationships, general anxiety and sleep. A Memorial Wall to honour fallen firefighters was established at headquarters.	
5 Enhance service efficiency and effectiveness by leveraging new and emerging firefighting equipment and technology.	The service is deploying Portable On-Demand units (POD) to improve the effectiveness of special responses. A real-time, dynamic, software tool was implemented in collaboration with Calgary 9-1-1 to provide alerting and recommendations that address coverage issues and service gaps. Wildland firefighting enhancements in 2023 included new pumps and equipment upgrades for all bush buggies to improve the service's wildland-urban interface response capabilities. The first phase of a program to upgrade water delivery at fires in alignment with industry best practice is complete.	
6 Mitigate the environmental impact of fire service delivery by assessing the feasibility of alternative fuel sources to power the heavy fleet while continuing to explore emerging firefighting technology and equipment to mitigate environmental impacts.	The service continues to investigate ways to mitigate the environmental impacts of fire service delivery. The service has a contract to test an electric fire engine and is working with Facilities on the implementation of charging infrastructure. The service is exploring opportunities with academic institutions to identify and research feasible technologies that could mitigate environmental impacts. Enhancements to the water delivery system for firefighting are also expected to lower water consumption while increasing effectiveness at fire incidents.	
7 Maintain the standard of service delivery by improving processes for frontline firefighters to maintain and enhance the necessary skills and competencies to perform their roles effectively and meet legislated Occupational Health and Safety requirements.	Investments to increase the number of firefighters and training officers improved service capacity. The service trained over 100 new recruits in 2023 and will maintain this pace for the remainder of the cycle to meet service needs. The probationary period for recruits has been expanded to 18 months to allow more time for evaluation and development of skills and competencies. Over 200,000 hours of incumbent firefighter training was delivered to maintain skills and competencies for service delivery, including over 60,000 hours due to the implementation of the Advanced First Aid program.	
8 Mitigate risks related to the Green Line project, including construction accidents like tunnel collapses, and the potential for service impacts due to road closures and traffic pattern changes. These risks are new ground for the service and require working with service partners to determine emergency response needs, impacts from construction work, response protocols, training requirements and specialized equipment needs.	The service continues to be involved in Green Line design activities. To minimize service disruptions, the service cooperated with Enabling Works for road closures and detours related to Green Line underground utilities relocation.	
9 Align the expansion of fire service delivery with community growth and development and meet the needs of Calgarians by ensuring that capital assets and infrastructure are timely, adequate, and well-maintained.	Station 45 opened successfully in 2023 to provide emergency response coverage in the community of Belvedere and surrounding areas. A station optimization study provided the leadership team with recommendations for station improvements to enhance emergency response operations and employee wellbeing. A governance plan was implemented to improve strategic decision making for capital projects and new processes will enable more effective and efficient management of capital budgets. Infrastructure planning and construction has incurred delays due to increased complexity and resource constraints.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

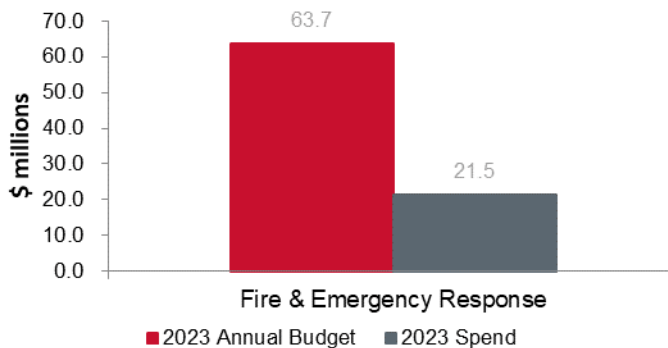


### Operating Budget Updates - 2023 net operating budget vs actuals:

Fire and Emergency Response has a favourable operating variance of \$0.9 million. The primary drivers of the variance were due to Salary and Wages from vacancies that were filled throughout the year, partially offset by higher Materials, Equipment & Supplies cost due to increased maintenance of older equipment and inflation.

In 2023 Fire and Emergency Response opened a new station in Belvedere allowing further development within the community as well as hiring three classes of new recruits to fill the outstanding vacancies to improve response times and reduce staff burnout within Fire and Emergency Response.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Fire and Emergency Response has spent 33.8 per cent of the 2023 approved capital budget. The underspend is due to delays in construction of new fire stations driven by inflation and alignment with integrated civic facilities planning priorities.

In 2023, the capital expenditures have been primarily used to purchase new heavy fleet and equipment for Fire and Emergency Response which was much needed to address deferrals of heavy fleet purchases from previous budget cycle constraints.

# Fire Inspection & Enforcement

Led by: Chief of Calgary Fire Department

## Service Description

Fire Inspection & Enforcement provides fire inspections of commercial, industrial, and multi-family residential occupancies, fire code consultations, and technical services to enhance public safety, ensure 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 and advocate for code changes and product recalls to support community risk reduction efforts.

## Service Updates

### Key Service Results

The service conducted nearly 19,000 occupancy inspections with over 99 per cent delivered within the service level targets for Calgarians. A pilot investigator staffing model of three investigators per platoon during each 24-hour shift period has yielded benefits including improved report compliance, mental health and wellbeing of staff, and incident attendance. There is also evidence that cost savings have been realized compared to overtime usage.

The collaboration between Fire Inspection & Enforcement, Bylaw Education & Compliance, Calgary Police Service, Building Safety, and Alberta Health Services on the Coordinated Safety Response Team identified and addressed over 125 vacant and problem properties as part of a strategy to reduce community risk levels.

### Service Challenges

There are occupancy types in Calgary that currently would not be included in the service's inspections database since the service does not currently participate in occupancy inspections and certain business types that are governed by other authorities, like medical clinics and dental clinics, do not require a fire inspection after occupancy. This presents a potentially significant risk to the community in the event of an emergency, like the evacuation of sedated patients, or the storage and use of compressed gases or other potentially hazardous materials. The service is currently working on solutions that would improve its awareness of these types of businesses and developing plans to address the risks.

### Trends & Potential Uncertainties

Short Term Rentals continue to pose a risk to public safety due to unique challenges not reflected in Fire Code requirements and the volume of inspections required to ensure compliance. Solutions to address the ongoing housing crisis have implications for fire and life safety due to the intersection of urban densification and the increasing pressure on the building and development industry to move quickly. The service is also developing strategies to address the risks of new technologies, including lithium batteries and hydrogen fuel, and their widespread adoption.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

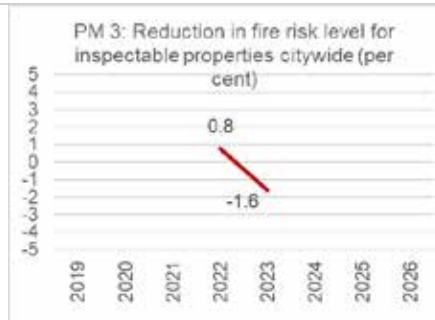
## Status



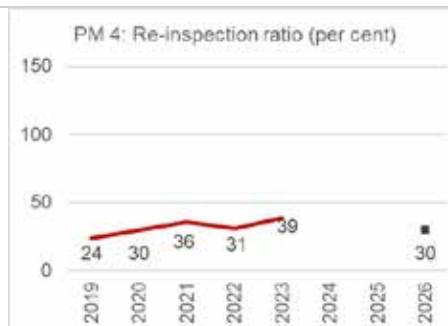
The service increased the volume of inspections in response to significant population growth in Calgary over the past few years. Roughly 50% of that growth has been in demographics that experience high risk factors for fire and life safety emergencies, including new Canadians and people with lower incomes. Social disorder trends in Calgary are also impacting fire safety practices in occupancies which is driving increased need for inspection and enforcement services.



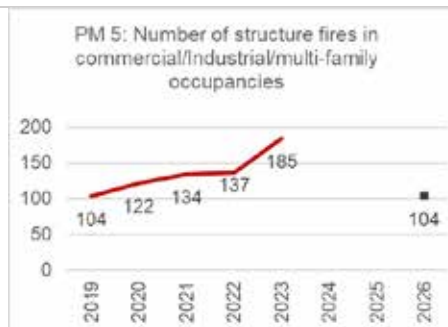
On-time completion rates for 3-1-1 request and complaint inspections were 86% in 2023. This is the result of reporting practices in 3-1-1 which leads to customer service requests remaining open until all re-inspections are complete and violations addressed. In over 99% of service requests, Inspection & Enforcement provides services to the customer within the service level targets. As fire code compliance issues become more complex, the service is finding more violations that are taking longer to be addressed by the responsible parties. This leads to multiple re-inspections over a longer period until compliance is achieved.



Despite completing over 1100 inspections in 2023 under the risk-based inspection model, the overall risk level for inspectable properties increased compared to the 2022 baseline. The Quality Management Plan (QMP) is being rewritten to reflect the risk-based inspection model. With this change, the service will require growth in available resources to have sufficient capacity to deliver both request and complaint services and the risk-based inspections model. Without sufficient resources to manage workloads, the service will face challenges in achieving the 2026 performance projection.



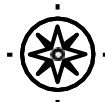
In 2023 the service partnered with Water Services, Alberta Environment, and Waste & Recycling Services to inspect high risk industrial properties. The service continues to observe an increase in the number and complexity of fire code violations which increases the need for multiple inspections to achieve compliance. To offset this, the service is communicating with, and educating, the business community to preempt issues and reduce the need for re-inspections stemming from violations that could be easily corrected or avoided.



The number of fires in inspectable properties, including commercial, industrial, and multi-family occupancies, increased by over 30 per cent compared to 2022, driven primarily by an increase in industrial and commercial occupancy fires. For the first time in the past five years, the per cent increase in fires in inspectable properties exceeded the average overall increase in fires. The service is exploring delivery models that will enable expansion and enhancement of its risk-based program offerings to reduce the risk of fires in inspectable properties.

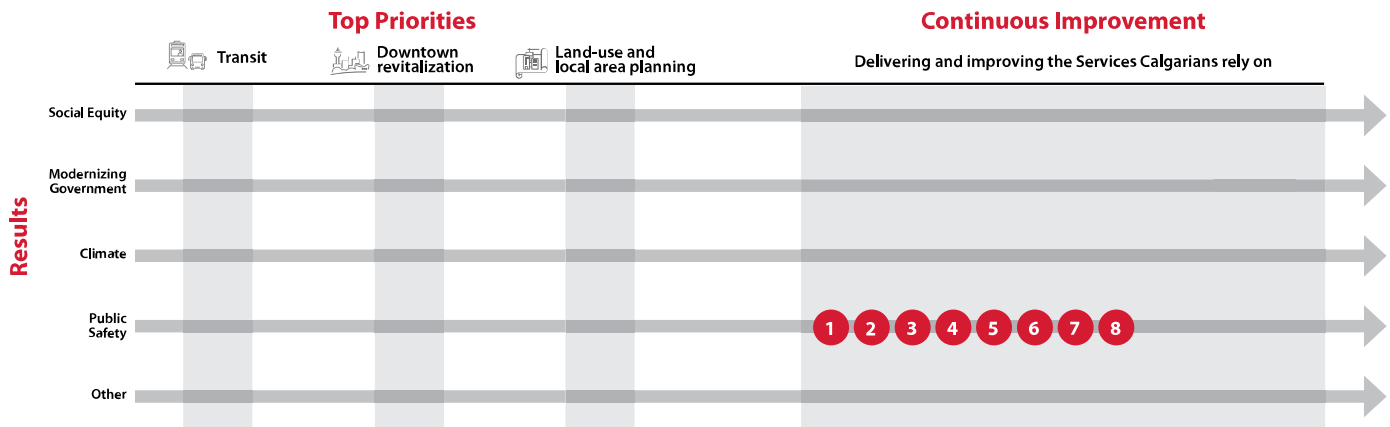









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

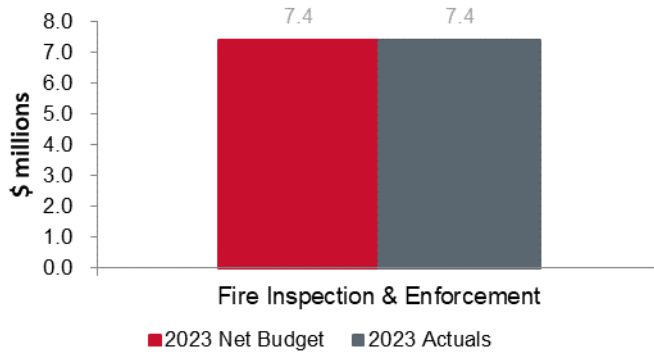
Initiative	Initiative Update	Status
1 Support safe public spaces and events through ongoing fire inspections, education and compliance monitoring while implementing a proactive risk-based inspections model to deliver targeted inspections for higher risk occupancies.	The service completed nearly 19,000 inspections in 2023 to ensure the safety of Calgarians as they live, work and play in public spaces. The High-Risk Inspections team collaborated with Water Services, Alberta Environment and Waste & Recycling to inspect high-risk industrial properties in Calgary. An increase in the number, and complexity, of compliance issues in high-risk occupancies required additional resources to address violations. The service is developing and implementing plans to address risks stemming from increasing social disorder, including overdoses, poisonings and rough sleeping.	
2 Ensure that the city continues to grow and develop safely by providing plans review, technical services support and planning for new communities, occupancies and commercial operations.	The service has tripled its capacity for plans review and technical services support to alleviate delays in the building and development process. This reduces risks of compliance issues later in the construction and occupancy process, improving customer experience and overall public safety. Major projects underway involving the service include the BMO Expansion, the Calgary Event Centre, the Stephen Avenue revitalization and the Glenbow Museum renovation. The service is also responding to unique changes, including increasing automation and robotics in warehouses and businesses.	
3 Strengthen the sustainability of the service by investigating and recommending a funding model that supports the full breadth of services provided.	The service has identified gaps in the current service delivery models for fire prevention services within The City and is developing alternative proposals to address the challenges and improve service levels for Calgarians. In 2024, the service will engage with key partners to review potential models and incorporate feedback.	
4 Improve service levels for Calgarians by optimizing workforce capacity to align with service demand and workloads.	Calgary has experienced exponential growth recently and the service is facing challenges in keeping pace with the resulting demand. A flexible resourcing model was implemented to support decisions to dynamically shift capacity to areas with higher workloads. Investments to increase staffing have been prioritized and allocated to service areas with the greatest need, including fire investigation and plan reviews. Despite these improvements, there are insufficient resources available to deliver core services at the agreed service levels. Work is underway to identify alternative service models.	
5 Reduce community risks and enhance public safety and socioeconomic resilience by providing investigation services to identify fire trends and drive code changes, education efforts and product recalls.	The number of fires requiring investigation has increased by 100 per cent over the past three years. The pilot model of three investigators has expanded capacity and Fire Investigators have been able to investigate fires as required. The service is also participating in a committee providing National Fire Code change recommendations to the National Research Council.	

Initiative	Initiative Update	Status
6 Enhance fire prevention, loss reduction and safety codes compliance by maintaining staffing levels to support attendance of fire investigators at all fires according to the Safety Codes Act.	The pilot program for three investigators per platoon during each 24-hour shift period has yielded benefits including improved report compliance, mental health and wellbeing of staff and incident attendance. There is evidence that cost savings have been realized compared to OT use, and the next step would be a final decision to determine whether the model will be implemented permanently.	
7 Fulfill The City's commitment to the Province under the Quality Management Plan (QMP) to ensure compliance of buildings and businesses with the Safety Codes Act for the safety of Calgarians.	A final draft of the revised Quality Management Plan is currently being reviewed by Administration. Final approval by the Chief Administrative Officer and the Mayor is expected in Q1 2024.	
8 Support emergency response enhancements, safety education and fire prevention initiatives by improving the collection, quality, and analysis of incident data.	The service has initiated the process for a new Fire Records Management system to replace the existing system. This will improve data collection, reporting compliance, user experience and more. The service is also working with the Fire Commissioners Office to improve data collection across the province.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Fire Inspection and Enforcement has no operating budget variance for the reporting period.

In 2023, Fire Inspection and Enforcement saw the end of the City Council approved relief package which waived the business license collection along with fire inspection fees. Fire Inspections and Enforcement was able to draw on the Fiscal Stability Reserve to address the revenue shortfall until March 2023 when the program ended.

### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Fire Inspection and Enforcement has no capital budget in 2023.

# Fire Safety Education

Led by: Chief of Calgary Fire Department

## Service Description

Fire Safety Education provides fire prevention and life safety education to reduce community risk levels, including risks to Calgarians, property and the environment. The service develops and delivers educational programs and materials tailored to address specific risks to diverse populations experiencing vulnerabilities that may put them at greater risk of harm from fire and related emergencies. The service also develops programming and training to assist firefighters with general outreach including school fire drills, home safety visits and fire station tours. The service is responsible for the Fire Department's public engagement programs to improve community safety and resiliency.

## Service Updates

### Key Service Results

The service reached over 50,000 Calgarians in 2023 with tailored fire and life safety programming. The School Fire Drill program was delivered at 25 schools and reached over 11,000 Calgarians with fire and life safety messaging specific to the individual community. The service continued to see success in using community risk data when visiting schools to identify unique fire and life safety risks and provide targeted messages and letters for each household. The Home Safety Program reached a milestone of visiting 500,000 homes since the program began nearly 30 years ago and 98 per cent of Calgarians reported feeling safer and better equipped with fire and life safety information after receiving education. The Virtual Reality platform for delivering fire safety education launched in 2023 with a wide array of spoken language options to engage more Calgarians.

### Service Challenges

Emergency incidents in Calgary increased by 15 per cent and fires increased by 14 per cent. The service continues to face challenges in reaching a critical mass of Calgary's population to deliver essential fire and life safety information to mitigate the frequency and severity of emergency incidents. Utilization of frontline firefighters as public education resources is becoming more difficult as they respond to record numbers of incidents while trying to fulfill operational duties like mandatory training and wellness requirements. A working group has been convened to reassess the service delivery model and the role of frontline operations staff.

### Trends & Potential Uncertainties

New risks to community safety are emerging, including new technologies in residential settings, including lithium batteries and hydrogen fuel. The service currently does not have sufficient resources to deliver existing programs and identify new risks and strategies to address them. Increasing urban density and the impacts of the housing crisis and social disorder are also impacting community risk levels, which require proactive public education strategies.



# Measuring Our Performance

## Legend

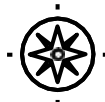
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## Performance Measures

## Story behind the numbers

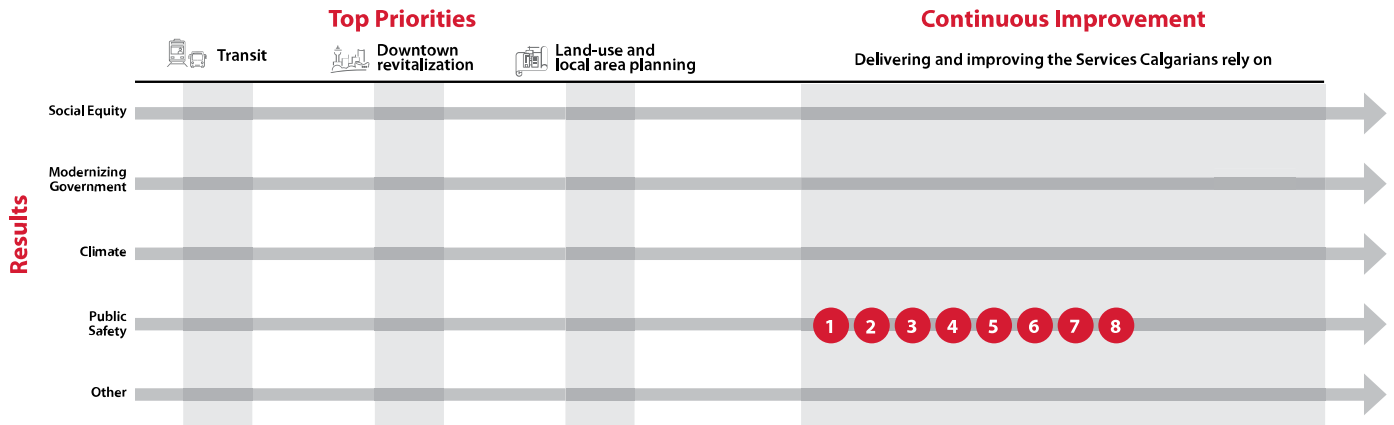
## Status

<p><b>PM 1: Number of Calgarians contacted annually about fire prevention and life safety through non-emergency initiatives</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>176,866</td></tr> <tr><td>2020</td><td>59,071</td></tr> <tr><td>2021</td><td>38,913</td></tr> <tr><td>2022</td><td>61,847</td></tr> <tr><td>2023</td><td>55,459</td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td></td></tr> </tbody> </table>	Year	Actuals	2019	176,866	2020	59,071	2021	38,913	2022	61,847	2023	55,459	2024		2025		2026		<p>The service is continuing to deliver public safety education through a hybrid online/in-person model, although the number of in-person engagements is recovering rapidly. The slight decrease in the number of Calgarians contacted annually is partly due to many people choosing in-person engagements, which improves the quality of education but limits the overall quantity of contacts possible. The service has observed that although there is greater population reach with virtual education, face-to-face contact is more effective for delivering critical life safety messages.</p>	<span style="color: orange; font-size: 2em;">⊖</span>
Year	Actuals																			
2019	176,866																			
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<p><b>PM 2: Number of Calgarians experiencing vulnerabilities that receive fire safety education</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>46,767</td></tr> <tr><td>2020</td><td>32,750</td></tr> <tr><td>2021</td><td>37,861</td></tr> <tr><td>2022</td><td>49,145</td></tr> <tr><td>2023</td><td>31,956</td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td>121,141</td></tr> </tbody> </table>	Year	Actuals	2019	46,767	2020	32,750	2021	37,861	2022	49,145	2023	31,956	2024		2025		2026	121,141	<p>The service is focusing education efforts on underserved populations that experience higher risks such as seniors, individuals with lower incomes, people with disabilities and new Canadians. The slight decrease in quantity was partly due to a shift in preference from virtual to in-person education with school-age children which reduced the quantity of engagements possible. The number of trained public education officers has also decreased slightly since 2019 even as Calgary's population has grown to nearly 1.5 million people, constraining the reach of programs and services in the community.</p>	<span style="color: orange; font-size: 2em;">⊖</span>
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<p><b>PM 3: Calgarians that believe they are prepared and have a plan to deal with a fire emergency (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>66</td></tr> <tr><td>2020</td><td></td></tr> <tr><td>2021</td><td></td></tr> <tr><td>2022</td><td>84</td></tr> <tr><td>2023</td><td>81</td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td>92</td></tr> </tbody> </table>	Year	Actuals	2019	66	2020		2021		2022	84	2023	81	2024		2025		2026	92	<p>In 2023, the service reached the milestone of visiting over 500,000 homes in Calgary since the launch of the Home Safety program. Although 96 per cent of households surveyed indicated they had working smoke alarms on each level of the home, only 49 per cent said that they tested their alarms monthly. Over 50 per cent of Calgarians identified that they did not have an adequate escape plan in case of emergency. The service is exploring how it can improve the quality of public education delivered in an environment where firefighters have reduced capacity to engage with the community in non-emergency settings due to competing priorities.</p>	<span style="color: orange; font-size: 2em;">⊖</span>
Year	Actuals																			
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<p><b>PM 4: Contacts who feel safer and better equipped with fire and life safety information after receiving education (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>61</td></tr> <tr><td>2020</td><td></td></tr> <tr><td>2021</td><td></td></tr> <tr><td>2022</td><td>88</td></tr> <tr><td>2023</td><td>98</td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td>75</td></tr> </tbody> </table>	Year	Actuals	2019	61	2020		2021		2022	88	2023	98	2024		2025		2026	75	<p>In 2023, 98 per cent of contacts feel that their level of preparedness for an emergency improved after receiving education. The service leveraged community risk data when visiting schools to identify unique fire and life safety risks in different areas and provided targeted messages and letters for each household. This provides strong support for increasing the service's reach as a key method of reducing community risks in Calgary.</p>	<span style="color: blue; font-size: 2em;">➔</span>
Year	Actuals																			
2019	61																			
2020																				
2021																				
2022	88																			
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<p><b>PM 5: Communities in Calgary exceeding the community fire risk threshold (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>13</td></tr> <tr><td>2020</td><td></td></tr> <tr><td>2021</td><td>12</td></tr> <tr><td>2022</td><td></td></tr> <tr><td>2023</td><td></td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td>7</td></tr> </tbody> </table>	Year	Actuals	2019	13	2020		2021	12	2022		2023		2024		2025		2026	7	<p>The number of communities exceeding the community risk index threshold has increased from the baseline due to multiple trends including an increase in the number of emergency incidents city-wide, new and emerging community risks like lithium battery fires, overdoses and poisonings, and fewer education interactions in the community. As the population of Calgary continues to grow towards two million people, the service is not adequately resourced to keep pace with these trends and is actively working to identify alternative service delivery models that would improve community risk reduction efforts.</p>	<span style="color: orange; font-size: 2em;">⊖</span>
Year	Actuals																			
2019	13																			
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# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

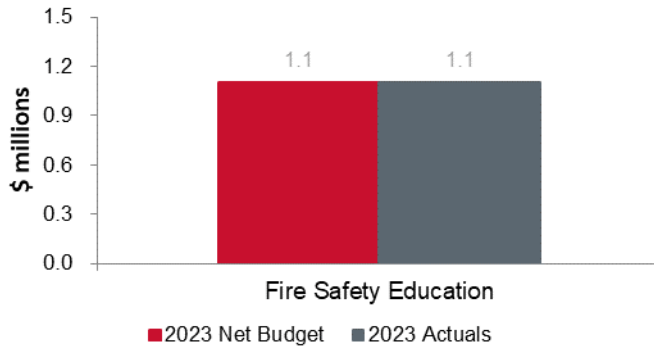
Initiative	Initiative Update	Status
1 Reduce the risk of property loss, injury and death due to fire for people impacted by socioeconomic inequity. The service will achieve this by continuing to develop and provide targeted fire and life safety education to Calgarians experiencing vulnerabilities.	The Youth Fire Intervention program continues to intervene with youth experiencing vulnerabilities and educated 17 individuals in 2023. A new “Steps to Safety” program was delivered to seniors in 2023 to provide eight fire safety messages and eight fall prevention measures. The service also worked with Calgary Housing Company to deliver education to people with lower incomes. The service continued to use an inclusion lens in developing programming, embedding considerations and guidance for individuals with different abilities, including deafness, vision loss and more.	
2 Build stronger and safer communities by ensuring Fire Operations staff receive adequate education and training to improve the delivery of quality general fire safety education.	The service launched the “Community Safety Café” series which provides regular videos from community safety officers to fire crews to discuss trends in community safety and updates to available programming. The final Community Safety training module is on hold while a working group convenes to discuss changes to the Home Safety program.	
3 Reestablish pre-pandemic community engagement efforts, life safety education programs and other suspended service offerings while developing new modes of delivering education and programs that leverage emerging technologies.	In 2023, the service reached the milestone of visiting over 500,000 homes in Calgary since the launch of the Home Safety program in 1996. This year, over 30,000 visits led to the installation and replacement of over 1700 smoke and carbon monoxide alarms. Programs like the School Fire Drills, the Fire Safety Trailer and all other in-person engagements were restarted in 2023. The service also launched the Virtual Reality Education platform as an immersive way to experience fire and life safety education.	
4 Improve the inclusivity, impact and reach of fire safety education programs by continuing to develop and expand the virtual and in-person hybrid service delivery model.	While virtual education enables greater population reach, certain customers and programs are requesting in-person engagements for safety education. This enhances the quality of education delivered, but it constrains the volume of Calgarians that can be reached by each program. Virtual Reality simulations have been adapted for a wider array of spoken languages and the service is leveraging multilingual firefighters in delivering education to diverse communities in Calgary. The service is continuing to apply an inclusion lens, embedding considerations and guidance for people of all abilities.	
5 Enhance targeted community risk reduction programs by developing risk assessments using a community lens combined with fire station district boundaries to better align educational outreach for specific risks.	The use of historical incident data and specific community risk profiles to inform School Fire Drill program content has been successful. The information is used to develop tailored messaging and educational material for families whose children participated in the School Fire Drills program. In 2023, firefighters visited 25 schools and over 11,000 Calgarians. A Community Risk Index provides information about risk factors for each community for Community Safety Officers to identify relevant education programs. This will improve the quality and effectiveness of service delivery.	

Initiative	Initiative Update	Status
<p>6 Improve the identification of community risks and development of specific risk reduction strategies by collaborating with service partners to leverage their knowledge of Calgary’s diverse communities when completing annual updates to community risk assessments.</p>	<p>The service is collaborating with Community Strategies to complete the 2023 update to the Community Risk Assessment. Due to competing priorities, the update is expected in Q1 2024. Door-to-door engagements are being informed by GIS data, focusing on areas that have a history of greater emergency incidents, communities over 10 years of age (increased probability of expired smoke alarms), and communities with a greater percentage of individuals experiencing vulnerabilities.</p>	
<p>7 Strengthen the sustainability of Fire Safety Education services by developing and maintaining relationships with sponsors and community partners.</p>	<p>In 2023 the service developed and delivered public education messages in collaboration with groups like Calgary Immigrant Women’s Association, Calgary Housing Company, Meals on Wheels, Deaf and Hear Alberta, Dare to Care, Alpha House, and Calgary Public Library. A sponsorship with Conoco Philips provided funding for the development of the Virtual Reality Safety Simulation platform and a continuing sponsorship with Kidde enables the service to install and replace smoke and carbon monoxide alarms in communities across the city.</p>	
<p>8 Incorporate social equity outcomes and cultural responsiveness in service design and delivery by deepening the understanding of key barriers, risks and opportunities when engaging populations experiencing vulnerabilities in Calgary.</p>	<p>The service is deepening its connections in the community by building relationships with cultural groups. Over the past year, firefighters and community safety officers were involved with organizations and events, including Fiesta Filipino, GRIT – Getting Ready for Inclusion Today, Almadina Language Charter School, Independent Living Seniors Resource Centre, Centre for Newcomers, Japanese Festival, Dash Mesh, French Immersion Schools, Mandarin Bilingual Schools, and people with disabilities at Columbia College.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Fire Safety Education has no operating budget variance for the reporting period.

In 2023, Fire Safety Education was able to visit over 30 thousand homes, installed 1,250 smoke alarms and 430 carbon monoxide alarms.

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### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Fire Safety Education has no capital budget in 2023.



# Pet Ownership & Licensing

Led by: Director of Emergency Management & Community Safety

## Service Description

Pet Ownership & Licensing provides citizen education on responsible pet ownership and regulates owners under the Responsible Pet Ownership Bylaw. Animal care services are offered to ensure the health and well-being of recovered animals until they can be reunited with their owners or adopted into new homes.

## Service Updates

### Key Service Results

Pet Ownership and Licensing ensures the safety and well-being of Calgary's pets, housed and lost, and the community at large, while addressing the shelter capacity concern to improve services for animals.

A successful adoption event was held in November 2023 where 75 cats and 14 dogs were adopted. This event was an opportunity to create awareness of Animal Services' shelter and available animals looking for new homes. (Initiative 1)

To improve the safety of Calgarians, a Program Coordinator has been hired to develop youth educational programs for delivery at schools to reduce dog bite occurrences. This program will begin in the Spring of 2024. This Coordinator will also lead the development of a foster network to house animals under our Safe Keep Program in foster homes, reducing time in our facility and improving the welfare of these animals. (Initiatives 2, 7, 8)

The service moves forward to replace its online payment and shelter management system with a more intuitive system, enabling improved tracking of lost pets, communication with customers, and variable licensing rates. It will also include facial recognition technology and push notifications for localized incidents.

### Service Challenges

Pet Ownership and Licensing faces challenges with a 17% annual increase in impounded animals and a decline in the animal return-to-owner rate from 78% to 35% over the last five years. This is attributed to rising pet care costs and a lack of pet-friendly housing for renters, impacting the shelter's capacity. While partnership agreements with other rescue groups can provide some support, conflicting priorities continue to result in limited numbers of adoptable animals being transferred. This increased workload, both physically and mentally for shelter staff, and required the hiring of additional limited-term employees.

To address these challenges, the service is considering facility renovations to create additional kennel space following Canadian Shelter Guidelines, increasing communications and marketing around the service while highlighting the importance of pet licensing and its benefits, permanently reopening Animal Service's adoption program and introducing a new foster program.

### Trends & Potential Uncertainties

Pet owners in Calgary are facing several challenges, including increased veterinary costs, housing difficulties and licensing issues. Calgarians looking to surrender their animals are met with a waitlist of up to eight weeks. This is due to The Humane Society following the Capacity 4 Care model, leaving owners with little choice but to find alternative homes themselves or simply allowing the animal to go free in hopes it will be taken in by a shelter, including Animal Services, vet clinics, or new homes.

Animal Services is seeing an increasing number of dogs and cats that were likely released pets, many of which require expensive medical treatments or surgeries. This has led to citizens looking to The City for support in record numbers.



# Measuring Our Performance

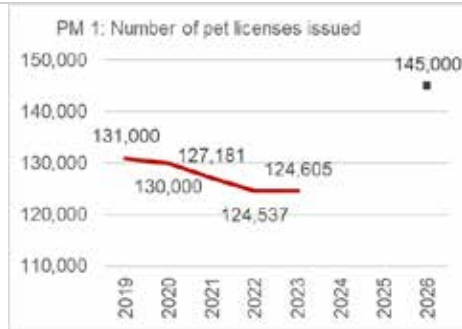
## Legend

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

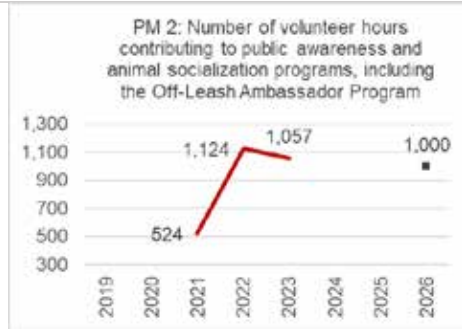
## Performance Measures

## Story behind the numbers

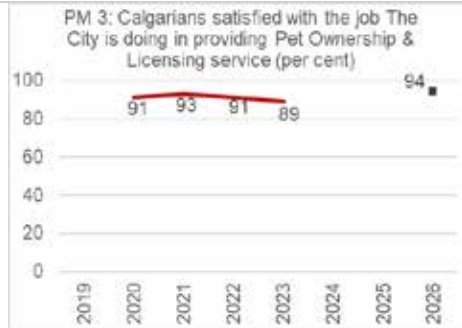
## Status



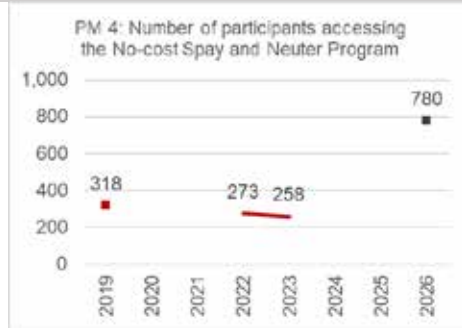
In today's economy, pet owners may face a dilemma whether to prioritize their pets' license fees or other essential expenses such as groceries, mortgage/rent and utilities.



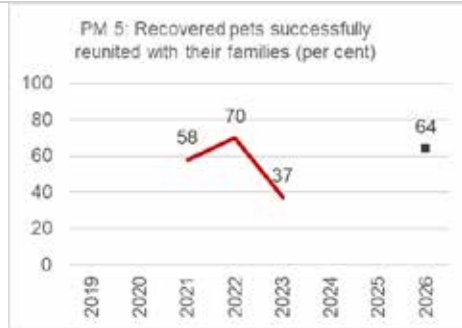
The Off-Leash Ambassador Program has shown resilience, maintaining high volunteer engagement despite leadership turnover and a slight decrease in volunteer hours compared to 2022. The program's estimated economic value this year is \$24,734.



Pet Ownership & Licensing has received high levels of citizen satisfaction, as reported in the 2023 Spring Survey of Calgarians. This satisfaction level has demonstrated consistency, remaining relatively stable when compared to the 2022 survey results.

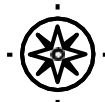


The No Cost Spay Neuter Program needs to continue its focus on cats. The shelter has experienced a significant increase in the number of stray cats being admitted due to running at large. The best recourse to the overpopulation of cats is to have them spayed or neutered.



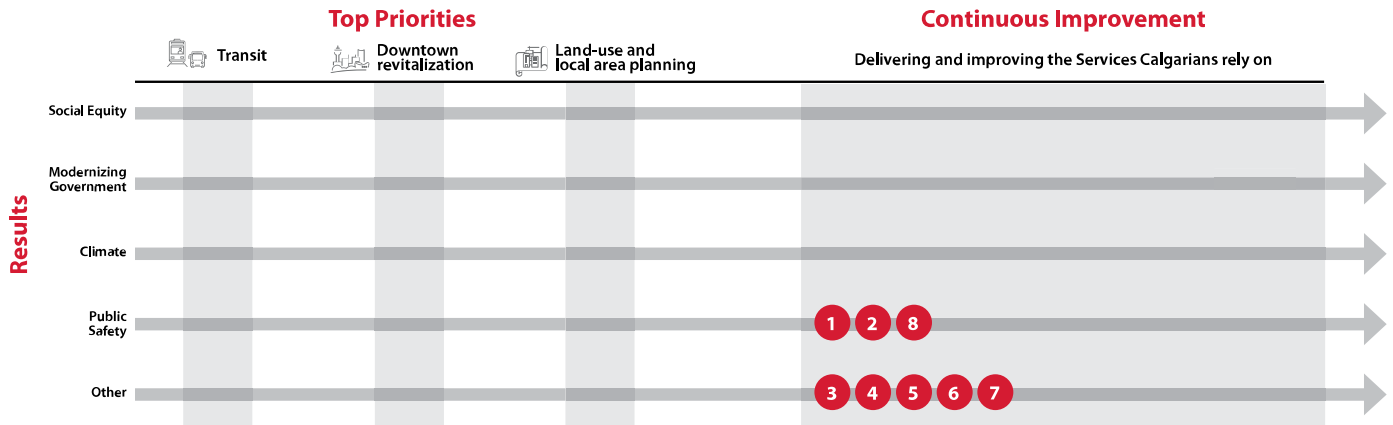
Due to the current economic situation, fewer owners have claimed their pets or are relinquishing their pets as strays with no intent of redeeming.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

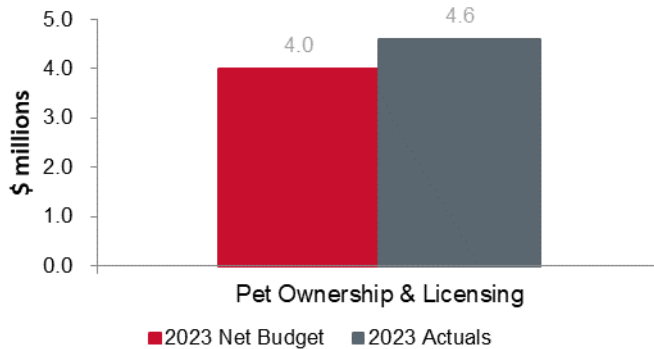
Initiative	Initiative Update	Status
1 Promote responsible pet ownership practices through increased community outreach, advocacy and engagement.	Communications is actively running campaigns through various channels such as media (print, radio and TV), social media, Calgary.ca and City employee channels to increase animal adoptions, promote partnerships and to remind citizens of the importance of pet licencing.	
2 Enhance community safety by increasing collaboration with our partners to implement dog bite prevention and dog safety education to Calgarians.	A Program Coordinator was hired in 2023 with an emphasis on developing a Dog Bite Prevention Program. The program's development included collaborating with the Calgary Humane Society to ensure there is no redundancy and increase education for students. The program aims to attend schools in April 2024, where metrics will start to be collected.	
3 Promote bylaw compliance and mitigate impacts to surrounding communities by delivering education and awareness to Calgarians on Livestock Emotional Support Animals and urban agriculture practices.	Pet Ownership & Licencing is committed to responding to all inquiries for support regarding Livestock Emotional Support Animals and urban agriculture practices. This includes reviewing educational and training opportunities that will promote bylaw compliance.	
4 Expedite animal reunifications and increase compliance with the Responsible Pet Ownership Bylaw by communicating the value of pet licencing.	Although reunifications have dropped in 2023, Pet Ownership & Licencing is working to increase Calgarians' awareness of pet unification through animal licencing. This includes increasing knowledge of the services and programs offered by Animal Services. Community Safety Peace Officers continue to assist with following up on non-compliant Calgarians and highlight the importance of licencing their pets and all the benefit that entails.	
5 Improve responsiveness and access to virtual services by modernizing the technical infrastructure supporting the Animal Licencing Management System.	The ALPO/Chameleon replacement project is experiencing a delay in moving forward, due to challenges of completing the proof of concept to be compliant with The City of Calgary's Information Technology Standards.	
6 Build employee resiliency by delivering training and resources to support mental health and wellness.	Pet Ownership & Licencing recognizes that working with shelter animals and their owners can be challenging. To support staff, the service will be making an eight-week online course available in February 2024. The course, offered by the University of Florida's Shelter Medicine Program, focuses on stress, burnout, empathic strain and moral distress.	
7 Enhance animal health and well-being at the Animal Services Centre by strengthening coordination with our partnering agencies that support pet rescue and safe keeping.	Pet Ownership & Licencing is working with Parachute For Pets to provide extra resources to assist in the pet safekeeping for rough sleepers. Parachute for Pets provides support for vulnerable Calgarians before their pets are turned into shelters. This will alleviate the stress on the facility's capacity issue and reduce the animal's length of stay.	

	Initiative	Initiative Update	Status
8	Promote animal and community safety by streamlining and expediting processes that establish nuisance and vicious dog designations.	The streamlined process is now fully operational with improved designations, with help from the law department.	



## Service Updates on Financial Performance

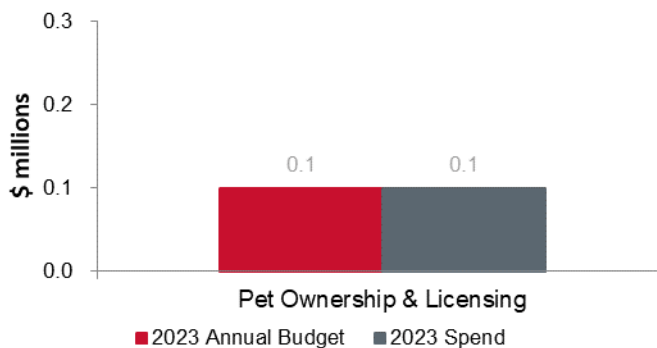
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Pet Ownership & Licensing has unfavourable operating variance of \$0.6 million. The primary driver of the variance was an increased need in limited term Shelter support staff and resources due to increase in impounded animals, and decrease of redemption by owners.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Pet Ownership & Licensing has spent 85.6 per cent of the 2023 approved capital budget.

Year-to-date, the capital expenditures includes major projects focus on modernization of government through technology initiatives such as the ongoing investment in the One City Coordinated Records Management System (OCRMS) program; for which spending is on track with total budget for 2023. Annual acquisition and life cycle of equipment required for shelter and kennel staff being done under a larger program for which Bylaw Education & Compliance is the steward.

# Police Services

Led by: Calgary Police Service / Calgary Police Commission

## Service Description

As the third largest municipal police service in Canada, the Calgary Police Service strives to create a community that is safe, diverse, inclusive, and inspired. Police officers and civilian staff support public safety every hour of every day by responding to emergencies, enforcing laws, investigating crimes and traffic collisions, providing support to victims of crime and trauma, ensuring large events and protests remain peaceful, and promoting safe driving. We also work closely with various partners to prevent crime and help people in crisis due to challenges with homelessness, mental health and addictions.

## Service Updates

### Key Service Results

#### Awards

- Award for Outstanding Service
- Award for Crime Prevention and Community Policing Initiatives
- He for She Award
- Top 5 under 5
- Deb Jolly Leadership Award
- Civilian of the Year Award
- Community Leadership Award
- Lifetime of Distinguished Service Award
- Order of Merit of the Police Forces

- Property-related crimes continue to decline, but violent crimes have increased, driven by non-domestic assaults and street robberies. Publicly generated calls for service remain stable, whereas officer-generated calls for service are above the five-year average driven by the proactive work officers have been conducting at LRTs and other public spaces.
- Collaborated with mutual aid and City of Calgary partners to ensure public safety for delegates and Calgarians during the 24th World Petroleum Congress.
- Reviewed the School Resource Officer program in collaboration with Argyle, ActionDignity and The City of Calgary Engage. Confirmed SROs are an asset to schools, however, some individuals are afraid, uncomfortable, or anxious in the presence of police. The team is working through recommendations to improve the program.
- Collaborated with crisis response and transformation partners to implement the Community Safety Investment Framework, the Community Mobile Crisis Response team, Calgary Urban Strategy, expand the Police and Crisis Team and define the scope of Reach Up. In call diversion work, 7,827 calls were diverted from 911 to 211, for interventions by phone or in person.

### Service Challenges

•Disorder and crime rates, particularly within the city's core, are an increasing concern. Disorder is often highly visible and has a disproportionate impact on public perception of safety. In December 2023, the Government of Alberta announced funding for 50 officers to support the implementation of the City of Calgary's Transit Safety Strategy and address crime and social disorder across the city, with focus on downtown and public spaces.

•The Calgary Police Commission in conjunction with the CPS are reviewing traffic fine revenues. This comes following increasing instability with fine revenues and its impact on the budget as well as the provincial freeze on automated traffic enforcement. There is a growing perception that traffic enforcement goals are driven by the need to meet fine revenue targets rather than achieving traffic safety objectives and Commission is concerned about a potential conflict of interest with fine revenues feeding directly into the police budget

### Trends & Potential Uncertainties

•Bill C-48 comes into effect in January 2024 to strengthen the bail system. It will address the enhanced risks posed by intimate partner violence and serious repeat violent offenders involving the use of firearms, knives, bear spray and other weapons.

•The Police Amendment Act proclaimed changes to ministerial authority to set provincial policing priorities, administrative changes to the Law Enforcement Review Board, and provincial appointments to the Police Commission. In 2024, additional requirements for the Police Review Commission and Police Service Regulations should be announced.

•The CPS is prepared to explore increasing its physical presence downtown, and it could eventually expand into a front counter service once again.



# Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

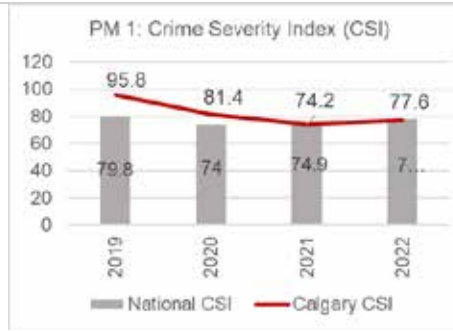
➡ Progressing as planned

⊖ Not progressing as planned

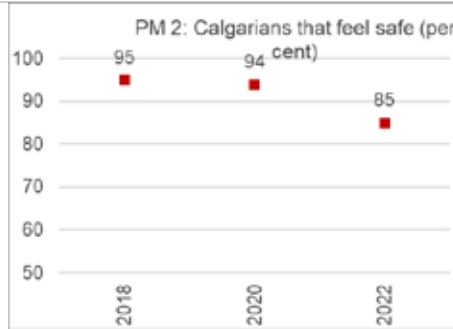
## Performance Measures

## Story behind the numbers

## Status



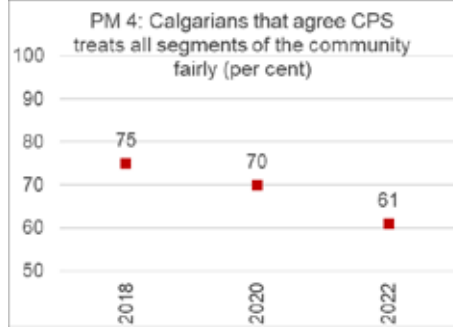
The Crime Severity Index (CSI) is calculated by Statistics Canada and measures changes in the volume and severity of crime in the city. While crime rates have limitations as a performance measure because they are impacted by many variables other than the police, they reflect the impact of the crime prevention and intervention efforts of CPS and its social service partners. Calgary's violent CSI was 79.7 in 2022, a decrease of 8.1 from 2021 and remained below the national index of 97.7. Calgary's overall CSI increased by less than 5 over 2021 to 77.6, with increases in property crimes such as vehicle theft influencing the final index.



Calgarians' perception of safety impacts their satisfaction with policing, socio-economic activities, and Calgary's ability to attract new residents and visitors. The percentage of Calgaryans who feel safe is measured through a statistically valid survey where residents are asked to rate their level of agreement with the statement, "Calgary is a safe place to live." In 2022, while the crime severity index, which measures changes in the volume and severity of crime, fell by 4 points to 77.6, 85 per cent of Calgaryans agreed that Calgary is safe. This metric is particularly pertinent to the collaborative initiatives to address safety concerns.



Clearing a crime means that police have identified a suspect and there is sufficient evidence to charge the individual with the offence. The incident may be 'cleared by charge' if charges are laid, or 'cleared otherwise' if charges are not laid. The Weighted Clearance Rate is calculated by Statistics Canada and gives a higher weight to serious crimes. Calgary's weighted clearance rate remained below the national average in 2022, though the rate continued its upward trajectory. The volume of property crimes coupled with limited forensic capacity means CPS prioritizes resources to investigate violent crimes.

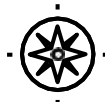


The Calgary Police Commission asks in its survey whether Calgaryans agree that officers respond in a fair way when dealing with all segments of the community. Key areas of work in 2023 included the review of the School Resource Officer program, the creation of a Youth Advisory Board, ongoing work on race-based data, in-Service anti-racism and Indigenous education, ongoing dialogue to better understand community's perspectives about improving policing service delivery to Indigenous, Black and diverse Racialized communities and employed 9 mobilizers to support relationship building, engagement and planning with community.



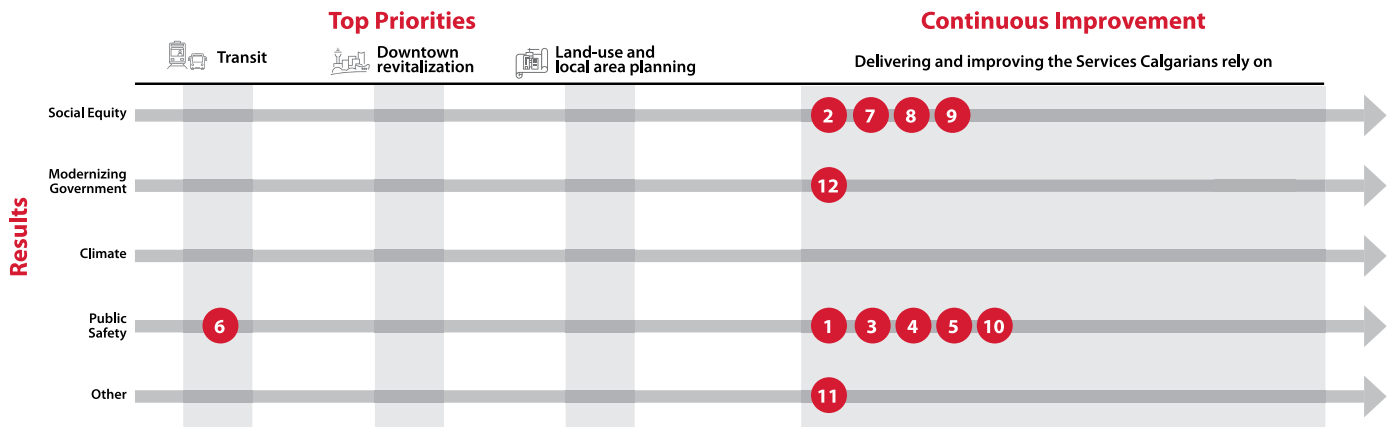
Employee morale and engagement impact the quality of policing services that Calgaryans receive and the health and wellness of those who serve. The Commission conducts an annual survey of CPS employees to ask about their perceptions, wellness, workloads, work environment and morale. In 2023, the CPS achieved the first increase in the employee engagement index (EEI) since 2020, moving from 42 in 2022 to 53 in 2023. Sworn EEI improved 9 points from 34 to 43 and civilian EEI improved 11 points from 62 to 73. Survey completion rate also increased to 1625; the highest number since 2019.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Address the recruiting and staffing issues impacting the services we provide.	The CPS is committed to recruiting members that reflect the community we serve and demonstrate our core values. We are working to recruit and fully staff open civilian positions, prioritizing those that support our core business commitments. Sworn recruitment outreach events have increased 28% over 2022 (Jan - Nov) and we have 580 active candidates in the application process. In 2023, we hired 115 new recruits and 21 Direct Entry Officers that will start their careers with CPS by reinforcing the frontlines, exceeding our goal to recruit 135 sworn members this year.	
2 Continue pursuing the Community Safety Investment Framework and other alternative call response models.	CPS streamlined its CSIF strategy to invest \$5 million into the Mobile Response Team, Police and Crisis Team expansion, Distress Centre Calgary (211/911 co-location), Alexandra Health Centre Community Mobile Crisis Response and Alpha House (HELP team sustenance and expansion). The Service continued to work with partners in developing the strategic direction for REACH Up Calgary, which stands for Recovery, Empowerment, Advocacy, Compassion and Healing (formerly referred to as the Real Time Integrated Mental Health and Addictions Centre (RIMHAC).	
3 Develop a Joint Safety Traffic Plan with The City of Calgary.	CPS is partnering with the City of Calgary to develop and implement the Calgary Safety Mobility Plan; a 5 year plan to improve the safety of our transportation network. The key target for this plan is to achieve a 25% reduction in the number of major injury and fatality collisions. Work in 2023 was guided by the 2022-2023 Interim Traffic Safety Plan. The CPS and the City are finalizing the development of a comprehensive plan, considering changes to processes and policies as well as confirming performance measurement and identifying key partners to support the roll out of the joint plan.	
4 Implement recommendations from the review of the body-worn and in-car camera programs.	Body worn cameras provide an unbiased, independent account of police/community interactions and serve as an investment in CPS's commitment to deliver accountable and transparent services. In 2023, the CPS procured an additional 250 cameras to accommodate new hires and the expansion of the program to uniformed officers in specialty units, completed the new BWC policy, trained all law enforcement mutual aid partners involved in the World Petroleum Congress on BWC and In Car Video operations, and 3 additional members of the team became certified BWC instructors.	
5 Apply an equity, diversity and inclusion lens to our organization and its programs.	Reviewed Workplace Impairment, Flexible Work Options, Workplace Harassment & Violence Prevention, Dress Standards, HAWCS Deployment, Sworn Promotions, Child Forensic Interview, Building Access and Security, social media, Religion in the workplace and Sexual Assault Investigations policies with equity lens. Supported work including School Resource Officer program review, developed EDI calendar to acknowledge days of significance, created guides for inclusive language and pronouns and created a framework for establishing employee resource groups at CPS.	

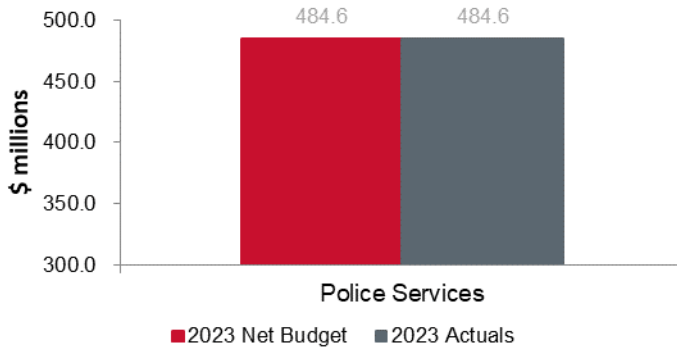


Initiative	Initiative Update	Status
6 Develop a strategy with Calgary Transit to provide prevention and intervention approaches on transit.	Central to the Public Transit Safety Strategy is a commitment from CPS to work together with Transit peace officers to address emerging issues on transit and to integrate with their new deployment model. This initiative will rely on the work of the Safe Public Spaces plan that focuses on the communities around transit locations that may see displacement of issues. The 50 funded officers from the Government of Alberta will also contribute to addressing transit issues within the Districts, as well as high systems users that strain resources from Transit and CPS.	
7 Implement the Anti-Racism Strategic Roadmap from the Anti-Racism Action Committee	Worked with Anti-Racism Action Committees, Habitus and ActionDignity to understand community's views about improving policing service delivery to Indigenous, Black, and diverse Racialized communities; reviewed School Resource Officer program; established Youth Advisory Board; partnered with Professional Standards and Strategic Services to explore the collection and use of race-based data and with The City of Calgary's Anti-Racism program to support improved alignment between The City's Anti-Racism Strategic Plan, Public Safety Plan and CPS' Anti-Racism Strategy; delivered in-Service training.	
8 Implement the Indigenous reconciliation road map under the guidance of local Elders and Nations.	Participated in a sweat lodge and medicine gathering event to understand the significance of ceremony, traditions, and customs. Collaborated with AWO TAAN Centre to support MMIWG and the Circle of Wisdom to support an Indigenous Older Adults Unit. Assisted Major Crimes, Missing Persons and Homicide with smudge for families of missing and murdered Indigenous people. Attended Tsuut'ina Police training on housing and matrimonial property, supported their Indigenous Anti-Gang Strategy, trained members of Transit and CPS Recruits, and partnered with Recruiting to recruit Indigenous applicants.	
9 Implement race-based data collection in more areas and improve collection where it is happening.	Despite the complexities associated with this work, the team conducted analysis on race data based on officer contacts, victims of violent crime, offenders of violent and property crime and use of force. Findings from these reviews have been presented at CPS leader updates, Calgary Police Commission as well as to the Community Mobilizers, the external Anti-Racism Action Committee, and the Diversity Superboard.	
10 Build a new indoor firearms range to improve employee safety and allow more officers to be trained.	Currently completing preliminary design and building location analysis work to submit a feasibility report and site master plan for the new 16 bay range in Q2 2024. Functional programming, consultation with gun range and acoustical experts, together with detailed analysis of technical systems, regulatory requirements and environmental assessments are underway. The feasibility report is anticipated to include a Class 4 cost estimate (accurate to -30% to +50%).	
11 Implement the internal Pathways to Engagement plan to improve employee engagement.	Pathways implemented purposeful action and communicated with employees. Efforts focused on updating employees about 6 key areas - improve resourcing workloads and resilience; build Executive and Senior Leadership Teams trust and support; implement fair, efficient and effective processes; improve communication and information sharing; support professional development; and clarify organizational identity and priorities. The Service launched an internal website to share updates, stories, and videos and, a confidential, permanent, easy to access channel for employees to provide ongoing feedback.	
12 Implement various technological solutions to improve data reporting and organizational efficiency.	Continued to progress the mobile strategy and completed the new cell phone roll-out and the transition to a new wireless provider; 23% of the recommendations developed by the taskforce working to improve efficiencies in record management have been completed; launched an additional KITT car; developed key operational dashboards; launched the eTicketing/Administrative Penalty Information System (APIS) and upgraded key systems (Content Server and InTime). In 2024, the Service will implement a new Computer Aided Dispatch system, Phase 1 of the Learning Management System and continue eTicketing.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

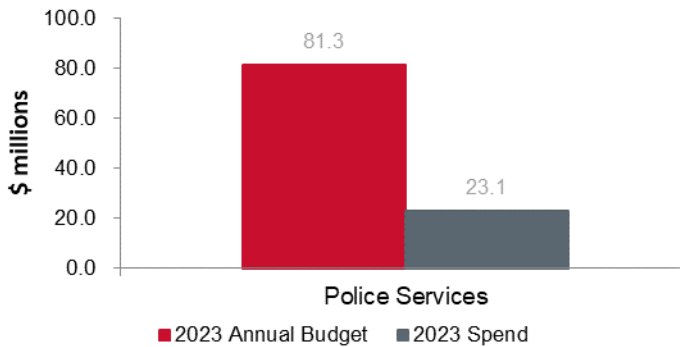


### Operating Budget Updates - 2023 net operating budget vs actuals:

The Calgary Police Service (CPS) has no operating budget variance for the reporting period.

In 2023, CPS was effective to revenue and expenditure management, in a year of increased operational demands. CPS continued its budget commitment to the Community Safety Investment Framework (CSIF), with partners, which included dedication to alternative call response strategies. Further, CPS was able to contribute to Reserves at year end.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

CPS has spent 28.4 per cent of the 2023 approved capital budget. The underspend is mainly attributed to the Facilities program, which envelopes budget for a new district office and indoor range. Planning is underway to these two larger initiatives.

In 2023, the capital expenditures have been primarily used to the life cycling of vehicles, communication and computer equipment.





# Social Programs and Services



# Affordable Housing

Led by: Director of Partnerships

## Service Description

Affordable housing is critical for creating a socially resilient city where Calgarians have vibrant, safe and secure places to live, work and play.

This service improves outcomes for Calgarians by increasing the supply of affordable housing and improving the housing system. We use municipal initiatives and support the Calgary Housing Company and other partners to create solutions and leverage investments. We supported the creation of 3,600 non-market homes for low and moderate-income Calgarians since 2017, helping to prevent and reduce poverty in Calgary. There are about 2,500 City-owned, 1,860 Calgary Housing Company-owned and 777 Silvera for Seniors owned affordable units.

## Service Updates

### Key Service Results

- Approval of Home is Here – The City of Calgary’s Housing Strategy 2024-2030 to address the housing crisis.
- Released the 2023 Housing Needs Assessment that informs The City’s work related to housing affordability.
- Council approved initiatives that will significantly impact service delivery, including:
  - \$20 million annually to support a land fund for future affordable housing developments.
  - \$6 million one-time funding for affordable housing for Indigenous people.
  - Disposition of City-owned land through the Non-Market Land Sale program in Parkdale, Erlton and Bowness. Creating up to 104 homes.
  - Designated two City-owned sites for the Family Housing Program.
  - Established a Council Advisory Committee on Housing to provide a constant pulse to Council on the housing crisis.
- Continued to leverage federal funding, including:
  - Rapid Housing Initiative funding to build 64 new affordable housing units.
  - Housing Accelerator Fund Contribution agreement for \$228 million to create over 6,800 units in the next three years.
- Hosted a housing conference with over 200 delegates from 114 organizations to promote collaboration in addressing Calgary’s housing needs.

### Service Challenges

- Calgary is experiencing a housing crisis and urgently needs more supply of housing and more affordable housing in all neighbourhoods. At least one in five households cannot afford their housing.
- The City can contribute to addressing the housing crisis by amending planning policies, providing land and/or funding and bringing partners together to deliver services. Mobilizing will require an uninterrupted commitment to allocating sufficient resources, ongoing collaboration and coordination.
- Inconsistent funding and policy from other orders of government continue to be a barrier to creating new housing and preserving existing affordable homes.
- Cost escalations caused by inflation, supply chain disruptions and rising labour costs continue to create challenges for housing providers, including non-profit housing providers, and for Calgary Housing Company’s delivery of City-owned new and regenerated affordable housing.

### Trends & Potential Uncertainties

- 110,000 more people are expected to make Calgary their home over the next five years. To ensure Calgarians have housing choices that meets their needs, Calgary needs to significantly increase and diversify the supply of housing.
- Calgary continues to experience low vacancy rates, unprecedented increases to rent and higher costs to purchase a home. Tight housing market conditions, coupled with other inflationary pressures, are putting households at risk of maintaining their housing affordability.
- Federal and Provincial housing funding programs can be unpredictable, with complex requirements and tight deadlines. To meet these requirements and deadlines, resources have had to be reallocated to rapidly and effectively develop plans and programs that meet the funding criteria.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

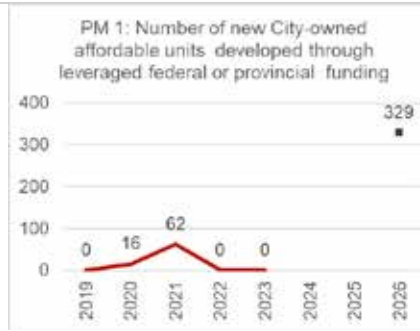
➔ Progressing as planned

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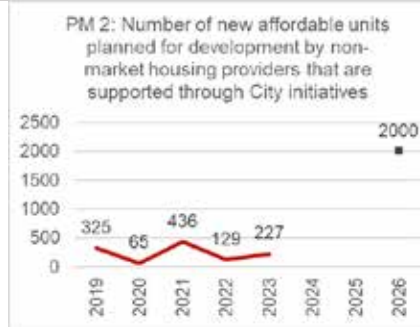
## Performance Measures

## Story behind the numbers

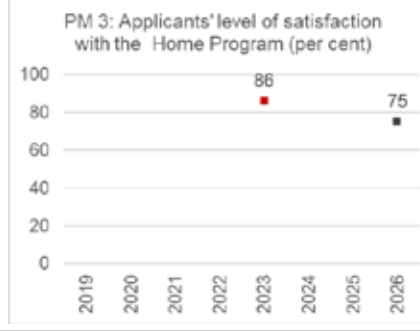
## Status



The City continues to leverage federal and provincial funding for new development and redevelopment. In 2023, provincial Affordable Housing Partnership Program funding was awarded for two City-owned projects – the Bridgeland Place Phase 1 retrofit and Mount Pleasant affordable housing development. The data for this measure is counted when the units are opened for occupancy. City projects in development are progressing but no new units were opened in 2023. The Affordable Housing Partnership Program aims to deliver up to 400 new City-owned housing developments and/or regenerated homes by 2026.



In 2023, 227 new non-market housing units have been approved at the development approval stage of the planning approval process. The City also issued an Expression of Interest to deliver housing for families experiencing homelessness on two City-owned sites in Horizon/Whitehorn and Shawnee Slopes/Fish Creek-Lacombe. City initiatives and key programs that continue to support the creation of affordable units are the Non-Market Land Sale, the Housing Incentive Program and partnering with other orders of government.



In a fall survey, conducted with previous program recipients, there was an 86 per cent satisfaction with the Home Program. Flexibility of fund delivery in meeting evolving housing needs and administrative support throughout the application process was highlighted as key reasons for satisfaction. Notable areas for program improvement included broadening priority areas to include organizational capacity building and mental health supports. As this is a new measure for the 2023-2026 Service Plans and Budgets cycle, no historic data is available.



The data for this measure is counted when the units are opened. In 2023, 57 units were opened from the Non-Market Land Sale #2. The third sale of three surplus City-owned parcels will result in approximately 104 units, pending land use and development permit approvals. Administration approved five sites yielding 289 units for Non-Market Land Sale #4 that is currently pending Council approval.



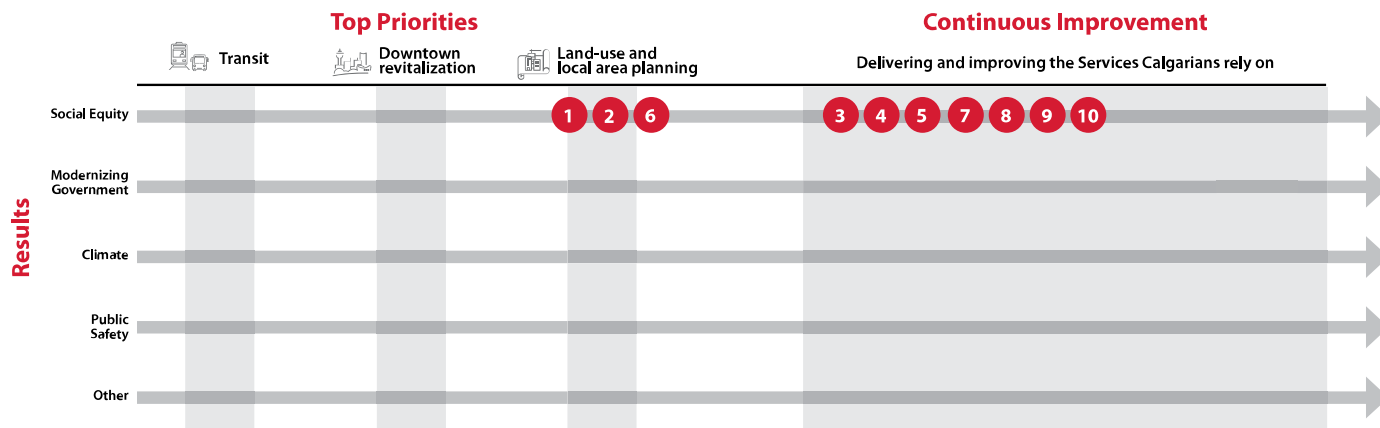
Applications for the Housing Incentive Program are accepted throughout the year. In a fall survey conducted with previous program applicants, there was a 100 per cent satisfaction rate with the Housing Incentive Program. As this is a new measure for the 2023-2026 Service Plans and Budgets cycle, no historic data is available.





# Progress on Service Delivery







## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

Initiative	Initiative Update	Status
1 Increase the number of affordable housing units by leveraging funding from provincial and federal governments for City-led projects.	The City secured federal funding through the third Rapid Housing Initiative program. This funding was stacked with \$2 million in City support, to build a minimum of 64 new affordable housing units in partnership with the non-profit housing sector. We continue to proactively work with government and sector partners to leverage funding. Most notably, The City signed the federal Housing Accelerator Fund Contribution agreement for \$228 million to build over 6,800 housing units in the next three years. The first of four annual payments of \$57.1 million was received in November 2023.	
2 Increase the number of units developed and operated for those in housing need by collaborating with Calgary Housing Company and non-profit housing partners to leverage funding from other orders of government to increase the number of units developed and operated by non-profit housing providers and to strengthen partners' delivery of services.	Calgary Housing Company was awarded funds through the Affordable Housing Partnership program to support the delivery of two City-owned developments: the Bridgeland Place Phase 1 retrofit and Mount Pleasant affordable housing development.	
3 Support the planning, designing, and building of new City-owned units and maintain existing City-owned units by supporting the Affordable Housing Capital Program.	Approximately \$7.5 million in lifecycle maintenance projects were completed for City-owned affordable housing properties. This included renovations of 263 units that are now in compliance with Minimum Housing and Health Standards. Construction on Rundle Manor redevelopment, Varsity Tri-Services projects, and Bridgeland redevelopment projects progressed in 2023. Mount Pleasant project re-engaged the design consultants and advanced the new design through the Development Permit application in 2023. Lifecycle funds have also been allocated towards Calgary Housing Company and Silvera owned units.	
4 Create an updated Corporate Affordable Housing Strategy to set the high-level direction for the next five to ten years.	Council approved Home is Here - The City of Calgary Housing Strategy 2024-2030 in September 2023. Housing Solutions is coordinating the Implementation and Governance Framework for the strategy. During the 2024 budget adjustments, Council approved funding for the Land Fund, Secondary Suites Incentive program, Downtown Strategy, One Window, Housing for Indigenous People and equity-deserving populations and funding from other orders of government.	

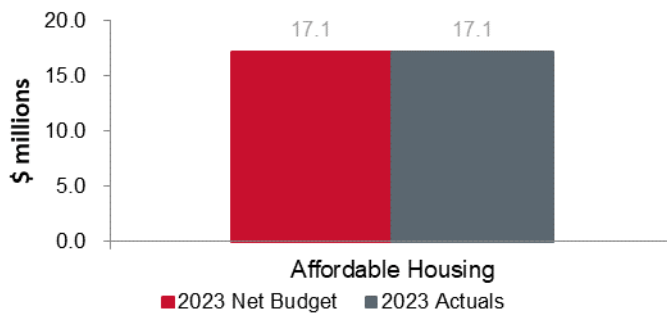


Initiative	Initiative Update	Status
5 Respond to Council's Housing and Affordability Task Force Notion of Motion by presenting the Housing and Affordability Task Force's recommendations, findings on a Housing Commission, recommendations for updating the Non-Market Land Sale program and policy, and strategies to undertake with partners to leverage federal funding programs.	All four directives in the Notice of Motion have been completed and approved where required by Council. They include: a \$20 million annual budget for the Housing Land Fund to unlock more City-owned land for non-market housing; a briefing on strategies to leverage federal funding, resulting in The City receiving \$228 million from the Housing Accelerator Fund; incorporation of Housing and Affordability Task Force recommendations into the approved Housing Strategy; and research summary and recommendation on Housing Commission models, resulting in a Council Advisory Committee on Housing in 2024.	
6 Support the creation of additional affordable housing units by modifying relevant corporate policies and practices to create additional opportunities for the Non-Market Housing Land Sale.	The Land for Affordable Housing Action Plan was approved by Council in early 2023 and is intended to increase the supply of available land. The most notable actions in the plan are to create a Housing Land Fund. A \$20 million fund was approved through the budget adjustment process in November 2023 to increase the supply for the Non-Market Land Sale program, as well as policy changes to support land opportunities for Indigenous non-profit housing providers.	
7 Increase housing stability and successful tenancies for affordable housing residents or people in core housing need by providing grants through the Home Program to non-profit organizations to create and deliver programs that help Calgarians in the areas of education and skill building, financial empowerment, community inclusion and integration and supports during COVID-19.	The Home Program provides \$975,000 in grants to non-profit organizations annually to deliver programs that will improve housing stability and support successful tenancies. In 2023, the program approved 12 applications with a total of \$975,000 in grant funding disbursed.	
8 Help non-profit organizations reduce development costs and enable them to leverage funding from other orders of government and financial institutions, by providing grants to non-profit organizations towards pre-development activities and rebates on eligible City development fees for both affordable rental and homeownership housing projects through the Housing Incentive Program.	The Housing Incentive Program accepts applications year-round. In 2023, The City committed \$2.56 million for eight affordable housing projects. Through the Housing Strategy, Administration was tasked with updating the Terms of Reference for the Housing Incentive Program to enhance support for non-profit and private sector initiatives in accessing funding from various levels of government. Administration commenced this initiative in Q4 2023, with a scheduled Briefing to the Community Development Committee in April 2024 to present the program's refreshed framework.	
9 Improve outcomes for Calgarians in need of core housing by leading policy, research and advocacy that will strengthen the housing system and provide Calgarians to access opportunities and overcome barriers.	Council approved the Indigenous Affordable Housing Recommendations that included 25 actions to address affordable housing challenges facing urban Indigenous People. The 2023 Housing Needs Assessment was completed and released in September. This report supports The City and the sector in decision-making to address the housing crisis. On December 7, 2023, in observance of National Housing Day, The City of Calgary hosted a half-day conference and housing partner exhibition, with over 200 delegates representing 114 unique organizations within the housing sector and 13 exhibitors in attendance.	
10 Fund Silvera for Seniors Lodge Program as required by Ministerial Order under the Alberta Housing Act.	As per the requirements in the Ministerial Order, signed by the Government of Alberta, The City of Calgary and Silvera for Seniors, The City provides operating grant funding on a quarterly basis, and capital grant funding through a reimbursement model, for seven lodges and 775 suites across Calgary. In 2023, Silvera for Seniors opened one new Lodge location (Gilchrist Commons) and transitioned residents from two aging buildings (Valleyview Lodge and Confederation Lodge) to the new location. Occupancy for all Silvera's Lodge program properties was approximately 91 percent at year end 2023.	



## Service Updates on Financial Performance

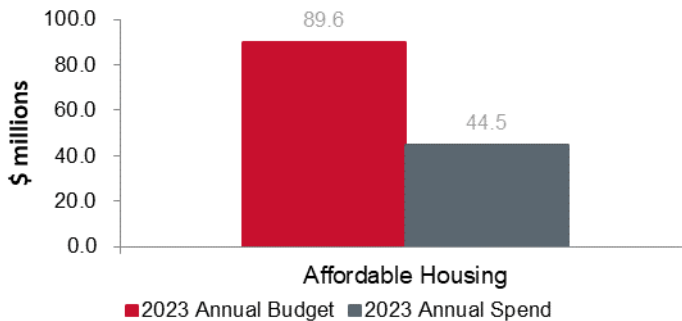
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Affordable Housing has no operating budget variance for the reporting period. Approximately 48 per cent of the service's operating budget is represented by Silvera for Seniors' \$8.2 million annual operating grant.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Affordable Housing has spent 49.7 per cent of the 2023 approved capital budget. The capital spend rate was impacted by projects awaiting match funding from other levels of government to proceed and by construction delays on projects being led by third parties.

The spend included the Rundle Redevelopment Project that is now advancing quickly after delays in securing funding, continued lifecycle maintenance for City-owned affordable housing, as well as transfer payments to non-profits for the Rapid Housing Initiative (RHI) affordable housing projects.

# Community Strategies

Led by: Director of Community Strategies

## Service Description

Community Strategies creates and implements policies, strategies, action plans and funding frameworks for community partners, non-profit social service providers, City services and the public. The outputs are used to advance the wellbeing and safety of communities to make Calgary a great city for everyone. We take a holistic view of addressing complex problems and emerging issues that impact the social wellbeing of our community. We work for all Calgarians to create equitable outcomes, particularly for those experiencing vulnerabilities, by advancing strategies that improve social inclusion, reduce poverty, enhance safety, address mental health challenges and remove systemic racism.

## Service Updates

### Key Service Results

Funding enabled in 2023:

\$41 million through Family and Community Support Services | \$750,000 through Coordinated Community Extreme Weather Response | \$2.7 million through Public Safety Canada and City of Calgary | \$18 million through Community Safety Investment Framework. Over 42,000 Calgarians benefited from participating in funded programs. For every dollar The City contributed to this work, another \$1.57 was leveraged in the community.

Impacts to Calgarians:

155 prevention programs to increase social inclusion | 925 transports to shelters on the coldest nights | 37 community initiatives responding to social issues | 13 programs for youth in or at risk of joining a gang.

The City hosted a Mental Health and Addiction Forum that brought together nearly 300 sector partners and participants with lived experience to share knowledge and connect Strategy action to mental health and addiction researchers in order to ensure actions are informed by evidence.

A “First winter in Calgary” website was launched to provide new Calgarians with easy to access tips and resources.

### Service Challenges

Community safety is a significant priority to all orders of government, but there is jurisdictional blurring and no formal framework in place to coordinate efforts. The City will work to develop an advocacy plan to ensure City investments will complement those of the Province.

Community Strategies partner organizations continue to be negatively impacted by rising operational costs and recruitment / retention challenges, limiting services available to those who need it most. Lack of core funding for capital, adequate technology infrastructure and cybersecurity are also challenges.

Death from drug poisoning has risen in Alberta. Effects of a toxic drug supply for both clients and staff in downtown shelters is extreme. The City is working with the Drop-In Centre to strengthen their mental health and addiction navigation program, with the view to quickening access to available services for those with severe and acute needs.

### Trends & Potential Uncertainties

Connecting and leveraging collaboration opportunities between partner organizations and business units have been effective to better understand and respond to the needs of Calgarians.

Affordability of essential goods and housing, and timely access to social supports such as mental health and addictions services remain major challenges for Calgarians and especially for those experiencing vulnerabilities. When people lack what they need to thrive through social connections, equitable access to supports, information, and resources, they are more likely to be impacted by mental health and addiction issues, or be involved in crime.

An Angus Reid poll identified that 60% of Canadians believe there has been more crime in their community in recent years.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

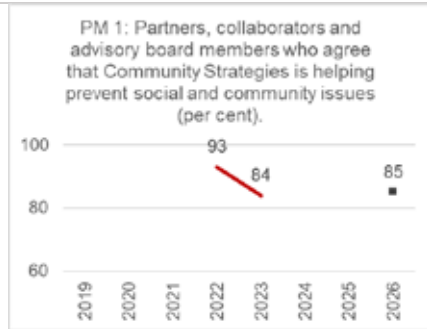
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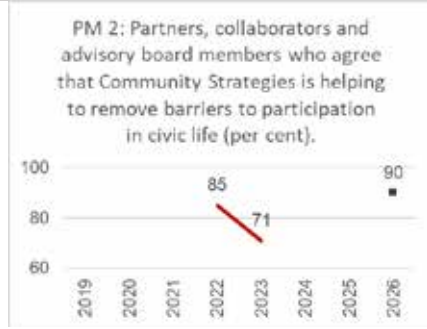
## Performance Measures

## Story behind the numbers

## Status



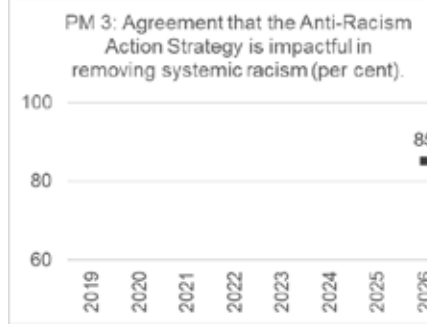
84 per cent of responding partners, collaborators and advisory board members agreed that Community Strategies is helping to prevent social and community issues. Some of the groups surveyed include the Critical Service Provider Group, Emergency Wellness Response Team, Beltline Community Investment Fund Committee and the Older Adult Advisory Committee. Survey response rate was lower than desired and changes are planned to address this in the future.



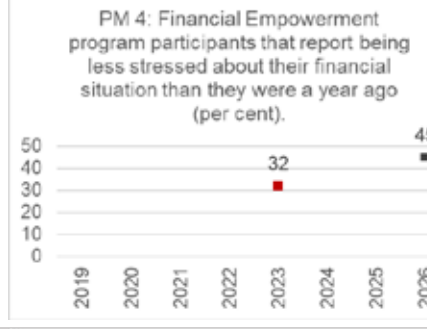
71 per cent of responding partners, collaborators and advisory board members agreed that Community Strategies is helping to remove barriers to participation in civic life. In 2023, many Albertans were impacted by climate events and many City partners and collaborators shifted their focus to providing basic needs support, allowing less resourcing to be used for removing barriers.



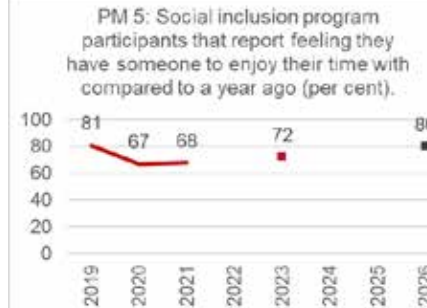
Moving into 2024, we will continue to focus on practical plans to remove barriers to participation in civic life.



This performance measure will be amended at the Mid-Cycle Adjustments to Service Plans and Budgets.

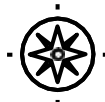


Family and Community Support Services programs are multi-jurisdictional (75 per cent Government of Alberta funded, 25 per cent City of Calgary funded). This performance measure gauges the effectiveness of programs in the outcome area of economic self-sufficiency. When people have what they need to thrive, they are less likely to be impacted by mental health and addiction issues or be involved in crime. 32 per cent of respondents felt less stressed about their finances than a year ago after participating in financial empowerment programming. This result is influenced by the current economic climate, particularly the impact of inflation.



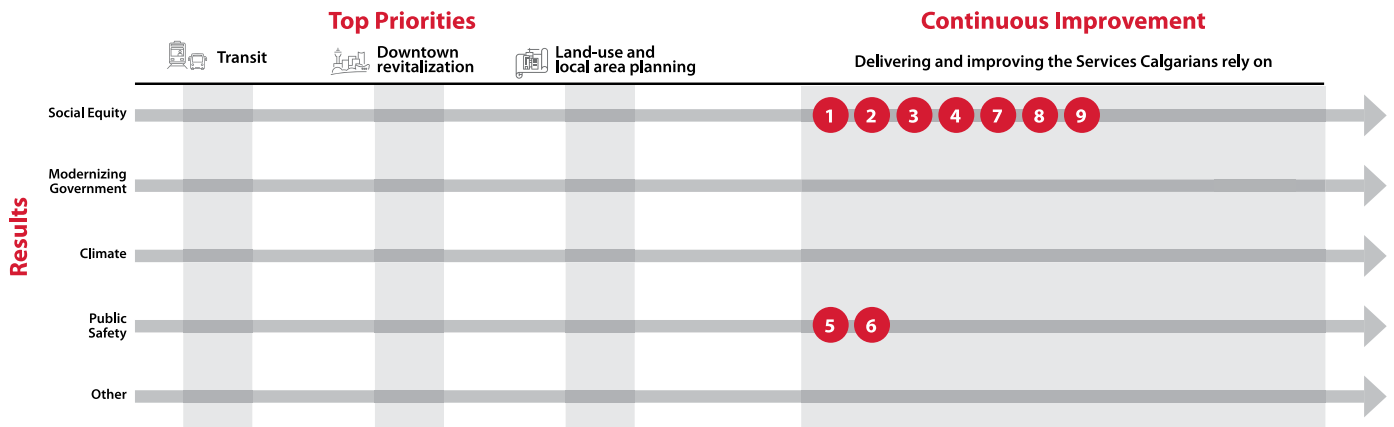
This performance measure gauges the effectiveness of Family and Community Support Services programs in the area of positive social ties. 72 per cent of participants in social inclusion programming reported feeling that they have someone to enjoy their time with compared to a year ago. This indicates an increased sense of community belonging, which contributes to overall wellbeing.








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

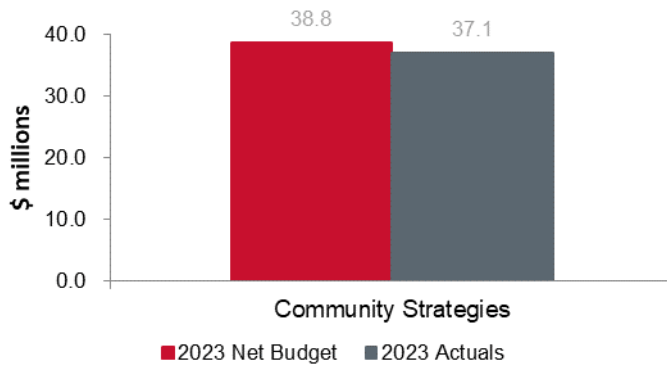
Initiative	Initiative Update	Status
1 Reduce poverty and remove barriers for those experiencing poverty to participate in civic life by advancing the Enough For All Strategy in partnership with Vibrant Communities Calgary (VCC), and other community collaborators working in the poverty reduction and homelessness space.	<p>Vibrant Communities Calgary's (VCC) focus for 2023 is on affordable housing, justice, and health. With the University of Calgary, VCC has critical research underway and continues to convene Champions, and lead on policy and systems change within these levers.</p> <p>The Emergency Shelter Shuttle expanded operations to 7 days a week to transport persons from LRT stations to emergency shelters during colder months.</p>	
2 Improve access and strengthen support for Calgarians experiencing mental health and addictions through the implementation of actions in Calgary's Mental Health and Addiction Strategy.	The Mental Health and Addiction (MHA) Strategy identified system gaps and opportunities, reduced system silos through collaboration, improved funding practices and hosted a forum that brought sector partners together to share knowledge and connect programs to research. The City invested \$7.8 million through the MHA Investment Framework and moving into 2024, will continue to invest, convene to build capacity and amplify the work of the sector advancing Strategy actions and will work to develop an advocacy plan to ensure investments made complement those of the Province.	
3 Increase the capacity of community organizations to prevent social issues and respond to emerging community need by developing and implementing investment frameworks such as the Family & Community Support Services fund (FCSS) and the Crime Prevention Investment Plan (CPIP).	<p>155 programs approved for Family and Community Support Services (FCSS) funding received their allocations in Q2 and began serving Calgarians. Funded programs are expected to report on the impact of their programs in Q1 2024. Planning for the next FCSS funding call began in Q4 2023 with an expected launch early 2024.</p> <p>Another capacity-building call for funding proposals was launched in Q3 2023 with 198 applications received, with a total request of \$9.8 million. Assessment of these applications began in 2023, with funding allocations to be made in Q1 2024.</p>	
4 Increase the equity and accessibility of City services by supporting the understanding of the unique needs of Calgary communities and equity-deserving groups through policies, research and evaluation tools such as the Social Wellbeing Policy, the Equity Index, Equity Analysis Tools and the Equity in Service Delivery Fund.	<p>The Equity Program's Social Research staff have consulted with City service lines to increase their understanding of the Calgary Equity Index and its applicability to their own services.</p> <p>The Equity Program funded 28 projects and programs across City services, through the Equity in Service Delivery Fund.</p> <p>This knowledge sharing and Equity in Service Delivery funding have created diverse opportunities across City service lines to make equitable service delivery improvements, be more aware of data gaps and improve overall service design for new programs.</p>	

Initiative	Initiative Update	Status
<p>5 Improve community safety through collaborative investments such as the Community Safety Investment Framework (CSIF) which guides investment in crisis prevention and improved crisis response; and the Building Safer Communities Fund, which seeks to further develop and enhance community-based prevention and intervention programs that reduce gun and gang violence.</p>	<p>The Community Safety Investment Framework (CSIF) is a collaborative investment effort between The City and the Calgary Police Service. In 2023, \$17.8 million was invested in 37 community initiatives with the long-term outcome to improve the wellbeing of Calgarians through an equitable and effective crisis response system (including continued work on the REACH Up and Action Table projects).</p> <p>The City and Public Safety Canada funded 13 organizations who operate programming for youth involved in or at-risk of joining gangs.</p>	
<p>6 Improve the resilience of children, youth and young adults at-risk of gang involvement and criminal activity by partnering with the Calgary Police Service, Alberta Health Services and the Calgary Police Youth Foundation to provide early intervention and prevention programs (MASST, YARD and ReDirect).</p>	<p>In 2023 the Multi-Agency School Support Team has refined and will continue to refine data collection processes, the Youth at-risk Development Program piloted an improved intake process, and the ReDirect Program underwent a full redevelopment, shifting its focus from radicalization in youth/young adults to addressing ideological and hate-motivated conflict among youth under 18. All program areas provided early intervention support to at-risk youth and families to reduce the likelihood of justice involvement, and all are seeing increases in referrals and level of complexity with clients.</p>	
<p>7 Improve racial and social equity by taking actions to eliminate systemic racism in The City's processes, programs, services, practices and policies. We will accomplish this through the development and implementation of an anti-racism strategic plan and framework created in collaboration with internal and external partners.</p>	<p>This initiative will be amended at the Mid-Cycle Adjustments to Service Plans and Budgets.</p>	
<p>8 Improve access and social inclusion of diverse populations through the development and implementation of actions related to the Calgary Local Immigration Partnership, the Gender, Equity, Diversity and Inclusion Strategy, and the Seniors Age Friendly Strategy.</p>	<p>Age-Friendly Calgary - a collaborative group of stakeholder organizations and citizens preparing for Calgary's aging population - have coordinated with the Calgary Local Immigration Partnership on access and social inclusion issues which impact both the seniors' and newcomers' communities in Calgary (accessibility, snow and ice control initiatives, and the Winter City Strategy). Coordinated event planning and information sharing has amplified the reach in both communities.</p>	
<p>9 Prevent social issues from escalating in severity and complexity for The City's ability to respond by monitoring and addressing emerging trends, and connecting with community members, community organizations, partners and advisory committees.</p>	<p>Calgary Local Immigration Partnership (CLIP) hosted a collaborative Winter Information Fair with the Age Friendly Strategy and community partners to address safety as well as orientation for newcomers who may not have experienced a winter city nor understand the supports that are available to make winter safe and enjoyable.</p> <p>CLIP engaged with non-profit community organizations which support immigrants and refugees living in Canada, to develop a community-based plan that will inform the call for proposals to Immigrant Refugee and Citizenship Canada for the next 5 years.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Community Strategies Service has a favourable operating variance of \$1.7 million. The main reasons of the variance were:

- Staff turnover, delays in hiring and staff redeployment to support the Northwest Territories wildfires resulted in overall salary savings (\$1.2 million)
- Program savings associated with external grant prioritization (\$0.2 million)
- Delays in technology solutions scoping and procurement (\$0.3 million).

With more turnover and increased time to fill vacancies, there was increased pressure on staff and delays to some project deliverables. However, Community Strategies Service spent 96 per cent of its operating budget, workforce has stabilized, key service results were achieved, and business initiatives and performance targets are progressing as planned.

### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Community Strategies Service has no capital budget in 2023.

# Neighbourhood Support

Led by: Director of Community Strategies

## Service Description

Neighbourhood Support builds the capacity of Calgarians to maintain neighbourhoods that foster social inclusion, economic participation, and sense of belonging. We work to understand and meet the specific needs of neighbourhoods so that no resident or neighbourhood is left behind. We support community associations and social recreation organizations by contributing funding to activate local spaces and support a variety of local programming to develop social connections among neighbours. By supporting residents and community leaders in navigating and aligning City resources, we increase the social wellbeing of Calgarians.

## Service Updates

### Key Service Results

Twenty-five Community Associations received over \$135,000 funding in 2023 from the Inspiring Neighbourhoods Grant (ING) program for community-led projects and initiatives. These include gathering spaces, community gardens, recreational programming and community engagement.

The Community Social Work program received funding from the Government of Alberta to support the Home-Based Business Network and to employ additional Community Connectors, who work alongside Community Social Workers to develop residents' capacity, build their social connections and increase their economic participation. In 2023 this added resource has enabled city employees to support residents in developing business plans and launching home-based businesses.

The organizational health of 96 per cent of Community Associations are rated as "low risk", and 85 per cent are "low risk" when it comes to financial health.

### Service Challenges

Consumer price inflation is expected to flatten out within the current Service Plans and Budget cycle. This will not undo the price gains of 2021-2023, and prices will stay at a relatively elevated level compared to two years ago. Vulnerable residents of Calgary struggle to meet basic needs. When this is the case, they do not have authentic and sustainable access to inclusion and participation.

Some community partners face ongoing financial uncertainty, staffing and volunteer challenges, resulting in a high risk that some community partners may not have the capacity to work with The City in achieving service outcomes.

The number of community groups competing for the same funding is increasing. Rising costs (utilities, insurance, required audits) and the time required to look after ageing infrastructure takes attention away from programming. The City will continue to convene partners to build capacity, share knowledge and amplify sector results to maximize the use of each dollar.

### Trends & Potential Uncertainties

The number of neighbourhood volunteers declined during the pandemic but has begun to turn the curve in 2023. The percentage of volunteers who agree that, 'their sense of belonging has increased,' rose from 79 per cent to 87 per cent since 2021, illustrating the social inclusion benefits that volunteering offers.

Resources are being developed for a Connected Communities program to complement the existing Community Social Work and Neighbourhood Partnership programs and they will help to build the capacity of organizations and residents for Asset Based Community Development.





# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

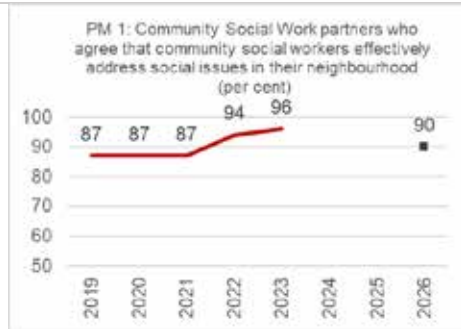
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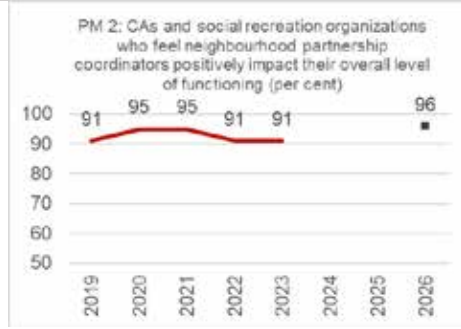
## Performance Measures

## Story behind the numbers

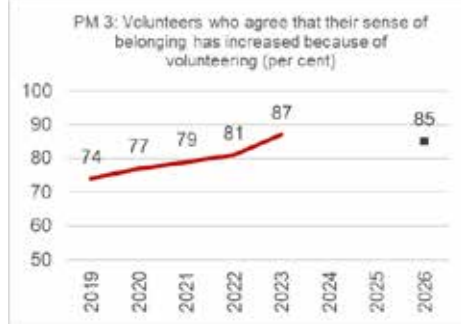
## Status



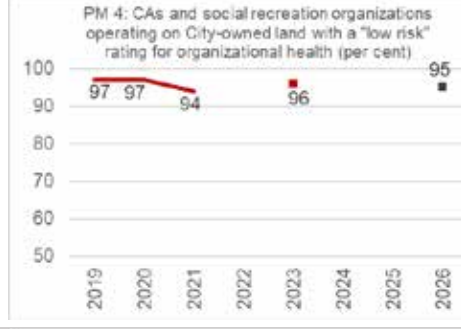
Working with partners is essential when aiming to make a difference in communities. Compared to the last few years that were impacted by Covid-19, this year has allowed for a more stable work environment with no restrictions on gatherings. Relaxation of this restriction has helped to strengthen relationships and our partners' belief that Community Social Workers are effectively addressing social issues in their neighbourhood.



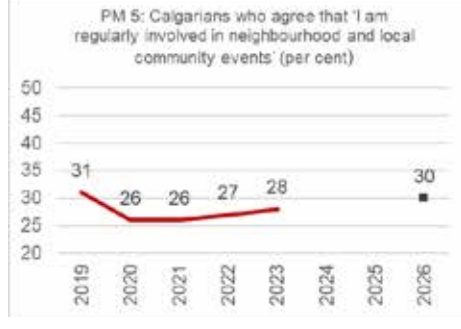
Measuring the positive impact of Neighbourhood Partnership Coordinators on the overall level of functioning of Community Associations and Social Recreation Groups is key in assessing the quality of support provided to these organizations by The City. In 2023 this number remains high with 91 per cent of participating groups reporting that their Neighbourhood Partnership Coordinator positively impacts their organization's level of functioning. This in turn allows community associations and recreation organizations to continue to offer a variety of high-quality local programming to develop social connections among neighbours.



Helping Calgarians create neighbourhoods which foster a sense of belonging is one of the primary goals of the Community Social Work program. Involving residents as volunteers is one way of achieving this goal. Increased effort in 2023 has been made by Community Social Workers to provide formal volunteer and learning opportunities. There is now an online volunteer request form as well as a formalized official City volunteer program, both of which may be helping to connect people with volunteering they find meaningful, finding a deeper connection to their community and therefore increasing their sense of belonging.

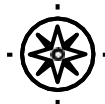


Measuring organizational health is part of an annual review process for Community Associations and Social Recreation Organizations that operate on City-owned land, to evaluate the overall wellness of community-led organizations supported by Neighbourhood Partnership Coordinators. The negative financial impact of the pandemic on these groups is continuing to lessen as groups recover over time, with 96 per cent of groups reporting a "low risk" organizational health rating.



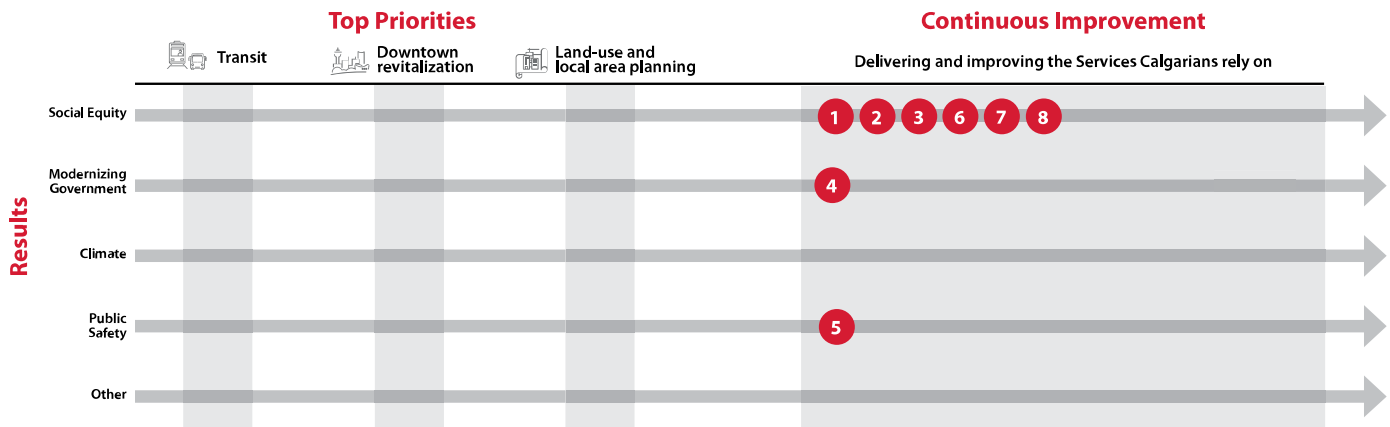
The Citizen Satisfaction Survey is administered annually to citizens and collects information on their opinions and overall approval of the work The City is doing on their behalf and to improve the lives of all Calgarians. In 2023, 28 per cent of Calgarians agree that they are regularly involved in local events in their communities, this is up slightly from 2022 (27 per cent).









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

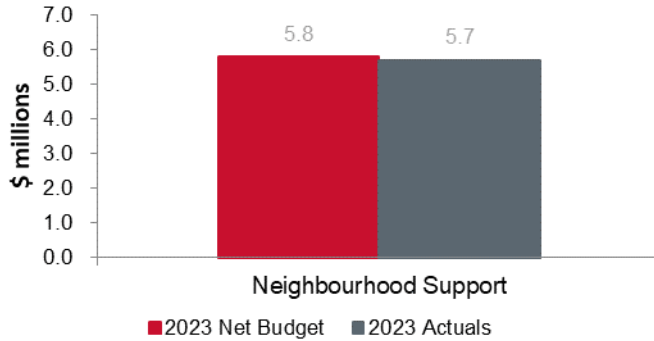
Initiative	Initiative Update	Status
1 Increase the social inclusion and economic participation of residents in neighbourhoods experiencing high levels of inequity through intentional community development including neighbourhood assessments and community-led initiatives.	<p>The Calgary Equity Index is used to identify geographic areas in Calgary where equity is lowest. Community assessments in four new areas with low equity indices were completed in 2023.</p> <p>The number of communities supported by Community Social Workers has increased from 23 to 24, with a resourcing decision pending on three more.</p> <p>Twenty Community Connectors have been employed to support the increased economic participation of residents.</p> <p>Twelve Calgarians in 10 communities have joined the Home-Based Business Network and six of them have created budgets for their business ideas.</p>	
2 Foster vibrant and connected communities by strategically investing in community-based organizations and projects through micro-grants and the Inspiring Neighbourhoods Grant.	<p>'Small grants' funding process improvements have been made in 2023. Greater representation on advisory committees and better support for neighbourhood-based initiatives of Indigenous and Racialized Calgarians is nearly complete.</p> <p>The Inspiring Neighbourhoods Grant program supported 25 community associations with funding for community-led projects.</p> <p>A new decision matrix/assessment tool was piloted in 2023 which allows greater flexibility when a community project requires greater than 50 per cent of total project costs to be funded.</p>	
3 Engage with community partners to help address and meet the changing needs of their residents by providing information, advice, and support in navigating City and community resources.	<p>The Community Social Work program continues to act as the backbone for the Native Information Network.</p> <p>Neighbourhood Partnership Coordinators act as a conduit for Community Associations, linking these organizations to resources and information from across the Corporation. An online Community Association Toolkit has been created on Calgary.ca to enable Community Associations and residents to guide themselves more easily through resources when they desire.</p>	
4 Increase the financial health and organizational resilience of community associations and social recreation organizations by providing in-depth and tailored guidance to strengthen their structure and processes, as well as overseeing compliance of the conditions within the lease or license of occupation.	<p>The Status of Community Associations and Social Recreation Organizations assessment process is used annually to identify potential organizational or financial weaknesses.</p> <p>The assessment is used to focus City resourcing, and liaisons work through identified mitigation strategies to support and strengthen organizations.</p> <p>Neighbourhood Partnership Coordinators and Community Social Workers share and co-develop strategies and business planning resources to support Community Associations and Social Recreation Organizations.</p>	

Initiative	Initiative Update	Status
<p>5 Improve a sense of community belonging and safety by supporting and advocating the activation of safe and inclusive spaces in collaboration with community residents, and internal and external partners.</p>	<p>In 2023, the Inspiring Neighbourhoods Grant supported 25 Community Associations with over \$135,000 in funding for community-led projects and initiatives.</p> <p>Thirteen of the 25 projects were specifically placemaking and beautification initiatives, including gathering spaces, community gardens, recreational programming and community engagement.</p>	
<p>6 Increase a sense of belonging for local residents, particularly those experiencing vulnerabilities, by creating opportunities for them to connect through community hubs.</p>	<p>Five Community Hub sites received grants of \$5000 each to achieve common goals including creating opportunities for residents to be active participants and leaders in shaping the social and economic fabric of their community.</p> <p>Twenty-four youth completed the Matched Savings program in 2023. Participants learned skills to build their financial capacity and achieved a total savings of \$1000 each. Most participants identified that they will use their savings for their educational goals. Cohort graduates often become facilitators for future cohorts, further strengthening their financial skill.</p>	
<p>7 Increase social inclusion of populations experiencing vulnerabilities by engaging with, and facilitating the input of residents and other community groups into the development and implementation of strategies and practices that contribute to social well-being.</p>	<p>The Community Social Work program partners with the Calgary Community Development Learning Initiative to provide education on a range of community development tools and approaches. In 2023, support was provided to Calgarians to increase neighbourhood input into the policy process. This training was also championed across other City business units that deliver community services.</p> <p>Encouraging resident input into issues of inequity is a particular focus (For example, the mental health and addiction strategy, the experiences of new Canadians and anti-poverty initiatives).</p>	
<p>8 Support the social resilience of Calgarians by implementing social wellbeing strategies at the local level such as poverty reduction and Calgary's Mental Health and Addiction Strategy, and through the consideration and inclusion of the needs of diverse populations such as Indigenous and Racialized people.</p>	<p>Neighbourhood grant application processes have been updated to remove barriers for, and promote uptake by, Indigenous and Racialized residents.</p> <p>The application process for residents to become City of Calgary volunteers has been simplified. Often one opportunity (volunteering) can increase a resident's access to other opportunities (i.e., employment, education).</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Neighbourhood Support Service has a favourable operating variance of \$0.1 million.

In 2023, Neighbourhood Support Service operating spending was slightly less than budgeted due to vacancy savings, with all initiatives and measures on track.

### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Neighbourhood Support Service does not have a capital budget in 2023.

# Social Programs

Led by: Director of Recreation & Social Programs

## Service Description

Social Programs provides accessible and equitable programs and services that improve quality of life, contribute to inclusive communities, and promote social, mental, and physical wellbeing of Calgarians. We give Calgarians skills to build social resiliency and the supports they need to thrive. We leverage funds from other orders of government and private foundations through contractual agreements and collaborative partnerships. We offer social recreational programming for families, children and youth; career planning and employment support for youth; coordination of the delivery of senior's home maintenance services; and the administration of the Fair Entry Program.

## Service Updates

### Key Service Results

Social Programs made good progress advancing priorities, completing several projects in 2023. The Calgary Parking Low-Income Market Permit and High-Speed Low-Cost Internet programs went live, providing Fair Entry clients with reduced-cost street parking and internet access. The Revised Fair Entry Eligibility review for seniors accessing low-income transit passes is live. The Youth Employment Centre experienced a 16 per cent increase in youth seeking support, with a 15 per cent increase in new client registrations. The Seniors Services Home Maintenance program now serves 1,750 seniors living with low-income (up 500 clients since mid-year and 840 clients since 2019), the highest number of clients served since the program launched. Transit Access Eligibility completed reviews to improve client access processes, including the Paratransit Peer Review and Vehicle Exclusion Review.

### Service Challenges

More Calgarians are facing challenges due to the lingering effects of the COVID-19 pandemic and pressures from the economy, increasing demand on Social Programs. Staff capacity has delayed some projects, including the Calgary AfterSchool amalgamation, but project managers are advancing outcomes as capacity allows. Fair Entry's capacity has been expanded through a pop-up location in City Hall School's vacant space to enhance service delivery, despite delays to the renovation of the third floor Municipal Building location.

### Trends & Potential Uncertainties

Calgarians experiencing vulnerabilities continue to face severe issues. The youth unemployment rate continued to rise in 2023 and is now sitting at 14.3 per cent. Many industries that typically hired for seasonal positions did not hire at the same volume due to lower consumer spending and uncertainty in the economy. Fair Entry continues to experience very high demand, averaging an additional 2,000 applicants per month. This demonstrates the increasing pressures Calgarians are facing and why Social Programs is experiencing challenges responding to the demand for programs and services.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

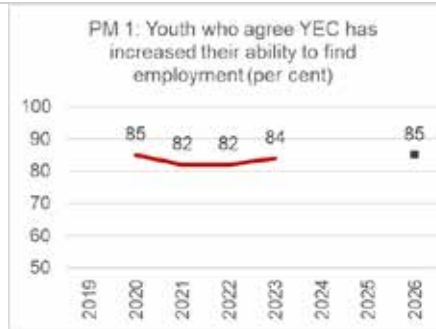
→ Progressing as planned

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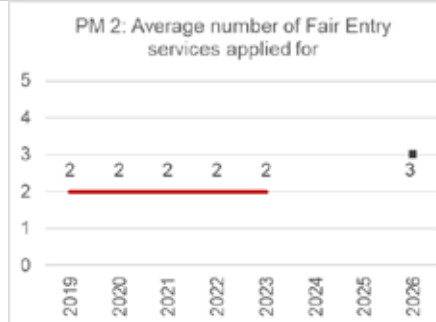
## Performance Measures

## Story behind the numbers

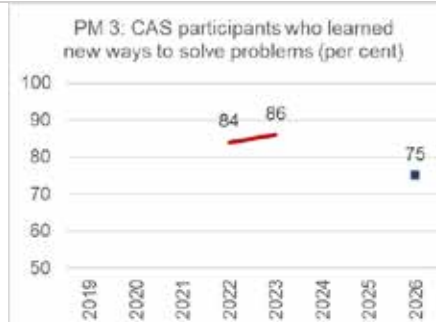
## Status



In 2023, Alberta had the third highest youth unemployment rate in Canada. Youth are an untapped labour market that can assist in addressing the staffing shortage faced by many industries in Calgary. Youth Employment Centre equips youth for employment readiness with skills development, enabling youth to confidently secure jobs that provide investment in the local economy and create economic resilience. This measure has remained consistent over the past five years, throughout the impacts of the COVID-19 pandemic and other broad economic challenges.



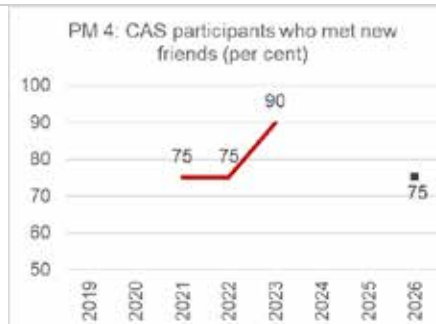
Many Calgarians continue to be impacted by the effects of the COVID-19 pandemic and broader economic forces that have worsened their financial circumstances. This has resulted in a need for more reduced-rate services that are essential to their wellbeing. Currently, there are seven subsidy programs available through Fair Entry, including the Telecom Subsidy (High-Speed Low-Cost Internet) which was launched in mid-November 2023. This new program is anticipated to augment the average number of programs applied for in 2024.



Calgary After School offers no-cost programs to children and youth, with a focus on developing social emotional learning. Through participation in CAS, children and youth say they have developed new skills and gained tools needed to solve problems in their lives. By continuing to fund CAS programs, more children and youth will continue to build resilience, preparing them for life.



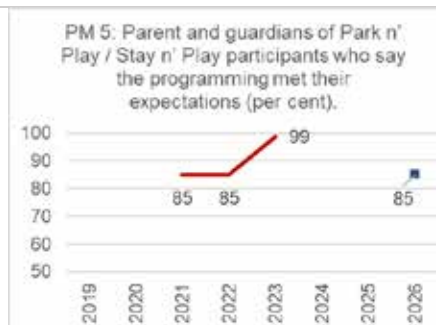
The percentage of participants who learned new ways to solve problems through CAS remains stable in 2023 compared to 2022 (the variation from the 2023 mid-year update is likely due to the low sample size of program evaluations completed at that point in the year).



CAS's no-cost programs focus on social emotional learning, providing participants opportunities to develop friendships and social skills. These friendships and social emotional skills in turn build resiliency among children and youth facing vulnerabilities. CAS provides equitable access to opportunities that equip participants with skills and tools for life-long learning and development.

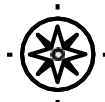


With a focus on making connections and emotional regulation, the percentage of participants who met new friends through CAS increased significantly from 75 per cent in 2022 to 90 per cent in 2023.



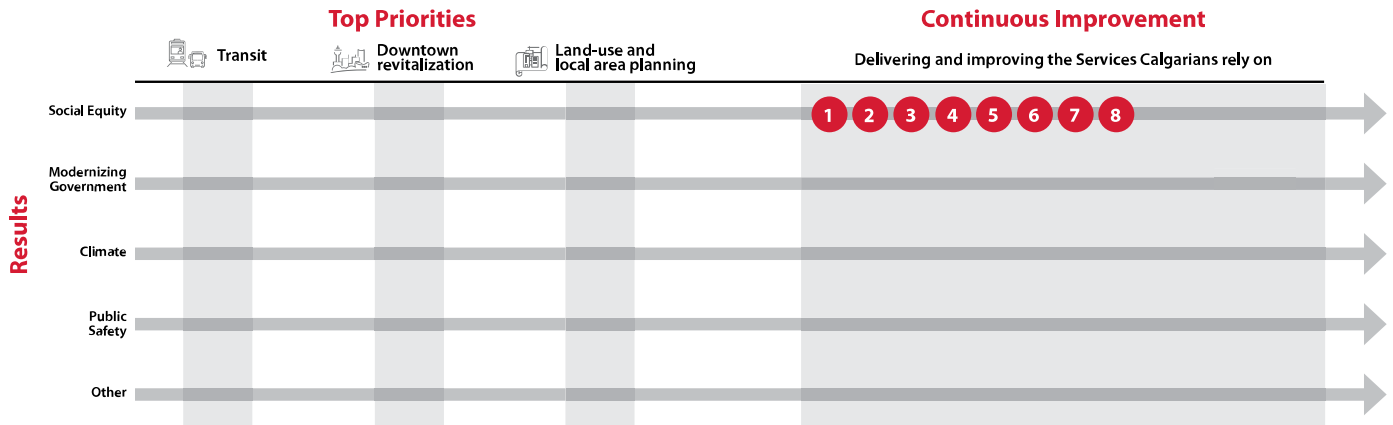
Nearly all parents/guardians of Park n' Play (6-12 year olds) and Stay 'n Play (3-5 year olds) participants found that the programming met their expectations. These safe, supervised programs help children make new friends in a play-based learning environment. Games and activities are designed to encourage youth on their path to healthy and active lifestyles.







# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Support social wellbeing by providing no- and low-cost, local and equitable programs for Calgarians facing negative social conditions.	Participation in no- and low-cost programming increased significantly this year, with 17,800 visits (up 27 per cent from 2022) to free summer programs by over 7,000 individuals (up 34 per cent from 2022). Several Transit Access Eligibility projects are complete, including the Paratransit Peer Review, Phase-out 5-Point Harness Project and Vehicle Exclusion Review, with more planned for 2024. The Low-Income Seniors Yearly Calgary Transit Pass is fully in effect, with provincial government support.	
2 Provide Indigenous cultural opportunities for children and youth to further Truth and Reconciliation actions by delivering targeted programming.	The Indigenous Calgary After School Pilot Project has achieved significant milestones. Four Elders were engaged and informed the development of the Connecting to Mother Earth curriculum for CAS programs. The Pilot successfully ran in fall 2023 at six sites with 120 children participating. The program will expand to 14 CAS sites in 2024/2025 resulting in an over 600 children participating in the Connecting to Mother Earth Curriculum.  A 2024 objective will include exploring how to implement Truth and Reconciliation Calls to Action in LEAD Youth programs.	
3 Support youth with employment readiness, skills development and employment through the Youth Employment Centre to help them successfully transition into meaningful employment.	Over 38,000 youth connected with the Youth Employment Centre to attend workshops, employment fairs and access the resource area for job searching and career planning, representing a 16 per cent increase from 2022. The Youth Employment Centre also experienced a 15 per cent increase in new client registrations. Almost 3,000 youth registered for individual assistance with job searching, connecting to employers and career planning.	
4 Provide career development opportunities for at-risk youth by partnering with and supporting potential employers.	This work is resourced to begin in a future year.	
5 Improve service delivery to clients of Seniors Services Home Maintenance Program through file digitization.	Projects supporting file digitization are underway and are included in a larger Subsidy Assistance Management System (SAMS) project to support business process improvements. This includes Robodial, an opt-in telephone system for seniors to receive messages about service delivery information (e.g., snow clearing). The SAMS project is now on hold, contingent on the SAMS V3 system upgrade.	
6 Support community connections for students and their families by streamlining the process for providing access to free and low-cost school space.	Enhancements were made to the school database software in early 2023 and it continues to be used by not-for-profit groups offering low-to-no cost programming in schools. Additional enhancements have been identified and prioritized for 2024 and IT is currently completing cost estimates. However, since there is currently no allocated budget it is unclear when this work will be completed.	

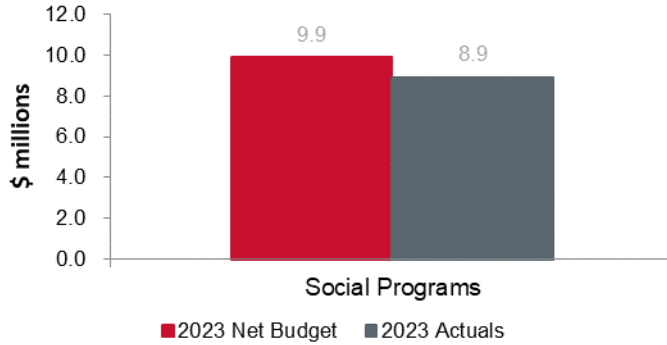
Initiative	Initiative Update	Status
7 Deliver culturally appropriate and trauma-informed programming for refugee children and youth facing complex social situations.	High numbers of refugees continue to arrive in Calgary. Social Programs continued to partner with Calgary Catholic Immigration Society to provide programming to 1,346 refugee children and youth in 2023. Social Programs partnered with Recreation Opportunities to teach martial arts once a week as a pilot program so participants could learn self-control and emotional regulation skills. This activity was a huge success and the pilot will transition to ongoing programming. Parents were also very appreciative that their children were safe in these programs after fleeing from war.	
8 Meet the needs of low-income Calgarians by maintaining Fair Entry service levels, providing access to City services at reduced rates.	Social Programs made good progress advancing priorities, completing several projects in 2023. The Calgary Parking Low-Income Market Permit and High-Speed Low-Cost Internet programs went live, providing Fair Entry clients with reduced-cost street parking and internet access. Fair Entry experienced the highest volume of service requests in 2023, with over 61,000 subsidy applications processed (an average 2,000 more applications per month than the previous year). Currently, 113,000 Calgarians (90 per cent of Calgarians living with low-income) are approved for Fair Entry.	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Social Programs has a favorable operating variance of \$1.0 million. The main reasons contributed to the variance are savings in snow clearing costs through the Seniors Home Maintenance Program due to a dry start of the winter season and staff shortages in the Calgary AfterSchool program that impacted program offerings in the first half of the year.

### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Social Programs has no capital budget in 2023.



# Tax and Property Assessment



# Property Assessment

Led by: Director of Assessment & Tax

## Service Description

The Property Assessment service prepares market value property assessments annually as a mechanism to fairly and equitably allocate municipal and provincial property taxes. These taxes are used to fund the provision of public services. Provincial legislation largely directs our service's activities which, while broad and complex, can be summarized as preparing, collaborating on, and explaining property assessments.

## Service Updates

### Key Service Results

The Property Assessment service's key service results for 2023 were:

- The 2024 property assessment roll consisted of over 581,000 accounts and approximately \$387B in assessed value. Despite a 2.5 per cent increase in accounts, all required quality standards were met or exceeded.
- Customers made approximately 6,331 phone inquiries throughout the 2023 Customer Review Period (CRP) up from 3,995 in 2022. CRP surveys of customers showed an 80 per cent customer satisfaction score in 2023 up from 78 per cent in 2022.
- Property Assessment extensively engaged with non-residential property owners regarding their 2023 property assessments which contributed to only 10.2 per cent of total tax revenue being under complaint. This was the lowest proportion since tracking began and down from the 2008 high of 47.9 per cent. This was in large part due to the great work done during Pre-Roll Consultation to arrive at an all-time high number and value of agreements with non-residential property owners and overall 99.6 per cent of the total number of properties did not have a complaint filed in 2023.

### Service Challenges

The Property Assessment service's largest challenges faced in 2023 were:

- The CIAO+ (Calgary Integrated Assessment Office+) Program, which will replace Property Assessment's core valuation software, has had continued vendor delivery delays that have led to the go-live date of this program being extended into 2025.
- The 2023 property market saw some instability that arose due to factors such as rising interest rates, high inflation, and rising property values for residential, industrial, and other property types. For the Property Assessment service this saw decreased public trust, increased workload, and increased financial risk. This was primarily mitigated via increased engagement with customers which led to a record number of agreements and the lowest proportion of total tax revenue being under complaint since tracking began.

### Trends & Potential Uncertainties

The largest trends and potential uncertainties for the Property Assessment services are related to ongoing economic uncertainty, rising property values, and increasing cost of living. In response to these identified risks the Assessment & Tax business unit is updating its Business Continuity Plan and rewriting its entire internal business planning & reporting process to reflect the changes made as part of the Organization Realignment and meet industry best practices. The new 2024-2026 Assessment & Tax Strategic Plan has the following strategic goals: provide an integrated and exceptional customer experience; deliver excellent quality through expertise and governance; and be a great place to make a living.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

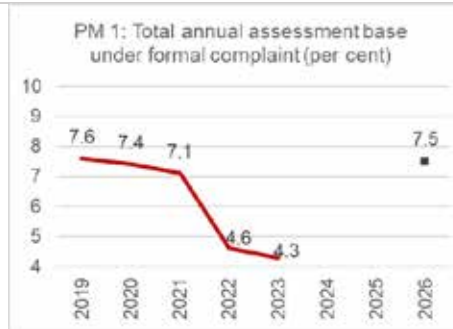
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



This performance measure had been steadily rising until a significant effort to turn the curve was made in 2018 leading to 2023 having the lowest result since moving to market value assessments in 1999. This significant turn has been primarily due to increased collaboration with non-residential property owners and their agents before property assessments are finalized and has resulted in decreased financial risk for The City.



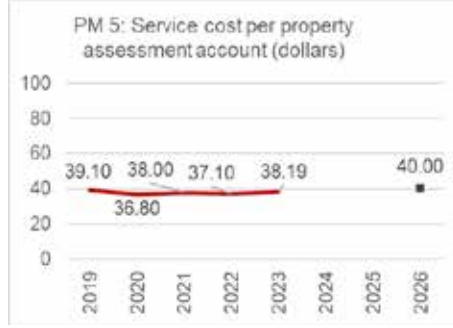
Property Assessment conducts a transactional customer satisfaction survey any time a customer who has called in agrees to undertake one. Historically, results had generally stayed over a very healthy 80 per cent but fell below this level in 2018-2021. Efforts to turn the curve back over the historical 80 per cent level using a combination of organizational/culture change, process/systems improvement, and staff training have been successful in 2022 and 2023.



This performance measure is how Property Assessment measures the overall effectiveness of all parts of its operations. Commonly called "Roll Stability", results that move too far below 100 per cent erode The City of Calgary's ability to rely on the sizeable and stable property tax base to fund services. Due to wide-reaching internal and external initiatives, recent results have been the best results achieved since 1999 and the move to market value assessments. 2023 results are even better than these recent strong results.

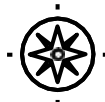


This is the most fundamental performance measure to evaluate the quality of the property assessment roll. Commonly called the "Assessment to Sale Ratio", anything close to 100 per cent means that, on average, properties are selling for close to what they are assessed at. Performance measure results have stayed around 100 per cent for many years due to Property Assessment's continued focus on meeting and exceeding legislated standards.



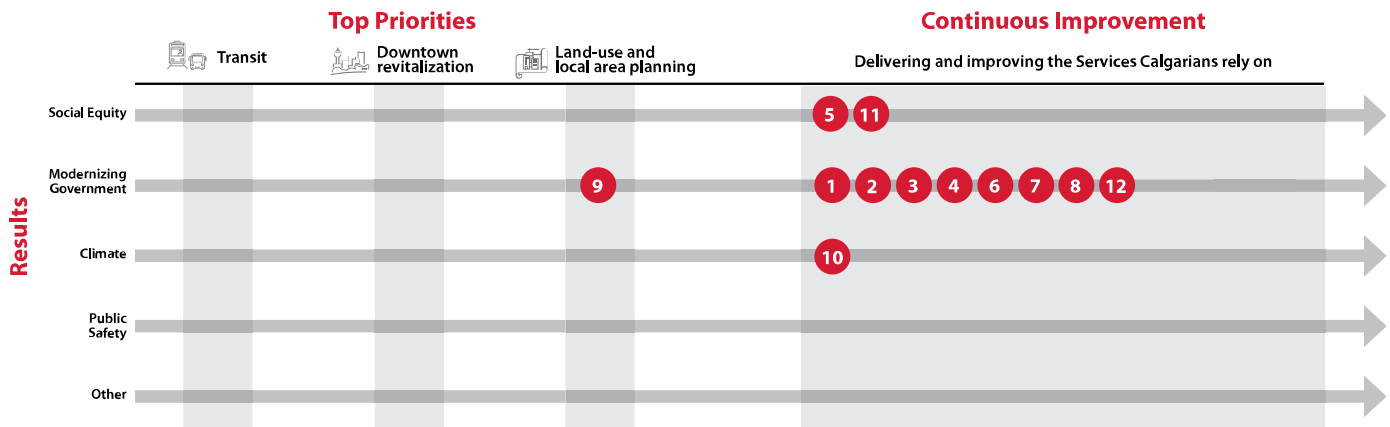
This performance measure had generally trended down through 2015-2020 as operating budgets did not keep up with account growth. Service levels drops were minimized due to efforts to increase efficiency despite the increase in both the volume and complexity of accounts. This trend has reversed and this performance measure has generally been moving higher since 2020 due to increased investment by The City of Calgary which will allow service levels to be maintained.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

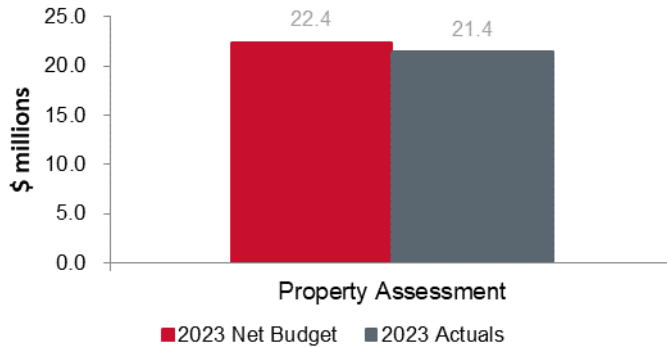
Initiative	Initiative Update	Status
1 Meet and exceed all legislated requirements and industry standards by preparing fair and equitable property assessments for all Calgary properties.	The 2024 property assessment roll consisted of over 581,000 accounts and approximately \$387B in assessed value. Despite a 2.5 per cent increase in accounts, all required quality standards were met or exceeded.	
2 Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Customers made approximately 6,331 phone inquiries throughout the 2023 Customer Review Period (CRP) up from 3,995 in 2022. CRP surveys of customers showed an 80 per cent customer satisfaction score in 2023 up from 78 per cent in 2022 with team members resolving 78 per cent of inquiries on the first phone call.	
3 Manage The City's financial risk and improve relationships with Calgarians by actively collaborating with property owners and agents regarding their property assessments.	Property Assessment extensively engaged with non-residential property owners regarding their 2023 property assessments which contributed to only 10.2 per cent of total tax revenue being under complaint. This was the lowest proportion since tracking began and down from the 2008 high of 47.9 per cent. This was in large part due to the great work done during Pre-Roll Consultation to arrive at an all-time high number and value of agreements with non-residential property owners and overall 99.6 per cent of the total number of properties did not have a complaint filed in 2023.	
4 Maintain equity for all property owners by listening, reviewing, understanding any complaints, and working to collaboratively resolve any Calgarian's concern by exchange of information, amended notice, and if necessary, by explaining our assessments before the Assessment Review Board.	Property Assessment again increased its collaboration efforts to all-time highs securing 3,281 total 2024 agreements for a total of approximately 34.2 billion in 2024 taxable property assessed value. After removing Multi-Residential from the above numbers, this represents about 45.3 per cent of the 2023 non-residential taxable property assessment base with signed agreements in place which ensures tax revenue stability and security for The City.	
5 Ensure exemption legislation is correctly interpreted and applied by managing the taxable and non-taxable status of properties.	In 2023, 33.9 per cent of the non-residential assessment base was exempt from taxation which is an increase from 32.3 per cent in 2022. Property Assessment's property tax exemption processing times stayed below 2023 targets 83 per cent of the year.	
6 Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.	The merge of the Property Assessment and Taxation services into the Assessment & Tax business unit was successfully implemented and now there are a number of projects that have been completed or are in progress to optimize the new business unit. These projects include "Assess and Adjust"; improving property assessment notices; integrating Taxation and Property Assessment tools, products, and processes; determining the ideal future workplace; renovating workspaces; realigning information storage; and moving a considerable number of staff to a new workspace.	

Initiative	Initiative Update	Status
7 Make the Property Assessment service a more attractive long-term career choice by focusing on staff attraction, development, and retention.	Property Assessment only has access to a small pool of qualified staff and the 2023 overall turnover for the Assessment & Tax business unit is currently at over four per cent for core employees. In 2018, Calgary had the lowest percentage of appraisal staff accredited in Canada at 14 per cent. Efforts to address this resulted in getting this all the way to 47.8 per cent and now, due to some staff transition, Calgary sits at 37.9 per cent. Creating a “Transforming Learning” strategy is a 2023-2026 priority which is currently active and is aimed at improving all aspects of staff development.	
8 Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	The CIAO+ Program aims to replace Property Assessment’s core valuation software with a new vendor supported software solution. This Program is the primary capital priority for Property Assessment and represents a large investment of resources. The Program has experienced vendor delivery delays which will affect the go-live date of the new software. The go-live date has moved into 2025. The development and configuration of the new solution is almost complete. The focus for the CIAO+ Program team in 2024 will be testing and training.	
9 Support evidence-based decision-making across The City and the industry by providing property assessment information to internal and external data requesters for such issues as downtown revitalization, affordable housing, etc.	As part of the 2023-2026 service plans and budgets process, the Property Assessment service received additional funding to hire new staff. Those new staff for 2023 have been hired and a part of their focus is on providing property assessment information to external and internal data requesters to support priorities like the Downtown Strategy, Housing Strategy, and Citywide Growth Strategy.	
10 Address the climate emergency by reducing Property Assessment’s carbon footprint using both technological and process related tools.	Property Assessment implemented a contest to incentivize more property owners to use eNotices rather than have their property assessments mailed. As of 2023 December 31, around 58,000 property owners have signed up to receive an eNotice which is up approximately 13 per cent since this time last year. This eNotice usage increase along with conducting many Assessment Review Board hearings via videoconference, reducing mailing/printing, moving more services online, and staff working primarily with a telework agreement all contributed to an unmeasured reduction in The City’s carbon footprint.	
11 Advance equity efforts at The City by making decisions after first considering all Equity, Diversity, Inclusion, & Belonging implications.	After successfully applying to the "Equity in Service Delivery Fund" the Assessment & Tax business unit has \$70,000 to undertake the ProperTEA (Tax Equity Assessment) project which is expected to conclude by 2024 June 28. This project will see a partnership with the University of Calgary Department of Economics’ research group. It will explore issues of equity in The City of Calgary’s residential property assessment and tax system and develop targeted and operational refinements to better meet the needs of diverse Calgarians and to support greater equity.	
12 Increase resilience and consider how best to operate in a future that is increasingly volatile, uncertain, complex, and ambiguous by proactively preparing for unexpected challenges.	The Assessment & Tax Business Continuity Plan and the entire internal business planning & reporting process are in the process of being completely rewritten to reflect the changes made as part of the Organization Realignment and bring things up to industry best practices. While there is still more to do an early success in 2023 was the creation of the first ever multi-year Assessment & Tax Strategic Plan.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



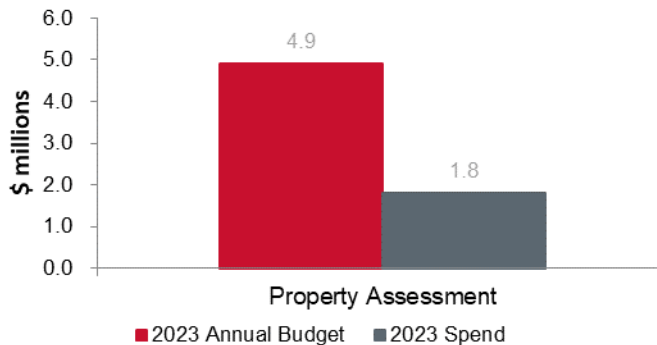
### Operating Budget Updates - 2023 net operating budget vs actuals:

Property Assessment service line has a favourable variance of \$1.0 million. The main reasons that have contributed to the variance are savings in salary and wages from intentionally managing the workforce of \$0.9 million and savings in business and communications expenses of \$0.1 million.

In 2023, Property Assessment had a number of accomplishments achieved such as:

- Mailed a high-quality property assessment roll to well over half a million accounts
- Provided better customer service during the Customer Review Period despite a 61 per cent increase in inquiry volume
- Administered a record low proportion of total property tax revenue being under complaint
- Negotiated a high number and large value of Pre-Roll Consultation agreements
- Released an improved property assessment notice format and improved website content and usability

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Property Assessment has spent 36.8 per cent of the 2023 approved capital budget.

The Calgary Integrated Assessment Office+ (CIAO+) Program aims to replace Property Assessment's core valuation software with a new vendor supported software solution. This Program is the primary capital priority for Property Assessment and represents a large investment of resources. The Program has experienced vendor delivery delays which will affect the go-live date of the new software. As a result, the spend rate for 2023 is lower than anticipated and the go-live date has moved into 2025. The development and configuration of the new solution is almost complete. The focus for the CIAO+ Program team in 2024 will be user acceptance testing (UAT) and training.



# Taxation

Led by: Director of Assessment & Tax

## Service Description

Taxation service ensures property taxes are properly billed, effectively collected, and that customers receive timely and accurate information on property tax matters.

## Service Updates

### Key Service Results

The Taxation service's key service results for 2023 were:

- There were almost 555,000 annual bills mailed for a total of \$3.0B in budgeted provincial and City of Calgary property tax revenue and the City of Calgary portion of that makes up approximately 43 per cent of The City of Calgary's total revenue that is spent providing the important services that Calgarians use every day.
- The City of Calgary is very effective, collaborative, and compassionate in property tax collection as, despite having over well over half a million accounts, only five went to the actual tax sale auction on 2023 April 26, of which only one sold. As well, the 2023 property tax debit reminder notices as a percentage of property tax billed (0.98 per cent) is the lowest since at least 2013.
- The Taxation service helps non-profit organizations and citizens in need with property tax cancellation, reduction, or refunds through various programs. 2023's discretionary tax relief programs resulted in approximately \$2.2M in tax cancellations and included relief to organizations such as the Calgary Housing Company, Silvera for Seniors, and many others.

### Service Challenges

The Taxation service's largest challenges faced in 2023 were:

- A very active real estate market and record high number of service requests has created workload issues that require careful management.
- The 2023 property market saw some instability with residential property values rising sharply and non-residential property values not showing that same increase. This arose due to reasons such as rising interest rates, high inflation, and various other market factors. For the Taxation service this resulted in decreased public trust, increased workload, and increased financial risk. Despite this difficult environment, Taxation staff worked collaboratively and compassionately with taxpayers and were able to maintain the lowest levels of unpaid property tax per account since tracking began. Taxation staff also were able to assist non-profit organizations and citizens in need with property tax cancellation, reduction, or refunds through various programs.

### Trends & Potential Uncertainties

The largest trends and potential uncertainties for the Taxation services are related to ongoing economic uncertainty, rising property values, and increasing cost of living. In response to these identified risks the Taxation service increased its focus on property tax exemptions and tax relief programs and the Assessment & Tax business unit is updating its Business Continuity Plan and rewriting its entire internal business planning & reporting process to reflect the changes made as part of the Organization Realignment and meet industry best practices. The new 2024-2026 Assessment & Tax Strategic Plan has the following strategic goals: provide an integrated and exceptional customer experience; deliver excellent quality through expertise and governance; and be a great place to make a living.



# Measuring Our Performance

## Legend

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

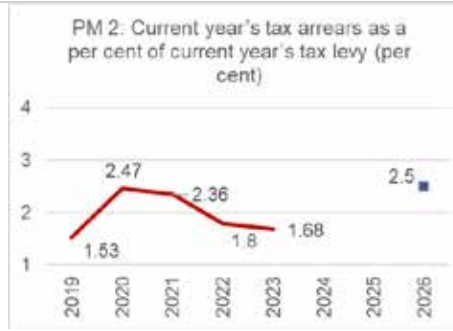
## Performance Measures

## Story behind the numbers

## Status



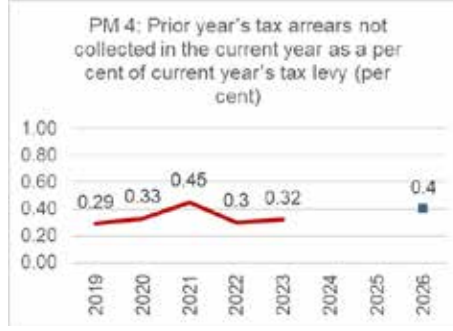
This performance measure was recently impacted by online registration, improved forecasting, better distribution of initial payment if joining after year beginning, and the removal of fees. While the participation rate has remained relatively steady for several years, it has done so while The City has seen an increasing number of property tax accounts. Over 306,000 accounts participate in The City of Calgary's Tax Instalment Payment Plan (TIPP), the TIPP rate is one of the highest in Canada, and the goal is to continue to be so.



This performance measure indicates the overall effectiveness of the Taxation service. In 2022-2023, it dropped back below desired levels after rising in 2020-21 due to the impacts of the pandemic. It is influenced by the accuracy and timeliness of billings, payment processing speed, effective communication, payment options, due dates, penalties, outstanding tax collection, responsiveness of systems/resources, and maintaining low current year tax arrears.



This performance measure had generally trended downward between 2015-2019 due to operating budgets not keeping up with account growth. Calgary continues to have one of the lowest results for this performance measure in Canada but recent increased investment by Council has pushed it upwards. This will allow Calgary to further leverage technology, enhance efficiency and productivity, and better address requests from Council and administration.

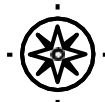


The prior year's tax arrears not collected in the current year as a per cent of current year's tax levy measure shows the proportion of prior years' tax arrears not collected as of the year end. The cost of living, strength of the local economy, and collection practices may impact tax arrears, collections, and penalty and interest charges. When compared to other peers in the MBNCanada benchmarking program, The City of Calgary's results for this measure are consistently much lower and 2023 maintains that position.



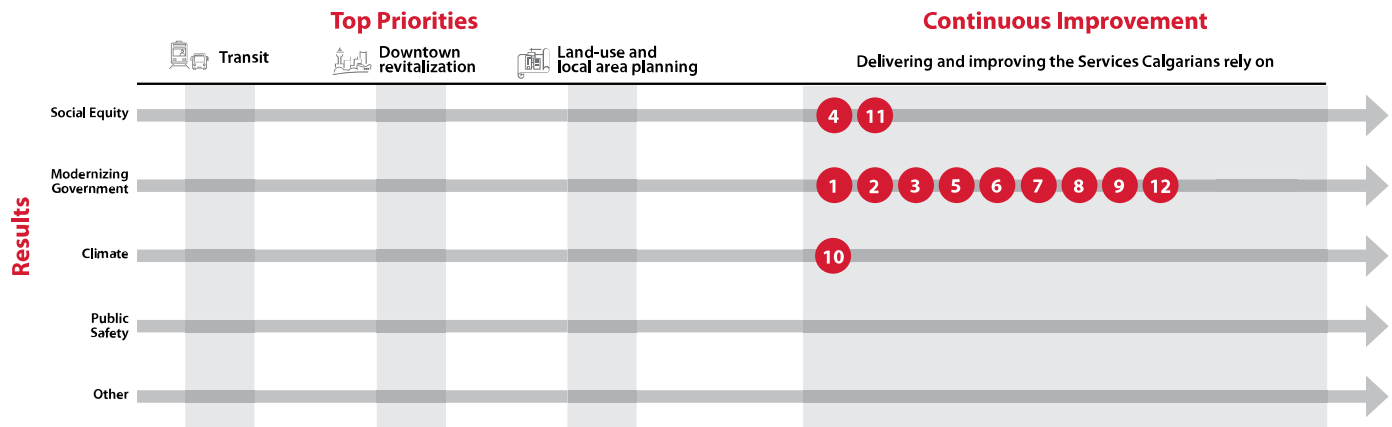
This performance measure is a key factor in increasing customer satisfaction and public trust in the Taxation service. Results are commonly at or near 100 per cent but occasionally unexpected events push results lower than desired levels. 2023 has seen every month over 98 per cent except April, November, and December when call volumes were high and staff assigned were low. This has dragged down the overall year-to-date results. Efforts are underway to improve forecasting so that staffing numbers can be high enough to deal with unexpectedly high call volumes.












# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

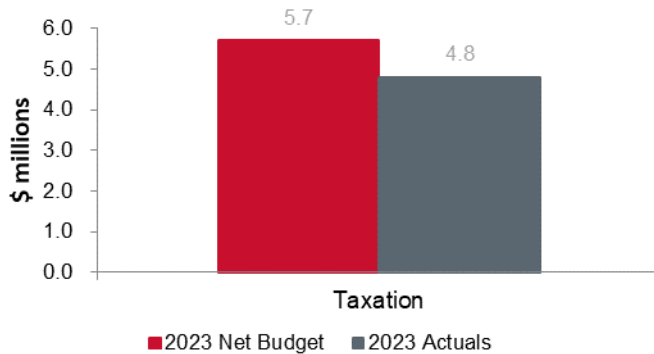
Initiative	Initiative Update	Status
1 Ensure Calgarians have access to their accurate and timely property tax bills by following billing best practices.	The 2023 Property Tax Bylaw was passed on by Council on 2023 March 14. The 2023 property tax bills were mailed out on 2023 May 25 with a due date of 2023 June 30. There were almost 555,000 annual bills mailed for a total of \$3.0B in budgeted provincial and City of Calgary property tax revenue and the City of Calgary portion of that makes up approximately 43 per cent of The City of Calgary's total revenue that is spent providing the important services that Calgarians use every day.	
2 Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Tax Instalment Payment Plan (TIPP) participation continues to increase as can be seen by the over 306,000 active TIPP accounts and approximately \$159 million of revenue coming in each month. Additional customer service-related improvements have been already made or in the process of being made with the TIPP Self Service Registration project, Tax System Modernization program, further integration of processes and systems between the Taxation and Property Assessment services, exploration of providing copies of property tax bills online, etc.	
3 Provide The City with a significant and stable source of property tax revenue by effectively and efficiently collecting property taxes.	The City of Calgary is very effective and collaborative in property tax collection as, despite having over well over half a million accounts, only 4,546 Pre-Tax Notification properties were identified with 279 of those eventually being included on the Tax Sale listing. Staff compassionately worked with the owners of those properties and just five went to the actual tax sale auction on 2023 April 26, of which only one sold. As well, the 2023 property tax debit reminder notices as a percentage of property tax billed (0.98 per cent) is the lowest since at least 2013.	
4 Help Calgarians in need of financial assistance by offering compassionate property tax relief-based programs under certain circumstances.	The Taxation service helps non-profit organizations and citizens in need with property tax cancellation, reduction, or refunds through various programs. 2023's discretionary tax relief programs resulted in approximately \$2.2M in tax cancellations and included relief to organizations such as the Calgary Housing Company and Silvera for Seniors and programs such as the Non-Profit Tax Mitigation Policy, Compassionate Penalty Relief, the Property Tax Assistance Program, and the Tax Incentives for Renewable Power Generation Developments on Brownfield Sites Policy.	
5 Support Council's Guiding Principle of Building Strong Communities by improving Business Improvement Area (BIA) engagement and relationship building.	The 2023 Business Improvement Area budgets and enabling bylaws were passed by Council on 2023 January 24. The 2023 Business Improvement Area Tax Notices were mailed out on 2023 February 8 with a due date of 2023 March 31. There were almost 6,000 notices mailed for a total of \$5,153,856 in budgeted Business Improvement Area tax revenue.	

Initiative	Initiative Update	Status
6 Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.	The merge of the Taxation and Property Assessment services into the Assessment & Tax business unit was successfully implemented and now there are a number of projects that have been completed or are in progress to optimize the new business unit. These projects include “Assess and Adjust”; improving property tax bills; integrating Taxation and Property Assessment tools, products, and processes; determining the ideal future workplace; renovating workspaces; realigning information storage; and moving a considerable number of Taxation staff to a new workspace.	
7 Make the Taxation service a more attractive long-term career choice by focusing on staff attraction, development, and retention.	Taxation only has access to a small pool of qualified staff and the 2023 overall turnover for the Assessment & Tax business unit is currently at over four per cent for core employees. Creating a “Transforming Learning” strategy is a 2023-2026 priority which is currently active and is aimed at improving all aspects of staff development.	
8 Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	The Tax System Modernization program was provided capital funding as part of the 2023-2026 service plans and budgets process and aims to update PTWeb and City Ownership OnLine (COOL). PTWeb is the primary property tax system and work will be initiated in 2024. COOL interfaces with Alberta Land Titles, allows Taxation to receive feeds of ownership changes, and development work is well underway. The TIPP Self Service Registration project was completed in 2023 and will result in multiple efficiency and effectiveness gains.	
9 Support evidence-based decision-making across The City and the industry by providing taxation information to internal and external data requesters.	As part of the 2023-2026 service plans and budgets process, the Taxation service received additional funding to hire new staff. Those new staff for 2023 have been hired and a part of their focus is on providing taxation information to external and internal data requesters to support priorities like the Downtown Strategy, Housing Strategy, and Citywide Growth Strategy.	
10 Address the climate emergency by supporting the Clean Energy Improvement Program and reducing Taxation’s carbon footprint using both technological and process related tools.	Reducing mailing/printing, switching to no bleach envelopes, and having many Taxation staff working with a telework agreement have contributed to an unmeasured reduction in The City of Calgary’s carbon footprint. Tax Instalment Payment Plan (TIPP) online went live late in the last quarter of 2023 and was quite successful with 45% of new TIPP sign-up done via the online form resulting in 3,063 accounts that didn’t have to have a TIPP agreement either mailed or emailed to them. The Clean Energy Improvement Program (CEIP) is actively supported by the Taxation service.	
11 Advance equity efforts at The City by making decisions after first considering all Equity, Diversity, Inclusion, & Belonging implications.	After successfully applying to the "Equity in Service Delivery Fund" the Assessment & Tax business unit has \$70,000 to undertake the ProperTEA (Tax Equity Assessment) project which is expected to conclude by 2024 June 28. This project will see a partnership with the University of Calgary Department of Economics’ research group. It will explore issues of equity in The City of Calgary’s residential property assessment and tax system and develop targeted and operational refinements to better meet the needs of diverse Calgarians and to support greater equity.	
12 Increase resilience and consider how best to operate in a future that is increasingly volatile, uncertain, complex, and ambiguous by proactively preparing for unexpected challenges.	The Assessment & Tax Business Continuity Plan and the entire internal business planning & reporting process are in the process of being completely rewritten to reflect the changes made as part of the Organization Realignment and bring things up to industry best practices. While there is still more to do an early success in 2023 was the creation of the first ever multi-year Assessment & Tax Strategic Plan.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



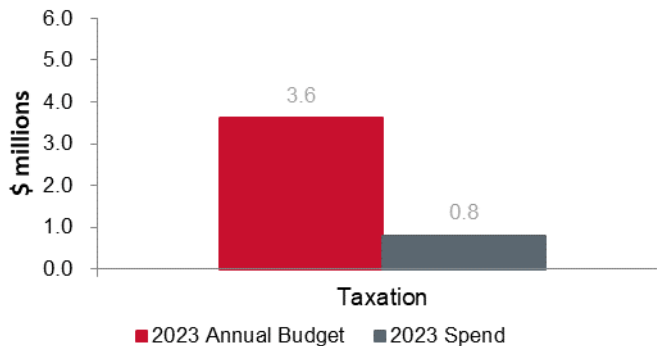
### Operating Budget Updates - 2023 net operating budget vs actuals:

Taxation service line has a favourable variance of \$0.9 million. The main reasons that have contributed to the variance are higher than anticipated revenue of \$1.3 million mainly from City Online (e-commerce) as a result of increased real estate activities, savings in Property Tax Assistance Program (PTAP) of \$0.1 million; partially offset by unfavorable variance in salary and wages of (\$0.2) million and higher printing and postage expenses of (\$0.3) million.

In 2023, Taxation had a number of accomplishments achieved such as:

- Mailed a property tax notice to well over half a million accounts for a total of \$3,009 million in budgeted property tax revenue
- Passed the 300,000 active Tax Instalment Payment Plan (TIPP) accounts milestone
- Maintained an effective property tax collection process with only one property being sold at the 2023 tax sale auction
- Supplied strong customer service despite very high call volume
- Provided around \$1.7 million in discretionary tax relief to non-profit organizations and citizens in need
- Released a self-service process for Tax Instalment Payment Plan (TIPP) registration

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Taxation has spent 23.0 per cent of the 2023 approved capital budget.

The Property Tax Web (PTWeb) Uplift, which is a component of the Tax Management Sustainment initiative, has reached full completion. The City Ownership Online Upgrade (COOL), which interfaces with Alberta Land Titles and allows The City of Calgary to receive feeds of ownership changes, is approximately 75.0 per cent complete of its scheduled 2023/24 progress, due to be completed in Q4 2024. The initiation of the PTWeb replacement project has been scheduled to begin Q1-2024, predominantly due to constraints in resource availability.



# Transportation



# Parking

Led by: Director of Mobility

## Service Description

The Parking Service facilitates parking and innovative use of space including patios for businesses and communities to benefit Calgarians. This is achieved by providing paid and timed parking and loading, the enforcement of The City's parking policies and bylaws, administration of permitted parking, and space management for special events and seasonal activities. The mission is to contribute to vibrant, safe and accessible communities by managing and administering parking resources.

The Parking Service is self-supported and generates a revenue stream that allows for reinvestment in communities, business areas and other Council priorities.

## Service Updates

### Key Service Results

With the integration of the Calgary Parking Authority into The City of Calgary, rethinking parking services for Calgarians was a focus area. Service highlights included building awareness for the MyParking app, Flex Pass and parking rate promotions to provide affordable parking options for Calgarians. As parking revenue continues to be reinvested in our communities, increased engagement with Business Improvement Area (BIAs) addressed concerns, built trust, and informed revised policies for commercial on-street areas. Parking Safety & Compliance officers also engaged with Calgarians at events such as the Mayor's Environment Expo, the 'Coffee with a Uniform' community program and the Centre for Newcomers sessions.

Surface parking lots and Parking Lot 7 were retrofitted with energy-efficient lighting. The initial deployment of ParkPlus 2.0 was also completed along with security enhancements to reduce payment vulnerabilities. A new website was launched with user-friendly navigation, enhanced user experience, improved accessibility, and usability on mobile devices. A new satellite yard for the Municipal Impound Lot has also been completed to improve service for large vehicle owners.

### Service Challenges

With a year of integration into The City, alignment regarding policies is ongoing to address challenges and changes that naturally exist during an integration. Service challenges experienced during the year included the Residential Parking Permit program fee implementation. Additionally, there were higher expectations for the parking service to support internal City of Calgary groups and non-profit organizations.

### Trends & Potential Uncertainties

Cyber security incidents continue to occur globally wherever technology systems are used, and this trend impacts the technology infrastructure and systems of the parking service. Information technology systems and infrastructure tend to become obsolete earlier than other types of infrastructure such as building components. The service is experiencing an increase in disrespectful behaviour from the public. There is also an increasing inability to hire and retain information technology professionals.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

→ Progressing as planned

⊖ Not progressing as planned

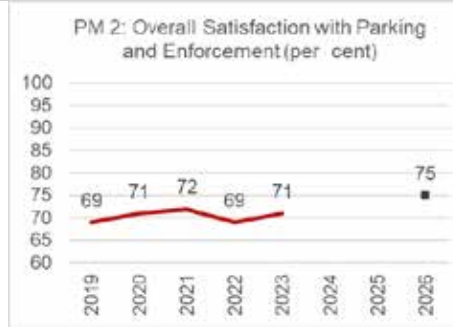
## Performance Measures

## Story behind the numbers

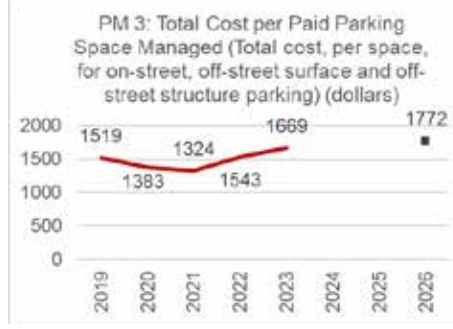
## Status



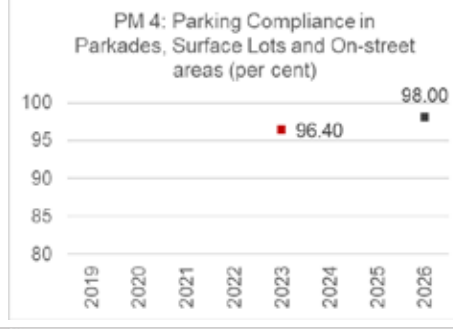
Parking revenues continued to trend upwards in 2023 as parking demand returns after the COVID-19 pandemic. As a result, Calgary Parking was able to meet revenue return commitments of \$11 million from parking operations. Revenue after expenses from enforcement operations are also returned to The City. In 2023, enforcement operation revenue after expenses was \$9.6 million.



Overall parking and enforcement satisfaction remains high, and customers rate Calgary Parking higher than competitors in terms of product quality. New products and promotions provide variety in mobility choices. With service integration into The City, the Citizen Satisfaction Survey is the data source for this measure. Hence, this measure is not directly comparable to previous measures. In 2023, 71% of survey respondents were very satisfied and somewhat satisfied with parking & enforcement. It is expected that the new Residential Permit Parking program permit fees may impact this rating in 2024.



In 2023, the cost per parking stall increased primarily due to higher salary and wages in union positions after the former Calgary Parking Authority's integration with The City of Calgary's unions. Additionally, due to increased parking activity in 2023, several costs that vary with demand are higher such as credit card processing fees, towing expenses, utilities, repairs, and maintenance.

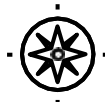


Parking compliance remains high and is expected to stay at these levels. Compliance values are 98% for parkades, 95% for surface lots and 97% for on-street parking. After relaxing enforcement practices over the pandemic, activities are now returning to 2019 levels. It is expected that increased parking activities will continue to improve compliance such as fewer instances of parking in 'no parking' zones during rush hour. Increased emphasis on enforcement in Residential Parking Permit program areas will help support the system after the recent changes.



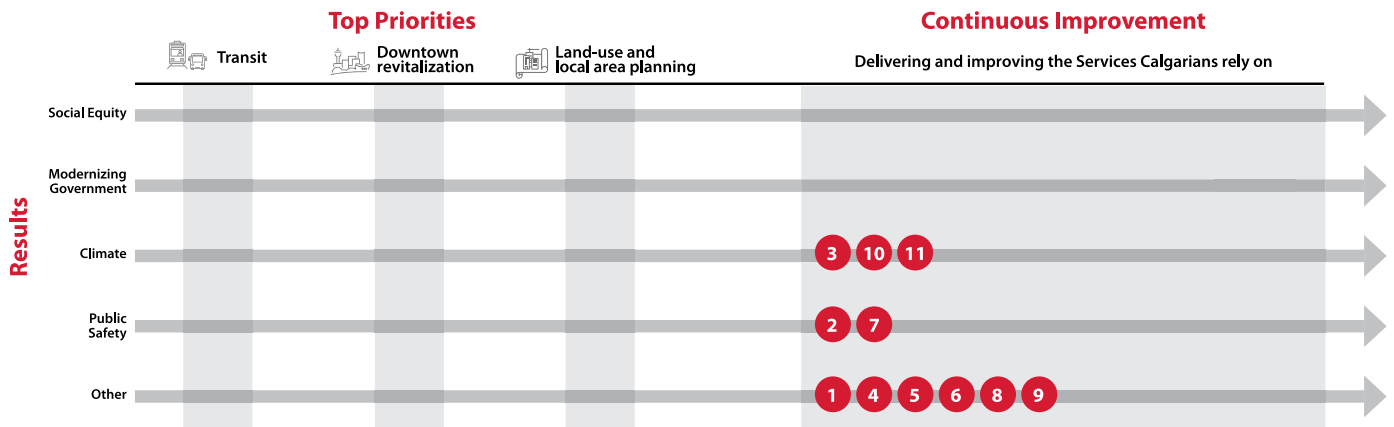
Parking enforcement provided corporate support and had a lower capacity to respond to high priority calls. High priority calls for service include calls related to obstructed driveways, road hazards, private property, and service disruption such as water services. Transitioning enforcement calls to the Calgary Parking Contact Centre and additional parking service staff hired at the end of 2023 should contribute to performance measure improvement in 2024.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

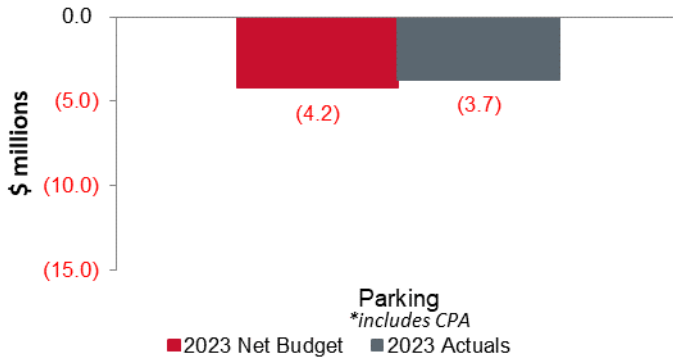
Initiative	Initiative Update	Status
1 Improve positive perception of the Parking Service by facilitating sponsorship and outreach programs where funding is allocated to groups or organizations that have mobility and transportation-related projects.	A partnership initiative between Calgary Parking and Business Improvement Areas (BIAs) included activities to understand BIA needs related to parking and collaborate on solutions. Calgary Parking completed engagement activities for the year which informed a revised parking revenue reinvestment program that will be proposed in 2024. Regular meetings with BIAs occur during the year to continue to build trust and address concerns.	
2 Deliver awareness of the ParkPlus System, the Traffic and Parking Bylaws to Calgarians by creating opportunities for Parking Safety & Compliance (PS&C) officers to engage with customers and Calgarians in the community.	Parking Safety & Compliance officers participated in outreach, communication, and engagement programs with Calgarians including festivals and other events such as the Mayor's Environment Expo, 'Coffee with a Uniform' community program and collaboration with security teams for events such as the World Petroleum Congress. Parking Safety & Compliance officers also engaged through school patrol teams, ward open houses, meetings with community associations, educational sessions at the Centre for Newcomers, and public safety campaigns around schools to amplify School Patrol Team messages.	
3 Decrease operating costs by upgrading to more fuel efficient fleet vehicles.	Procurement activities are ongoing to upgrade parking service vehicles to a more fuel-efficient fleet. Earlier in 2023, a pilot project was conducted to advance the objective of achieving an energy-efficient fleet. The initial set of electric vehicles have arrived, with more vehicles expected to arrive in 2024. As the parking operations team integrates new vehicles into service operations, the parking enforcement team is closely monitoring and projecting fleet requirements for continued systematic fuel-efficient vehicle integration.	
4 Reduce parkade operating costs by upgrading lighting and heating units.	Parkade operating costs are positively influenced by introducing efficiencies such as better lighting and heating equipment. All surface parking lots and Parking Lot 7 were retrofitted to energy-efficient Light-Emitting Diode (LED) lighting. Heating upgrades are also underway with completed assessments and a contract to implement additional changes to heating and lighting in 2024.	
5 Increase revenue through the Flex Pass program and other new products.	Parking service promotions occurred throughout the year, including app-only promotions and Calgary Parking products such as Flex Pass and the MyParking App. While rates at some facilities have increased due to demand, Flex Pass and other promotions such as lower daily rates at underused parkades continue to attract parking service customers. New promotions at the Platform Parkade also aim to increase parking service use. Overall, City parking lots continue to recover from pandemic losses.	
6 Allow for a better understanding of business recovery by developing Key Performance Indices (KPIs) focused on gross revenue and net revenue.	Parking revenue representations under different policy scenarios and with different products at different prices have been reviewed in preparation for the financial policies update in 2024. This update may lead to revised key performance indicators which would reflect different financial focus areas.	

Initiative	Initiative Update	Status
7 Maintain and operate safe facilities for customers, and increase efficiencies and reduce operational costs, by supporting the lifecycle and asset strategy, focusing on upgrading infrastructure (mechanical, electrical).	New contracts and design work were completed for parking facilities, with projects planned for 2024. In 2024 and 2025, heating and electrical systems will be upgraded at several parkades. Lighting will be upgraded in both surface lots and parkades. These upgrades aim at improving efficiency, reducing costs, and reducing the parking service's environmental footprint while enhancing safety and customer experience.	
8 Support and maintain the City's License Plate Recognition (LPR) enforcement capabilities by replacing aging technology, including mobile and/or vehicle License Plate Recognition equipment, and fixed facility-based License Plate Recognition equipment currently in use.	A Request for Proposal (RFP) to support and maintain The City's License Plate Recognition (LPR) enforcement capabilities was released for bidding in December 2023, and a service provider will be selected in early 2024. To support this initiative, a study of a new 'Lite Fixed Camera' solution was completed and demonstrated efficiency gains of LPR in smaller settings and cost savings over traditional fixed LPR installations. Current studies include a mobile-fixed camera test rig to allow fixed cameras to be tested on a pilot basis.	
9 Enhance user experience, data security, operation stability, reduce technology maintenance cost, provide faster responses to stakeholder needs and the industry's changing requests, and add new features and flexibility to integrate with third party applications, by enabling, supporting, and automating Calgary Parking Authority (CPA) parking management operation to support the lifecycle management of software solutions.	The Initial deployment of ParkPlus 2.0 is complete. Testing and upgrades will continue before a full rollout of the software occurs. Successful transition to the new software leads to the larger process of rebuilding the entire software suite. Additionally, with Calgary parking's commitment to quality service provision and adding value for customers, a new and improved Calgary Parking website was launched in Oct 2023. The new website provides efficiencies that include security enhancements to reduce payment vulnerabilities.	
10 Increase the number of Electric Vehicle charging stations in City-owned parkades in the short-term, and assess utilization demand and increase capacity as we advance.	The scope of work related to electric vehicle charging stations for City-owned parkade facilities has been established. A project charter has been completed by a consultant, with a strategy and implementation plan that provides specified charging station deliverables during the business cycle.	
11 Install Electric Vehicle charging stations on-street by working with the Calgary Sustainability team to assess demand and feasibility.	Although specific electric vehicle language was not included in Calgary Parking policy updates, ongoing work includes pilot projects to test the feasibility of on-street electric vehicle charging stations. Plans for 2024 include potential collaborations with other teams and assessing opportunities for a downtown on-street electric vehicle charging station pilot.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**

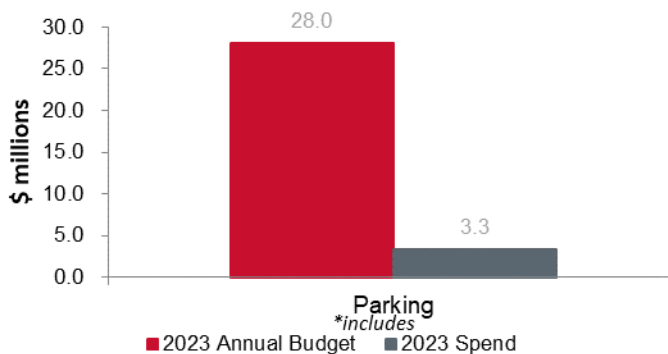


### Operating Budget Updates - 2023 net operating budget vs actuals:

The Parking service had an overall unfavorable operating variance of \$0.6 million. This unfavourable variance was primarily due the distribution to The City of Calgary exceeding budget by \$7.9 million, the largest factors offsetting this were favorable variances in parkade revenues of \$4.4 million, mainly due to successful Flex Pass promotions, and favorable variances of \$2.8 million in Parking Safety & Compliance revenues.

Parking service operating revenues have largely recovered from the low points seen in the pandemic, but continue to be lower than pre-pandemic levels. 2023 saw an average of approximately 85 per cent of pre-pandemic revenues. This recovery has been further enhanced through efficiencies in governance by moving Calgary Parking into the City of Calgary and operating more efficiently under the Mobility business unit.

**Capital Budget and Spend as of December  
31, 2023**



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Parking has spent 11.7 per cent of the 2023 approved capital budget of \$28 million which consists of \$19.5 million in approved capital budget carried forward from the previous budget cycle and \$8.5 million in new projects. Of the newly approved \$8.5 million in capital budget, \$3.3 million was spent. Major work at Lot 25 is tendered, and upgrades at Lots 28 and 36 are being finalized for construction. However due to procurement lead times, the remaining unspent portion of \$5.2 million will occur in 2024.

Calgary Parking's capital budget is self-funded through contributions to its Capital Reserve Fund from residual income after annual distributions are made to The City of Calgary. With the former Calgary Parking Authority's successful integration into The City of Calgary in 2023, capital asset plans were reviewed for consistency and are in alignment with The City of Calgary's long-term objectives. The carried forward budget amount will be adjusted in 2024 to reflect these updated capital plans.

# Public Transit

Led by: Director of Calgary Transit

## Service 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. Our service includes rapid transit service by bus and CTrain, local bus routes including On Demand bus service and a support system that keeps customers safe, comfortable and informed. We are an environmentally friendly service, with a focus on reducing Green House Gas (GHG) emissions and contributing to the climate strategy.

## Service Updates

### Key Service Results

#### Awards

- White Hat Nomination
- Schulich School of Engineering Excellence Awards: Distinguished Collaborator Award

In 2023, Public Transit successfully hired over 800 operators to increase its service levels to meet growing ridership. Council approved new investments for the RouteAhead strategy, innovative fares (e.g., 12 and under free, weekend pass, etc.), and initiated early-stage design and engineering capital projects. Fair Entry processes were updated to align with Council's directive to assess low-income seniors' eligibility based on individual incomes.

Council approved a Public Transit Safety Strategy to improve collaboration and coordination of safety monitoring and response on transit. The Electric Bus Program achieved federal funding approvals and progressed in exploring technical requirements for fleet and charging infrastructure. Additionally, Green Line completed the final design for the new low floor light rail vehicles. These important milestone highlights the commitment to service levels and customer experience that encourage and strengthen transit ridership now and into the future.

### Service Challenges

Supply chain lead times and fleet labour (mechanics, technicians, etc.) shortages are impacting Public Transit's ability to procure replacement vehicles and meet service levels. Furthermore, 18 per cent of Public Transit's fleet is in critical or poor condition and requires replacement. Increased state of good repair makes the transit fleet more reliable and contributes to Public Transit's ability to meet long-term ridership and service level goals. Council's recent investments will help mitigate this challenge as we work to issue contracts for vehicle replacement.

Public Transit also faced challenges associated with inflation increasing the cost of vehicles, infrastructure, materials, and labour. Additionally, the service experienced escalating costs in delivering the Low-Income Transit Pass, due to an increase in the number of eligible participants. Continued collaboration with other levels of government is essential to manage the rising costs of equitable service access.

### Trends & Potential Uncertainties

Investment in battery electric buses (BEBs) aligns with a broader push for greener and more sustainable transportation options. BEBs come with higher upfront costs compared to traditional buses. The growing demand for BEBs is further driving up the cost and reducing the availability of these vehicles.

An increasing emphasis is on building regional transit networks, driven by initiatives like the Canada Transit Fund. This shift requires collaboration and investment in transit infrastructure beyond the city.

There is a need for a coordinated and multi-disciplinary approach to social challenges. In 2023, the City had a \$32 million shortfall to cover the Low Income Transit Pass demand. Working with other levels of government will be critical for Public Transit to maintain service levels.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

→ Progressing as planned

⊖ Not progressing as planned

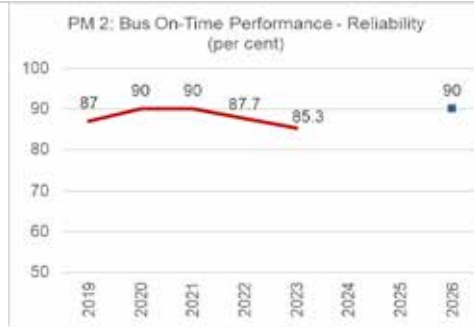
## Performance Measures

## Story behind the numbers

## Status



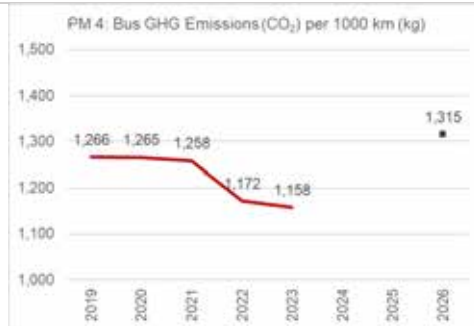
The approval of the Public Transit Safety Strategy in 2023 was a foundational step that will increase the number of Peace Officers by 60 per cent in 2024. This will ensure there are 45 Peace Officers on the system at any given time. The visual presence of enforcement officers, as well as a multi-disciplinary approach to safety are expected to improve this measure in 2024. Perception of safety on CTRain Platforms increased from 56% at mid-year to 71% by year-end. The 2023 mid-year performance report over-reported this value due to a reporting error. The mid-year value was 72.1 per cent, and has held through 2023.



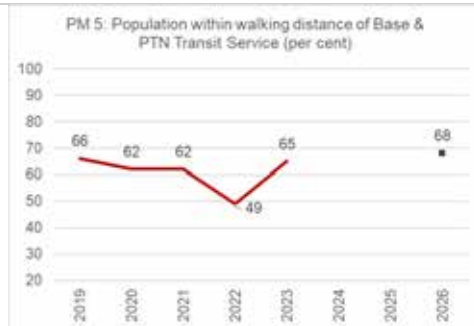
Investments in fleet state of good repair are important to maintain service reliability. This measure is also predictably affected by inclement weather in the latter part of the year. In 2023, the Service hired 800 new operators, and as new drivers continue to learn their routes and duties, this number is expected to recover in 2024.



Operating costs per trip are showing consistent improvement, primarily driven by service improvements and increased ridership per trip. As more passengers use Calgary Transit's services, the overall cost per individual trip decreases, resulting in greater cost-effectiveness and resource optimization. Year-to-year ridership has increased 21 per cent at the end of 2023, and C-train ridership is back to pre-pandemic levels. Bus ridership has also increased, and is on trend to achieve pre-pandemic levels (December 2023 ridership was at 90 per cent).

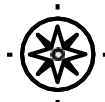


CO2 emissions slightly increased compared to 2022, attributed mainly to heightened bus usage due to increased ridership in 2023. 2023 saw a notable shift towards biodiesel with 35 per cent usage during the winter months. This resulted in lower emissions when compared to traditional diesel. The service had 171 Compressed Natural Gas buses by the end of 2023; also, diesel use extended until mid-April 2023, followed by a diesel-biofuel blend for the remainder of the year. RouteAhead implementation will increase service levels, which will increase emissions. Alternative fuels and lifecycle bus replacements will offset this increase.



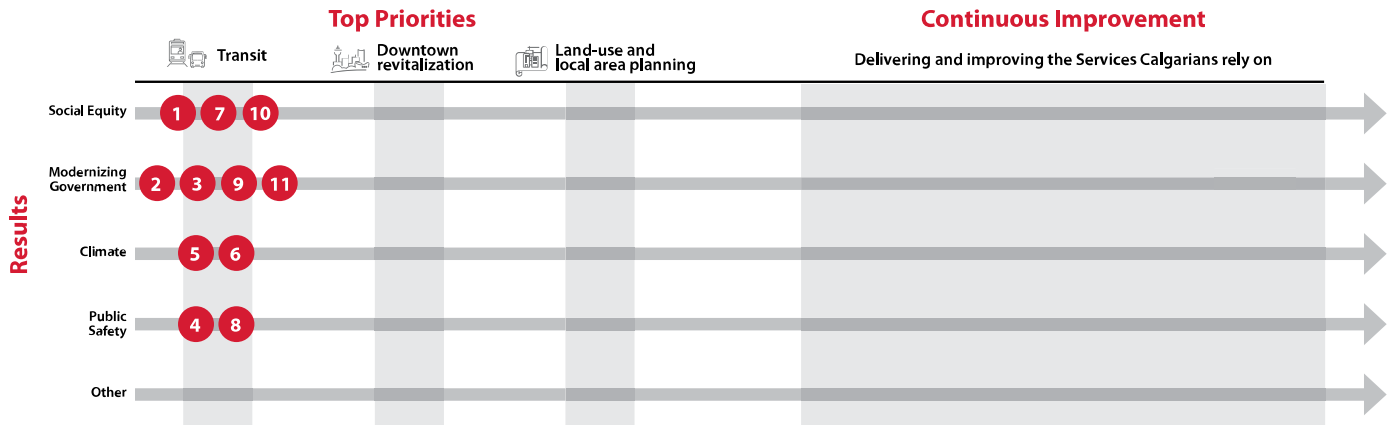
The service continues to invest in service hours and service reviews. The Calgary metropolitan area's population is projected to reach 1,850,000 by 2035, an increase of approximately 14 per cent from 2023. This population increase will require sustained investment in transit to support the mobility needs of a growing population.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Improve service and align service levels with return of ridership by optimizing routes and schedules.	Service levels and ridership continued to grow year over year. Routes and schedules were optimized resulting in better on-time performance in 2023. By year end, LRT weekend service surpassed 2019 pre-pandemic levels. Calgary Transit initiated major service reviews in northeast and southwest communities, prioritizing service improvements, network connections to rapid transit, and route efficiency. Projects included Winsport/Crestmont service updates, and 17 Avenue SW route merging, and stop spacing optimization to align with new road connections.	
2 Improve transit service by investing in innovative service delivery options and technologies.	The service is undergoing a transformation with the emergence of new technology and modes of transportation. In response to this, Calgary Transit is developing a Transit Technology Strategy. This strategy is designed to focus on technological innovation and adoption with the aim of enhancing both efficiency and overall customer experience. Additionally, Calgary Transit completed improvements to the Transit Trip Planning app by enabling the purchase and display of monthly passes including eligibility-based ones (e.g., monthly low-income, annual seniors, and UPass).	
3 Improve employee engagement and safety awareness training by investing in employee commitment.	In 2023, several initiatives were launched to enhance employee engagement and safety awareness training in Calgary Transit. Beyond the Driver's Seat Sessions were completed with all operators to provide safety training and boost morale. The Operator Safety & Readiness Notebook was updated, and training sessions were conducted to increase staff awareness and the ability to recognize and report hazardous conditions. This significantly increased the reporting of such conditions showing the positive impact of this training.	
4 Support transit customer safety strategy, Safety 4 All, by coordinating efforts with Council, other departments and business units.	In 2023, Council approved the Public Transit Safety Strategy: a multi-disciplinary approach that brings together internal and external partners to tackle complex challenges such as social disorder and community safety. Improved coordination means resources are better managed and target multiple outcomes at once. More Transit Peace Officers were hired with expanded authorities, and visual presence of enforcement is expected to improve the perception of safety and improve response times. The City also received a \$5 million provincial grant to improve the cleanliness of transit stations.	
5 Reduce greenhouse gas (GHG) emissions by transitioning to Compressed Natural Gas, Zero Emissions Bus, or hydrogen buses, leveraging funding support from other levels of government.	Public Transit is proactively adding battery electric buses into its fleet in alignment with the Calgary Climate Strategy and The City's goals of reducing GHGs and transitioning to an environmentally friendly fleet. In 2023, The City secured capital funding of \$165 million from Canada Infrastructure Bank financing, and up to \$325 million from the Zero Emissions Transit Fund grant. This will enable the acquisition of up to 259 electric buses to replace retiring diesel ones. This transition in fuel sources is expected to result in a reduction of up to 13,000 tons of CO2 emissions annually.	

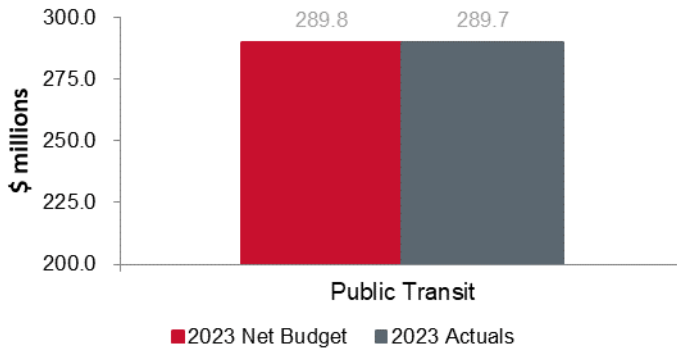
Initiative	Initiative Update	Status
6 Contribute to corporate climate strategy goals by procuring innovative and environmentally friendly technologies.	Calgary Transit implemented a Snow Detection System and rail thermostats at 117 out of 135 track switch heaters. This new automated system ensures the heaters operate only when necessary, resulting in three times less fuel consumption. Since the installation, Calgary Transit's total CO2 emissions have been reduced by 2,728 tonnes compared to 2019 levels. This achievement not only contributes to innovative and environmentally friendly technology procurement but also generates an annual cost savings of \$441,000.	
7 Support developing the Green Line including design and construction.	Calgary Transit established a dedicated team to support technical and operational inquiries as part of the advancement of the Development Phase progression.  A member of the Green Line management team is participating on the Transit Service Governance Team fostering the relationship between Green Line and Calgary Transit.	
8 Implement and monitor the accountability framework for Calgary Transit safety areas which are moving to other business units and/or departments.	Key deliverables included ensuring leaders were empowered to conduct workplace safety inspections and workflow enhancements and e-learning opportunities were extended to all staff. This led to a 38% improvement in inspections compared to previous year. Metrics were analyzed to identify operational enhancements and potential mitigation strategies. A plan was executed to increase site visits at higher-risk workplace areas, reinforcing the commitment to safety and proactive risk management.	
9 Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Public Transit developed and implemented a Transit Service Governance Team that meets regularly to address factors shaping service delivery across The City. This team covered Council reports, risk management, service awareness, and strategic initiatives like RouteAhead, Green Line, Public Transit Safety Strategy, and the Canada Transit Fund. Several sub-teams were created to focus on Specialized Transit to prioritize advancing service for eligible clients, and the Transit Major Capital Projects team which provided recommendations for BRT and LRT design updates.	
10 Leverage continued support from Provincial government for initiatives like Sliding Scale program while working with corporate partners.	Calgary Transit remained committed to social equity by aiming to remove financial barriers for transit access. Through effective advocacy with the Provincial Government, \$6.2 million in funding was secured for the sliding-scale low-income transit pass program in 2023. The City also contributed an additional \$32 million, culminating in an annual subsidy of approximately \$38 million. An enhanced Fair Entry program update has been implemented enhancing access to the Seniors Low-Income Transit Pass. These initiatives align with The City's dedication to providing an affordable transit network.	
11 Maintain network reliability by investing in infrastructure, system maintenance, and asset renewal programs	The service received funding to advance the design of the Blue Line NE Extension, Red Line S Extension, Max 301/North Central BRT, 144 Ave BRT & Symons Valley Transit Center, and the South Central Maintenance & Storage Facility. Several key initiatives are improving the State of Good Repair (SOGR) of infrastructure including the Haysboro LRV storage facility to store more 4-car trains, Brentwood station canopy rehabilitation, and Sunnyside signal upgrades. Calgary Transit is also implementing a risk-based condition assessment that will support forecasting future SOGR capital investments.	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

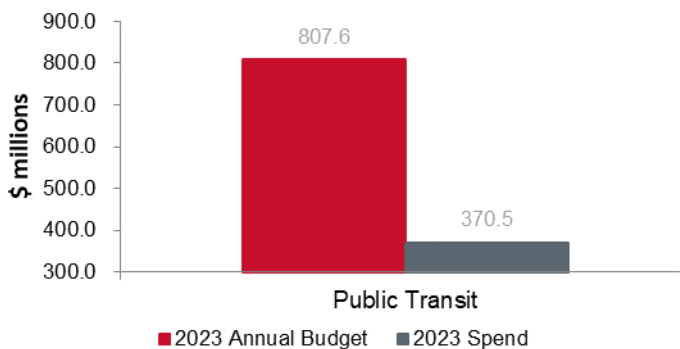
Public Transit has a favourable operating variance of \$0.1 million.

In 2023, Public Transit saw an improvement in ridership, reducing the total fare revenue shortfall from \$66.0 million in 2022 to \$39.1 million in 2023. The total revenue shortfall was \$33.5 million, offset by lower-than-budgeted expenditures and a recovery of \$22.0 million from the Merged Fiscal Stability and Budget Savings Account Reserve.

Public Transit continued to see reduced expenditures as service did not return to pre-pandemic levels until Q3 2023. Lower-than-budgeted salary and wages, utilities, contracted services, parts and fuel amounted to \$25.4 million in savings, partially offset by additional spending of \$15.8 million on operational recovery.

Financial results include \$4.0 million from the Alberta Transit Cleanup Grant and \$4.2 million in one-time budget for increased cleaning, repairs, and security at transit stations.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Public Transit's 2023 capital spending is \$370.5 million or 45.9 per cent of its \$807.6 million capital budget.

Included in this is \$558.5 million for Green Line. 45.0 per cent or \$249.3 million of the Green Line capital budget was spent, and the remaining funding has been committed. With ongoing land acquisition, utility relocations, 78 Avenue enabling work, Light Rail Vehicle (LRV) manufacturing and final stages of the Development Phase, higher monthly spend rate will continue into 2024. Change in procurement strategy to include a Development Phase resulted in a shift in capital spend and the capital expenditures to offset the current year unspent budget are expected to be incurred in future years.

The remaining \$249.1 million capital budget is attributable to Calgary Transit and Public Spaces Delivery. 2023 spending is 49.0 per cent or \$121.1 million including \$80.9 million in LRV and bus procurement. The 49.0 per cent spend rate is primarily due to timing as the delivery of some materials and fleet were delayed into 2024, as well as challenges faced with procurement and infrastructure cost inflation.

# Sidewalks & Pathways

Led by: Director of Mobility

## Service Description

Mobility designs and maintains Calgary's network of sidewalks and pathways. This pathway system is one of the most extensive metropolitan pathway networks in North America. With traffic control and safety, sweeping and snow control, Mobility supports active travel modes and wheeling for all ages and abilities. Sidewalks, pathways, trails and protected on-street bikeways connect communities and provide Calgarians with safe and accessible year-round opportunities to walk, cycle, run, ride, and use mobility devices. We focus on inclusive, equitable, safe, accessible and reliable sidewalks and pathways to ensure that walking and wheeling are viable and attractive options for all Calgarians.

## Service Updates

### Key Service Results

#### Awards

John C. Bartholomew Award for Thematic Mapping

Service results include concrete construction to eliminate trip hazards & missing links, Plus 15 pedestrian bridge renovation and wayfinding maps, Peace Bridge railing rehabilitation, active & safe routes to school initiatives, painted crosswalks, and 16 Ave by 29 St NW multimodal bridge detailed design. Traffic control devices for pedestrians have also been installed to support the Always Available for All Ages and Abilities (5A) network. Replacements occurred for 5,650 metres of failing pathway assets, 134 bollards were removed to enhance accessibility, 1,200 metres of new pathways were added and signs were installed to communicate regulations and unfavourable conditions to pathway users. Crowchild Tr./Glenmore Tr. and 14 Street SW bridge to Glenmore Tr. bridge rehabilitation was also completed.

Pathways Education Signage program mobilized signage during summer & fall seasons at 18 park spaces and along pathway networks, and new infrastructure was added to snow clearing activities. Approximately 1,800 pathways-related service requests were responded to in 2023 (a 26% increase from 2022), and the average pathway service response time in 2023 was 4 days, versus 7 days in 2022.

### Service Challenges

Acquiring sufficient funds to remove missing links for both sidewalks and pathways is a challenge. For certain aspects of service delivery, lack of material, equipment, staff, and contractor availability resulted in procurement difficulties and work delays. Other challenges include balancing infrastructure availability while construction, rehabilitation or maintenance of sidewalk and pathway assets occur.

### Trends & Potential Uncertainties

There is a trend towards increasing costs of materials and resource unavailability. Material costs are increasing due to inflation and lack of availability, and asset deterioration with limited funding for maintenance is another trend across various assets. There is also an increase in pedestrian, accessible and active mode volumes. Coordination with other projects and programs, managing expectations and requirements related to timelines, budget and scope also present uncertainties which are mitigated through robust planning and consistent communication. Other uncertainties include schedule and cost risks due to the lack of availability of resources and internal enabling services.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

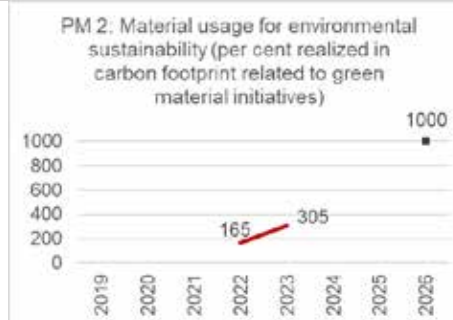
## Performance Measures

## Story behind the numbers

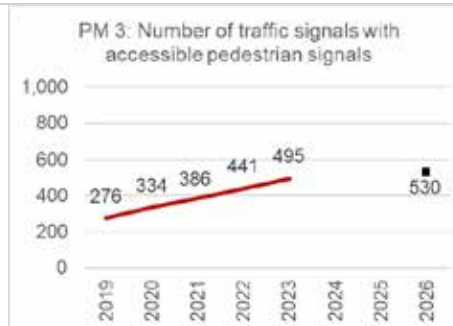
## Status



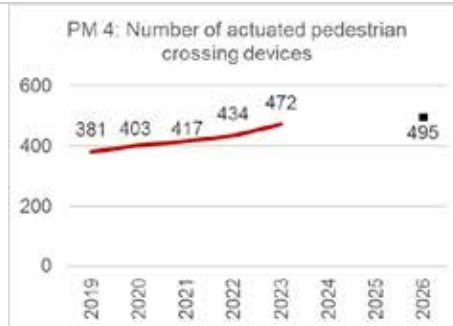
To keep sidewalks safe, concrete repairs, maintenance and construction are essential. As regular maintenance occurs, sidewalks can become unavailable for use by Calgarians, which can disrupt daily activities. Hence, this performance measure tracks the length of time it takes to complete sidewalk construction. Sidewalk construction delays occur for various reasons including weather, site constraints and procurement delays. In 2023, the average number of days for sidewalk construction reduced to 10 days, benefitting Calgarians with the timely provision of reliable and safe infrastructure.



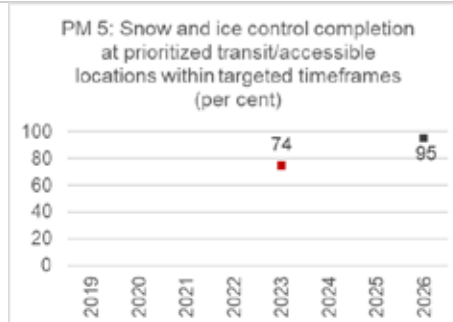
The City has increased the use of green (low carbon) cement to reduce carbon footprints. This approach aligns with the construction industry's standards of adopting sustainable materials which provide equivalent or better performance while also reducing adverse environmental impacts. In 2023, City concrete sidewalk projects resulted in 305 tonnes of carbon reduction, which is a significant increase from 165 tonnes of carbon reduction in 2022.



Accessibility is an essential component of providing a mobility network that can be used by all people, ages, and abilities. Traffic signals with accessible pedestrian signals provide equity of service to vehicular, wheeling, and pedestrian traffic on City pathways, sidewalks, crosswalks, and other parts of the network. By continuously increasing the number of traffic signals with accessible pedestrian signals, the service improves infrastructure accessibility and inclusivity for all Calgarians.

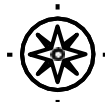


Road network crossing devices that are activated by pedestrians support safe movement across road lanes. These devices include overhead flashers, Rectangular Rapid Flashing Beacons (RRFBs), and pedestrian signals. The increase in actuated pedestrian crossing devices supports multiple modes of mobility and enhances safety of the transportation network.



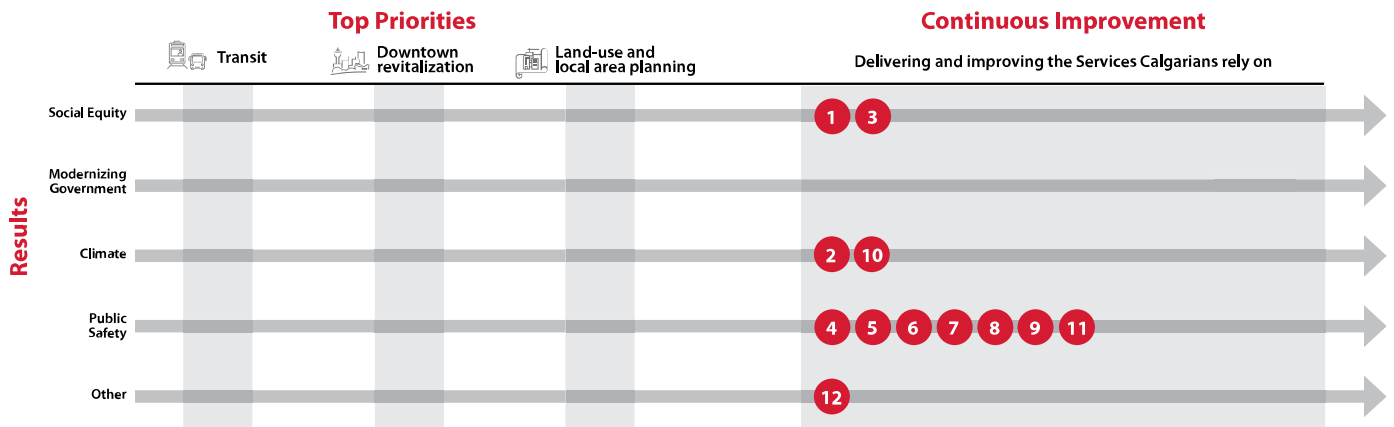
Pilot projects and testing to enable new service enhancements aim to expand the snow clearing service, enhance accessibility and support network coverage. This new annual measure reflects service response for the previous 2022/23 winter season. With multiple events involving snowfall advisories or extreme cold in the fourth quarter of 2023, performance expectations decreased slightly. However, average response times continue to trend positively. Updates to contracts and the upcoming snow and ice clearing policy approval will support snow and ice clearing in future years.






# Progress on Service Delivery




## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Enhance support for walking and wheeling as preferred mobility choices to and beyond schools, shopping, parks, recreational and other locations by prioritizing Always Available for All Ages and Abilities (5A) routes, enabling coordinated lifecycle replacements with adjacent roadway assets and other engineering measures that connect or extend routes, and address missing sidewalk or pathway links.	In alignment with priorities for the Always Available for All Ages and Abilities (5A) network, ongoing project activities include establishing safe routes to schools, incorporating pavement rehabilitation planning, and installing traffic control devices to improve safety at high-risk crossing locations for pedestrians. Site reviews are underway to complete installations of more safety enhancements for pedestrians at crossings and intersections. Missing links have also been prioritized for construction in 2024.	
2 Provide innovative and environmentally-friendly approaches to sidewalk design and construction, and reduce carbon dioxide emissions through the exploration and implementation of carbon upcycling practices, using waste material such as fly ash in concrete sidewalks and by adopting the usage of glass materials in new use categories such as concrete construction.	Material innovation and research continues to improve the types of materials used on City infrastructure. Examples of material innovation activities include the use of concrete mixes that contain high recycled glass while maintaining or improving material durability.	
3 Improve the availability and use of sidewalks and pathways infrastructure to Calgarians by enhancing coordination, engagement, collaboration, feedback and communication activities with workgroups, supporting partners and impacted communities.	Various workgroups including internal teams, vendors, and contractors, continue to collaborate to provide safe and accessible sidewalk and pathways infrastructure. Communication across teams and procurement planning are minimizing sidewalk and pathway construction delays.	

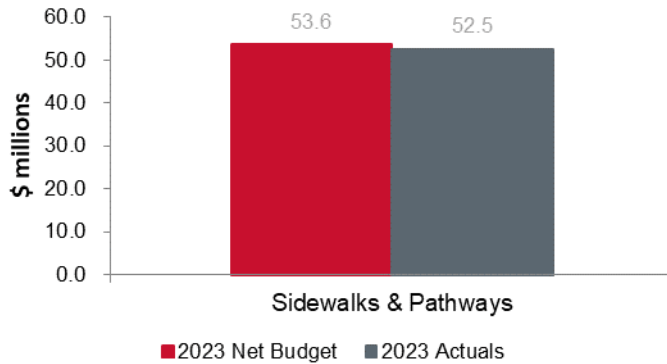
Initiative	Initiative Update	Status
4 Improve the safety, accessibility and attractiveness of the pedestrian realm through continuous improvement, design, maintenance, innovation, benchmarking, and implementation of related programs and technology such as piloting the use of heave phenomena control devices that control the expansion and contraction of concrete.	Construction and surface overlay programs added wheelchair ramps to the network. Fibre reinforced concrete was used extensively for sidewalk repairs, and plastic and steel tactile warning surface indicators are being tested for durability.	
5 Strengthen the culture of safety throughout the sidewalks and pathways network by establishing safety protocols and projects through the Safer Mobility Plan, and exploring opportunities for more social media-based campaigns and short animated clips about safe pedestrian behavior that would engage various age groups and focus on the shared responsibility of safety for all sidewalk, pathway and roadway users.	Monthly mobility safety updates occur on Calgary.ca to enhance the communication of safety initiatives to the public. A Mobility Safety Education Toolkit which includes an educational activity book and a pedestrian crossing safety video to support street safety for children is available online and in print.	
6 Enhance maintenance and functional performance through the use of collected data, analysis, reporting, forecasting, risk-based approaches and innovative equipment exploration such as the use of Segway-style paint machines for painting longer stretches or tight areas, and the use of durable marking products that make crosswalks and high pedestrian traffic areas visible even after winter and increase safety for pedestrians.	Performance management reviews and enhancements established key performance indicators. Engagement through risk assessment also provided opportunities to collaborate, and minimize or eliminate risk. Service teams were engaged to provide risk reviews, and crosswalk paint research collaborations with higher learning institutions also enhanced crosswalk safety.	
7 Provide Calgarians with stronger sidewalks that require less maintenance and have an extended lifespan through updated sidewalk designs and specifications.	A newly developed sidewalk specification is used for concrete sidewalk construction and provides Calgarians with sidewalks that are more durable, have extended lifespans, require less maintenance, and are less susceptible to freeze and thaw damage.	
8 Continually enhance responses to community traffic, walking and biking concerns or issues, through attention to 3-1-1 trends and innovative techniques to delivery efficient and effective service improvement.	Configuration and information improvements have been made to mobility service requests from Calgarians to support effective response delivery. Content for email notifications have also been reviewed and appropriately updated for all impacted service requests.	
9 Enhance snow and ice control on sidewalks and pathways by continuing to explore cost-effective methods and innovative technology-based solutions for removing snow and ice.	Snow and ice clearing material trials and project pilots to explore potentially better materials were conducted in 2023. An additional initiative began at year-end to determine cost-effective opportunities for snow and ice clearing on sidewalks and pathways.	

Initiative	Initiative Update	Status
10 Advance additional carbon dioxide emission reduction, incorporating green technologies and materials for environmental sustainability, through the use of materials such as Green Concrete which can store carbon dioxide and by replacing cement material with limestone which reduces cement content by five percent.	Use of General Use Limestone (GUL) cement to enhance environmental sustainability increased in 2023, resulting in increased carbon footprint reduction. GUL cement is specially formulated to produce lower emissions.	
11 Adopt permanent public realm enhancements by continuing to review, explore and investigate temporary options for transition towards permanent public realm structures where applicable or required.	Permanent mobility network installations have occurred where temporary installations were used to address safety issues. Engagement with communities is ongoing to transition other temporary installations to permanent structures such as permanent signage and traffic calming measures.	
12 Provide service quality and responsiveness associated with the sidewalks and pathways service by continually monitoring and reviewing overall network usage and fee schedules.	Transportation data was collected for various modes of travel including walking, cycling, driving, and wheeling. Data collected supported planning and forecasting regarding network use and trends. Customer experience analysis and material costs are also tracked to improve service responsiveness and delivery.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**

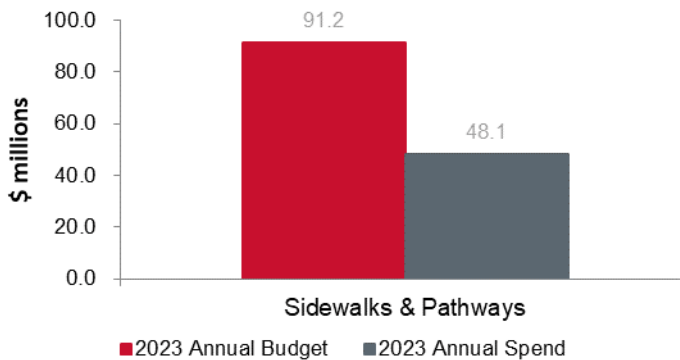


**Operating Budget Updates - 2023 net operating budget vs actuals:**

Sidewalks & Pathways has a favourable operating variance of \$1.1 million. The main reasons that have contributed to the variance are mild weather conditions resulting in lower winter operation spending, favourable revenue from traffic permits and concrete repairs was offset by increased costs for materials, equipment, and supplies.

Streetlight maintenance, pedestrian bridge maintenance, traffic detours and Plus 15 bridge maintenance were completed using the service’s operating budget to provide Calgarians with safe, accessible, equitable and sustainable modes of travel. The operating budget also supports concrete repairs utilizing environmentally friendly materials, snow and ice clearing, and street sweeping.

**Capital Budget and Spend as of December 31, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 spend:**

Sidewalks & Pathways capital spend rate was 52.7 per cent as of December 31, 2023. Enhancing active modes of travel, community vibrancy and public safety for Calgarians continues to be a focus. Highlights include Main Streets projects at 33 Ave SW, 17 Ave SW, and 1 Ave NE, and Community Mobility Improvement construction on 12 Street Memorial Drive. Other capital work completed include Plus 15 bridge rehabilitation, installing over 300 wheelchair ramps, and wayfinding improvements. Public Realm Investments are in conceptual design stage.

Pathway rehabilitation has also been completed for three sites, and new pathway network segment development has launched to serve local schools in Albert Park/Radisson Heights, adjacent to Radcliffe Drive and 36 Street SE. Active and Safe Routes to School Program initiatives and city-wide in-road pedestrian sign deployment are currently in progress. The service also continues to monitor procurement, project schedules, and contractor capacity for efficient budget spending and service delivery.

# Specialized Transit

Led by: Director of Calgary Transit

## Service Description

Specialized Transit provides specialized buses, vans and sedans for Calgarians with disabilities and seniors with limited mobility to get them where they need to be safely, reliably and affordably. Calgarians who have disabilities often have fewer transportation options; our service is a vital connection to the people, services and amenities Calgary has to offer.

## Service Updates

### Key Service Results

In 2023, Specialized Transit saw an uptick in trip counts compared to 2022, reaching 84% of pre-pandemic 2019 ridership levels.

The service completed 3,491 eligibility interviews and processed 8,232 applications, a historic all-time high. Overall, interviews, calls, and applications processed were 11 per cent higher in 2023 over 2022, showing an increased demand for service and the value of maintaining and improving service levels.

As part of its customer commitment, the service answered 90.1 per cent of calls in three minutes or less, exceeding the service level expected performance by ten per cent. To enhance service levels, 27 new vehicles were ordered. Further, 100 per cent of scheduled advanced booking trip requests were accommodated. An upgraded scheduling software facilitated online trip bookings, increasing bookings by up to 23 per cent and reducing overall trip costs. The updated booking and scheduling software significantly improved user experience.

In the community, Travel Training worked with organizations that provide service and support to people with disabilities and held 254 one-on-one training sessions, a 15 per cent increase over 2022.

### Service Challenges

Moving forward, training for contracted service providers needs refinement to ensure consistent application of policy, procedure, and customer service. In 2024, the service will focus on clear guidelines for vehicle incident investigations and other high-priority training focus areas. Additionally, the service is anticipating a workforce gap due to labour market conditions and developing an agile strategy to mitigate the risk. There is a permanent position shortage brought on by temporary staff that will need to be addressed to maintain service levels.

### Trends & Potential Uncertainties

The service is looking to address service disparities for wheelchair users because of limited accessible vehicles. For example, 97 per cent of same-day ambulatory trip requests are met, compared to 65 per cent of wheelchair requests. Accessible taxis have a lifecycle of ten years, while federal initiatives like fleet electrification may deter costly modifications and limit supply.

The service currently seeks explanations from customers for trip purpose, a practice not universally required in Canada due to discrimination concerns and impact on trip priority. Legislative changes in this area are a source of uncertainty and may require service changes to remain compliant. The service is following policy developments to minimize any service disruptions for customers.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

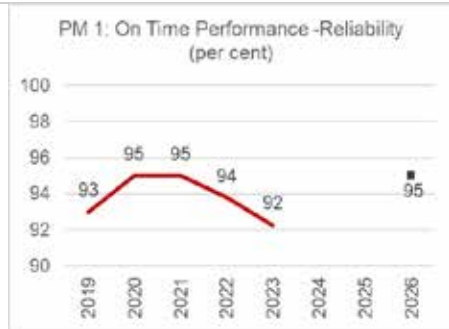
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



The service has maintained service reliability and demonstrated consistent improvement in On Time Performance. The minor gap can be attributed to new drivers being hired and learning their duties on the road, a necessary step to continue to provide accessible and reliable Specialized Transit.



Cost per trip remains well-below upper limit, and is in alignment with the increasing demand for specialized transit. Operational efficiency efforts and new software systems contribute to reduced costs while improving service outcomes for customers. To proactively meet the rise in demand, Specialized Transit hired and trained a new cohort of operators to improve service levels and reduce costs of contracting services.



At-Fault Concerns remain well below the upper limit of 0.80, which demonstrates a successful commitment to safety, customer service, and effective operator training.

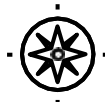


In 2023, Specialized Transit completed 1,018,022 tips, which is a 25 per cent increase from 2022, which had 816,244. Overall, service use is at 84 per cent of pre-pandemic levels, and continues to rise. To accommodate the increase in demand, the service is proactively hiring operators and growing its fleet, while ensuring that current workforce is safe and trained.



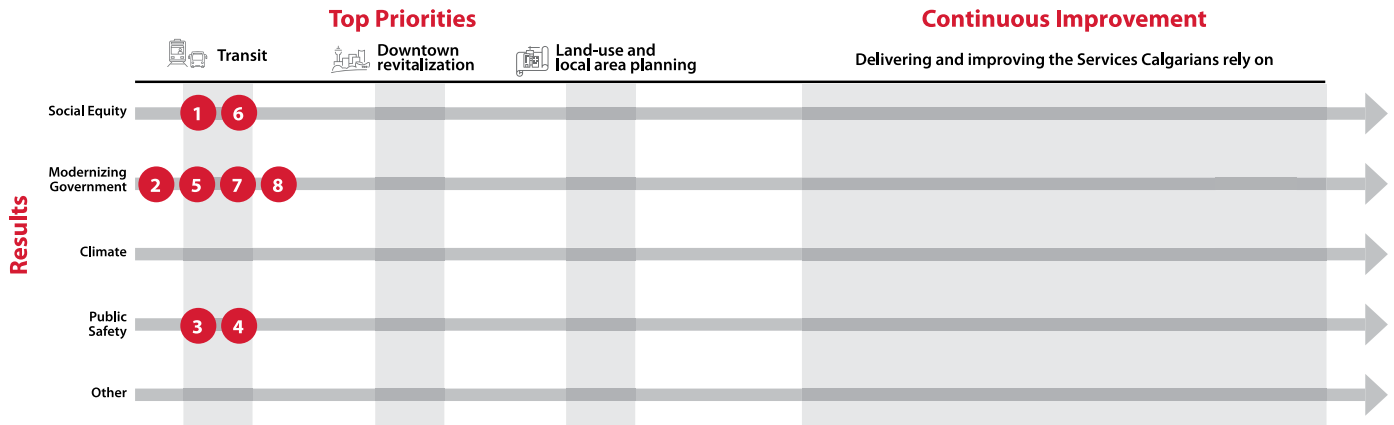
Despite a rise in call volumes, the service continues to exceed the expected future performance and in 2023, answered 91 per cent of call center calls in three minutes or less. This translates to better customer experience for users who spend less time on hold and improves service reliability for customers who count on Specialized Transit for equitable transportation for both planned and unplanned trips.








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

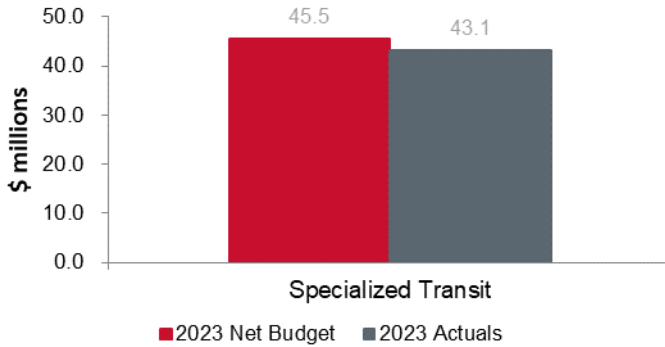
Initiative	Initiative Update	Status
1 Improve service and align service levels with return of customers to the specialized transit system by optimizing schedules.	Specialized Transit enhanced its scheduling software which optimized schedules for improved service with the return of ridership levels. The service recruited and trained Calgary Transit Access drivers to meet customer demand and completed a shared-ride accessible mini-van Request For Proposals to ensure ample support and capacity for customers. Further, an agreement with a contractor to utilize the existing fleet was secured to address vehicle shortages and thus enhance overall service reliability.	
2 Improve service by investing in innovative service delivery options and technologies.	The service invested to upgrade its online trip booking tool to provide new, more robust and accessible self-serve features that make it easier for customers to book and manage their own trips. The project is ongoing and expected to be completed in spring 2024. Additionally, an internal tool was developed to allow Passenger Agents to guide customers through using the online booking tool, facilitating a smoother transition to a self-serve environment with personalized assistance.	
3 Improve employee engagement and safety awareness/training by investing in employee commitment.	Several initiatives were implemented including Beyond the Driver's Seat Sessions to enhance safety and boosted morale among operators, the Pink Shirt Day campaign to combat bullying and the Thank Your Driver Day to acknowledge the vital contributions of The City's largest frontline workforce. The Operator Safety & Readiness Notebook was amended to provide operators with more information on how to report hazardous conditions. This led to a significant increase in the amount of hazardous condition assessments reported in 2023.	
4 Implement and monitor the accountability framework for Calgary Transit safety areas which are moving to other business units and/or departments.	Key deliverables in 2023 included ensuring leaders were empowered to conduct workplace safety inspections, and e-learning opportunities were extended to all staff. This led to a 38 per cent increase in inspections compared to the previous year. Metrics were analyzed to identify operational improvements and potential mitigation strategies. A plan was developed and executed to increase site visits at higher-risk workplace areas, reinforcing the commitment to safety and proactive risk management.	
5 Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Specialized Transit developed and implemented Transit Service Governance Teams that meets regularly to address factors shaping service delivery across The City. These teams covered Council reports, risk management, service awareness, and strategic initiatives like RouteAhead, Green Line, Public Transit Safety Strategy, and the Canada Transit Fund. A sub-team was created to focus on Specialized Transit to prioritize advancing service for eligible clients.	

Initiative	Initiative Update	Status
6 Leverage continued support from Provincial government for initiatives like Sliding Scale program while working with corporate partners.	Calgary Transit remained committed to social equity by aiming to remove financial barriers for transit access. Through effective advocacy with the Provincial Government, \$6.2 million in funding was secured for the sliding-scale low-income transit pass program in 2023. The City also contributed an additional \$32 million, culminating in an annual subsidy of approximately \$38 million. An enhanced Fair Entry program update has been implemented enhancing access to the Seniors Low-Income Transit Pass. These initiatives align with The City's dedication to providing an affordable transit network.	
7 Mitigate potential On Time Performance impacts of increased motor vehicle traffic volumes post-pandemic	Specialized Transit consistently monitored on-time performance, actively adjusting trip schedules for improvement. Increasing customer demand was met by expanding the operator workforce and adding more vehicles. For heavy traffic events or increased motor vehicle volumes, the service strategically deployed floater buses to minimize disruptions. During severe weather, the scheduling team continued to adjust road speeds to match conditions to mitigate potential on time performance impacts.	
8 Increase use of online booking for specialized transit service trips by promotion	The online trip booking tool underwent a significant upgrade. Calgary Transit launched a communication strategy designed to familiarize customers with its new features. A manual was shared with our partner agencies, made available online, and our internal staff received training to ensure a seamless transition. The tool's functionality was enhanced to provide on-screen guidance for resolving issues and meeting specific trip requirements such as snow day advisories. The overarching aim is to increase online bookings and improve the accessibility and quality of our services.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



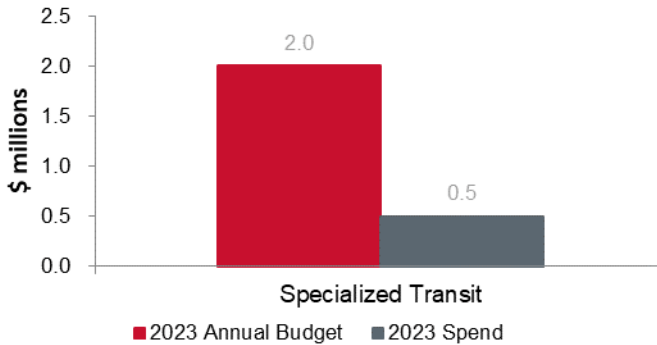
### Operating Budget Updates - 2023 net operating budget vs actuals:

Specialized Transit has a favourable operating variance of \$2.4 million. The primary drivers of the variance were lower than budgeted expenditures for contracted service providers.

Furthermore, demand for Specialized Transit is below budget (84.0 per cent of pre-pandemic levels), resulting in savings of \$3.1 million in contracted services.

These savings are partially offset by lower-than-budgeted historic revenues of \$0.7 million as ridership continues to recover from the pandemic.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

In 2023, Specialized Transit had a capital budget of \$2.0 million committed towards investments in customer technologies that will improve service, ease of use, and accessibility for customers.

As of year-end, 25.0 per cent or \$0.5 million was spent on the planned software upgrade. The remaining \$1.5 million is committed and will be used towards purchasing Mobile Data Terminals in 2024 and other customer service technology.

# Streets

Led by: Director of Mobility

## Service Description

Our streets connect people and places throughout Calgary. We drive, walk, cycle and ride every day 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 rights-of-way for all underground and overhead utilities. We provide space for on-street parking which supports businesses and residential users. We also support The City's efforts to reduce greenhouse gas emissions.

Streets are Calgary's most abundant public space, and we support nearly every service The City of Calgary provides to Calgarians.

## Service Updates

### Key Service Results

#### Awards

Consulting Engineers of Alberta Award of Excellence for Transportation Structures

Service activities included project planning, design, construction, operations & maintenance, risk assessments, community engagements, safety campaigns, innovative initiatives, and environmental considerations to enable the movement of people and goods. The Spring Clean-Up program swept debris off more than 16,000 km of paved lanes and the Paving Program paved more than 150 locations. Over 33,000 potholes were repaired in 2023 due to continuous freeze and thaw cycles, in comparison with approximately 16,000 potholes repaired in 2022. Other service accomplishments include implementation of the popular Seasonal Patio Program, critical streetlight pole replacements, mobility and detour support for transit-related construction and closures, and supporting the completion of slope remediation design.

Ongoing and completed major mobility construction work include 17 Ave SW Phase 2 and 144 Ave NW projects, completion of Banff Trail Area Improvements, completion of the downtown flood barrier and public realm improvements. Innovative enhancements also included the use of ground penetrating radar equipment and implementation of an artificial intelligence adaptive signal system.

### Service Challenges

When maintenance work is scheduled, street infrastructure such as roads and bridges may require closures and detours, and the disruption to service availability for impacted areas can be challenging. The service also faced challenges pertaining to streetlight maintenance service level agreement response times, acquiring adequate funding and resources to provide service for a continually growing network, and changes to internal processes due to the organizational realignment. These challenges impact other processes and construction projects in terms of coordination and consistency.

Projects with dependencies on other projects or other criteria presented complexities regarding scope and increased the lead times required for construction planning, procurement, and project delivery. Other service challenges included difficulties procuring materials and equipment due to inflation, increased material & construction costs, supplier availability, and contractor availability.

### Trends & Potential Uncertainties

Material, equipment, and general procurement delays continue to present uncertainties regarding project commencement and could cause delays during construction. Inadequate funding and potential budget adjustments could impact operations and delay major rehabilitation projects into the next budget cycle. Traffic detour arrangements could delay projects and project priority conflicts may arise. There are higher service level and communication expectations from Calgarians. Changes to traffic control procedures also trends towards creating strains on industry resources, impact project schedules and increase costs. Additionally, project scheduling uncertainties are impacting timelines and deliverables that involve third-party utilities (e.g., utility adjustments, crossing agreements, etc.).



# Measuring Our Performance

## Legend

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

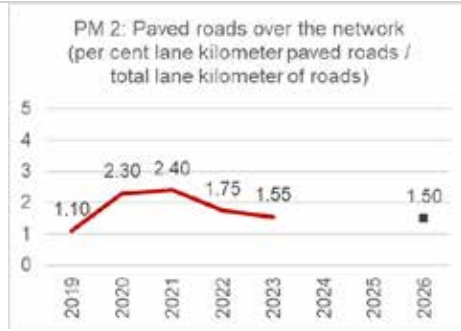
## Performance Measures

## Story behind the numbers

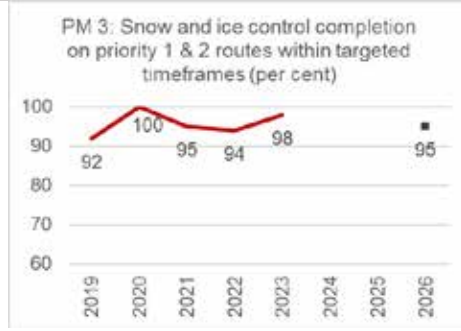
## Status



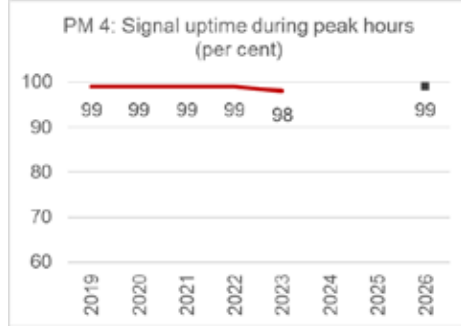
Total spending on pavement rehabilitation in 2023 was approximately \$51 million to maintain Calgary's roads at a forecasted network condition of 41%. Road network condition assessments and data updates are ongoing. Overall pavement condition improves through continual infrastructure investments.



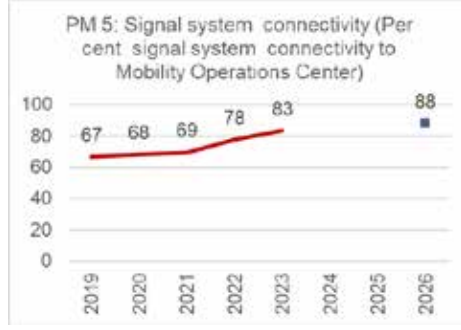
This value is the percentage of yearly road lane kilometres paved compared to the total lane kilometres of roads in the city. Paving activities occur annually from June to October. The quantity of paving that occurs is impacted by weather. In 2023, paving crews paved 265 lane kilometres at over 150 locations. The total road network expanded to 17,068 lane kilometres.



Snow and ice clearing performance expectations for the 2022/23 winter season were achieved. Timely response times occurred for snow events where weather temperatures were not extreme. Performance is recorded annually at the start of the winter season for the previous year to adopt measure consistency. It is anticipated that the upcoming Winter Maintenance Policy approval and service response trials will support achieving expected performance values in future years.

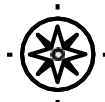


Traffic signals are crucial for ensuring safe and efficient traffic management at intersections in the road network. Proper functioning of signals enhances the safe interaction for road network users. The traffic signal uptime performance measure indicates the connectivity of signals to the traffic control system. In the first half of 2023, several issues, such as information technology downtime, flash flooding and storm damage to equipment, affected signal uptime. However, these issues were resolved, and signal uptime performance remains high.



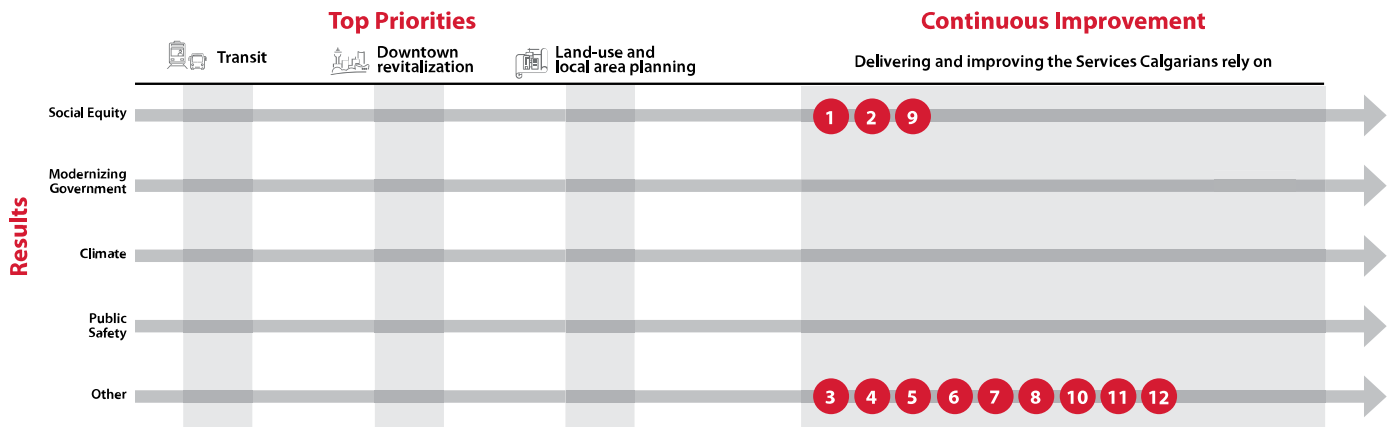
This metric measures the proportion of traffic signals connected to the Mobility Operations Centre for efficient traffic monitoring and incident management. The City currently oversees approximately 1,200 traffic signals. Communication capabilities are being installed in traffic signals that do not have these capabilities. When new traffic signals are installed, communication capabilities are simultaneously added to ensure a synchronized increase in the percentage of signals connected to the operations centre. In 2023, 123 new signal system communication connections were established.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Enhance safety and accessibility of the mobility network by promoting safety-related processes, procedures and communication, and by installing ramps and related infrastructure.	Wheelchair ramp installations continued in 2023 to enhance safety and accessibility. Dynamic messaging boards were also used to communicate road information and support the safe use of roadways.	
2 Maintain safe workspaces while delivering services to Calgarians by establishing employee safety enhancements to support staff with safety meetings, and techniques and guidelines for incorporating safety-based awareness and thinking in day-to-day tasks and activities.	The Mobility Safety Implementation Team and Joint Worksite Health and Safety Committee each meet regularly to advance safety and prioritize issues. Safety support is provided through safety advisors, monthly safety bulletins and other safety communications throughout the year.	
3 Promote actions that encourage transportation mode changes such as from driving to walking or the use of transit and vice-versa through participation in transportation mode projects, activities and collaborations with other workgroups or partners.	Over 1,000 locations were scheduled for transportation data collection in 2023 for data collection. The collected data is analyzed for trends impacting pedestrians, cyclists, and vehicle usage on the transportation network. The work involved manual data collection by seasonal data crews and data collected automatically through embedded data collection equipment.	
4 Expand employee training, awareness and learning opportunities regarding respect in the workplace, diversity and inclusion, and code of conduct through encouraged participation in City-specific learning and development programs, team communications, internal courses and employee-centered discussions.	Required training such as respectful workplace and code of conduct training has been completed. Additional opportunities for employee training and participation were also available throughout the year.	
5 Enable opportunities for positive economic and environmental impacts by determining strategies and mechanisms to reduce travel hours within specified or peak travel periods.	Signal timings were optimized to maintain or enhance traffic flow, especially during peak hours or where road incidents introduce hazards or delays on segments of the network. Adaptive signal control initiatives to improve signal efficiency were also implemented at 36 Ave & Glenmore Trail.	

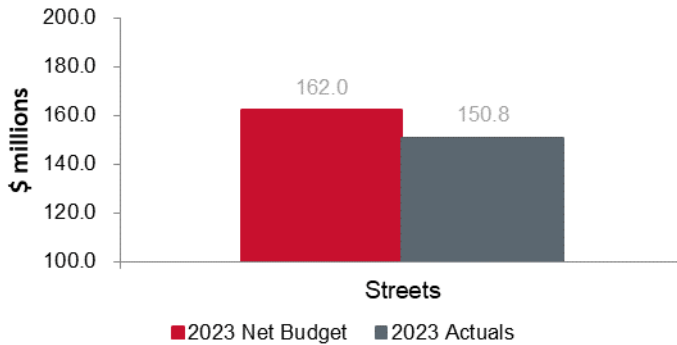
Initiative	Initiative Update	Status
6 Minimize construction costs and interruptions to the public or to traffic flows through enhanced or continued engagement, collaboration and coordination with internal and external groups.	Project teams are adapting to the realigned organizational structure and using early planning and engagement strategies to enable efficiencies with both internal and external project-related workgroups.	
7 Improve work efficiency, lower costs, generate savings and maintain or improve levels of service and overall service delivery by researching, exploring and implementing technologies that provide efficiencies and solutions.	Various work efficiencies aimed at lowering costs, enhancing environmental sustainability, and improving service levels were explored and implemented, including ground compaction projects and the adoption of pre-washed aluminum material.	
8 Provide longer lasting roadway results and less invasive roadway repair activities by utilizing efficient roadway-associated repair and rehabilitation methods such as narrow trenching for utility work and durable pothole repair patches.	Over 33,000 potholes were repaired in 2023 and alternative pothole repair materials were explored. Warm Mix Asphalt (WMA) for roadway paving also presented a viable alternative to the use of typical asphalt. About 22,000 tons of WMA was used, which is approximately a 20% reduction in temperatures normally used with typical asphalt mixes.	
9 Maximize the useful life of roadway assets by continually monitoring and managing asset lifecycles, planning for timely maintenance, making the best use of resources, proactively procuring materials and implementing efficient asset rehabilitation and replacement activities.	Lifecycle planning continues for mobility assets. Asset condition, levels of service and replacement costs are also used to establish baselines and track investment needs. Long-term asset management planning is communicated to optimize the useful life of infrastructure and support asset maintenance, rehabilitation, and replacement.	
10 Eliminate or minimize procurement-related disruptions by continuing to work with Supply Management and other internal teams/resources, and external groups and partners including contractors, vendors and consultants to conduct procurement in a timely manner.	Project teams emphasized collaboration and communication to avoid procurement disruptions and delays. Processes such as the new centralized vehicle and equipment coordination model were also established with procurement partners.	
11 Enable appropriate adjustments as a result of emerging trends regarding the use of streets by engaging and working with various groups to better understand and incorporate transportation data and street-use feedback.	Travel trends and insight was achieved through consistent data collection by mobility data collection teams. A travel log survey was used to gather data from Calgarians regarding how they move through the network.	
12 Eliminate work duplications and maximize efficiencies with other workgroups by exploring other channels of efficiencies related to working with colleagues and partners, to develop strategies and achieve common goals.	As new organizational structures were established through organizational realignment, workgroups established team norms and explored enhanced processes to introduce or improve efficiency. Examples include procurement processes and centralized vehicle and equipment training models.	





## Service Updates on Financial Performance

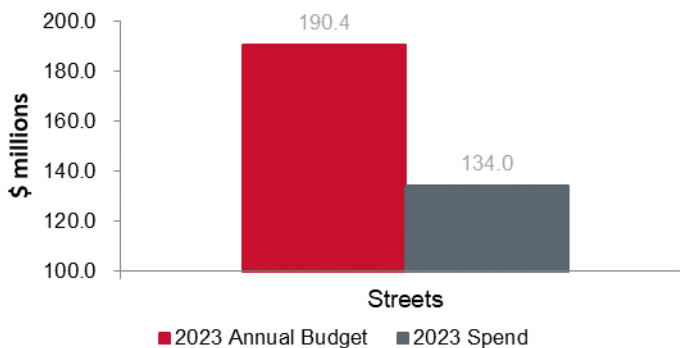
**Net Operating Budget and Actuals  
as of December 31, 2023**



**Operating Budget Updates - 2023 net operating budget vs actuals:**

The streets service's operating financial spending was \$11.2 million less than budget. Winter operational expenses were below budget mainly due to mild weather conditions. Lower spending occurred in the service's operations due to reduced contract work for signals construction and signs, and there were higher costs for vehicle and equipment, asphalt for surface overlay, and aggregate materials. Favourable revenue from plant sales, degradation fees, and the Community Aggregate Payment (CAP) levy was offset by lower parking enforcement revenue attached to the Spring Clean-up program.

**Capital Budget and Spend as of December  
31, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 spend:**

The streets service capital spend rate was 70.4 per cent as of December 31, 2023. Ongoing investments and deliverables include Stoney Trail improvements at 11 Street NE Interchange and 80 Ave Flyover, 144 Ave NW Improvements at West Nose Creek, streetlight upgrades including the replacement of 1,200 critical poles, major bridge rehabilitation and repairs, traffic signal replacements and pedestrian Rectangular Rapid Flashing Beacon installations. Sixteen lifecycle projects were completed for traffic signals. However, changes in the signal construction industry and unavailability of contractors impacted program spending and caused project delays.

In accordance with the Calgary Safer Mobility Plan and ongoing safety improvements, capital budget spending included permanent curb extension projects, smart right turns, left turn improvements, and signal projects. The capital program involving property acquisition for future projects experienced delays due to ongoing land negotiations. Pavement rehabilitation projects were also postponed to 2024 due to challenges related to supply processes and traffic detours. Plus 15 bridge accessibility improvements were completed at 26 locations, and service monitoring continues for procurement, project schedules, and contractor capacity.

# Taxi, Limousine & Vehicles-for-Hire

Led by: Director of Emergency Management & Community Safety

## Service Description

Taxi, Limousine & Vehicles-for-Hire regulates drivers, vehicles, brokerages and transportation network companies operating in the livery industry under the Livery Transport Bylaw. This service ensures that all drivers have the right qualifications and proper, mechanically-inspected vehicles so passengers have safe rides. Community peace officers provide education and promote compliance with drivers by assessing complaints and seeking resolutions that create a fair and safe environment for drivers and passengers.

## Service Updates

### Key Service Results

The Public Vehicle Standards (PVS) division is improving customer services for the vehicle-for-hire industry by modernizing and streamlining the licensing system. This includes aligning license renewal dates and standardizing documentation, resulting in efficiencies and increased customer satisfaction. (Initiative 3)

In 2023, PVS saw a 46 per cent increase in customer volume and processed 65 per cent more electronic records than in 2022. A new customer queuing system improved in-person service by providing virtual entrance licensing services and instant mobile responses. The system allows for the collection of real-time data on customer service operations by identifying process changes and highlighting areas for improvement. (Initiatives 1,8)

Calgarians are utilizing vehicle-for-hire services in record numbers, surpassing pre-pandemic levels. As a result, the PVS division Enforcement team has increased their vehicle inspections. The team is reporting a drop in remediation orders indicating the vehicle-for-hire fleet is safe, accessible and reliable. (Initiative 8)

### Service Challenges

Industry drivers and brokerages face difficulties finding and procuring newer model vehicles. Continued delays and cost increases are impacting the wheelchair accessible taxi platform. The cost of purchasing and outfitting a new wheelchair accessible vehicle costs over \$40,000. This is substantially higher than a non-accessible vehicle and is a barrier to providing wheelchair accessible taxi service.

The service's Accessible Taxi Incentive Program is working on launching a Wheelchair Ramp Installation Incentive Program to offset the costs that are currently acting as a barrier for industry participation.

A recent online survey revealed that 67% of industry drivers were unaware of incentives offered through the Wheelchair Accessible Vehicle Program (WAV). Upon learning of available incentives, 59% have expressed interest in knowing more about becoming an accessible taxi driver in Calgary. Improved communication campaigns and targeted engagement will support improved program outcomes.

### Trends & Potential Uncertainties

In 2023, Public Vehicle Standards' centralized dispatch program for wheelchair accessible service (WAV Calgary) received a record number of calls to book wheelchair accessible taxis. To better understand supply and demand, PVS is creating a strategy to identify opportunities and challenges within the vehicle-for-hire industry. This includes exploring the release of accessible taxi plates and providing additional incentives to bring newer accessible vehicle-for-hire into the fleet.

To increase awareness of WAV Calgary, Vehicle-for-Hire is collaborating with industry and accessibility groups to familiarize themselves with this service and gather feedback from users.



# Measuring Our Performance

## Legend

- Actuals
- Expected Future Performance
- Progressing as planned
- ↻ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



Improved technical systems, coordination with our partners and maintaining effective resource management and service level agreements have ensured a timely and efficient complaint and resolution process.



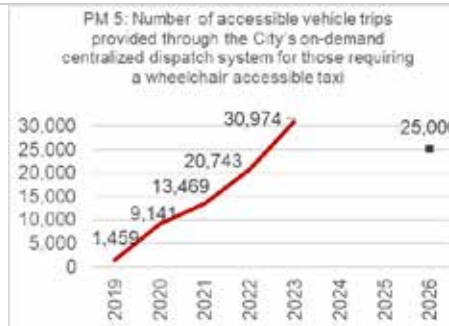
Staffing levels are adequate to meet the post-pandemic increase in demand for licensing services across Vehicle-for-Hire. VFH licensing saw over 24,000 in-person customers with the average wait time for service being four minutes.



The demand for taxi services has been increasing since the pandemic, leading to a rise in the number of drivers and licenses issued. Work continues towards an online licensing platform which will remove additional barriers for taxi drivers seeking to enter the industry.

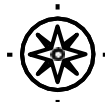


The demand for ride-sharing services has surpassed 70 per cent of all vehicle-for-hire trips in Calgary and is expected to continue to increase, highlighting the need for enhanced efficiency in the renewal process for Transportation Network Companies (TNC) drivers. To address this, the Vehicle-for-Hire Licensing Team has shifted its focus in 2024 to conduct renewals for Transportation Network Drivers' Licenses in person at the front counter. This customer-centric approach, developed in collaboration with the TNC broker, aims to reduce delays caused by waiting for document uploads and adherence to TNC availability and processing times.



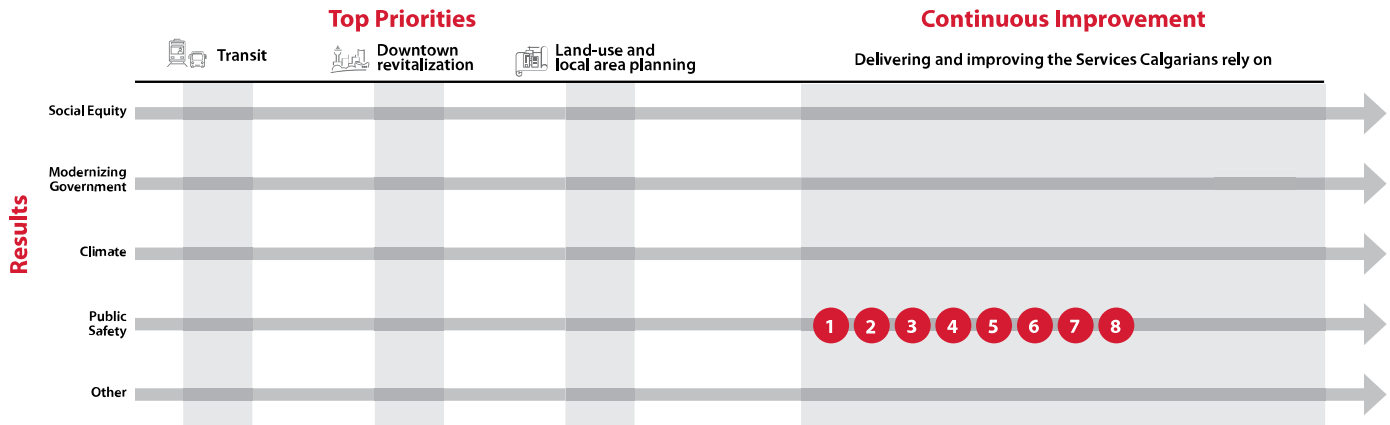
The Accessible Taxi Incentive Program and the Wheelchair Accessible Taxi service (WAV Calgary) were implemented in 2019 to provide on-demand taxi service for people who require assistance to accommodate a wheelchair or other mobility device. Since then, trip volumes have been increasing and have surpassed pre-pandemic levels. Vehicle-for-Hire is continuing to reach out to advocacy groups to increase awareness of WAV Calgary.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Offer fair and equitable livery options for all Calgarians and industry participants by monitoring the effectiveness of the Livery Transport Bylaw.	The City of Calgary is working towards creating equity across service streams by better aligning Vehicle-for-Hire licensing services among different transportation options. Work is also underway to streamline licensing processes between Taxi and Transportation Network Company (TNC) licensing structures. TNCs must adhere to the Transportation Network Companies Regulation from the Province of Alberta. Taxi and limousine operators are regulated through The City Livery Transport Bylaw. The upcoming Vehicle-for-Hire Strategy, which will be presented to Council in 2024, will expand this initiative.	
2 Foster positive relationships with livery industry participants and partners by prioritizing routine engagement that will inform a proactive response to emerging trends.	In 2023, Vehicle-for-Hire organized and actively participated in two formalized engagement sessions and two townhall meetings with industry participants. Two industry surveys were completed in 2023 to hear from industry participants regarding possible changes to the Vehicle-for-Hire's licensing procedures and to provide their thoughts on the industry. The feedback is being used to inform the upcoming Vehicle-for-Hire Strategy.	
3 Optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.	The City of Calgary is working towards modernizing its licensing system by introducing public-facing online services that will streamline licensing for drivers and brokerages, creating an easier and faster process. Information Technology is currently in the 'proof of concept' stage to ensure this product is viable for licensing and online services. Enhancing the licensing system will improve customer service for the licensees, such as on-line applications, and reduce wait times for in-person vehicle-for-hire licensing support.	
4 Meet the evolving needs of the livery industry by maintaining routine reviews of driver training programs, focused on passengers with disabilities, cultural diversity, and Anti-Racism while aligning with enabling partners and corporate standards.	With the release of the Anti-Racism Action Committee report, the training program content was reviewed and amended to ensure alignment with The City's values. The online format of the Vehicle-for-Hire Driver's Training Program allows the for the immediate ongoing adaptation of training materials based on trends and needs of the industry.	
5 Satisfy demand for livery services and respond to feedback from industry partners and participants by monitoring the supply and allotment of taxi plate licences.	The City of Calgary delayed the planned taxi license release due to the Council recommendations on January 24, 2023, while various licensing models are being explored. Administration is working on a Vehicle-for-Hire Strategy that will explore options pertaining to the allotment and supply of taxi plate licenses and the timing of any potential plate releases. This strategy will be presented to Council in 2024.	

Initiative	Initiative Update	Status
6 Increase industry participation and capacity to meet growing demand for accessible livery services by monitoring wheelchair accessible taxi trip volume and the effectiveness of the Accessible Taxi Incentive Program.	Effective Jan. 1, 2023, the Accessible Taxi Incentive Program was amended based on industry feedback. The amendments included increasing the per-trip incentive, modifying the 'evening' hour timeframe incentives for drivers, and improving the timing of incentive payments from quarterly to monthly. With the increasing expense to purchase/modify and maintain wheelchair accessible vehicles, Vehicle-for-Hire is presently working on a new Wheelchair Ramp Installation Incentive to offset these costs which will be launched in 2024.	
7 Explore opportunities to support Calgary's Climate Strategy through collaboration and engagement with industry participants and partners.	Vehicle-for-Hire and the Climate Initiative team are sharing information and discussing potential pilot projects that could impact Vehicle-for-Hire participants. Joint engagement/communication sessions with industry participants are being planned to explore the Climate Strategy and find ways for industry partners to participate in climate initiative pilot projects. Vehicle-for-Hire has been meeting with other regulator groups throughout Canada with the explicit goal of developing best practices for the early adoption of climate initiatives pertain to the vehicle-for-hire industry.	
8 Enforce public vehicle safety standards and compliance with the Livery Transport Bylaw regulatory framework by providing education and resources to industry participants.	The City of Calgary is currently working on a Vehicle-for-Hire Strategy to ensure equity and inclusion in all aspects of the industry while maintaining a high safety standard for Calgarians. The Vehicle-for-Hire enforcement team is committed to leading with education for industry participants before additional enforcement actions are taken whenever possible. Enforcement officers continuously seize on opportunities to have informal engagement conversations with drivers on topics pertaining to the industry.	

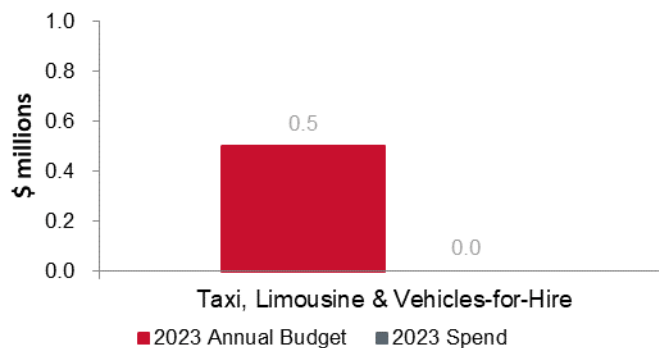


## Service Updates on Financial Performance

### Operating Budget Updates - 2023 net operating budget vs actuals:

Taxi, Limousine & Vehicles-for-Hire has no operating budget variance. This is a self-supported service line and any operating surplus or deficit would be contributed to the Livery Transport Services Sustainment Reserve. In 2023, Taxi, Limousine & Vehicles-for-Hire had an operating surplus of \$1.6 million, due to salary savings from intentionally managing the workforce which was contributed to the Livery Reserve.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Taxi Limousine & Vehicles-for-Hire has spent 8.8 per cent of the 2023 approved capital budget. The continued development of an online licensing tool for taxis and limousines is underway, however year to date spend is lower than expected as this work has been paused to assess integration potential thus leading to lower than expected spend this year.

In 2023, the capital expenditures includes modernization of government through technology initiatives such as ongoing investment in the One City Coordinated Records Management System (OCRMS) program. Annual acquisition and life cycle of equipment required for Vehicle for Hire Peace Officers in 2023 being done under a larger program for which Bylaw Education & Compliance is the steward.







# Utilities and Environment



# Climate & Environmental Management

Led by: Director of Climate & Environment

## Service Description

Climate & Environmental Management provides leadership, strategies, programs, and support to plan for and manage climate and environmental issues, risks, opportunities and trends associated with the delivery of public services. Climate action aims to reduce the impacts of severe climate events on infrastructure, people and nature, reduce greenhouse gas (GHG) emissions, and improve energy management. Environmental sustainability aims to protect and reduce our impact on land, air and water resources to ensure quality of life, human and ecological health. We identify, assess and manage contamination risks of city-owned land to protect human health and the natural environment.

## Service Updates

### Key Service Results

#### Awards

- 2023 CAMA Environmental Leadership & Sustainability Award – Determining the Value of Natural Assets
- Environmental Excellence Award for the 'Climate Strategy-Pathways to 2050'

2023 was a year of foundation building, focusing on the development of strategies, plans, programs & staffing up teams to accelerate implementation of actions. Enhanced focus was put on operational integration of climate action in cross-corporate accountability, decision-making & reporting. Working groups on energy equity & climate resilience were established, to help understand & support equity deserving Calgarians.

Notable program launches include the Clean Energy Improvement Program (CEIP), Building Energy Program, Downtown Retrofit Program, YYC Benchmark & numerous incentive programs. The launch of the 2023-2026 Centralized Climate Fund supporting new and/or retrofit capital infrastructure projects to reduce GHG emissions/climate risk.

Council passed the Drought Resilience Plan setting forward an approach to build drought resilience where Calgary's people, ecosystems, & businesses are prepared to withstand, recover & adapt to drought conditions.

Two major structures providing significant flood protection to Calgary advanced; the Springbank Off-stream Reservoir, & the Downtown Flood Barrier. In addition, advancement of new flood hazard maps & regulatory framework.

## Service Challenges

While addressing the climate crisis requires accelerated & coordinated action, creating & integrating the cross-corporate building blocks for organizational climate action & creating shared accountability throughout our large & complex organization with multiple priorities takes time.

Environmental Reserve is a key tool to protect environmentally significant areas (ESAs) in greenfield development but has limited ability to protect certain habitat types (i.e tree stands, grasslands, full extent of riparian areas & river valleys, grasslands, & some wetland types). Input into the City Building Program will support improving environmental outcomes by establishing clearer planning policy direction earlier & refining planning tools.

As growth pressures continue across the city, the volume of sites evaluated for contamination is increasing. Sites that were previously not contemplated for redevelopment are being considered. We continue to work with partners to find innovative solutions.

## Trends & Potential Uncertainties

We continue to closely monitor:

Provincial action(s) on flood, drought & the downstream impacts of the anticipated lack of precipitation to inform regional water management strategies, local ecological health of wetlands, biodiversity, river health & the conservation of ESAs within Calgary; opportunities to leverage technological advancements; the growing clean energy market; Federal/Provincial funding opportunities and notable growth in the labelled bond market promoting sustainability & an Environment, Social & Governance focus.

Ongoing progress is being made to build relationships with Indigenous communities with the intention of learning historical & ancestral methods to manage resources, supporting mutually beneficial climate & environment outcomes.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

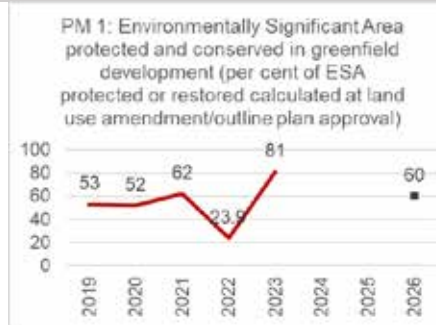
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

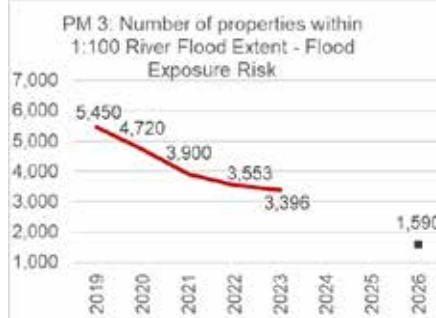
## Status



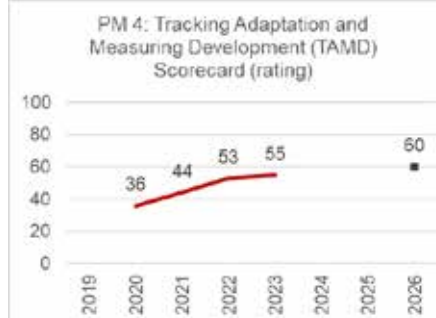
Although the 2023 number is above-target, the average performance from 2019 to 2023 is 56%, slightly below target. Year-over-year variability will occur due to variations in yearly number of approvals, pre-development landscape habitat types and Environmentally Significant Area (ESA), and policy lag. Environmental Reserve is a key tool to protect ESAs in greenfield development but has limited ability to protect certain habitat types such as tree stands, grasslands, full extent of riparian areas and river valleys, grasslands, and some wetland types.



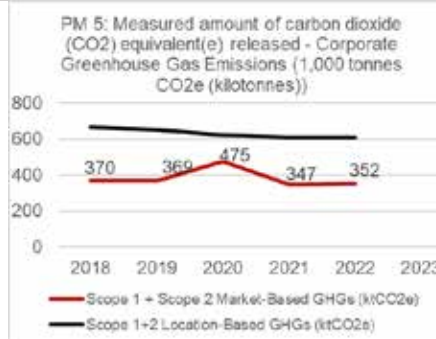
The number of sites assessed annually for potential contamination concerns continues to increase. In 2023, there was a significant increase in the number of development applications and land transactions that were reviewed for potential contamination concerns. We continue to see an increase in requests from Project Managers across the City to assess their projects for potential contamination concerns. By identifying potential soil and groundwater contamination issues in advance of development, appropriate assessment and mitigation strategies can be developed.



Key strategies to reduce river flooding risks center on capital investments in upstream reservoirs, barriers, and outfalls. Since 2013, we have reduced Calgary's flood risk by 55 per cent through strategic investments and partnerships with government, industry, non-government organizations (NGOs) and citizens. Advancement on two major structures to provide significant additional flood protection to Calgary in 2025: the Springbank Off-stream Reservoir & the downtown barrier. The province is continuing the Bow Reservoir option study.

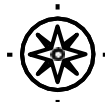


This indicator is designed to capture the extent to which considerations of climate change impacts (i.e., risks and opportunities) are integrated into organizational planning processes. We are continuing to improve in this measure as climate governance structures and processes are implemented across the organization.



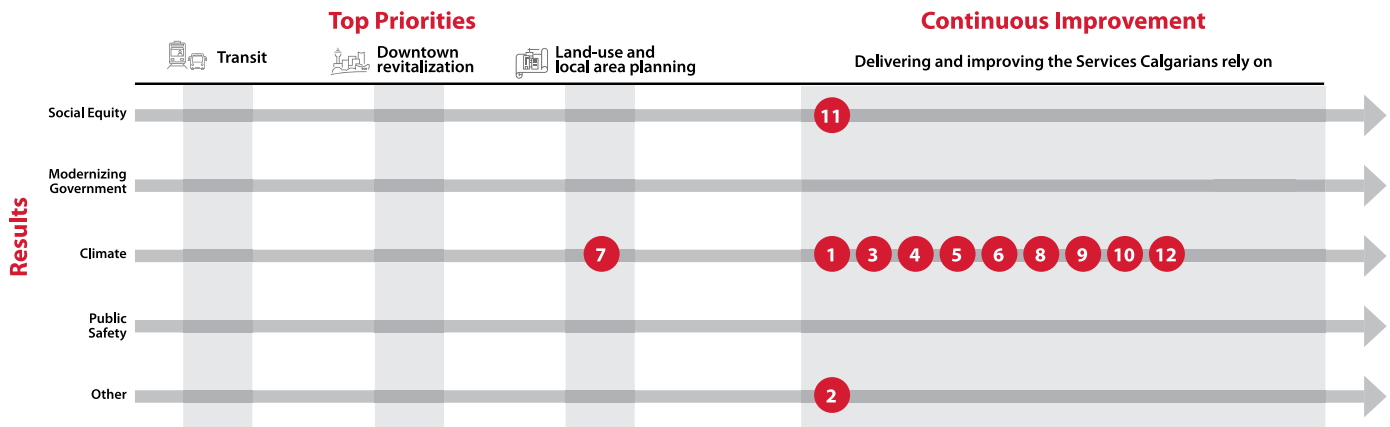
Corporate greenhouse gas (GHG) emissions have been below 2005 baseline levels since 2012, when The City began purchasing Renewable Electricity Certificates (RECs) for 100 per cent of its electricity consumption. 2022 Corporate GHG emissions are 45 per cent lower than 2005 levels. Several projects were initiated in 2023 to support corporate emissions reductions (updates to The City's Sustainable Building Policy, Business Unit GHG Reduction Plans & the Centralized Climate Fund). In 2023, The City initiated a third-party review of its GHG emissions inventory & methodology to enhance accuracy in reporting & alignment with industry best practices.









# Progress on Service Delivery





## Alignment with Council Refined Priorities and Result Areas




**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

Initiative	Initiative Update	Status
1 Increase protection and conservation of Environmentally Significant Areas (ESA) in greenfield development by developing standard protocols for ESA identification in ecological inventories and biophysical impact assessments, by retaining identified ESAs using Environmental Reserve or other planning tools as part of Land Use Amendment/Outline Plan approvals and by updating ESA and Environmental Reserve policies and guidelines.	<ul style="list-style-type: none"> <li>Updating policy documents to help conserve Environmentally Significant Areas (ESAs) including the Calgary Plan, Parks Plan, &amp; Calgary River Valleys Plan.</li> <li>Development of an ecological network plan will set targets for conserving ESAs &amp; create a citywide reporting system. Upcoming work includes revising Environmental Reserve (ER) setbacks, ER policies, &amp; establishing a policy &amp; funding mechanism for Conservation Reserves &amp; land acquisition. Guidelines are also being developed for constructed stormwater wetlands &amp; using naturalized or green infrastructure to restore &amp; create more ESAs.</li> </ul>	
2 Protect the environment and public health and safety by providing corporate-level leadership and support to City services on identifying, assessing and managing contaminated lands. A proactive approach to identifying potential contamination concerns on City land assets and lands contemplated for development ensures that appropriate due diligence is performed and responsible management of environmental risk occurs.	<ul style="list-style-type: none"> <li>We continue to see an increase in requests across The City to assess projects for potential contamination due to an increased volume of development applications and land transactions in 2023.</li> <li>We are being proactive by checking for potential contamination on City lands where development is contemplated and performing due diligence to ensure environmental risks are responsibly managed.</li> </ul>	

Initiative	Initiative Update	Status
<p>3 Combine local and regional, structural and non-structural flood mitigation measures to optimize economic, social and environmental resilience to river floods. City-led, supported or advocated initiatives include: new upstream dams and reservoir operations; local flood barriers and infrastructure floodproofing; thoughtful flood hazard zone land use regulation and regulatory refinement; public engagement/education; enhanced flood forecasting; response planning and emergency response.</p>	<ul style="list-style-type: none"> <li>•We continue to progress the Calgary River Valley project, which will enhance development regulation resilience goal at 1:200 flood (above current 1:100 standard)</li> <li>•Updates to the land use planning policy &amp; regulations phase one engagement is now complete. Work is now underway to update our flood hazard maps &amp; regulatory framework</li> <li>•Continued work on the Springbank Off Stream reservoir &amp; the Downtown Flood Barrier, improving our flood risk &amp; mitigating overbank river flooding down-stream</li> <li>•Also notable is the completion of the Strategic Water Management project in South Sask River Basin</li> </ul>	
<p>4 Drive drought resilience in Calgary through a corporate-wide stance and significant collaboration involving Water Treatment &amp; Distribution Service Line by planning for local and regional water demand, water allocation and/or licensing, water treatment and distribution infrastructure and/or operations and emergency response. Shifting regional climate, utility and environmental equity and the provincial moratorium on new licenses from the Bow Basin make this initiative complex, timely &amp; important.</p>	<ul style="list-style-type: none"> <li>•Council passed the Drought Resilience Plan supporting our ecosystems, businesses, &amp; people to withstand, recover &amp; adapt to drought conditions. 2023 was the first time water restrictions were applied &amp; Calgarians successfully saved one billion litres of water. We undertook preparatory work for 2024 potential drought &amp; have structured communication &amp; procedures for response</li> <li>•Efforts are underway to incorporate drought &amp; landscape content into the City Building Program</li> <li>•We continue to advance the Water Security Roadmap, Water Efficiency Plan, &amp; the Drought Financial Options study</li> </ul>	
<p>5 Guide effective corporate-wide environmental and climate management and performance through policy, frameworks, strategic plans, standards, procedures and tools. Includes assurance activities including audits, risk registers, compliance tracking and performance reporting on behalf of the corporation.</p>	<ul style="list-style-type: none"> <li>•Corporate climate governance maturity assessment completed &amp; cross corporate governance work ongoing</li> <li>•Participation in ICLEI Canada's Net-Zero Action Research Partnership- the evolution of municipal climate accounting</li> <li>•Enhanced integration of climate &amp; environment into Corporate Risk Reporting and Corporate Capital Prioritization Criteria</li> <li>•Incorporation of primary climate investments into Corporate Reporting</li> <li>•Compliance obligations &amp; impacts met via EnviroPortal database &amp; ongoing environmental audits</li> </ul>	
<p>6 Develop, implement and manage outreach and education initiatives and partnerships aligned with environmental and climate outcomes of the community and the corporation. Key objectives include to educate and build awareness, as well as collaborate and partner to amplify efforts. Services are provided with equity considerations.</p>	<ul style="list-style-type: none"> <li>•Climate Outreach &amp; Education Strategy &amp; Action Plan- consultant report completed, action plan developed, resourcing &amp; formalization of metrics &amp; indicators are underway</li> <li>•Mayor's Environment Expo- In June The City collaborated with 35 community organizations, partners, &amp; City Business Units to deliver education programming to over 14,000 students and teachers both in person &amp; virtually</li> <li>•Calgary Climate Symposium- 12 Sessions with 45 experts, drawing 1000+ participants</li> <li>•Launched interim public-facing climate dashboard online and expansion of a more robust analytics dashboard underway</li> </ul>	

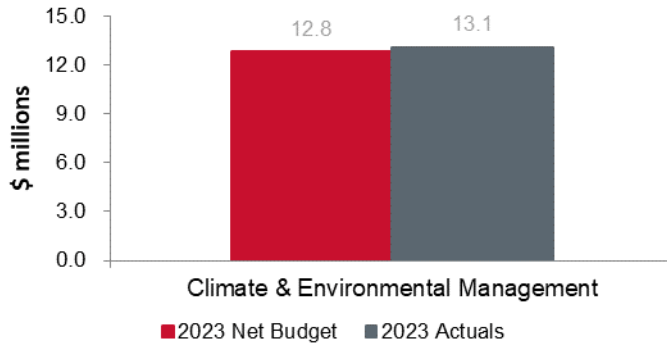
Initiative	Initiative Update	Status
7 Integrate climate and environment considerations into planning and approvals continuum. Review and update existing planning and design policies, guidelines, regulations and processes to include net zero, climate resilience or environmental targets, recommendations and/or requirements; incentivize innovation and quality improvements for new developments to further climate or environment; research and analysis to support appropriate city growth targets and types.	<ul style="list-style-type: none"> <li>•Planning Actions for Climate Toolkit (PACT) under development, to be used in the review of Outline Plans, Land Use, Development Permits</li> <li>•Council approved Land Use Bylaw amendments, incorporates climate considerations</li> <li>•City Building Program: continued incorporation of climate mitigation &amp; adaptation content</li> <li>•Ongoing capacity building of Planning &amp; Development staff to incorporate climate content into planning initiatives &amp; development of enhanced training/workshops &amp; materials for targeted City project managers</li> <li>•Planning communities with a greater mix of housing types &amp; complete communities</li> </ul>	
8 Improve climate resilience of Calgary's people, communities, food systems, buildings, infrastructure and natural assets. Use engagement, data analysis and policy to address climate risk/vulnerability of Calgary communities; advance emergency preparedness and business/service continuity planning for climate-driven events; develop relationships (industry, builders, civic partners), incentives, operational improvements, assessment tools to support climate-resilient built and natural infrastructure.	<ul style="list-style-type: none"> <li>•Developing strategies to support Calgary's food systems &amp; businesses. Facilitating YYC Food Collaborative</li> <li>•Establish the Community Climate Adaption action program</li> <li>•Climate risk profiles: City wide data (incl. mapping tool) compiled, supporting local area plans and development of public facing interactive Community Risk Profiles app in progress</li> <li>•Completed eight Climate Risk &amp; Resilience Assessments &amp; three screening assessments for facilities &amp; infrastructure</li> <li>•2023-2026 Centralized Climate Fund committed to funding capital infrastructure projects to integrate climate risk reduction measures</li> </ul>	
9 Support Calgary's transition to a net-zero City. Improve energy efficiency and reduce emissions from new and existing buildings and transportation systems through training and capacity building, financing, incentives and regulatory / policy improvements.	<ul style="list-style-type: none"> <li>•Clean Energy Improvement Program launched three more application intakes</li> <li>•Completed phase one community engagement for Energy Equity Strategy development</li> <li>•Initiated development of District Energy Strategy</li> <li>•Launched Emissions Neutral Building Exchange (ENBIX) with key partners</li> <li>• Developed a strategy to encourage renewable energy generation on brownfield sites</li> <li>•Initiated development of consumption-based emissions inventory scope 3 emissions</li> <li>•23 solar PV installations completed on community buildings through ENMAX Community Solar Fund</li> <li>•BenchmarkYYC Awards &amp; launch of energy data rebate</li> </ul>	
10 Lead by example by improving the energy efficiency and reducing emissions from City-owned and operated assets and services, including buildings, vehicles, facilities, land, and City operations. Support the transition of City fleet to low-carbon alternatives; manage greenhouse gas emissions from waste; include climate considerations in new capital projects; explore offsets to drive further energy efficiency projects and improvements.	<ul style="list-style-type: none"> <li>•2023-2026 Centralized Climate fund committed funding to capital infrastructure projects over 2023-2026 to integrate GHG emissions reduction measures</li> <li>•Updated the Sustainable Building Policy &amp; Sustainable Building Guidance Document to align with Calgary Climate Strategy-Pathways to 2050</li> </ul>	

Initiative	Initiative Update	Status
11 Ensure our policies and services support The City's commitment to building and maintaining a respectful, inclusive, and equitable workplace that is representative of the community we serve.	<ul style="list-style-type: none"> <li>•Planning &amp; Development Services has formally recognized the importance of supporting its people as a foundational goal in our strategic blueprint document, 'Making Places for People'</li> <li>•We actively engage with &amp; integrate staff feedback, expanding professional &amp; personal development opportunities, &amp; enabling health, wellness, &amp; safety amongst staff</li> <li>•The PDS 'People' Committee supports working groups to action focus areas like equity, diversity &amp; belonging, celebration &amp; recognition, &amp; health &amp; wellness</li> <li>•Successful launch of PDS staff educational pilot series 'Seasons for Reconciliation'</li> </ul>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



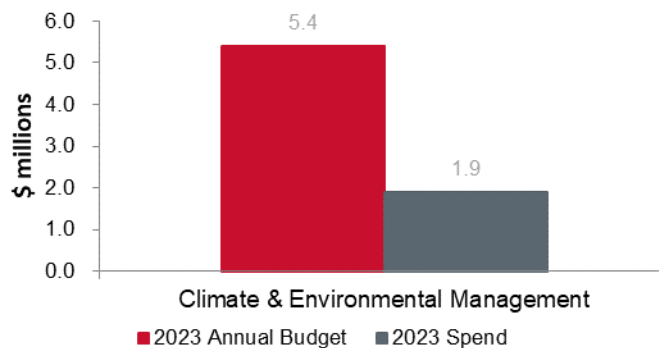
### Operating Budget Updates - 2023 net operating budget vs actuals:

Climate & Environmental Management has an unfavourable operating variance of \$ 0.3 million. The primary drivers of the variance were:

- \$1.3 million unfavourable variance in contract and general services due to increase in Contaminated Sites and Booked Liability 5 year estimate,
- Partially offset by \$1.0 million favourable salary and wage variance due to proactively managing the workforce.

In 2023, Climate & Environmental Management focused on establishing and building the service line, focusing on the development of strategies, plans, programs, & staffing up teams to accelerate the implementation of actions. Achievements include launching multiple grant, incentive and partnership programs which will continue into the remaining years of the Service Plan.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Climate & Environmental Management has spent 34.8 per cent of the 2023 approved capital budget. The underspend is mainly attributed to 2023 being a planning year for the service line. Programs and projects were planned and committed to in 2023 and are positioned to execute in the remaining years of the plan.

- In 2023, the capital expenditures have been primarily used to:
- Build and implement Enviroportal Module 3,
  - Progress the Climate and Environmental Analytics System,
  - Deliver the Centralized Climate Fund Terms of Reference, first round of project intake, and approval of two pilot projects.



# Stormwater Management

Led by: Director of Water Services

## Service Description

Stormwater Management is a highly regulated, essential and public health focused service that protects property from flooding and ensures our watersheds are healthy by working with citizens and partners. Our service manages water from rain or snow/ice melt by collecting, storing, or moving it into the nearest river or creek through storm drains, pipes, ponds and outfalls. To prepare Calgarians for emergency response to flooding, we work with the community and other levels of government. We monitor river water quality and quantity, assess riverbank health, and we are involved in land use and development issues to reduce water quality impacts and flood risk in Calgary and the region.

## Service Updates

### Key Service Results

Citizens value stormwater management which prepares our city for climate change and protects public safety and infrastructure. The Stormwater Strategy, which was approved by Council in 2023, sets out a long-term direction for new and innovative ways to manage stormwater runoff, improve water quality and decrease pressure on the stormwater system.

In 2023, we completed a community-wide drainage project in Tuxedo Park; constructing a dry pond and installing larger storm water infrastructure to support better stormwater management, which will create opportunity for higher densification in Tuxedo and surrounding communities. A new storm pipe was also finished, moving stormwater from communities above Sunnyside to the river, bypassing Sunnyside. These projects, along with numerous local and community improvements, enhance the safety of residents and protect vulnerable areas from damage caused by stormwater flooding.

This year also marked the 10-year anniversary of Calgary's 2013 flood. Since then, we've undertaken 35 major infrastructure projects to protect the city from river flooding, including the recently completed Downtown Flood Barrier, protecting our downtown core.

### Service Challenges

In 2023, Calgary saw an increase in roadway pooling complaints due to rapid melt of snow and ice. We are working with Mobility and citizens to build understanding of the stormwater system and ensure storm drains are functioning as designed. As the city grows, it is challenging to respond to customer requests with over 60 000 catch basins.

The stormwater service is complex due to evolving regulatory conditions, different service levels and physical site conditions. Finding stormwater solutions that are affordable, practical, and that ensure river health, is a challenging component to delivering this service line with Calgary's current pace of growth and climate change impacts.

### Trends & Potential Uncertainties

Climate change will continue to create uncertainty and poses risk to stormwater management. Further, while water re-use continues to be at the forefront of planning discussions, there needs to be more research and guidance from the province regarding water re-use parameters. With the current drought outlook for 2024, water re-use will continue to be a trending topic.

As Calgary continues to grow, growth servicing for stormwater will likely need to include collaborative solutions with our regional partners. Further, the environmental performance targets we are aiming for are challenged with the current pace of growth which will also require ongoing collaboration.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

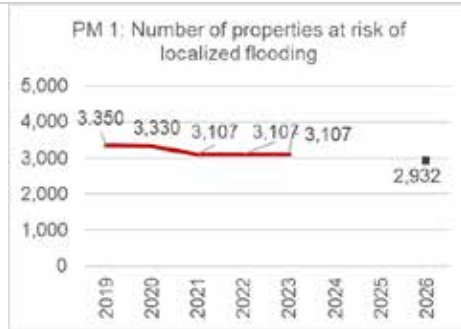
➡ Progressing as planned

⊖ Not progressing as planned

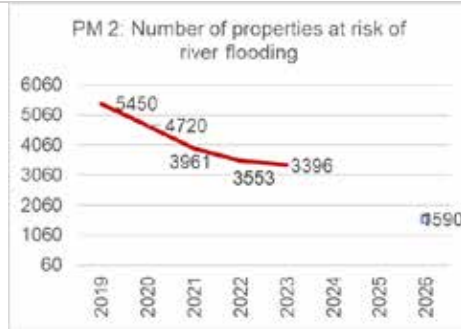
## Performance Measures

## Story behind the numbers

## Status



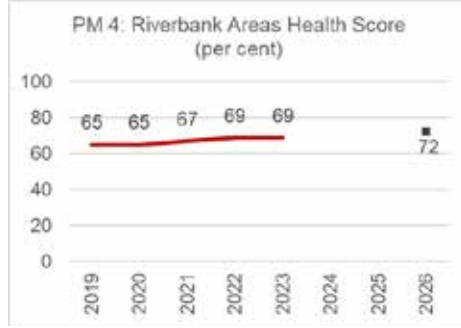
Calgarians trust the Stormwater service to protect public safety and reduce damage to property. To protect vulnerable areas from flooding damages during intense storms, key investments include drainage improvement programs and a citywide stormwater modelling initiative. Work is underway by The City to develop advanced analytical tools to help inform decisions on equitable investments in stormwater infrastructure with a focus on flood resiliency.



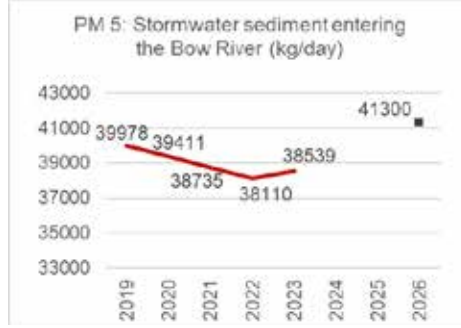
Key strategies to reduce river flooding risks center on capital investments in upstream dams, flood barriers and protected stormwater outfalls. Since 2013, Calgary's flood risk reduced by 55 per cent. In 2023, work advanced on two major structures anticipated to provide significant additional flood protection: the Government of Alberta's Springbank Off-stream Reservoir, and the Sunnyside Flood Barrier. Additionally, efforts in 2023 focused on advancing work with the Government of Alberta on a potential new Bow River Reservoir, new flood hazard maps, new regulatory framework for flood resilient development, and property-level flood readiness.



Stormwater pooling complaints are seasonal and variable each year, dependent on snowpack, temperature fluctuations and intensity of rainfall events. In 2023, we saw an increase in pooling complaints where almost 50% of the complaints occurred in March. With over 60,000 catch basins in Calgary, engagement with the public is imperative to build an understanding of expectations during thawing events and how the public can help with local drainage issues. We are beginning to work with Mobility and will enhance strategic communications to citizens.

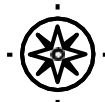


River banks (riparian areas), are integral to maintaining healthy rivers and play a role in slowing flood waters. The City's Riparian Action Program establishes actions to protect and manage river banks and sets an expected future performance average of 72% city-wide. The current score is 68.9% (101 assessed sites) compared to the 2007-2010 baseline of 61% (58 assessed sites). The current score represents a site that is healthy but with moderate impacts due to human or natural causes. This improvement is the result of ongoing City investment in restoration work, improved management of some sites and natural recovery after the 2013 flood.



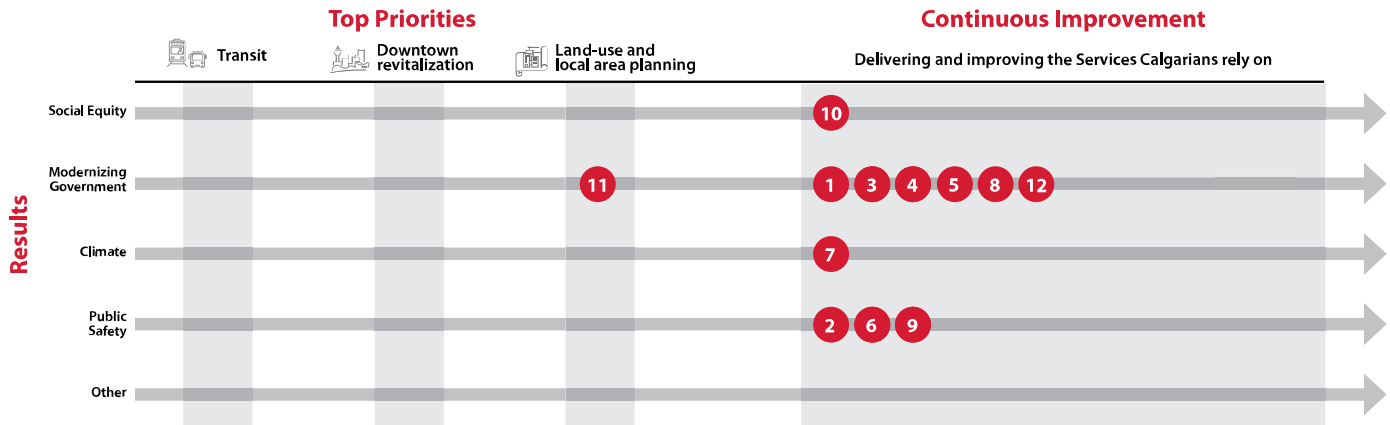
Calgarians value a healthy environment and rivers. Sediment entering the Bow River remains below the 2005 benchmark of 41,300 kg. New wet ponds in new construction and redevelopment areas contribute to this measure. The City is currently updating the city-wide stormwater loading model, which measures our impact on the river. These updates reflect recent land use changes and include additional infrastructure that protect the river. This will improve estimated stormwater loadings to the river. Maintaining critical stormwater infrastructure along with spill mitigation initiatives, help keep this measure below the expected future performance.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Reduce risk of localized flooding by continuing to invest in community and local drainage improvements, evolving the community drainage program to achieve desired levels of service, and quantifying the investments needed to address gaps and physical limitations of stormwater infrastructure in established communities.	<p>Work continues developing a modelling tool to estimate net flood damages in different areas of the city, over multiple events. This will support consistent evaluation of capital projects, support planning and design standards for redevelopment to make the most efficient investments to improve service levels.</p> <p>The Utility invests in multiple local drainage improvements (LDI) and community drainage improvements (CDI) to better manage stormwater in localized areas or larger catchments. The Upper Plateau Separation project and Tuxedo Park CDI are two community-wide projects worked on in 2023.</p>	
2 Create safe and resilient communities through the continued delivery of strategic initiatives and capital flood mitigation projects to reduce the risk of river flooding.	The operational timeline for the Government of Alberta (GoA) Springbank Offstream Reservoir has been delayed until 2025. Accordingly, 2024 flood response plans will revert to those from 2023. An operations committee has been struck between the GoA and The City to jointly manage Glenmore and Springbank Reservoirs for flood operations, routine maintenance, water quality, dam safety, and drought, among other purposes.	
3 Build resilient communities by guiding redevelopment in established areas to mitigate flood risks and working with developers on innovative stormwater management solutions that enhance public spaces.	New tools and incentives are being explored to support more redevelopment in established areas, and in particular more housing, while also mitigating flood risks. Implementation of new tools and incentives is expected in 2024.	
4 Maintain service resilience by ensuring appropriate resources to respond to more frequent and extreme events and operate the growing Stormwater Management network (334 ponds and wetlands, 33 lift stations, 934 outfalls and over 5,000kms of underground pipes).	A new solely dedicated team will work closely with Stormwater Operations to advance best practices and deliver on the Stormwater Strategy.	

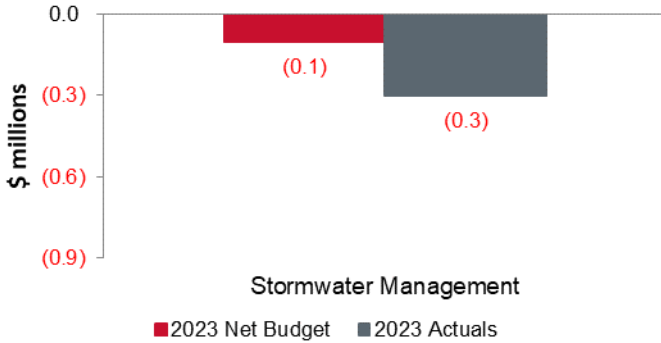
Initiative	Initiative Update	Status
<p>5 Build understanding of customer interactions and expectations of the Stormwater line of service. Develop programs that build customer awareness and shared responsibility for managing water quality and quantity on private property.</p>	<p>In 2023, Water Services rolled out a rigorous customer research program which has increased understanding of customer needs and experience. Insights gathered are being used to deliver service and drive future conversations on service delivery.</p> <p>The stormwater service continues to make communities more resilient by improving the levels of service through community drainage initiatives. There is also work underway to build better tools for evaluating green stormwater infrastructure including better support for developers to implement requirements for managing stormwater in new developments.</p>	
<p>6 Reduce the risk of safety incidents on stormwater infrastructure through the development of a storm pond safety program. Build understanding of investments needed for communicating, partnering, designing, and upgrading stormponds to meet program goals for safety.</p>	<p>The storm pond winter safety campaign continues to raise awareness among citizens about the risks of recreating on or near storm ponds. While a number of communication tactics are used in the public campaigns, new signage standards were established in 2023 that better explain visually how storm ponds work to improve safety.</p>	
<p>7 Adapt to our future climate by delivering and enabling investments and advancing initiatives that reduce flood risks and pollutants entering the river, and ensure operational staff and systems are prepared to respond to more frequent and extreme rain and flood events.</p>	<p>With approval by Council in September 2023, the City's Stormwater Management Strategy and its implementation program will ensure our shifting climate is incorporated into the four cornerstone areas identified within the Strategy</p>	
<p>8 Meet future needs and advance the Stormwater Strategy to guide prioritization and resourcing for key initiatives on low impact development, watershed targets, customer and developer engagement, and partnership in development of public spaces.</p>	<p>The Stormwater Strategy approved by Council in Fall 2023 focusses on performance metrics including sub-basin watershed health targets. A workplan to advance refinement of watershed targets was developed through Q4 of 2023.</p>	
<p>9 Protect the health of the river and maintain our environmental performance by continuing to meet regulatory requirements on total loadings to the river and mitigating the risk of spills into the stormwater system.</p>	<p>A city-wide stormwater management water quality loading model, used to project performance with growth and climate change, is being updated and improved upon. Notably, we are continuing to track below regulatory limits for TSS (total suspended solids) loadings and nutrients to the river.</p> <p>An Emergency Response Plan (ERP) that will address spills is being created and aims to be complete this business cycle.</p>	
<p>10 Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.</p>	<p>Water Services rolled out a rigorous customer research program has increased understanding of customer needs and experience. Insights gathered are being used to deliver service and drive future conversations around our service delivery.</p> <p>Work is also underway to strategically assess levels of service to ensure that a consistent and reliable approach to service delivery is provided to our customers.</p>	
<p>11 Optimize investment decision-making and proactive service delivery through the development of Stormwater Asset Management plans and preventative maintenance plans to align capital investments, maintenance contributions and operational resources.</p>	<p>Draft Strategic Asset Management Plan (SAMP) completed and being reviewed by collaborators. Next steps include the development of a detailed workplan.</p>	

Initiative	Initiative Update	Status
12 Build shared priorities, develop objectives and improve activity planning by building partnerships across internal city business units.	Several years of research and engagement culminated in the Stormwater Strategy being approved by Council in September 2023. The Strategy sets out a long-term direction for new and innovate ways to manage stormwater runoff, improve water quality and decrease pressure on the stormwater system.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**



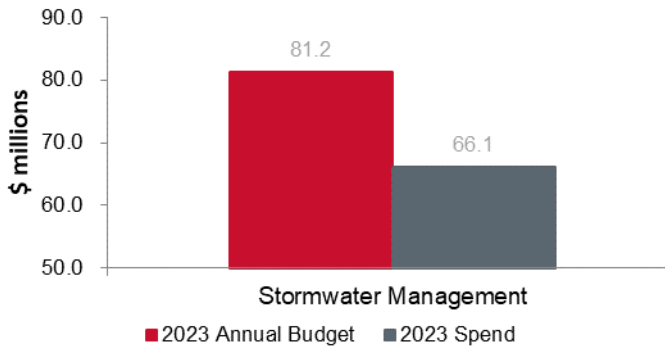
### Operating Budget Updates - 2023 net operating budget vs actuals:

The Stormwater service line is self-supported and has a favourable operating variance of \$0.2 million. Variances occur due to the process for reporting self-supported expenditure in different areas that contribute to delivering service.

The operating surplus transferred to reserve was \$44.8 million which is higher than the budgeted transfer to reserve of \$23.1 million. This primarily resulted from higher than budgeted revenue due to an increase in development agreements resulting in higher Off-Site levy revenues. Stormwater had lower than budgeted salary and wage expenditure resulting from higher vacancies related to stormwater work offset partially by higher sickness & accident claims and overtime. There were also lower expenses in materials, chemicals, parts, contracted services, and overall utilities.

The budgeted transfer to reserve is planned to fund capital expenditure including replacements, upgrades and investments that occur year after year. Large capital investments are planned to be financed with debt. When the actual transfer to reserve is higher than planned, the borrowing for large capital investments will be lower than anticipated.

**Capital Budget and Spend as of December  
31, 2023**



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

The 2023 capital budget is \$81.2 million with a year end spend of \$66.1 million (81.4 per cent spent). Capital investments focus on improving watershed health and mitigating flood risks. Supply chain issues affecting the availability of material and resources continue to have impacts on project delivery, in addition to cost and inflationary increases. Examples of major investments include:

- Community Drainage Improvement (\$28.8 million invested in 2023). Investments continue in northwest inner-city communities including the Upper Plateau Separation project. Improvements involve engineering design and construction to enhance the stormwater service potential and capacity to reduce the risk of flooding and improve resiliency against the impact of climate change.

- 144 Ave North Storm Trunk (\$15.7 million invested in 2023). This storm trunk will support growth in communities by servicing the east basin of the Keystone Area Structure Plan to drain to Nose Creek.

# Urban Forestry

Led by: Director of Parks & Open Spaces

## Service Description

This service manages public trees and promotes tree stewardship to Calgarians. Trees increase climate resiliency by improving air quality, reducing storm water runoff, and providing shade, cooling and wildlife habitat. Trees increase property values and create attractive, stress-reducing environments. The City plants public trees to replace those lost from construction and natural decline and grows the urban canopy to benefit future generations. The City also receives public trees from the development industry. The City waters newly planted trees for healthy establishment, and inspects and prunes trees to increase their lifespans. Urban Forestry reviews development projects to protect trees.

## Service Updates

### Key Service Results

The Branching Out private tree giveaway, supporting Urban Forestry Initiative 8, was extremely well received by Calgarians. Due to high public demand in past years, the number of trees provided in 2023 was increased by 400 per cent. In 2023, all 2,000 trees were claimed within hours during registration. In collaboration with Parks & Open Spaces, we offered guided tree walks, volunteer tree planting opportunities and in-person presentations to increase and support tree-related public education.

Canopy Expansion planting program was completed in mid-June with 91,000 seedlings being planted in various communities. This initiative is above and beyond Urban Forestry's regular planting program of 6,385 caliper (large) trees planted in 2023. Seedlings take longer to establish (and to contribute to the urban canopy growth) than the caliper trees. This initiative focuses on mass planting of smaller trees (whips and plugs) that, when planted in optimal areas, can establish and provide increased canopy cover and biodiversity.

### Service Challenges

We have identified drought as a key challenge to increasing tree planting for canopy growth. Our current practice for newly planted trees requires a 5-year watering cycle post planting. Increased drought periods result in stressed trees and an overall decrease in canopy health and resilience. Water restrictions pose a risk to the survivability of any trees planted in the past 5 years. As the prevalence of drought periods increase, we continue to explore opportunities to increase tree watering from the current 5-year cycle to a 7-year program.

Construction and development activities continue to impact the service's ability to grow the urban tree canopy. We are collaborating closely with staff in all departments to advocate for a balanced approach to achieving housing density targets, while also achieving climate targets related to the Climate Emergency. The increasing number of mature trees lost to development is a risk without improved policies, planning and planting standards.

### Trends & Potential Uncertainties

Risks include severe weather events (snow, winds, drought, etc.), tree pests and diseases.

The City is at risk of not meeting the Municipal Development Plan's (MDP) long-term urban canopy target at our current planting levels. Replacement planting of 3,500 trees per year will maintain the current urban canopy level. Planting an additional 4,000 trees per year will get us to the MDP target by 2060. Current capital funding supports planting 5,600 trees (1,900 less than required) annually through 2026.

Urban Forestry has applied for significant grant funding from the federal government for tree planting. Successful grant proposals will be confirmed by end of Q2 2024. This poses both opportunity and potential uncertainty for quantity of tree planting and staff resources required in 2024.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

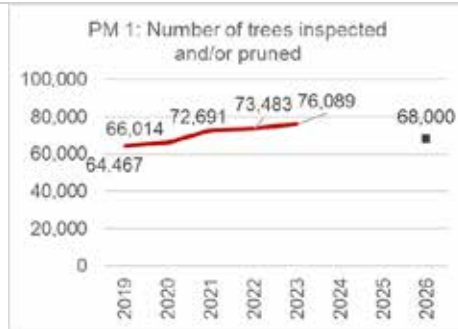
➡ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

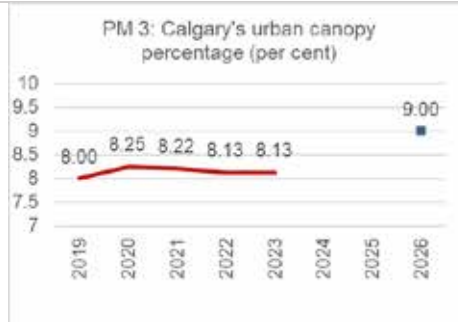
## Status



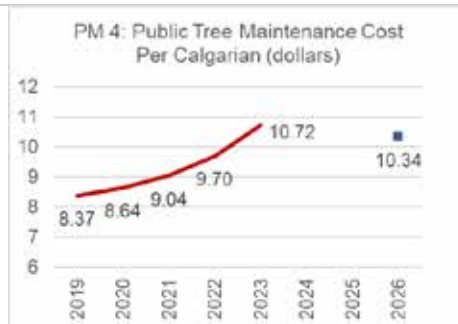
Risk-based tree inspections and pruning continue to be a service priority. This proactive work increases the resilience of the urban forest and leads to improved lifespans for trees and less damages from severe weather, such as extreme winds or late/early seasonal snowfalls. The City also completes regular tree assessments to ensure asset management data is accurate, enabling informed decision making and the efficient use of available funds. Risk-based assessments of 50,000 trees were completed in 2023, along with 26,000 trees pruned.



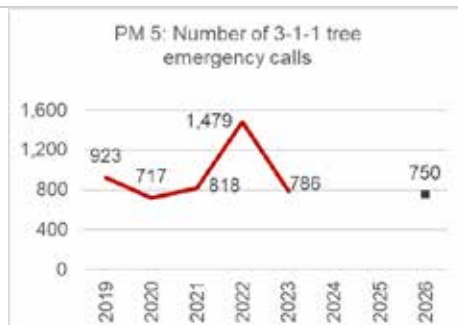
Tree planting is funded through the service's capital budget, which allows about 5,600 trees per year to be planted. To improve progress towards the MDP target, Urban Forestry must plant a total of 7,500 trees annually. There is currently a funding gap equivalent to planting 1,900 trees per year. In 2023, Urban Forestry used capital funds allocated to future years to plant an additional 1,235 trees (total of 6,835 trees planted), due to a prolonged drought period resulting in increased tree mortality. The increased prevalence of drought periods has created unpredictable conditions for tree survivability, leading to increased expenditures.



Progress towards this target has been limited by continued tree loss during development and construction activities. The City's MDP set a long-term urban canopy target of 14-20 per cent. Based on available planting land, Urban Forestry estimates 16 per cent is achievable by 2060. To accomplish this, we need to replace 3,500 existing trees and plant 4,000 new trees each year. Calgary is currently halfway to the 16 per cent target. Since trees grow slowly, progress comes in small increments. To stay on track towards Calgary's long-term urban canopy target, Urban Forestry needs to grow the canopy by 0.2 per cent each year in 2023-26.



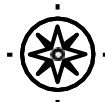
Calgary's tree maintenance costs are low compared to most benchmarked cities. Annual cost increases are due to more public trees being added to The City's inventory each year and rising resource costs. Higher costs are anticipated as more trees mature and result in higher tree decline, removals and succession planting needed in older communities. A long period of increased drought over the past ten years resulted in a slight increase in maintenance costs in 2023 (more tree watering and higher tree mortality). Tree maintenance costs include inspections, structural pruning, watering, tree removals, tree protection and pest management.



The service expects fewer 3-1-1 tree emergency calls (e.g., fallen tree branches blocking roads or damaging property) as a result of implementing a proactive resiliency strategy to prioritize the pruning of existing City trees. Tree emergency call totals have significantly decreased since 2015, when there were almost 2,000 calls per year. This is despite an anticipated increase in severe weather events. Urban Forestry will also begin the structural pruning of younger trees in 2023-26, resulting in less tree failures.

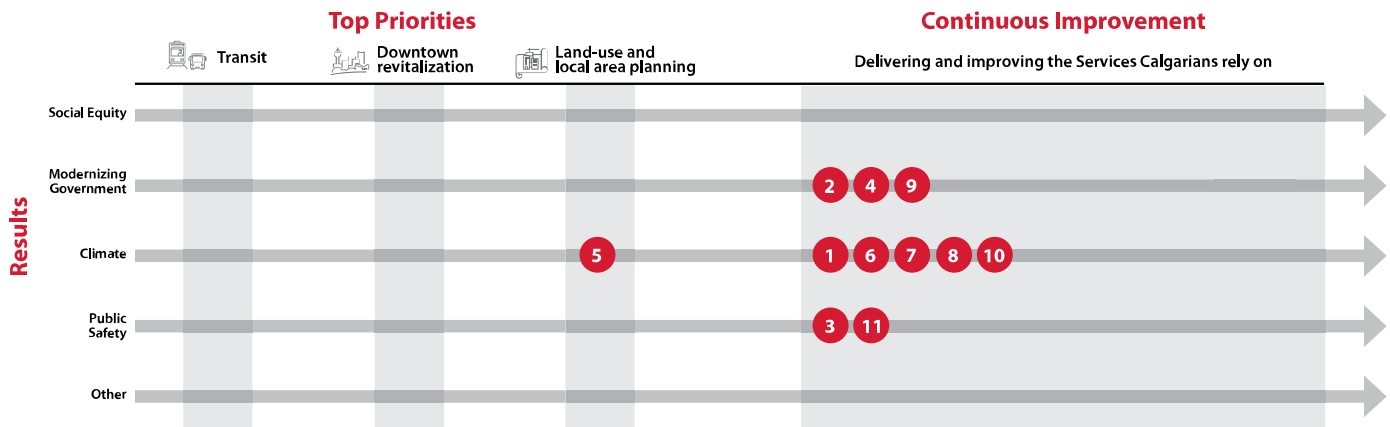










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

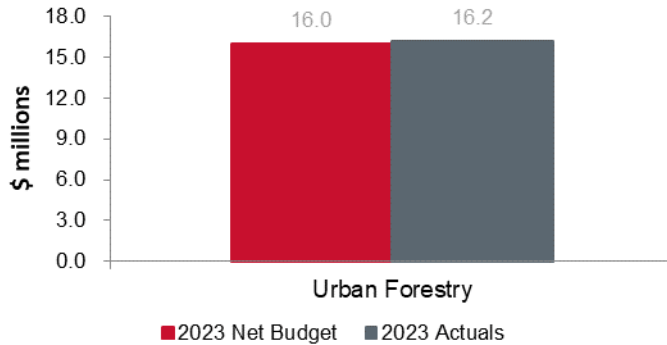
Initiative	Initiative Update	Status
1 Increase tree resilience to severe weather, invasive pests and diseases and expand tree lifespans by continuing to prioritize risk-based pruning of public trees.	This priority work was successfully completed in 2023: 50,000 trees were assessed for pruning needs, via a risk-based model. Over 19,100 trees were pruned to mitigate risk and promote tree health.	
2 Protect mature trees and sustain the urban forest by continuing to respond to Calgarians (3-1-1) and developer requests for tree health, protection and hazard mitigation.	In 2023, there was an increase in the number of non-emergency 3-1-1 service requests received. The service line responded to over 13,600 requests. It is anticipated that this increasing trend will continue annually, as new trees are added, and Calgary's population grows.	
3 Enhance public safety and mitigate damages to property by removing dead trees and select stumps.	The service completed 6,980 tree removals and ground out 2,270 stumps in 2023. There has been a significant increase in tree removals due to high tree mortality during a prolonged period of drought.	
4 Continually improve asset management and effectiveness by annually updating Urban Forestry's digital inventory of public trees.	This ongoing initiative is progressing well, with 134,000 trees inventoried in 2023. As of April 10, 2023, over 78 per cent of our public tree assets have been inventoried within the past five years. This year, Urban Forestry met its target of inventorying a minimum of 20 percent of our public trees. This will ensure accuracy and promote data-informed decision making, via a continuous five-year inventory cycle.	
5 Encourage sustainable tree planting in development and construction activities through tree inspections by aligning with land use bylaws, specifications and best practices.	Tree inspections are ongoing as part of various development streams including infill, capital and subdivision development inspections. The Urban Forestry Service Governance (UFSG) team is collaborating to increase role clarity and improved quality of tree planting. The UFSG team is also working towards improved protection of existing trees during construction activities.	
6 Sustain the urban forest by assessing the risk of, and treating public trees for, invasive pests and diseases.	In collaboration with Parks & Open Spaces, an Invasive Pest and Disease Crisis Response Plan has been developed in 2023. This response plan will guide decision making in the event (high likelihood) that our urban canopy is negatively impacted. An integrated pest management program for elm scale has been implemented with 2,475 trees receiving injection treatments this year. Various pest and disease monitoring traps (over 200) have been installed and monitoring was ongoing from June to October.	
7 Adapt trees to Calgary's harsh environment and trial new tree species in Calgary's climate by managing a civic nursery.	The civic nursery operated at full capacity in 2023. Trees were harvested (dug and wrapped) in preparation for planting throughout the City. Tree stock was procured, planted, and maintained to support future tree planting. New tree species have been trialed to determine viability in our changing climate.	

Initiative	Initiative Update	Status
8 Educate and incentivize Calgarians to plant and care for private trees by continuing to participate in public education and partnership programs.	The Branching Out private tree giveaway was extremely well received by Calgarians. Due to high public demand in past years, the number of trees provided in 2023 was increased by 400 per cent. In 2023, all 2,000 trees were claimed within hours during registration. In collaboration with Parks and Open Spaces, we offer guided tree walks, volunteer tree planting opportunities and in-person presentations to increase and support tree-related public education.	
9 Grow the urban canopy by continuing to participate in collaborative programs and funding opportunities (e.g., canopy growth, food security and volunteer planting).	The service has applied for significant grant funding through a federal tree planting program (2 Billion Trees). A pilot initiative was developed to support community associations (CAs) with installing orchards – a collaboration between the Calgary Horticulture Society, CAs and Urban Forestry will result in fruit trees being provided, along with specific pruning training to any interested CA. In 2023, 10 CAs took part in the initiative. Volunteer tree planting was completed in July, with over 1,000 trees being installed at various locations throughout the City.	
10 Maintain Calgary's existing canopy through the development of a citywide program to systematically identify and replace older, larger trees when they are at the end of their natural lifecycles.	The Large Tree Canopy Succession initiative received funding for 2023-26. Funding supported the removal and stump grinding of 200 trees in 2023. Replacement tree planting is scheduled for 2024.	
11 Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and well-being.	Promoting a positive safety culture is a key, ongoing priority in Urban Forestry. In 2023, two emergency response tabletop exercises were completed (March and June) related to storm events. This ensures staff preparedness and provides opportunity for continuous improvement. Safety culture is embedded into all tasks completed by staff and contractors including safety meetings, reporting of incidents, worksite inspections and Field Level Hazards assessment. Leadership and management have regularly been onsite to support and hear feedback directly from front facing staff.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

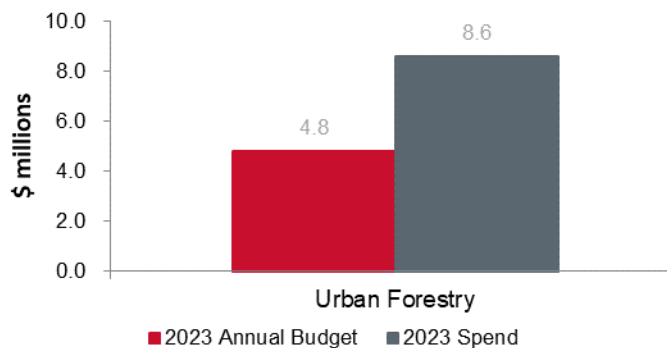


### Operating Budget Updates - 2023 net operating budget vs actuals:

Urban Forestry had an unfavourable operating variance of \$0.2 million. The primary drivers of the variance were tied to increased stump grinding, tree removals and pruning, all on public land.

In 2023, Urban Forestry exceeded tree pruning, stump grinding and removal targets. Operating expenditure was also used to protect public trees during development activities and operate our Civic tree nursery. The service went to market for a new tree pruning contract in 2023 and observed an increase in vendor costs.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Urban Forestry has spent 177.1 per cent of the 2023 approved capital budget. The overspending is mainly attributed to increased tree planting and watering. The service has accessed fundings budgeted for a future year to compensate for the current overspend.

In 2023, the capital expenditures have been primarily used to procure, plant and water trees. Calgary experienced a prolonged period of drought in 2023, resulting in higher-than-average annual tree mortality. The 2023 approved capital budget supported planting around 4,800 trees, however the service line planted 6,385 trees (42.0 per cent increase) to replace some of the lost canopy. Tree watering was also increased by 15.0 per cent to maintain survivability. The service went to market for a new tree planting contract in 2023 and observed an increase in vendor costs.

# Waste & Recycling

Led by: Director of Waste & Recycling Services

## Service Description

Waste & Recycling service is focused on enabling Calgarians to reduce and manage their waste responsibly, now and into the future. The service delivers residential Black Cart, Blue Cart, Green Cart programs, container collection, as well as several community-based waste reduction and diversion programs. The service also manages operations and environmental performance at The City's three active and five closed landfill sites. Waste & Recycling is responsible for planning, delivering and maintaining its assets to meet current and future service needs.

## Service Updates

### Key Service Results

Spring Pulse Survey provided Waste & Recycling with a satisfaction rating of 86 per cent and an importance rating of 98 per cent for our services.

The Fall Survey of Calgarians found that satisfaction levels have been maintained for residential cart service: black cart 90 per cent, blue cart 93 per cent and green cart 91 per cent.

Calgarians diverted over 137,000 tonnes of material through their use of the residential Blue and Green Cart Programs in 2023. By recycling, we conserve resources putting them back in to use again. Food and yard waste collected in the green carts are processed to make high quality compost, a nutrient-rich soil amendment. The success of the Green Cart Program has meant that The City needs to expand the Compost Facility to process even more food and yard waste.

The Spyhill Waste Management Facility successfully renewed its 10-year regulatory Approval to Operate.

### Service Challenges

Service delivery was maintained through a variety of weather events like extreme cold weather, heavy snowfalls, heat warnings, and air quality advisories. Implementation of business continuity plans adjusted operations and applied safety practices that are right for the conditions.

Infrastructure projects have faced delays for regulatory approvals, purchase order issuance and supply chain issues that impact our timelines. Acquiring vehicles, equipment, software, specialists, and contractors are challenged by inflation, supply change issues and limited availability. Capital budgets and infrastructure investment plans have been adjusted to address inflation, pricing changes and business priorities. To mitigate this risk, projects are starting earlier, improved internal communication channels, and we increased the number of spare vehicles and extended vehicle lifecycle. Project managers are working closely with service delivery partners to prioritize and respond to service needs.

### Trends & Potential Uncertainties

The Waste Management Facilities had higher than expected volumes of waste from large commercial customers and hydrovac waste haulers. Commercial customers are expected to maintain or increase volumes with current economic conditions. Hydrovac waste is expected to decrease as disposal requirements and costs change.

The City is working closely with provincial regulators and involved parties to determine what an Extended Producer Responsibility model will look like for Calgary. The City intends to continue as collections service provider for blue cart material, and hazardous and special products and is assessing the opportunities, implications and transition plan for April 2025 single-family homes and October 2026 multi-family service.



# Measuring Our Performance

## Legend

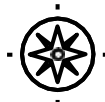
- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

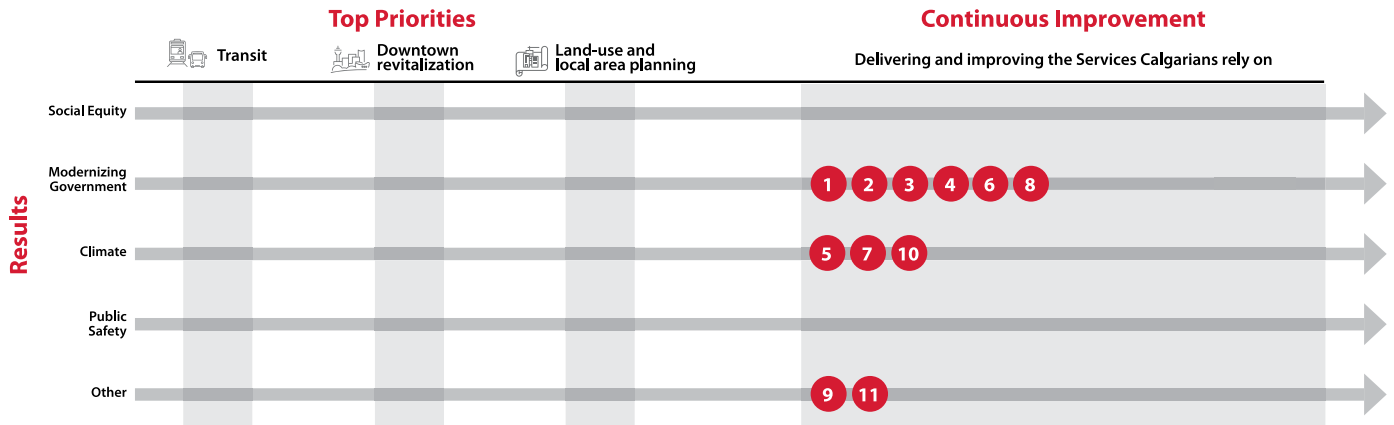
## Status

<p><b>PM 1: Residential Waste Diverted from Landfill through Blue and Green Cart Programs (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>51</td><td></td></tr> <tr><td>2020</td><td>50</td><td></td></tr> <tr><td>2021</td><td>50</td><td></td></tr> <tr><td>2022</td><td>47</td><td></td></tr> <tr><td>2023</td><td>45</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>51</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	51		2020	50		2021	50		2022	47		2023	45		2024			2025			2026		51	<p>Calgarians continue to divert significant waste from landfill through the Blue and Green Cart programs. There's been a slight decrease in diversion recently, partially due to weight of material, partially due to higher rates of residue from our recycling and composting facilities. There should be an improvement with the new state-of-the-art recycling facility opening in 2024 and the expansion of the composting facility in 2025. Reducing divertible material in the garbage plays a critical role in curbing greenhouse gas emissions from landfills. We continue to invest in infrastructure that actively contributes to climate innovation.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	51																												
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2021	50																												
2022	47																												
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<p><b>PM 2: Residential Waste Generated through Black, Blue and Green Cart Programs (kilograms per household)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>880</td><td></td></tr> <tr><td>2020</td><td>943</td><td></td></tr> <tr><td>2021</td><td>904</td><td></td></tr> <tr><td>2022</td><td>827</td><td></td></tr> <tr><td>2023</td><td>867</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>825</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	880		2020	943		2021	904		2022	827		2023	867		2024			2025			2026		825	<p>Residential garbage collected is gradually returning to normal levels after a surge during pandemic restrictions, a trend seen nationwide. Material collected in the Blue and Green Carts have increased since 2022 but are below pandemic levels. Our ongoing communication and education efforts aim to help Calgarians reduce how much waste they generate, recycle and compost as much as they can, and sort material properly. Reducing waste decreases how much we need to invest to process materials, and reducing contamination in the Blue and Green Carts increases the value of Calgary's recyclables and improves compost quality for a cleaner environment.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	880																												
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2026		825																											
<p><b>PM 3: Calgarians who are satisfied with the job The City is doing providing Waste and Recycling services (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>87</td><td></td></tr> <tr><td>2020</td><td>87</td><td></td></tr> <tr><td>2021</td><td>85</td><td></td></tr> <tr><td>2022</td><td>86</td><td></td></tr> <tr><td>2023</td><td></td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>88</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	87		2020	87		2021	85		2022	86		2023			2024			2025			2026		88	<p>Results continue to show that Calgarians are satisfied with the job The City is doing providing waste and recycling services. This measure increased by one point compared to 2022. It's reasonable to expect that this baseline will moderately improve as we work towards the Council focus area of modernizing government and Waste &amp; Recycling Services' goals of delivering value through waste services and strengthening business and financial management.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	87																												
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2026		88																											
<p><b>PM 4: Waste Collection Interruptions per 10,000 Scheduled Stops</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>4.8</td><td></td></tr> <tr><td>2020</td><td>6.1</td><td></td></tr> <tr><td>2021</td><td>4.7</td><td></td></tr> <tr><td>2022</td><td>4.6</td><td></td></tr> <tr><td>2023</td><td>4.9</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>4.7</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	4.8		2020	6.1		2021	4.7		2022	4.6		2023	4.9		2024			2025			2026		4.7	<p>Interruptions to waste collection are within normal ranges. There was an increase due to weather and utility work preventing access to carts. In the pilot areas for residential black cart collection serviced by our contractor there was a rise in uncollected carts, due to both overfilling and improper cart placement as specified in the Waste Bylaw. The increase was offset by reduced missed collections as the contracted drivers have become more familiar with their routes. We continue to work with the contractor to find the balance between educating residents and providing good customer service to ensure seamless waste collection for Calgarians.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	4.8																												
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<p><b>PM 5: Greenhouse Gas (GHG) Emission Reduction from Landfill Gas Management (1,000 tonnes CO<sub>2</sub>e (kilotonnes))</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>65</td><td></td></tr> <tr><td>2020</td><td>63</td><td></td></tr> <tr><td>2021</td><td>59</td><td></td></tr> <tr><td>2022</td><td>58</td><td></td></tr> <tr><td>2023</td><td>63</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>63</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	65		2020	63		2021	59		2022	58		2023	63		2024			2025			2026		63	<p>Landfill gas emissions are generated over decades after waste is disposed of and contribute to climate change. Methane is a potent greenhouse gas (GHG) that is emitted when organic materials decompose in a landfill. We are investing in upgrades to landfill gas management infrastructure at all three landfill sites. We expect that these upgrades will reduce emissions from landfill gas in the coming years, significantly contributing towards Council's commitment to reduce GHG emissions to net zero by 2050.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	65																												
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# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

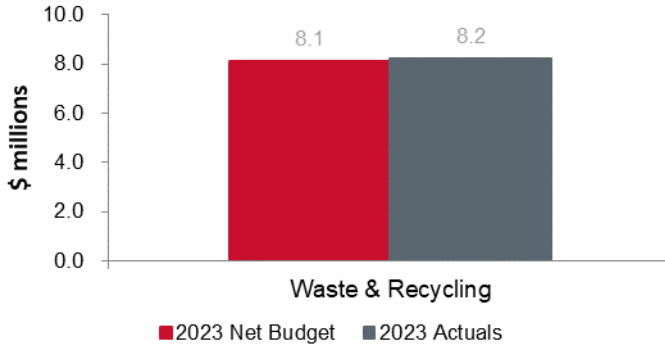
Initiative	Initiative Update	Status
1 Deliver safe and efficient waste processing and disposal services at The City's waste management facilities by complying with regulatory requirements and continually improving assets and operations in response to service demand.	Waste Management Facilities are an essential service for Calgary and the region. Customer demand at Waste Management Facilities has increased since mid-2022. The higher tonnage is largely driven by commercial customers. Waste & Recycling continues to prepare for and invest in landfill cell development and the Household Hazardous Waste Transfer Station, which will be operational in Q2 2024 to improve safety, handling and processing of these types of materials. Spyhill Waste Management Facility successfully renewed its 10-year regulatory Approval to Operate.	
2 Provide safe and reliable collection services for residential black, blue and green cart programs by adjusting to demand, continually improving service performance and investing in technology and responding to growth.	We provide residential cart collection through contracted and City-delivered services. Customer satisfaction levels as measured in the Fall Survey of Calgarians has been maintained for residential cart services (Black Cart 90 per cent, Blue Cart 93 per cent and Green Cart 91 per cent).  Residential customer growth rates were higher than originally forecast for the three cart-based programs (Black, Blue and Green). The City continues to provide a high level of safe and reliable service. Residential black, blue and green cart volumes trended within normal seasonal levels in 2023.	
3 Continue supporting Calgarians and the community to reduce and manage their waste responsibly by providing community-wide waste management programs.	Community-wide waste management programs help Calgarians with proper options for waste disposal. The City continues to provide Community Recycling Depots and Household Hazardous Waste Drop-off locations, support Community Clean-ups, and respond to illegal dumping. Waste & Recycling received a Calgary Police Service, Chief's Award for improvements to how bear spray is safely and properly disposed. Two new depots were opened in response to city growth, the Marlborough Community Recycling Depot, and the Seton Household Hazardous Waste depot.	
4 Provide safe and reliable container collection services to multi-residential developments, businesses and organizations through investments in technology and responding to customer needs.	Waste & Recycling focuses on providing safe, reliable and efficient service delivery to multi-residential developments, businesses and organizations. Our reputation as a reliable service provider has increased customer growth in this segment throughout 2023. We continue to explore advancing technology options for waste collection.	
5 Enable Calgarians to move towards zero waste and a more circular economy by improving access to and participation in waste reduction and diversion through communications, education, enforcement and engagement with customers.	Two new circular economy pilots, Circular Economy Grant and Circular Economy Program, designed to enable, empower and educate individuals, organizations and/or communities to participate in activities that result in reduction, reuse or diversion of waste. The 2023 compost giveaway had over 10,700 attendees picking up complementary compost processed from the Green Cart Program. To improve Blue and Green Cart Program performance, the Spot Check Program included over 12,000 door-to-door visits, checking 150,000 blue and green carts in 95 communities.	

Initiative	Initiative Update	Status
6 Improve customer experience by designing and adapting services to be equitable and inclusive reflecting what Calgarians need and expect, through customer engagement, partnerships, pilots and modernization.	Spring Pulse Survey provided Waste & Recycling a satisfaction rating of 86 per cent and an importance rating of 98 per cent for our services. We expanded engagement opportunities to empower Calgarians to dispose of waste properly through existing programs (school tours, English as a Second Language programs and public events) and topics like circular economy. Developed and implemented a Bear Smart Best Practices initiative in wildlife affected areas. Other pilots launched this year were Adopt an Alley, Curbside Community Treasure Hunt, and the Throw 'N' Go Enhancement project.	
7 Contribute to corporate climate change actions by reducing greenhouse gas emissions through strategies to manage organic waste, expand landfill gas management and improve energy efficiencies of fleet and facilities.	The City has invested in landfill gas collection systems, the Compost Facility Expansion Project and construction of a landfill gas to electricity project, to reduce greenhouse gas emissions from landfills. Three landfill gas collection enhancement projects applied for alternative funding to advance greenhouse gas reduction objectives. The Landfill Gas Management Plan was updated, and a related Carbon Offset Credit Plan is under development. Waste & Recycling's programs and campaigns aim to reduce food and yard waste from going into the landfill to prevent the creation of greenhouse gases.	
8 Continue advancing provincial and regional waste management solutions, including Extended Producer Responsibility (EPR), through alignment with legislation, advocacy, collaboration and partnerships.	The Government of Alberta passed Extended Producer Responsibility (EPR) legislation in 2022, shifting financial and operational responsibility for collecting, processing and recycling designated materials from municipalities to producers. EPR starts with Paper and Packaging Products (blue cart materials), and Hazardous and Special Products, some of what we call household hazardous waste. Work has focused on identifying opportunities and managing risks related to EPR. WRS is working with regulators and other parties involved to determine what this program could look like in Calgary.	
9 Continue strengthening Waste & Recycling business and financial management through implementation of the business and financial plans that are responsive to customer needs, Council's Strategic Direction and Calgary's changing economic environment.	Waste & Recycling implemented the Council-approved 2023 rates for the Blue, Black and Green Cart Programs, while maintaining the garbage tag fee, basic sanitary rate and minimum load charges at 2022 levels. Business, capital and financial plans have been reviewed and updated to respond to the changing economic environment, additional customers and new waste tonnage projections.	
10 Continue developing and delivering the Waste & Recycling Infrastructure Investment Plan in collaboration with Infrastructure Services.	The Waste & Recycling Infrastructure Investment Plan, mostly delivered by Infrastructure Services, includes projects to maintain assets, fulfill regulatory and environmental requirements and enable service delivery. The Compost Facility Expansion Project has completed detailed design; with approvals of budget and the borrowing bylaw this project will move into construction in 2024. Other key projects include landfill cell construction, expanded landfill gas collection system, landfill gas to electricity production and a Household Hazardous Waste Transfer Station.	
11 Continue providing a positive work environment through a commitment to safety, employee engagement, development and inclusion.	Waste & Recycling is committed to strengthening our safety culture to provide a positive work environment for our staff and strives to be an employer of choice. We offer diverse safety, developmental and wellness opportunities to employees through communications, orientations, wellness activities, initiatives and education. These include focused safety topics, safety incident investigations and employee engagement, and Learning & Development programs (training, career dialogues, supporting front-line leaders and mentoring for all staff).	



## Service Updates on Financial Performance

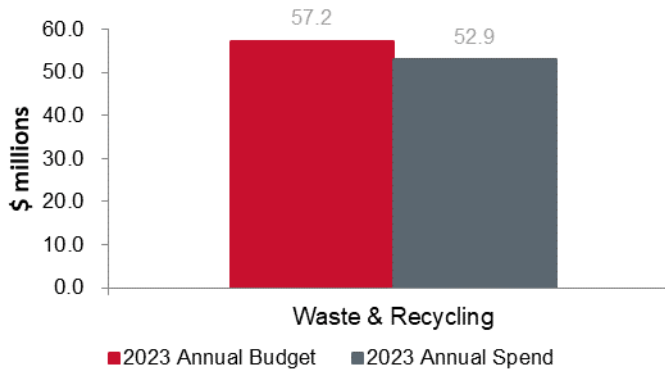
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

The Waste & Recycling service is funded through a combination of tax-support and self-supported revenues. Tax-supported activities had a net zero variance, with an actual spend of \$8.2 million. Self-supported programs had a year-end variance of zero after transferring the operating surplus of \$14.3 million to reserve. The transfer to reserve was larger than budget by \$8.0 million, primarily due to higher than budgeted landfill tipping fee revenue from additional waste tonnage. The reserve is used to fund capital expenditures and the asset retirement obligation for landfill closure and post closure care costs.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Closing out 2023, the capital budget for the service line was \$57.2 million with an actual spend of \$52.9 million (92.4 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 infrastructure related to facilities and equipment, such as the Household Hazardous Waste transfer station.

In 2023, capital delivery in support of the of the service faced challenges with cost escalations and inflationary pressures along with procurement, resourcing and supply chain disruptions affecting the availability of materials.

2023 major capital projects and actual spending include:

- Facilities and General Equipment \$17.7 million
- Capping & Cell Construction \$12.9 million
- Landfill Gas Management Infrastructure \$6.9 million
- Compost Facility Expansion Project \$4.3 million
- Carts, Bins and Containers \$3.3 million



# Wastewater Collection & Treatment

Led by: Director of Water Services

## Service Description

We're a big, growing city on a small river. This is a highly regulated, essential and public health focused service that ensures over 1.4M Calgarians and regional customers can trust that their wastewater is removed and treated to protect the health of the river. The Wastewater Collection & Treatment service collects wastewater from toilets, sinks and drains, treats it, and returns it to the river. We ensure necessary investments are made in treatment plants, pipes and people to keep pace with the needs of a growing population and so that service is available 24/7, 365 days a year during evenings, weekends, and emergencies.

## Service Updates

### Key Service Results

#### Awards

Emerald Award

Investments were made to upgrade linear infrastructure and increase treatment plant capacity to maintain customer levels of service. Significant projects include the Bonnybrook Plant D Expansion and Fish Creek West Sub Trunk.

The Water Utility renewed its commitment to better understand our customers and their needs. Customer research insights gathered from 2023 surveys and focus groups will help shape service level delivery improvements and long-term planning. Calgarians remain satisfied with this service and feel they receive good value for the cost.

We also expanded our Unflushables campaign this year to include FOG (fats, oil, grease) which is detrimental to our wastewater collection system (pipes) and can create wastewater backups for citizens. By increasing awareness around FOG, The Water Utility and our customers will be able to work better together to minimize wastewater back-ups, as well as, blockages in the linear system.

With Calgary's hot, dry summer, and lower than normal river flows, effluent from our treatment plants presents in higher concentrations in our rivers. Despite these drought conditions, the Water Utility was able to meet our regulatory requirements.

### Service Challenges

This service protects public health and our watershed by ensuring the necessary investments are made in treatment plants, pipes, and certified and trained staff. The service strives to maintain service levels while mitigating safety risks like H<sub>2</sub>S as well as regulatory and environmental risks. While Calgary continues to grow, our resources to address this growth have not grown proportionately.

The City's wastewater system requires highly skilled and technical expertise to deliver this service. For some, this requires achieving or maintaining certification levels that keep The City in regulatory compliance. It requires ongoing efforts to ensure a sustainable workforce.

There is significant operating and capital investment required to maintain a reliable wastewater system, meet regulatory requirements, while addressing Calgary's current pace of growth. Inflationary pressures resulted in the need to strategically re-prioritize and push out some 2023 capital projects to future years.

### Trends & Potential Uncertainties

We know that population growth in Canada has been significant over the last few years. Civic censuses are needed to provide the most reliable population estimates and help develop the most accurate infrastructure upgrade schedules. With respect to this service line, wastewater treatment plants for example, take 10 years to plan, design and build. Given that the last census data from Calgary is from 2019, we need to ensure sufficient planning and investment in order to meet Calgary's growth demands.



# Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

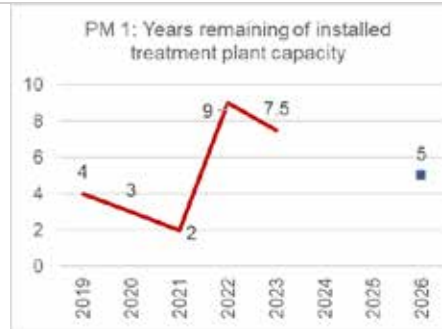
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



Customers in Calgary and the region expect assured wastewater treatment capacity now and into the future. Current and future infrastructure investment needs are assessed on an ongoing basis and are based on population forecasts, wastewater quality monitoring, environmental regulations, health of the watershed, and needs of the wastewater treatment plants. The current combined installed treatment capacity of Calgary's wastewater treatment plants will accommodate 7.5 years of growth.



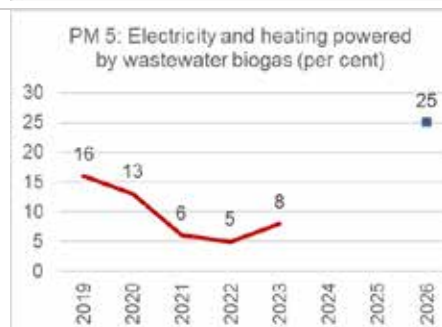
Customers can experience a wastewater backup due to factors such as tree roots, collapsed pipes or clogs from wipes, hair, grease and other unflushable items. In 2023, properties impacted remain below the future expected performance of 10.6. Total public issue SR counts remain similar to 2022 of approximately 3,300. In order to maintain service levels over the next four years, a key focus will be to build understanding of the most effective risk reduction levers and invest in condition assessments to inform targeted infrastructure upgrades.



Citizens value quick response times to sewer backups. This measure reflects the time it takes the Water Utility to respond to a customer that is experiencing a wastewater backup. In 2023, response times increased. Opportunities to improve response times and address risks in the collection system, such as infrastructure assessments, are being investigated.



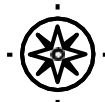
Wastewater is a highly regulated, essential, and public health focused service. The service is greatly valued by customers, and they expect their wastewater is cleaned to protect the health of the river. Calgary's three wastewater treatment plants continue treating wastewater better than the quality specified by Alberta Environment & Parks, 100% of the time. In order to maintain this high standard, a key focus will be to prioritize significant wastewater plant and collection system upgrades.



In 2023, the Bonnybrook Wastewater Treatment plant generated 25,565 MWh or 45% of its internal electrical need. This is an increase of almost 50% between 2022 and 2023.

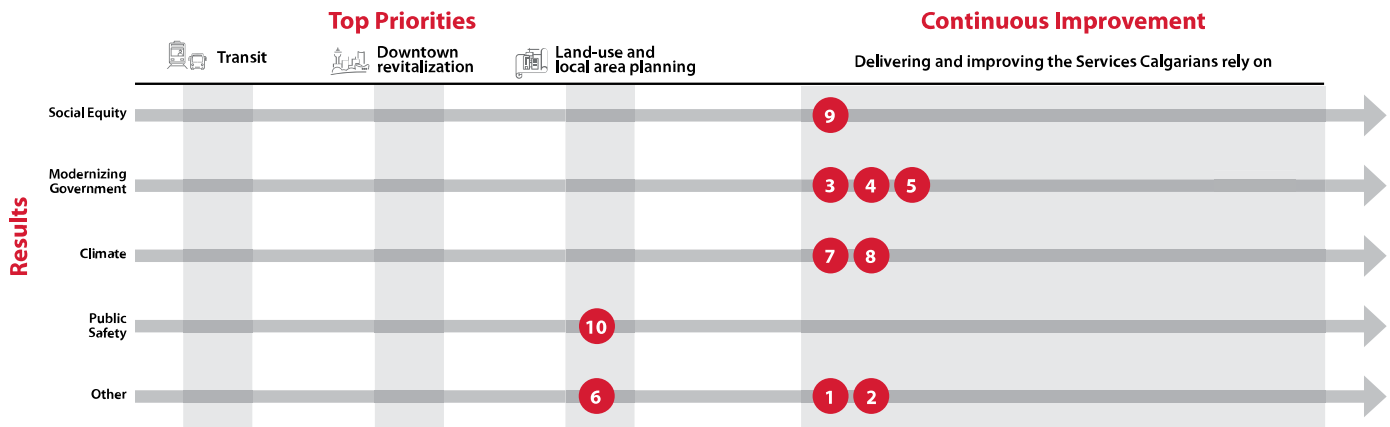
The Bonnybrook Cogeneration facility continues to operate through the commissioning phase and savings are expected to increase. By utilizing biogas in boilers, our other wastewater treatment plants, Fish and Pine Creek, saw a savings of \$38,600 in natural gas. Together, all three wastewater treatment plants generated 8 per cent of their total electricity and heating needs.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

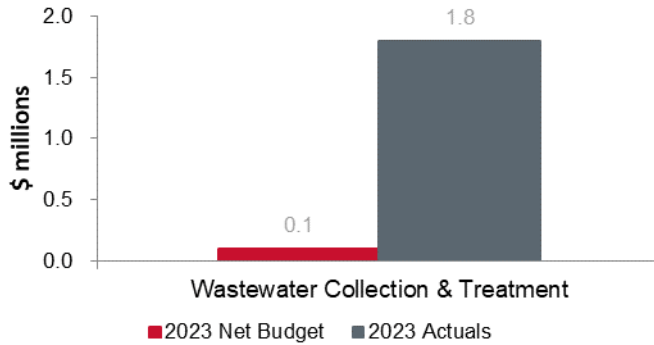
Initiative	Initiative Update	Status
1 Reduce risk of wastewater backups for customers by building understanding of the most effective risk reduction levers and investing in condition assessments to inform targeted upgrades and replacements for critical infrastructure.	We have allocated additional capital for condition assessments and are working to review and improve the condition assessment process. This work will help us target infrastructure upgrades and replacements for critical infrastructure.	
2 Establish clear levels of service for customers who experience wastewater backups by reviewing options with a lens of sustainability, customer expectations and industry best practices.	Citizens value quick response to wastewater back-ups. The Utility is exploring continuous improvement strategies to service levels and innovating solutions to address customer expectations	
3 Explore opportunities to improve system monitoring and enable proactive response to issues such as choked wastewater mains and system risks that emerge.	The Utility is conducting process reviews and ongoing investigation into using remote technologies to monitor various locations in our wastewater collection system. These remote sensing technologies would allow Water Services to better monitor, plan and respond to incidents. Ongoing conversations are focused on the availability of technology and the potential of cross-corporate collaborations	
4 Maintain service resilience through ensuring appropriate resources including competent and certified operators to maintain regulatory compliance and operate a growing wastewater collection and treatment network (three treatment facilities, 43 lift stations and over 5,000 km of underground pipes).	<p>The certification pilot program is ongoing as planned and Water Services has already added additional Level III Wastewater certified operators.</p> <p>The sewer backup dashboards are being monitored regularly and have allowed us to make some adjustments to work assignments. A more focused effort to reduce response times will be initiated in 2024.</p>	
5 Protect the river and reduce impacts to the system by working together with high-strength wastewater customers to ensure rate equity and bylaw compliance.	<p>We recently engaged wastewater surcharge program customers to collect information on their current practices, knowledge of the wastewater bylaw and to assert how we can best assist customers as we make changes to the surcharge program.</p> <p>The procurement process to secure software for this program was approved. A Request for Proposal will be issued in Spring 2024.</p>	

Initiative	Initiative Update	Status
6 Meet growth demands and reduce risks of customer backups, releases to the environment and regulatory non-compliance by evaluating and prioritizing significant upgrades at Bonnybrook Wastewater Treatment Plant, Fish Creek Wastewater Treatment Plant and the wastewater collection system.	Key investments in Fish Creek WWTP upgrade planning and completion of the Bonnybrook WWTP Plant D Upgrades are on track. Looking forward to future business cycle, the Wastewater Service has initiated planning projects which will inform infrastructure investments for the 2031-2034 and 2035-2038 business cycles. These planning initiatives will determine the necessary upgrades and expansions to The City's wastewater collection and treatment infrastructure to support future demands of growth, regulatory compliance, and protection of the environment.	
7 Improve energy efficiency and reduce Greenhouse Gas (GHG) emissions from wastewater operations.	In 2023, Bonnybrook generated nearly 45 per cent of its internal electrical need. Generation increased almost 50 per cent between 2022 and 2023. The Bonnybrook Cogeneration facility continues to operate through the commissioning phase and savings are expected to increase.	
8 Reduce the exposure and vulnerability of the wastewater service to changes in influent strength, shifting seasonality, extreme weather events and higher temperatures related to climate change by supporting, prioritizing and enabling mitigation actions.	2023 brought drought to Calgary. This afforded an opportunity to experience a number of the features of the future climate scenarios being explored and to implement adaptive actions to ensure river health and regulatory compliance under such conditions. Low river levels can impact wastewater compliance. River water quality modelling work will include corporate climate alignment and builds on our understanding of what future investments are required to successfully adapt.	
9 Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	Water Services rolled out a rigorous customer research program which has increased understanding of customer needs and experience. Insights gathered are being used to deliver service and drive future conversations around our service delivery. Work is also underway to strategically assess levels of service in order to deliver a consistent and reliable approach to service delivery.	
10 Reduce safety risk for employees and Calgarians caused by Hydrogen Sulfide (H2S) gases through improved modeling, monitoring and mitigation initiatives.	A comprehensive heat map of H2S in the wastewater system would require a significant effort from the planning infrastructure group. We are looking for a less data intensive way to identify potential locations of H2S release. The implementation of new technology (Maximo-mobile) employed by the Utility aims to support this work.  Adjusted work practices and enhancements to our personal protective equipment (PPE) continue to evolve to create a safer work environment for our staff. Our lift stations are an area of focus at this time.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



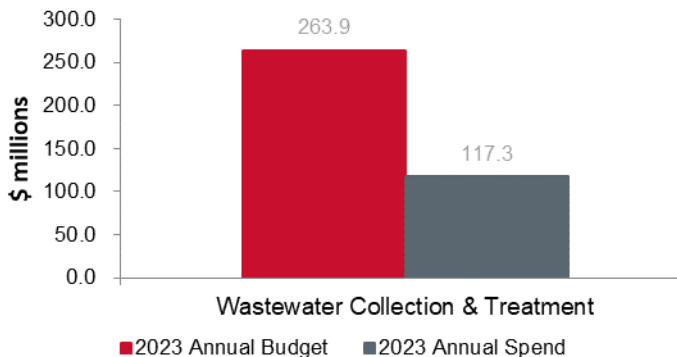
### Operating Budget Updates - 2023 net operating budget vs actuals:

The service line is self-supported and has an unfavourable operating variance of \$1.7 million. Variances occur due to the process of reporting self-supported expenditure in different areas that contribute to delivering service.

The operating transfer to reserve was \$153.5 million which is higher than the budgeted transfer to reserve of \$134.9 million. This primarily resulted from higher than budgeted revenue due to hot, dry summer weather as well as higher than expected development agreements resulting in higher Off-Site levy revenues. Wastewater had higher than budgeted salary and wage expenditure from higher usage of seasonal workers along with higher overtime offset by favorable sickness & accident claims and other miscellaneous salary recoveries. There were also higher costs for materials, chemicals, parts, and internal and external contracted services offset partially by lower electricity charges.

The budgeted transfer to reserve is planned to fund capital expenditure including replacements, upgrades and investments that occur year after year. Large capital investments are planned to be financed with debt. When the actual transfer to reserve is higher than planned, the borrowing for large capital investments will be lower than anticipated.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

The 2023 capital budget is \$263.9 million with a year end spend of \$117.3 million (44.5 per cent spent). Investments were made to upgrade linear infrastructure to maintain levels of service and to increase treatment plant capacity. Inflationary pressures on capital investment resulted in the need to strategically re-prioritize and push out some of the 2023 projects to future years. Stage gating decisions were made based on optimal timing, impact and spend, while also considering future bundling opportunities that align with other major projects. Examples of major investments include:

Bonnybrook (BB) Plant D Expansion (\$22.4 million invested in 2023). An overall investment of more than \$1 billion in extensive upgrades and expansions to the BB WWTP will protect the environment, increase energy efficiency, and accommodate future growth until the mid-2030s.

Fish Creek West Sub Trunk (\$29.5 million invested in 2023). The sub trunk will transport sanitary flows from the Tsuu T'ina First Nation and improve capacity and reliability of the existing sanitary systems for the Woodbine, Woodlands, and Canyon Meadows communities.

# Water Treatment & Supply

Led by: Director of Water Services

## Service Description

This is a highly regulated, essential and health-focused service that ensures reliable access to safe, high-quality drinking water for Calgarians now and for generations to come. Water Treatment & Supply protects public health and ensures long-term sustainability of our most valuable natural water resources. Plants, pipes, pumps and people work 24/7, 365 days a year through evenings, weekends, and emergencies to protect public health by providing clean drinking water for over 1.4 million customers in Calgary and the region. Calgarians are able to turn on the tap and receive safe, clean, affordable drinking water thanks to dedicated teams of experts and forward-thinking investments.

## Service Updates

### Key Service Results

Customers value reliable, high-quality drinking water right from the tap. They equally value timely responses when there's water outages to restore this service. The 2023 Citizen Satisfaction survey confirmed that satisfaction and trust with this service line remain high and that customers continue to feel they receive good value for money for the services provided.

This year's drought conditions presented staff unique opportunities to apply innovative water management activities including meticulous management of demand vs storage at Glenmore Reservoir. In August, The City enacted outdoor water restrictions. The restrictions lasted over two months but efforts by The City and our residents helped tremendously to reduce water demand: Together we were able to save 1.5 billion litres of water.

Work progressed in 2023 on the Fluoride Re-Introduction Project as per Council's direction. Detailed design was completed, a construction contract was awarded through the public tendering process and construction commenced in September at both water treatment facilities.

### Service Challenges

Extreme weather events continue to present challenges to this service line. Staff had to quickly respond and prepare for drought conditions and other variable weather. Operating in these circumstances is accelerating the need to adjust our processes and strategies.

A boil water advisory occurred in three communities. While the event impacted service to citizens, we were able to remain compliant with drinking water regulations. Efforts were undertaken to understand how to mitigate these types of situations in the future.

Our water system requires highly skilled and technical expertise to deliver the essential services of drinking water treatment and distribution. For some, this requires achieving or maintaining certifications that keep The City in regulatory compliance with Alberta Environment and Protected Areas and the Environmental Protection and Enhancement Act. It requires ongoing, consistent efforts to ensure a sustainable workforce to correct staffing risks in a growing city.

### Trends & Potential Uncertainties

Currently, all indicators point to a higher-than-average risk for drought in 2024 due to a strong El Nino bringing a drier, warmer winter for Southern Alberta. River levels in Calgary and much of southern Albert remain low for this time of year and there continues to be low water storage in many reservoirs and rivers because of drought conditions in 2023.

Calgary's population growth combined with a changing climate will continue to create uncertainty around source water quantity and quality. This service line will continue to prepare and work towards becoming more efficient in the water we use and making strategic investments to ensure that Calgarians will continue receive the safe, clean, affordable drinking water they rely upon.



# Measuring Our Performance

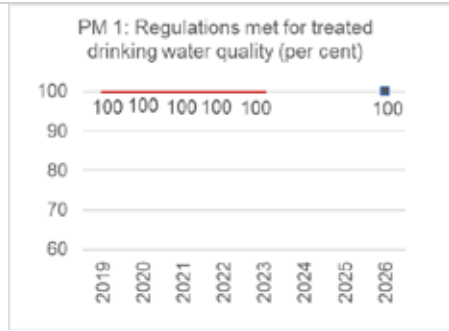
## Legend

- Actuals
- Expected Future Performance
- Progressing as planned
- ↩ Not progressing as planned

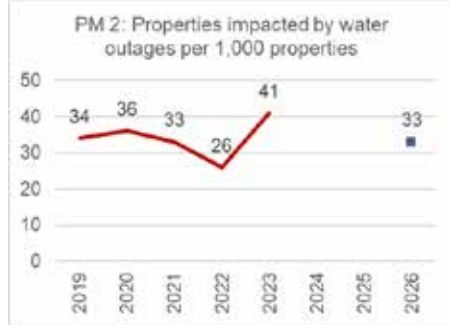
## Performance Measures

## Story behind the numbers

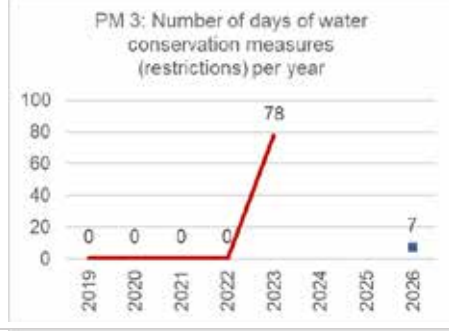
## Status



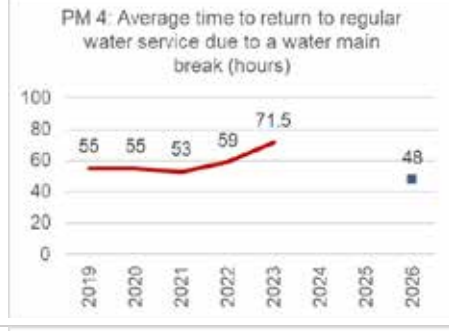
Provincial and federal regulations are in place to ensure that water is safe for our customers to drink and The City continues to work with regulators to navigate operational and reporting requirements that support improvement in these priority areas. For many years, Calgary has maintained 100% compliance for treated water quality with 2023 continuing that trend. This accomplishment centers on high maintenance standards and ~1,300 employees dedicated to planning, administering, and delivering a world class water utility.



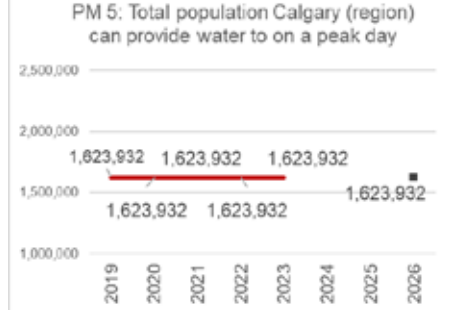
While customers remain satisfied with water reliability, in 2023 we saw more breaks and more larger scale issues which negatively impact this performance metric. Work has commenced on mitigating these risks and we will continue to strategically design systems to minimize service disruptions in the future.



For this metric, an upward trend signifies responsible water management during times of water shortage. Drought conditions in 2023 required The City to enact Stage 1 water restrictions from August 15 to October 31. During this period, Calgarians reduced water demand and saved an estimated 1.5 billion litres of water. Reducing water demand helps preserve storage in the Glenmore Reservoir, facilitates water sharing across the watershed, and helps reduce the risk of stress to fish and aquatic species during drought.

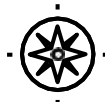


In 2023, we experienced more water main breaks (and more associated complexities with these repairs) along with staffing resilience challenges, which impacted our response times. Ongoing training combined with appropriate resourcing efforts are underway to ensure we are meeting our expected future performance. With a growing city and growing infrastructure, staffing capacity levels are being reviewed to meet our service levels.



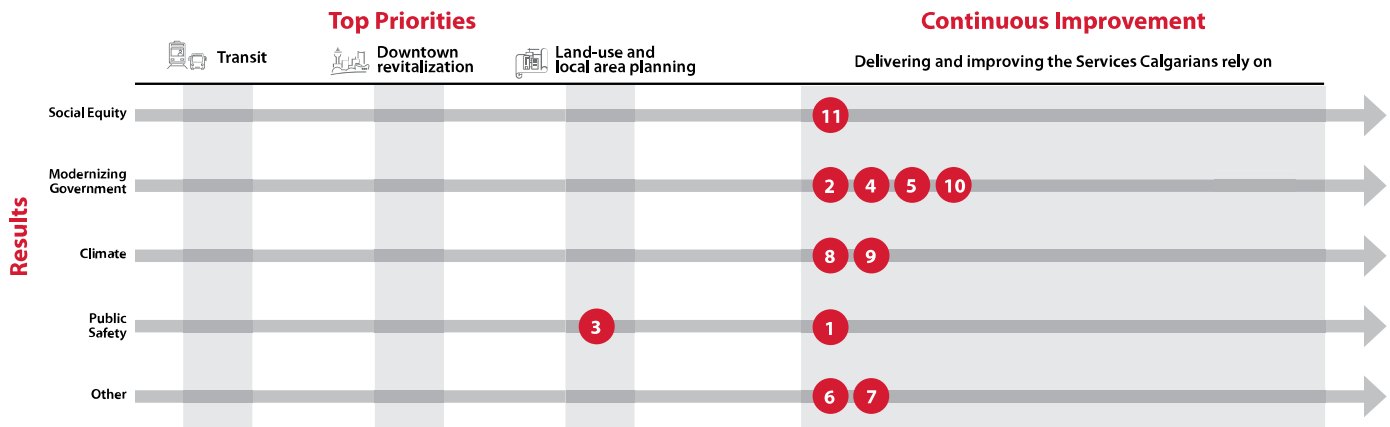
Calgarians expect that their water supply is sustainably managed for the future. Key water security strategies include conservation programs, regional supply planning, growth monitoring, addressing system water loss and ensuring water treatment plant capacity. At present, the Water Utility is able to service ~1.6M customers in Calgary and surrounding communities. To stay ahead of demand, optimization upgrades and other conservation activities are on track and longer-term capacity needs are being strategized throughout this business cycle.





# Progress on Service Delivery








## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

Initiative	Initiative Update	Status
1 Reduce potential risks (Emerging Substances of Concern, Distribution Monitoring Program, Lead Servicing Replacement, Dead End Mains) by continuing to deliver on water quality investments and programs and implementing best practices.	<p>Calgary has fewer lead services than other cities with approximately 500 lead services needing replacement. To date nearly 66 per cent have been replaced and 18 per cent have declined replacement. The remaining services will be replaced in 2024.</p> <p>Research was conducted in 2023 with Queens University to provide greater understanding of water quality risks in our distribution system. These results will inform continued water quality practices and strategies in our operations in 2024.</p>	
2 Protect Calgary's source water by continuing to work within the region to establish a governance framework to have an aligned regional growth plan.	<p>Utility staff remain involved in the Calgary Metropolitan Region Board (CMRB). The Calgary Committee approved an updated Regional Water, Wastewater and Stormwater Servicing Policy that aligns to the new regional growth plan and includes source water protection considerations.</p> <p>The Regional working group completed an infrastructure assessment and recommended tying Harmony wastewater system into the existing Cochrane line. This will be put forth to Cochrane, Rockyview and Calgary Councils in Q1 2024.</p>	
3 Reduce the risks associated with source water entering the water treatment plant on the Elbow River by implementing the Glenmore Reservoir source water protection plan.	In efforts to reduce the risk of lower quality source water, the Utility is engaged in research with universities and other Water Utility partners to explore sources of emerging public health risks.	
4 Reduce long-term system reliability risks through continued exploration of water licensing and plant expansion, while implementing programs that influence timing of sizeable investments (e.g. water restrictions, water loss program, Water Efficiency Plan, graduated water rates).	Council approved the Drought Resilience Plan which sets forward a Calgary-specific approach for building drought resilience in the long-term. Work on an updated Water Efficiency Plan is underway. There is also continued advocacy for a new upstream Bow River Reservoir as an integrated water management tool to support drought and flood resilience.	

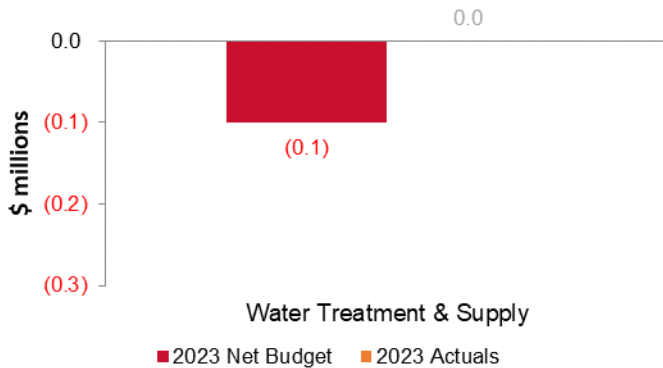


Initiative	Initiative Update	Status
5 Maintain service resilience through ensuring appropriate resources including competent and certified operators to maintain regulatory compliance and operate a growing water treatment and distribution system network (two treatment facilities, two raw and 23 treated water reservoirs, Glenmore and Bears paw dams, 41 pump stations, 17,000 hydrants and over 5000 km of underground pipes).	Strategies have been developed focusing on training tools and staffing resiliency to address maintenance risk and operate our system within our regulatory requirements. These resourcing strategies contribute to reliable, safe, high-quality drinking water for Calgarians.	
6 Continue to work with our regulators to ensure water quality safety and to navigate operational and reporting requirements that support improvements in priority areas for the service.	Ongoing and continued efforts have been taken to work with our regulators and strengthen regulatory protocols in operating areas. There was also work done with TransAlta to exceed withdrawal limits in emergency situations.	
7 Prepare to address major system failure and to operate significant new infrastructure through building effective workforce capacity plans.	In 2023 critical maintenance work was identified. A team was assembled and work has commenced on mitigating the risks that were identified. There have been some challenges attracting staff with unique skill sets. Currently, work is underway to explore various delivery strategies for this critical work.	
8 Prepare for climate resilient service delivery by becoming more energy efficient, investigating new technologies and using new practices to improve water treatment process reliability, factoring in changing water quantity (volume and/or timing) and quality while supporting, prioritizing and enabling mitigation actions.	<p>The Water Utility kicked off the refresh of the Water Efficiency Plan in 2023. This plan will explore a range of policy approaches to carefully manage our changing water resources to ensure we have enough water to meet the needs of customers, the environment and ensure a sustainable economy in the future.</p> <p>The Water Utility has also begun initial planning steps to build out future climate scenarios. This approach will help us prioritize risks and actions needed to prepare for this future reality.</p>	
9 Reduce water use and average per day demand while maintaining Water Utility financial sustainability including incorporating climate change, drought management and offsetting future infrastructure costs by updating the Water Efficiency Plan and exploring new initiatives.	The Utility is proactively accelerating drought preparedness and taking actions to ensure The City, businesses and Calgarians are ready for what is anticipated to be another dry and hot summer. This includes clear plans, communications, and procedures for response – both leading up to, during and after times of water shortage.	
10 Advance water meter strategy to reducing meter reading costs, enhancing customer experience with more timely resolution of billing issues, and improving customer communication and feedback on water usage.	Water Services has completed the selection of meter supply vendors. We are now working on drafting requirements and procurement documents to acquire advanced meter reading hardware and software in 2024. This work will provide customers with more information on their water consumption while also enabling more efficient meter reading and effective resolution of billing issues.	
11 Continue to improve the customer experience and customer understanding of the service by establishing levels of service, innovating, optimizing value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	The Water Utility rolled out a rigorous customer research program which has increased understanding of customer needs and experience. Insights gathered are being used to deliver service (drought response, customer water outage response) and drive future conversations around our service delivery.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

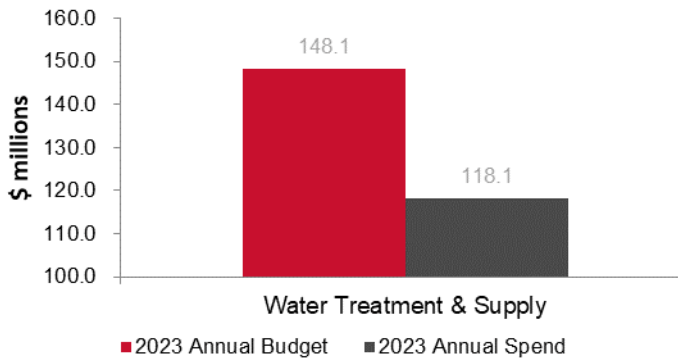
The Water Treatment & Supply service line is self-supported and has an unfavourable operating variance of \$0.1 million.

Variances occur due to the process for reporting self-supported expenditure in different areas that contribute to delivering service.

The operating surplus transferred to reserve was \$92.4 million which is higher than the budgeted transfer of \$65.3 million. This primarily resulted from higher than budgeted revenue due to hot, dry summer weather as well as an increase in development agreements resulting in higher Off-Site levy revenue. This service line had lower than budgeted salary and wage expenditures resulting from higher vacancies along with higher favorable sickness & accidents claims. These were offset slightly by unfavorable fringe benefits based on salary rounding impacts. Higher expenditures in materials, and supplies, internal contracted services, and electricity charges, offset the lower salary and wage expense.

The budgeted transfer to reserve is planned to fund capital expenditure including replacements, upgrades and investments that occur annually. Large capital investments are financed with debt. When the actual transfer to reserve is higher than planned, the borrowing for large capital investments will be lower than anticipated.

**Capital Budget and Spend as of December  
31, 2023**



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The 2023 capital budget is \$148.1 million with a year-end spend of \$118.1 million (79.7 per cent spent). Progress was made on capital investments to support growth and maintain existing assets within the water treatment plants and linear network. Supply chain issues affecting the availability of material and resources continue to have impacts on project delivery, in addition to cost and inflationary increases. Examples of major investments include:

210 Avenue SW Pump Station (\$9.9 million invested in 2023). Construction of the new pump station will provide redundancy to the Lower Sarcee pressure zone and support both short- and long-term population growth.

Lower Sarcee Feedermain (\$17.8 million invested in 2023). The feedermain project allows for residential and commercial growth in SW Calgary. The project is now complete and will provide redundancy to the feedermain network in South Calgary





# Enabling Services





# Corporate Governance

Led by: General Manager of People, Innovation and Collaboration Services

## Service Description

Corporate Governance works to build a resilient city and future-ready organization. Our service executes on strategic direction established by Council and Executive Leadership, advocates and negotiates agreements on behalf of The City and manages relationships with other orders of government. Strategic areas we are advancing include resilience, regional cooperation, Truth and Reconciliation, and ensuring the needs of the business community are considered for innovative service delivery. We also provide the administrative policies, frameworks, and standards to direct service delivery and maximize capital delivery and limit exposure to legal, financial, reputational, health and safety risks.

## Service Updates

### Key Service Results

The Corporate Governance service has worked externally and cross-corporately to help The Corporation achieve its goals.

Externally, we have collaborated with the municipalities of Edmonton and Vancouver to launch the Canadian Municipal Policy Network, ensured the Permanent Indian Residential School Memorial location was identified and announced, led the Digital Service Squad that served more than 1000 businesses and was the recipient of the One City Award for Economic Impact, revived the Business & Local Economy Network, and will hear in April if our application for a UNESCO chair in Social Resilience and Futures Studies is approved – strengthening our responsiveness to external factors.

Cross-corporately we have engaged the Executive Leadership Team in issues-based discussions to enhance the organization's ability to identify and manage cross-corporate issues, established the Policy Review Committee to ensure cross-corporate strategies and programs are reflected in corporate policies, established the Calgary in the New economy Alignment program, and developed a Modernized Policy Review to implement the Service Governance and Policy Review program from Council's Notice of Motion.

### Service Challenges

Maintaining adequate resourcing is a challenge primarily due to illness and turnover. This has caused delays in implementation of several initiatives.

Rising uncertainty, polarization, and distrust in government has led to additional complexity in issue management.

### Trends & Potential Uncertainties

Trends we are watching include: Supply Chain challenges; Global Conflicts with local impacts; Municipal / Provincial / Federal jurisdiction discussions; the consolidation of provincial power over municipalities; the growing housing and affordability crisis; the increasing municipal fiscal imbalance; projections of increased drought risk and emerging changes to provincial policies on water agreements; increased demands to address the overlapping, complex issues related to homelessness, the opioid crisis, encampments and public safety; key changes to climate and energy policy.

Opportunities include: formalizing leader-to-leader relationships with local first nations; collaborating with Calgary Economic Development and the University of Calgary to advance futures readiness and resilience.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

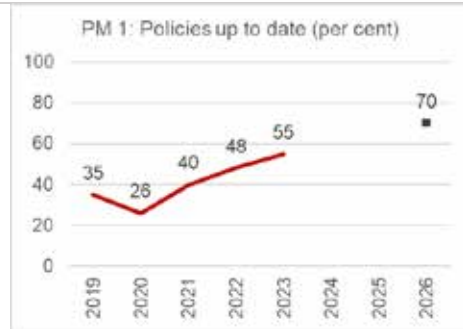
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

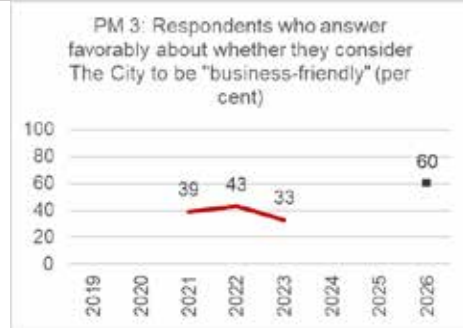
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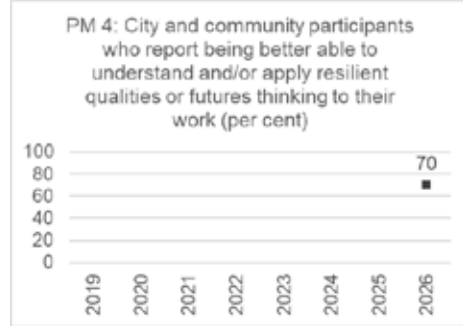
Governance and Policy continue to engage administration policy leads 8 to 12 times per year to facilitate policy development and revision. The addition of a template and guidance for corporate standards in 2023 increased the efficiency of policy review by improving the policy clarity and also by moving decision making on operational issues to the right organizational level.



The Digital Service Squad continued to provide direct assistance to new entrepreneurs. We engaged with more than 200 entrepreneurs through seminars offered in the community.



We are working with the Customer Service and Communications to deepen our understanding of who is responding and the nature of their concerns to help address their issues. There were a number of prominent factors which may have influenced results based on the timing of the survey (Nov. 8 – 20, 2023) including: The Canadian Emergency Business Account loans that were coming due, Council 2024 budget deliberations and businesses affordability concerns due to rising costs.



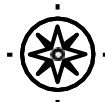
A new leader for resilience & futures was hired - a plan to measure and track performance goals will be implemented in 2024. There may be an update to the performance metric as well.



In 2023, the Professional Practice Management Plan training transitioned to a virtual format and was made mandatory through the Learning Management System. These enhancements significantly increased access and participation.

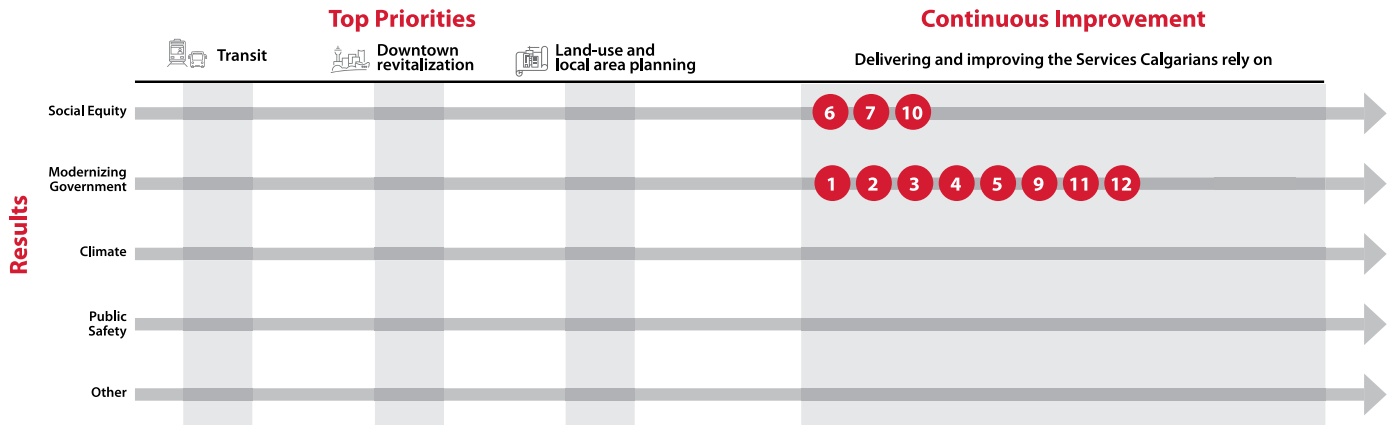














# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

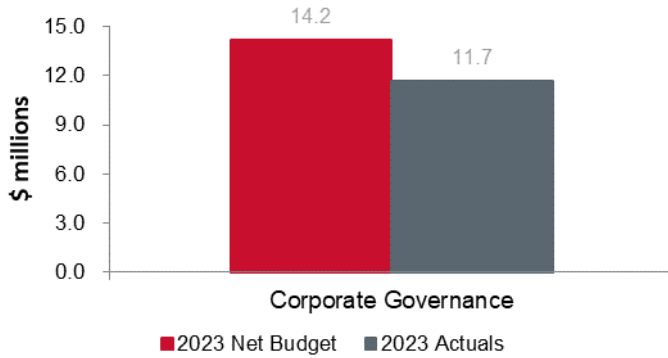
Initiative	Initiative Update	Status
1 Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.	Established the Policy Review Committee to ensure cross-corporate strategies and programs are reflected in corporate policies. Participants in the committee include Anti-Racism, Climate and Environment, Equity, Diversity, Inclusion and Belonging, Indigenous Relations and others. Expanded the governance framework to include the structured development of corporate standards in support of policy improvement. This results in a more streamlined approval process for policy owners making it easier to ensure policies and related governance are up to date.	
2 Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.	Completed a review of all capital Annual Investment Programs and selected programs and projects to yield \$130 million of funds for reallocation to other investments.	
3 Explore opportunities to maximize capital funding by identifying new funding sources, reallocating funding and developing strategies to secure funding for unfunded, high priority capital investment projects.	30 funding applications submitted to provincial and federal programs in 2023. Six applications proceeded to agreement execution in 2023. Significant applications submitted for the Disaster Mitigation Adaptation Fund (potential value \$93M) and the Green and Inclusive Community Buildings (potential value \$16M), await response from funders. Grant process is becoming more standardized across the organization.	
4 Support the needs of the business community and achieve the goals of Calgary in the New Economy by coordinating and administering programs such as the Digital Service Squad Program, undertaking cross-corporate process and collaborative improvement efforts and implementing initiatives identified by the Business Advisory Committee.	We secured additional grant funding to continue to administer the Digital Service Squad. We established a program to build a framework for collaboration to ensure better alignment between The City and Calgary in the New Economy. We are leading a cross-corporate collaboration to explore an industrial incentive program. We continue to engage with the Business Advisory Committee and completed the directed Customer Service Training scoping.	

Initiative	Initiative Update	Status
5 Continued engagement and support of the Calgary hospitality industry and businesses through the Business Advisory Committee to ensure that they benefit from, and thrive, during major festivals and events.	We supported the hospitality industry by engaging with the Business Advisory Committee. City accomplishments include: - Waived patio fees - Worked with several hotels with concerns about impacts to their business - Supported the Calgary Hotel Association with solutions when an increase in their property assessments would have resulted in financial hardship - Collaborated to mitigate the impact of city-led construction projects on businesses, including restaurants and coffee shops - Financially supported a program that provided live music from local musicians at local restaurants and cafes	
6 Co-create an Indigenous governance model aligned with the Indigenous Policy including relevant Indigenous governance best practices for the City of Calgary by working with the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.	Limited engagements with indigenous communities have occurred. Translation have been completed and a What We Heard report has been produced. Report scheduled to go to Intergovernmental Affairs Committee and Council in second quarter (Q2) of 2024.	
7 Increase the inclusivity and actionability of the Indigenous Policy by engaging the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.	Work was paused at the request of the Metis Nation Region 3 Government because of their internal governance and transition to the Otipemisiwak Metis Government.	
8 Effectively manage The City's reputation by proactively tracking and responding to issues that arise through-out The City.	The process of engaging the Executive Leadership Team in issues-based discussions has considerably evolved and furthered the organization's ability to identify and manage cross-corporate issues. This is complimented by engagement with all departments to identify issues, and support is provided to manage significant issues that may have an impact on the City's trust and reputation.	
9 Advance goals and interests with other orders of government and enhance overall responsiveness through continuous advocacy process improvements and working closely with department clients.	Advocacy with other orders of government is a core function of the Intergovernmental Relations team. Intergovernmental relations leads the work at The City relating to monitoring federal, provincial, regional and international dynamics. This monitoring ensures that all divisions are equipped to shape key policies, bylaws, procedures and priorities.	
10 Build Futures Thinking capacity within The City and across equity-deserving communities to better respond to unpredictable changes, challenge our assumptions about the future, better anticipate, shape and adapt to emerging trends, and co-create equitable futures through Strategic Foresight methods.	Futures thinking helps us to anticipate issues and opportunities and to support our use of strategy to ensure service delivery. We conducted and facilitated workshops and training sessions within the City and within the community to increase understanding and use of futures and resilience, resulting in strategies and decision making that increase the resilience of City services to better support the people of Calgary.	
11 Leverage opportunities to strengthen social, economic and climate resilience through consultations and application of a resilience lens and tools into City processes to improve project and program development.	Worked on Triple Bottom Line policy as part of working group. Progress has been impacted by vacancies.	
12 Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.	Engaged policy leads to revise the policy review process for efficiency, effectiveness and compliance to process and content strengthen to focus on front line service delivery. This engagement has resulted in specific improvements being implemented in Q1 2024 including clarifying responsibilities for executive sponsorship of policy improvements and increased emphasis on policy implementation, measurement and impacts to organizational costs, efficiencies and barrier reduction. Established the Policy Review Committee to enhance compliance to cross-corporate strategies and programs within policies	



## Service Updates on Financial Performance

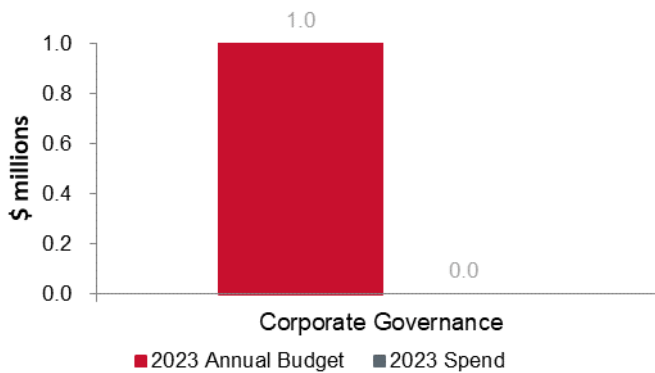
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Corporate Governance has a favourable operating variance of \$2.5 million. The main reasons that have contributed to the variance are savings in salary and wages of \$1.7 million, due to intentionally managing the workforce, lower spending of \$0.7 million on contract and consulting costs; and savings in business expenses of \$0.3 million due to lower than anticipated training and business meetings expenses. The favourable variance is partially offset by unbudgeted communications expenses of \$0.2 million.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Corporate Governance has no capital spent in 2023. The capital budget is for the Indigenous Memorial Site which is in the engagement/pre-design phase. Most of the capital expenditures are anticipated for 2024.

# Corporate Security

Led by: Director of Corporate Security

## Service Description

Corporate Security's purpose is to keep people, information and assets safe and secure in a way that makes Calgarians proud. Using a risk-based approach, our service protects The City's information, infrastructure, assets and people – including Calgarians, employees, The Mayor and Members of Council.

Our service focuses on proactive security risk management through security risk assessments and mitigation strategies, security intelligence, security investigations and forensics, security monitoring and response, security technical applications and support, and security awareness and training.

## Service Updates

### Key Service Results

Throughout 2023, Corporate Security continued to focus on improving and enhancing our operations as a converged security model. Our primary goal remains increasing client risk awareness and leveraging technology to drive a data-driven security risk management process. Our Security Advisors conduct risk assessments for critical infrastructure and applications, providing valuable insights to implement effective security controls.

Through ongoing collaboration with Transit and Bylaw Services, we proactively address crime and social disorder, reinforcing safety for riders through a hybrid enforcement and patrol model. This approach mitigates risks and enhances public safety. Additionally, our continuous collaboration with enforcement agencies safeguards employees, Calgarians, The Mayor, and members of Council, identifying and responding to evolving threats such as social disorder, demonstrations, and cyber threats.

### Service Challenges

The security threat environment is constantly evolving, our security teams continue to explore opportunities to enhance monitoring, controls, and response capabilities in an innovative and cost-effective way. We have actively responded to challenges related to cyber threats, social disorders, rallies, protests, overdoses, encampments, medical emergencies, and disorderly conduct.

### Trends & Potential Uncertainties

The security landscape in Calgary remains dynamic and complex, emphasizing the need for focused and intentional security services. We prioritize understanding client and employee security needs, enhancing collaboration with partners, exploring innovative communication methods, and refining emergency response plans for readiness.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

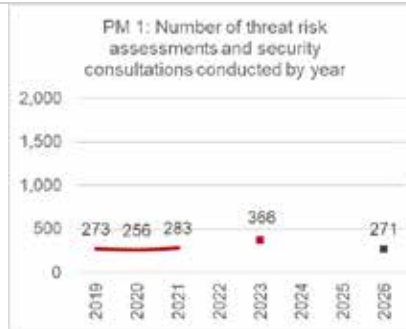
→ Progressing as planned

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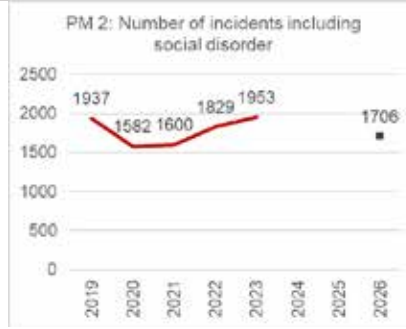
## Performance Measures

## Story behind the numbers

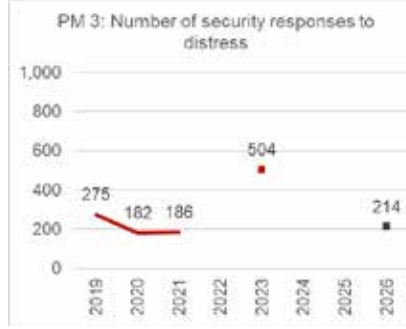
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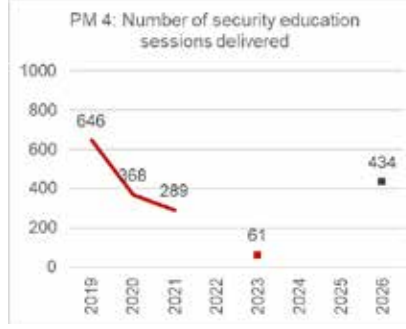
Requests for consultation services continue, encompassing physical and cyber threat risk assessments, security evaluations, and control reviews. Through collaborative efforts, we identify and manage security risks affecting service and project delivery, a proactive approach that enhances service quality. In total, we conducted 366 security risk assessments and consultations, covering cyber risks, facility threats, physical security audits, and assessments for events and workplace violence.



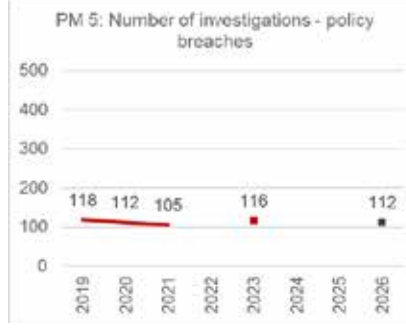
In 2023, the number of incidents related to social disorder has slightly increased compared to previous years. With 1953 incidents recorded, it indicates the ongoing presence of social issues that require attention. This data reinforces the importance of prioritizing public safety and addressing social disorder as part of the Downtown Revitalization initiative. As The City workforce continues returning to the office and the downtown foot and vehicle traffic increase, we closely monitor this measure to maintain a safe and secure environment for all.



Since expanding guard patrols to LRT stations in October 2022, our front-line guards have made 504 emergency medical responses in 2023, surpassing the totals of 2020 and 2021. Our comprehensive measure includes overdoses, Naloxone administration, CPR, and overall emergency medical responses. We remain dedicated to community safety, continuously adapting strategies to address evolving challenges and make a positive impact on those affected by distressing situations.

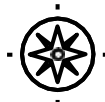


Security training plays a vital role in proactively managing risks such as workplace violence and aggressive behaviour. Mandatory cybersecurity awareness training, approved in 2021, enhances organizational resilience. As office staff returned in early 2023, comprehensive security training becomes essential to address unique challenges and foster a safer work environment. To further strengthen our efforts, we are developing a more comprehensive Corporate Security Training and Awareness Program that will include a campaign on physical security.



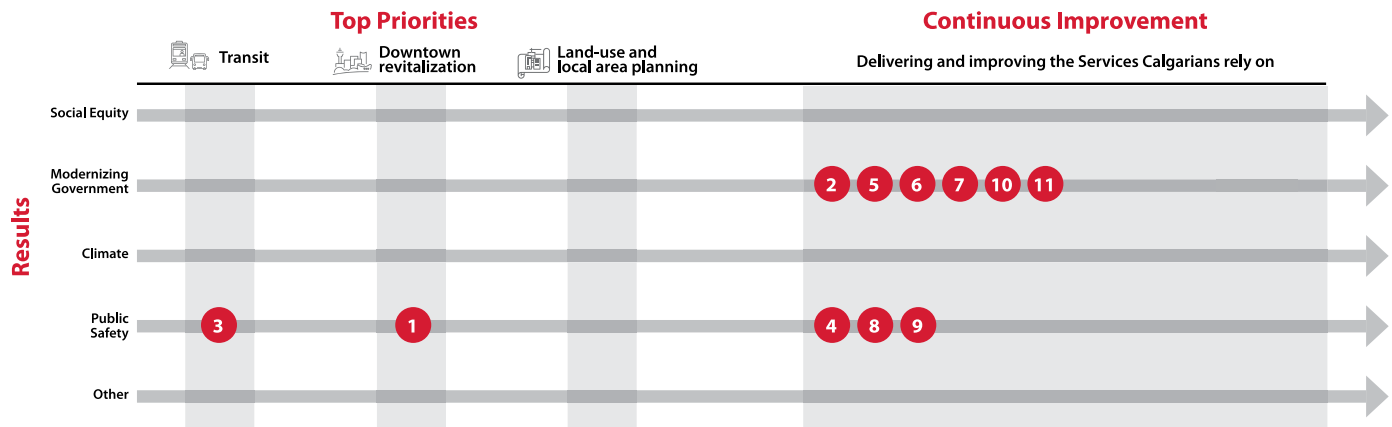
In 2023, investigations of reported alleged City policy violations was 116 cases and the complexity of these cases increased, including an increase in video requests. Notable increases were observed in areas such as acceptable use of technology, off-duty behavior and/or criminal conduct, malfeasance, and workplace violence. Corporate Security remains committed to collaborating with partners in Labour Relations, Human Resources, and Law to identify policy breaches and address underlying causes.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

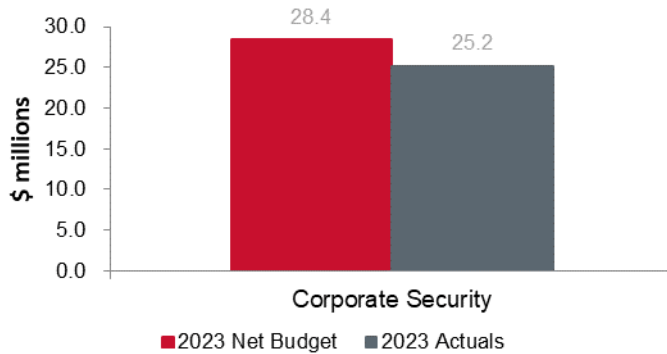
Initiative	Initiative Update	Status
1 Provide a safe and secure working environment by maintaining current delivery of workplace violence and active assailant response training for City employees.	In 2023, security training continued to prioritize workplace violence, aggressive behavior, risk management, active assailant preparedness, and mandatory cyber security awareness. Corporate Security is enhancing its efforts by developing a physical security awareness campaign to ensure employee safety and security awareness. The training aimed to reduce vulnerabilities to cyber threats and promote ongoing vigilance. Overall, the City maintained a comprehensive and proactive approach to security, fostering a safe environment for employees and promoting awareness of potential risks.	
2 Maintain organizational resilience from cyber security events by implementing mandatory cyber security awareness training for City employees.	As office staff returned in early 2023, the completion rate for comprehensive security training exceeded 80%, highlighting the importance placed on addressing unique challenges and fostering a safer work environment. To further enhance these efforts, a more comprehensive Corporate Security Training and Awareness Program was being developed, encompassing a campaign focused on physical security. The aim was to provide employees with the necessary knowledge and skills to mitigate security risks and create a secure workplace environment.	
3 Improve public safety and response to social disorder and criminal activities through increased training for emergency response and de-escalation techniques for the in-house guard program.	In 2023, our in-house guards responded to 504 emergencies, a testament to our advanced training programs in emergency response and de-escalation techniques. This achievement not only surpasses our past records but also showcases the critical role of our specialized training in preparing guards for diverse incidents. Our commitment to enhancing these training programs ensures our guards are equipped to safeguard our community effectively, demonstrating our dedication to improving public safety.	
4 Maintain availability of all City services by completing reactive threat risk assessments for City critical infrastructure and recommending security measures.	Continued to meet the needs of clients through our Physical Security program. This includes conducting complex Threat Risk Assessments (TRA) & numerous security reviews. A security advisor was dedicated to completing TRAs for critical infrastructure sites. We continue to move towards a more proactive approach to identifying risks and recommending controls and mitigation strategies.	
5 Maintain availability of all City services and minimize outages due to ransomware events through improvements of cybersecurity incident response.	The incident response team now operates under the Risk Monitoring and Response Division, collaborating closely with subject matter experts within the Law, Legislative Services & Security department (LLS&S) and the IT Business Unit. This cohesive approach ensures a more effective and coordinated response to incidents, enhancing the City's ability to swiftly address cyber threats and mitigate their impact on services. The ongoing efforts highlight the City's commitment to continuously strengthening incident response capabilities and maintaining a resilient and secure environment.	

Initiative	Initiative Update	Status
6 Support Enterprise Risk Management through the implementation of business impact assessments.	Corporate Security continues to implement the ESRM framework by obtaining corporate insight, clarifying roles, quantifying business impacts, and enabling timely decision-making. To address operational risks, it has been identified that the Business Impact Analysis (BIA) functionality be developed within a centralized integrated security risk management model. This initiative aims to identify critical services and ensure their uninterrupted delivery by improving data accuracy and decision-making processes, supporting the City's commitment to enterprise risk management.	
7 Improve organizational resilience and maintain availability of all City services by developing and implementing a program to identify confidential and personal information and apply efficient and effective security measures.	The initiative is early in the pre-project phase during the reporting period. Aligned with the goal of modernizing government, this program aimed to enhance security measures and ensure the availability of City services. Moving forward, it is crucial to reassess challenges, realign objectives, and implement corrective measures to improve the program's progress and achieve the intended outcomes of safeguarding sensitive data and maintaining service availability.	
8 Improve organizational resilience and public safety through the lifecycle and upgrade of security tools, applications and hardware in public facing facilities and other City infrastructure.	Building upon their successful performance in 2022, the Technical Service team continued to monitor, troubleshoot, and repair critical security systems during the reporting period. In 2023, their dedication and expertise resulted in the completion of numerous service work orders for intrusion alarms, cameras, access control, and intercom systems. The team's ongoing efforts ensured the smooth functioning and reliability of these systems, maintaining a secure environment for the City.	
9 Improve application of security measures and reduce security risk to The City through the development and implementation of a security architecture program, which will embed security in all planning and design activities.	The initiative to improve the application of security measures and reduce security risks through a security architecture program is currently in the scoping and early stages of capacity development, aligning with the goal of public safety. Efforts are underway to assess requirements, establish frameworks, and lay the foundation for successful implementation. We remain committed to achieving strengthened security measures and reduced security risks.	
10 Enable modern government and support the management of increasing digital and workforce risks by developing and hiring leaders throughout the organization, functional management, and support of employee engagement initiatives.	A permanent Chief Security Officer (CSO) was in place in early 2023 through a competitive process, reinforcing the initiative's focus on enabling modern government and managing digital and workforce risks. The CSO provides stability and expertise, driving the development, strengthening, and stabilization of the organizational structure. The initiative continues to progress as planned, emphasizing the development of hybrid security leaders, effective risk management, and fostering innovation. Employee engagement initiatives promote security awareness and enhance organizational resilience.	
11 Support effective decision-making and reduce the amount of administration effort through client engagement, transparency, and accountability of core security services by maintaining The City's Internal Recovery and Implementation Project initiative through Corporate Security's internal recovery model.	The initiative to support effective decision-making and reduce administration effort through client engagement and accountability of core security services is progressing as planned. By maintaining the Internal Recovery and Implementation Project initiative and using Corporate Security's internal recovery model, we continue to enhance service delivery, streamline processes, and promote modernization efforts. This initiative contributes to continuous improvement, facilitating effective decision-making and reducing administrative burdens while promoting transparency and accountability.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

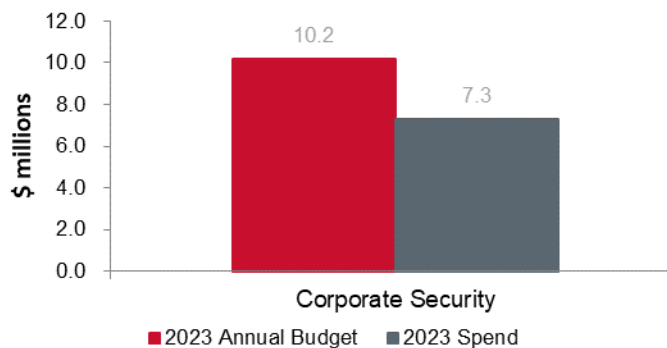


### Operating Budget Updates - 2023 net operating budget vs actuals:

Corporate Security has a favorable operating variance of \$3.2 million. The primary drivers of the variance were \$2.8 million savings in salary and wages from intentionally managing the workforce, \$0.7 million lower spending on contractual services expenses, and an offsetting unfavorable variance of (\$0.3) million in materials, equipment, and supplies expenses due to inflation.

In 2023, Corporate Security experienced challenges with procurement delays and growing demand for security services amid resource constraints. Corporate Security will continue to monitor these challenges and implement strategies to mitigate impacts to operations and service levels.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Corporate Security has spent 71.6 per cent of the 2023 approved capital budget. The underspend is attributed to unavailable business partner resources that were prioritized to operational initiatives. Corporate Security is working with its internal and external partners to mitigate these challenges.

Corporate Security's capital budget was primarily invested in upgrading and maintaining existing security infrastructure including Intrusion Detection Systems, Access Control, and the Video Management Solution, to mitigate security risk to The City of Calgary and enable business continuity.

Corporate Security continues to experience challenges with procurement delays and inflation.



# Council & Committee Support

Led by: City Clerk/Director of City Clerk's Office

## Service Description

Council & Committee Support provides the governance structures and processes by which The City of Calgary's legislative decision-making and protocol functions are conducted.

## Service Updates

### Key Service Results

The Council and Committee Support service continues to support effective Council and Council Committee meetings for the Public, Members of Council and Administration. Public hearing accessibility has improved through the scheduling of dedicated meetings for public hearing matters, and transportation supports for the public in the form of transit tickets and a parking allowance. (Initiative 3)

The successful delivery of the 2023 Calgary Awards recognized Calgarians who have contributed to their communities and to Calgary through both individual and group achievements. (Initiative 1)

In the second half of 2023, the recruitment and appointment of members to Council's Boards, Commissions and Committees was completed at the annual Organizational Meeting of Council. There was a record 992 applications received from Calgarians interested in serving on one or more of the committees. (Initiative 6)

The successful recruitment of key positions within the teams that support this service should allow for the completion or progression of initiatives in the service line in 2024. (Initiative 2 and Initiative 10)

### Service Challenges

In 2023, the City Clerk's Office experienced turnover of staff in key positions that contributed to the delay of some deliverables for the Public Hearing Improvement project; specifically, the implementation of the Public Hearing notification system. A system vendor has been selected and implementation is now expected to occur during the third quarter of 2024.

### Trends & Potential Uncertainties

In 2024, the City Clerk's Office is expected to undertake a significant upgrade to eScribe, the software used to create and publish Council and Committee agendas, meeting minutes, and videos; and facilitate report approvals and electronic voting. The project will require input from subject matter experts in the City Clerk's Office and participants throughout the Corporation. Implementation of the upgrade is expected to start in the third quarter of 2024.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

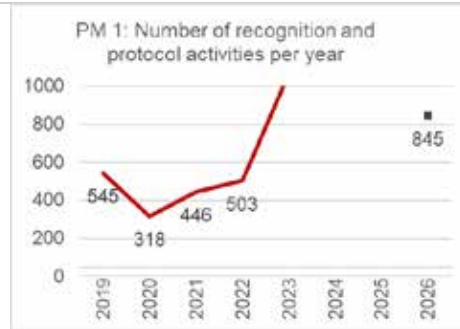
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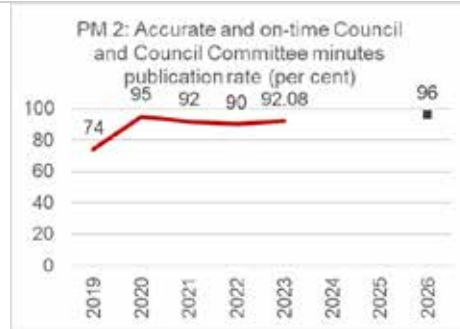
## Performance Measures

## Story behind the numbers

## Status



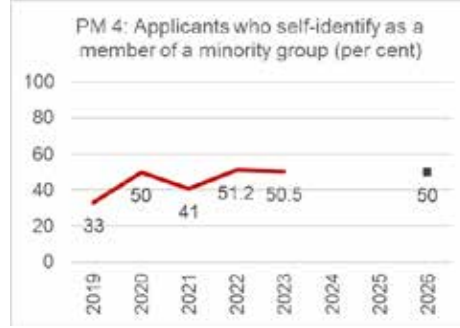
The demand for protocol activities and services increased in the second half 2023. New leadership and team members have been onboarded and continue to efficiently process the requests for flag raisings, letters of recognition, and proclamations while planning for the 2024 Calgary Awards and other events.



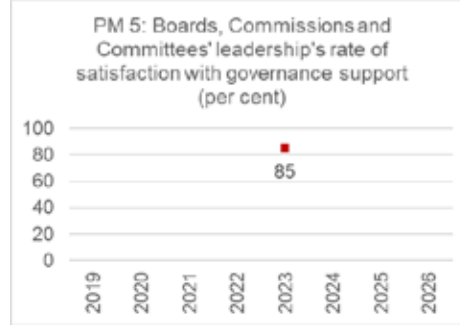
Out of the 139 Council and Committee meeting minutes that were published, 11 sets of minutes were published late or had minor clerical corrections.



The number of Council and Council Committee meetings has continued at a steady rate. The separation of Regular Council Meetings and Public Hearing Meetings has continued to reduce the need for continuation of Council meetings and total hours of meetings overall.

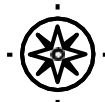


As part of the Boards, Commissions and Committees application process, applicants are asked to complete a voluntary survey. The survey measures the percentage of applicants who self-identify as a member of a minority group. In 2023, 992 applications were received from Calgarians to serve on a Council Board, Commission or Committee. Eighty-six percent of applicants (approximately 853 applicants) completed the survey and, of those, 500 self-identified as a member of a minority group.



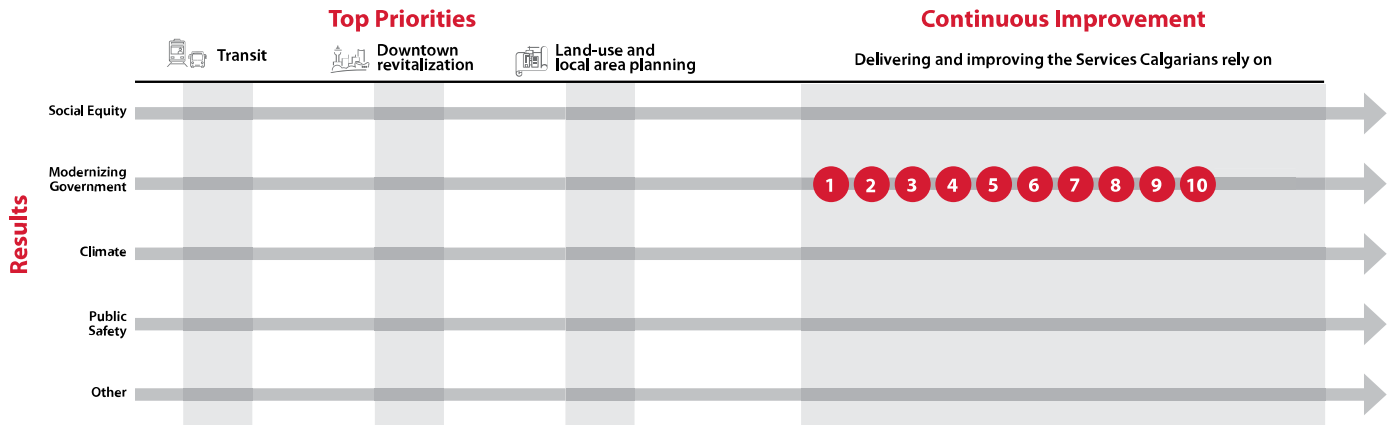
Leadership of Council's Boards, Commissions and Committees are surveyed annually to determine their satisfaction with governance support. The 2023 survey returned a satisfaction rate of 85 percent indicating a high satisfaction rate with some opportunities for improvement. In 2024, the focus on areas of improvement will continue.









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

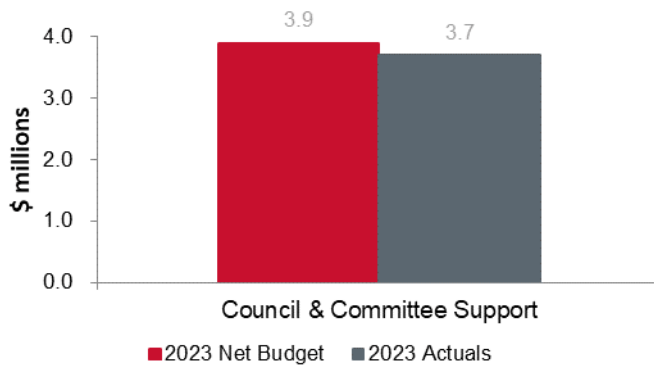
Initiative	Initiative Update	Status
1 Support the Mayor's Office and City Administration on matters of protocol and citizen recognition by providing knowledgeable and expert advice.	The Calgary Awards program was successfully delivered in June 2023. In addition, numerous recognitions during Meetings of Council, proclamations, letters of recognition, flag ceremonies coordinated with the Mayor's Office, and recognition breakfasts and lunches to recognize the diverse contributions of Calgarians were delivered in 2023.	
2 Maintain standards of excellence in Citizen Recognition and Protocol by ensuring related policies are up-to-date, accurate and reflect leading practices.	Recruitment for new section leadership and support staff was undertaken in 2023, allowing for capacity to undertake policy review work in 2024	
3 Improve ease of participation in public hearings by modernizing the process to include new technology for participants to register for Public Hearings, receive reminder notifications, and access mobility supports to enhance inclusion and accessibility.	A vendor was selected for public hearing registration and notification pilot project. Roll out of the registration system is now scheduled for the third quarter of 2024 to align with internal resourcing required to successfully support the pilot project. An enhanced website with videos on the public hearing process launched in 2023, featuring six informative videos that walk Calgarians through the process of participating in a public hearing.	
4 Enhance support for users of The City's legislative meeting management system including report writers, Mayor's Office, Councillors' Offices and General Managers' Offices.	The City Clerk's Office conducts Procedure Bylaw information sessions for Senior Executive Advisors and Executive Advisors across the Corporation. Sessions are held throughout the year. Four Procedure Bylaw information sessions were completed in 2023.	
5 Maintain the hybrid delivery of legislative meetings by investing in technology systems, and the proactive replacement of audiovisual and technology systems that are reaching obsolescence.	Audio visual upgrades have continued throughout 2023 with a focus on improving the accessibility of Council and Committee meetings. New closed capturing monitors were installed in the Council Chamber and a project to improve the hearing-assist technology in the Chamber is currently underway.	
6 Enhance support for Boards, Commissions and Committees, by providing education, training, and sharing of best practices.	The City Clerk's Office continues to support BCCs with subject-matter expertise and best practices respecting governance.  In 2023, governance training, information sessions, and onboarding sessions were provided to new and existing members. The addition of two temporary resources in 2024 will support Council-directed governance work such as the BCC remuneration project and support for the transition of BCC terms of reference into bylaws.	

Initiative	Initiative Update	Status
7 Maintain service excellence by continuing to support the timely and accurate execution of corporate contracts and agreements.	Legislative records and bylaws continue to be processed efficiently. A thirty per cent increase in the number of agreements due to the implementation of the Greenline project has not resulted in decreased timeliness or accuracy.	
8 Support public transparency and participation in local government by continuing to provide public access to records of Council decisions, including bylaws and meeting minutes.	Projects to enhance public access to legislative records, and the search functionality to access Council and Committee meeting minutes were ongoing in 2023. Calgary.ca was updated with a compiled listing of Council and Committee meeting minutes by year for easier accessibility for the public. The City Clerk's Office continues to explore improvements for displaying items on Calgary.ca for public access to the Corporate Record.	
9 Support the successful evolution of The City's policy program by contributing to the establishment of a Service Policy & Governance program within the Corporate Governance service line.	Transition of the Council policy program, including the transition of records and the training of the Corporate Governance team within the People, Innovation and Collaboration Services Department was completed in December 2023.	
10 Support effective decision-making and governance by delivering legislative coordination excellence and providing the structures and processes by which The City of Calgary's legislative decisions are made.	Two Senior Legislative Advisor positions have been established in the City Clerk's Office. Full transition into these positions is in progress with completion expected mid-year 2024. Planning for a business process review is currently underway to review process between related teams within the City Clerk's Office. This project will continue through 2024.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**

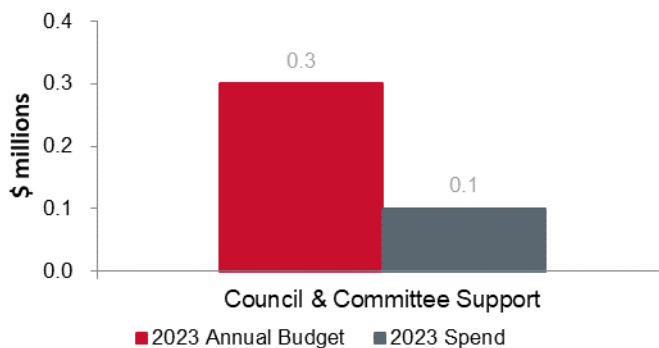


**Operating Budget Updates - 2023 net operating budget vs actuals:**

Council & Committee Support has a favourable operating variance of \$0.2 million. The primary drivers of the variance were due to lower spending on contracted services related to audiovisual support for legislative meetings resulted from the shorter than expected average duration of legislative meetings and lower costs of audiovisual equipment maintenance.

In 2023, Council & Committee Support successfully delivered the 2023 Calgary Awards and the annual Organizational Meeting of Council. The recruitment for Boards, Commissions and Committees (BCCs) resulted in a record 992 applications from Calgarians interested in serving on one or more of the BCCs.

**Capital Budget and Spend as of December  
31, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 spend:**

Council & Committee Support has spent 48.2 per cent of the 2023 approved capital budget. The underspend is mainly attributed to a change in vendor ownership, which caused delays in certain projects.

In 2023, the capital expenditures have been primarily used to upgrade and update technology required to support Council and Council Committee meetings, including supports for accessibility technology.

# Data, Analytics & Information Access

Led by: Director of Collaboration, Analytics & Innovation

## Service Description

Data, Analytics & Information Access (DA&IA) provides Geographic Information System (GIS) platforms, Imagery, intellectual property management, innovation training and consulting services, Computer-Aided Design and Drafting (CADD) platforms, asset drafting, base maps, addressing and open data hubs for administration, council and citizens.

We connect customers with accurate, consistent location intelligence data and analytics. We also support emergency response and recovery under the Municipal Emergency Plan, 911 dispatch routing and mapping, open data, advanced analytics and engineering design, to enable more proactive data-driven decisions, improved services, reduced cost and time saved.

## Service Updates

### Key Service Results

Geographic Information Systems (GIS) is a critical tool used extensively at The City of Calgary that enable the collection, management and analytics of locational data and are integrated into several day-to-day operations and business systems. The GIS platform modernization is continued through the expanded use of GIS data portals, ArcGIS Hub, ArcGIS Urban, automations, server upgrades and improvements to various Corporate base maps and GIS applications to ensure the Corporation and Calgarians can capitalize on new functionalities and efficiencies.

Powered by Collaboration, Analytics & Innovation's Innovation Lab, a cross-corporate team was trained by the Bloomberg Center for Public Innovation at John Hopkins University to tackle challenges affecting Calgary's Youth. Youth ideas gathered and input are now forming the foundation for developing a Youth Strategy within Community Strategies.

The Calgary Equity Index (CEI) is a data-driven tool to help residents, planners, researchers, and decision-makers identify disparities or equity concerns across Calgary. The CEI is composed of 20 indicators across five domains that affect overall health and wellbeing of Calgarians.

### Service Challenges

Managing the velocity and volume of technology changes including training, governance, upgrades, integrations, security, and authoritative data availability, while maintaining transparency of City operations.

Challenges to recruit, develop and retain staff with high demand skill sets that support the region's economic diversification efforts (e.g., data, technology and innovation sectors) due to increasing competition with the private sector.

### Trends & Potential Uncertainties

Increased integration of location-based technologies and data with other technologies to create a reliable system of applications that optimize data-driven decision making through analysis and visualization, with an emphasis on 3D, Geospatial Artificial Intelligence (GeoAI), and real-time data.

Opportunities to use innovation methodologies to improve service value and Calgarians' customer experience.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

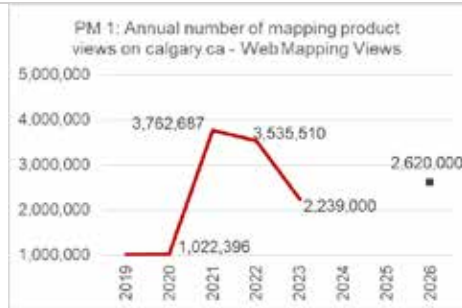
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

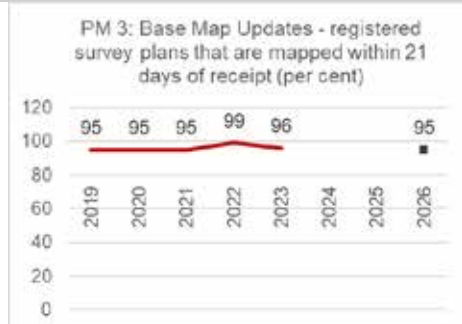
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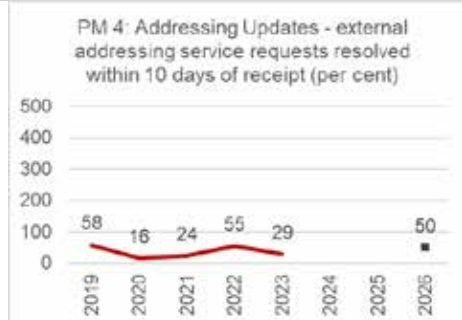
Map views in 2023 were lower than expected and likely due to no extreme weather events (heavy snowfall) in the fourth quarter (Q4) which can often significantly increase visits to traffic map data. This data is the total of Map Gallery visits and Calgary.ca embedded map views.



Over the last year, more advanced analytics have become available for us to track and analyze Geographic Information System (GIS) users across the enterprise system. As a result of this more accurate insight into user patterns, we have discovered the usage of Geographic Information System (GIS) licenses and tools is greater than expected from across the organization and our year-end metrics indicate that usage is almost double what was expected. This follows the trend of technology usage to create operational efficiencies and data driven decisions increasingly across our organization, contributing to a modernized government.

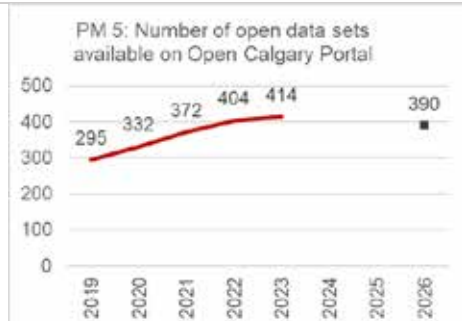


There was a significant increase in workload as twice the area was mapped in 2023 (783) versus what was mapped in 2022 (385). Although there is a significant increase in workload, base mapping staff were still able to maintain the efficiency of operations and meet targets for processing



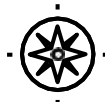
The lower than expected performance result is mainly due to work load increases as a result of new developments and redevelopments (i.e. 56% more addresses were created in 2023). More on-line systems leveraging addressing information in recent years also requires extensive triage for suspected invalid addresses, creating additional delays in address validation.

Staffing levels continue to be an issue due to increased workload and requested staffing increases not being approved for 2023-2026 budget cycle. However, contingent staffing was hired to ensure service continuity.



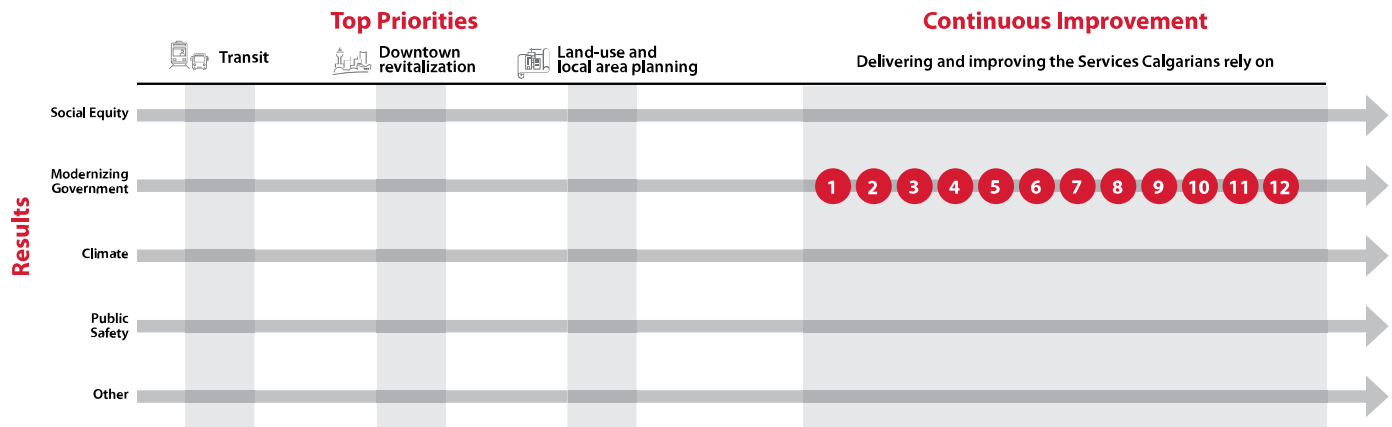
Continual work to increase organizational awareness of the value, policy requirements, and efficiency of publishing and consuming open data, is helping to achieve our projected targets for 2023.





# Progress on Service Delivery







## Alignment with Council Refined Priorities and Result Areas





- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

Initiative	Initiative Update	Status
1 Create, manage and provide corporate-wide geospatial technology, data and analytics that are reliable, secure and accessible for customers and Calgarians.	The corporate-wide geospatial technology, data and analytics are widely used by researchers, businesses, Calgarians, and other levels of government that benefit the wider community. Some projects that completed in 2023 include: drone pilot project for asset inspection of eight bridges, Light Detection and Ranging (LiDAR) volume/slope analysis for eight Waste & Recycling sites, 15 servers being updated to Window Server 2019 and standards & guidelines for web maps & ArcGIS portal being developed for the Corporation.	➡
2 Provide City operational groups with tools and analytics to deliver their services more efficiently and providing them greater insight into strategic decision making.	<p>Provided preparatory work in advance of the spring run-off season to validate and update evacuation zone data and mapping in support of Calgary Emergency Management Agency (CEMA) and the Calgary Police Service (CPS).</p> <p>Provided in-person support to CEMA at the Emergency Operations Centre (EOC) during annual Spring Run-Off Season, Stampede and World Petroleum Congress by providing situational awareness with mapping information through the Common Operating Picture (COP) Tool, which was shared with agency members, Calgary Fire Department, CPS, Alberta Health Services (AHS) and Calgary 911.</p>	➡
3 Promote and expand the use of location-based tools and data by customers and Calgarians to enable self-service and open access to geospatial information.	<p>Updated city-wide transportation networks to ensure emergency dispatch and publicly available maps have the most timely, accurate &amp; complete data.</p> <p>Collaborated with neighboring municipalities and universities to ensure maps and transportation networks are updated to support emergency services and logistics. Included are Mount Royal University (MRU), Southern Alberta Institute of Technology (SAIT), University of Calgary (UofC), Regional Geographic Information System (GIS) Council, Lethbridge College. Align standards with Customer Service &amp; Communications (CSC) and Information Technology (IT).</p>	➡
4 Develop and support the Corporation's advanced analytics practice, providing guidance, sharing best practices and developing corporate data analytics and governance solutions.	<p>In partnership with Waste &amp; Recycling Services (WRS) and private contractor, a strategic approach was designed to improve the black cart collection services by evaluating the performance of private sector service delivery versus public sector black cart collection to gain insight in managing contract service providers for residential waste collection.</p> <p>Continue to work on artificial intelligence (AI) / machine learning (ML) applications in coordinated safety probability model, Fire response time analysis, detecting vehicles/pedestrians from video and pavement AI initiative for Mobility.</p>	➡



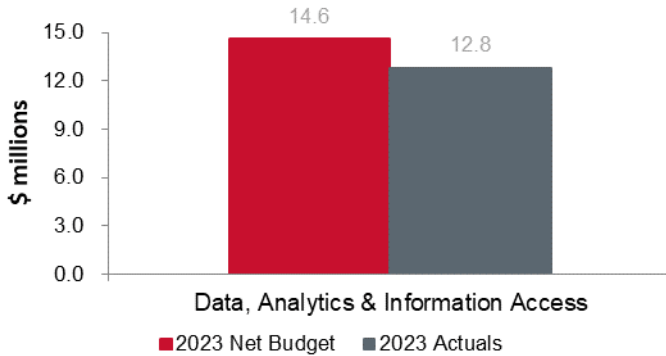
Initiative	Initiative Update	Status
5 Support information access by creating a corporate infrastructure and business process for automated inbound and outbound transfers of information regarding critical City infrastructure assets (Gas, Electric, Telecommunications, Water, Sewer).	Two new portals were developed for secure data exchange that allows the exchange data and documents with external parties without unauthorized third parties being able to access, view or manipulate this information.  Continue to support the City's existing repositories for exchanging data with external partners including Underground Utility Location and Damage Prevention (USIC) and Parcel's Ownership for the Alberta Government, ENMAX, ROGERS, Telus etc.	
6 Provide professional learning opportunities and consulting to build City employee's innovation capacity and continue to partner on cross-corporate innovation projects with business units, to nurture a culture of innovation and human-centered design & prototyping, supporting the development of the next generation of civic services to Calgarians.	The Innovation Lab continues to grow both through recruitment and requests for support. In 2023, the Lab delivered training to 818 staff across 36 business units. Project completed includes:  Project to improve storm pond safety for Calgarians with the Water Utility. Recommendation is in varying states of implementation.  Completed project with Green Line to better understand youth safety concerns.  Presently working on a project with Recreation to improve pool-side safety for Calgarians.	
7 Increase the number of data sets available in the Open Data Catalogue and promote easy self-serve access to City data for Calgarians, businesses, researchers and educational institutions.	Although workload have increased significantly in data migration and harmonization due to technology upgrades and data and metadata realignment, the team continues to add new and update existing datasets to support transparency of operations with Calgarians. In 2023, 19 new datasets were added to Open Data Catalogue.	
8 Modernize eCommerce across the Corporation through standardization of commerce transaction processes, a rationalization of technologies, improved data insights, and improved customer experiences.	The City Online platform modernizes and standardizes the online user experience, improving the site navigation from Calgarians in need of City products. The integration of this platform with myID application is complete. Requirements for sustainability and stability of the platform are identified. The hiring of resource to support the eCommerce program is currently underway.	
9 Standardize Computer-Aided Design and Drafting (CAD) data and practices by maintaining, updating and expanding The City CAD Standard and make it easily assessable to all customers. Further ensure the use of vendor supported versions of CAD software by managing CAD software licenses and users. Develop an on-demand Engineering Block Profile tool to make the creation of Profiles more efficient.	The City Computer-Aided Design (CAD) Standards and Templates Project was completed and has moved into the maintenance phase. The work completed in 2023 include: The annual update has been completed for the CAD standards and templates. An annual review and revision of the 2023 submitted inputs and requests has been conducted. The applicable revisions have been updated to The CAD Standard. Communications have been sent to all internal and external users.	
10 Centralize the storage and lifecycle of construction drawings by creating a Construction Drawings Repository (CDR) to store, organize and enable accessibility to City CAD drawings, and pilot the electronic submission of construction drawings initiative to align with the CDR.	Construction Drawings Repository (CDR) Project (AIM 2.0): The Projectwise software has been implemented and is now accessible to the entire corporation. The Projectwise Integration effort is the next phase.  Computer-Aided Design (CAD) Drawing and Quality Control (QC) Checker project charter and IT business case is being developed.  eSubmission Project is in preliminary discussions/planning phase. This initiative will create greater efficiencies by creating a drawing checker for the public to use prior to drawing submission and creating a new process to submit drawings to The City.	

Initiative	Initiative Update	Status
<p>11 Transition data maintenance from CAD to GIS environments where permissible, to create more robust attribute rich data that allows for analysis and informed decision making. Support clients with the transition of data and processes between CAD and GIS technology platforms.</p>	<p>The Transportation Computer-Aided Design (CAD) Drawing Maintenance and Modernization Project Statement of Work (SOW) is scheduled to be completed by the first quarter 2024. This project falls under the CAD Technology Modernization Program.</p>	
<p>12 Enhance base map and addressing management, stability, quality, and efficiency by transitioning data maintenance processes to modern 3D mapping environments. This modern 3D base mapping product will be the fabric upon which the City's digital twin is created and maintained, allowing for greater accuracy in simulations, and better engagement of citizens in envisioning the future of Calgary's urban form.</p>	<p>In partnership with Geospatial Business Solutions (GBS) on the Location Data Basemap Modernization Program, Basemap Improvement Project charter was signed off.</p> <p>Information Technology (IT) business case was approved by the IT Project Board and will be submitted to the Corporate Technology Committee (CTC) Board in March 2024 for approval.</p> <p>JUMP Modernization is on hold until the end of the first quarter in 2024. Project will modernize the databases and data to ensure critical utility information is more accessible and convenient to access by utility partners and business units.</p>	



## Service Updates on Financial Performance

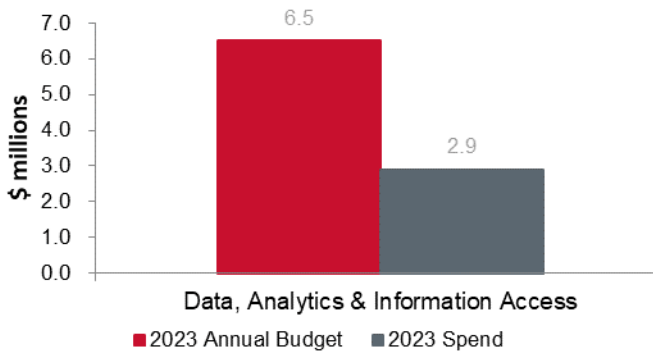
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Data, Analytics & Information Access has a favorable operating variance of \$1.8 million. The main reasons that have contributed to the variance are savings in salary and wages of \$2 million due to intentionally managing the workforce; partially offset by higher communications expenses of (\$0.2) million.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Data, Analytics & Information Access has spent 44.8 per cent of the 2023 approved capital budget. The capital expenditures have been used to deliver the following:

**Corporate Imagery Program:** Significant improvement was made in 3D capture, visualization, intervisibility and measurements on calgary.ca Map Gallery. Pictometry 2023 (an aerial imaging system) is available to the Corporation to be consumed in ArcGIS, Pictometry Connect and all City apps such as Building Repository and Corporate Imagery app. We continue to pilot innovative work with Drones such as bridge inspections.

**Corporate GIS Upgrades:** Successfully updated software for 12 ArcGIS Enterprise Portals plus operating system updates on various servers and an update to essential GIS desktop software, while ensuring continued functionality and seamless service delivery to clients.

**Location Data Modernization:** Significant progress was made on clarifying scope definition for the six sub projects. Four project charters, two current state analysis documents and two IT Business Cases were approved. Resource requirements for these projects have been identified and recruitment is underway.

**Modernizing Commerce:** Lower than expected spend rate due to the impact of business unit structural changes on resource availability.

# Executive Leadership

Led by: City Manager

## Service Description

Executive Leadership works to secure the trust and confidence of Calgarians, businesses, Council, and employees by providing corporate oversight. This service realizes Council's Strategic Direction by aligning priorities and resources and monitoring performance for continuous improvement opportunities. Executive Leadership builds cooperative relationships by leading a municipal government that is resilient, sustainable and focused on finances, service delivery, our employees and The City's reputation. Executive Leadership enables a thriving workplace that is diverse, respectful, fair and safe, and is committed to developing, motivating, and inspiring employees to excel in public service.

## Service Updates

### Key Service Results

Executive Leadership made progress by:

- Continuing its focus to achieve Council's priorities. The appointment a Chief Operating Officer with responsibility for strategy implementation and operational excellence illustrates Administration's commitment to deliver key results consistent with Council's Strategic Agenda.
- Simplifying and delivering a service plan and budget adjustment process that supported meaningful investments in priority areas including housing, public safety and transit by assisting services to connect Council priorities in a straight-forward, easy-to-understand submission that supported Council's decision-making.
- Improving transparency and accountability by providing Council and Calgarians with the data they need to know about how budget decisions are made, what investments are highest value, how City services are performing, and how our community is doing in The City's periodic performance reports.
- Continuing to inspire a commitment to public service by improving employee satisfaction and engagement. Results from the latest Corporate Employee Survey satisfaction index score is the highest since the inception of the index.

### Service Challenges

- Calgarians continue to experience higher than expected inflation and housing affordability. These pressures coupled with increasing resident and business demands for services pose challenges for The City to maintain affordable and sustainable service delivery.
- Shifting workforce expectations requires The City to adapt new approaches to retaining and attracting talent. Executive Leadership is focused on continuing to cultivate a reputation as an employer of choice to existing employees by providing valued amenities, rewards, learning opportunities, and social connections.
- In a polarized society, The City is challenged to navigate deeply divided opinions. Crafting messages that resonate across diverse perspectives has become increasingly important, striking a delicate balance to engage the community and address concerns without exacerbating tensions.

### Trends & Potential Uncertainties

Many large-scale global trends and potential uncertainties impact the Executive Leadership service line's ability to be most effective. Some examples include the erosion of social cohesion and increasing societal polarization, as well as the spread of misinformation and disinformation, particularly with the acceleration of technology. These trends are impacting trust in governments world-wide, including those at the municipal level. Like other governments around the world, The City of Calgary also faces challenges due to increasing cost of living and severe weather events, as well as economic uncertainty, among others.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

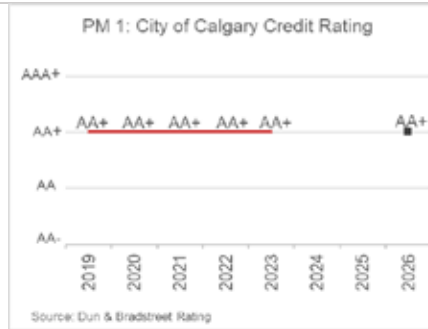
➡ Progressing as planned

⊖ Not progressing as planned

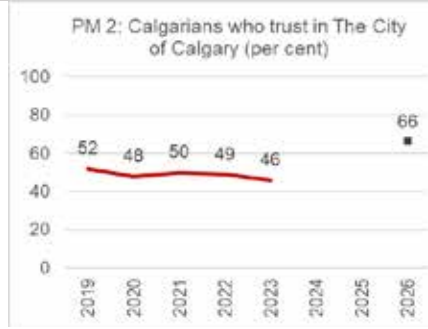
## Performance Measures

## Story behind the numbers

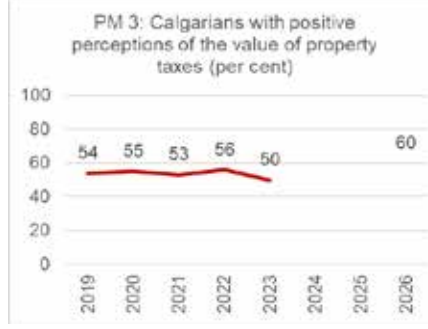
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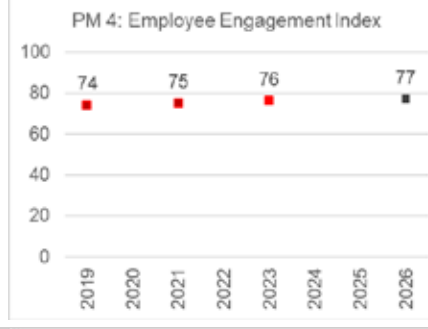
The City's credit rating of AA+ continues to be the strongest for municipalities in Alberta, based on a foundation of prudent financial management coupled with a low debt burden, and strategic investments to update aging infrastructure. The 2024 Economic Outlook for Calgary forecasts continued stability supported by steady and predictable population growth and a strong resources sector. Administration is prioritizing the development of the Prairie Economic Gateway to further mitigate and alleviate Calgary's dependence on the resource sector for economic growth.



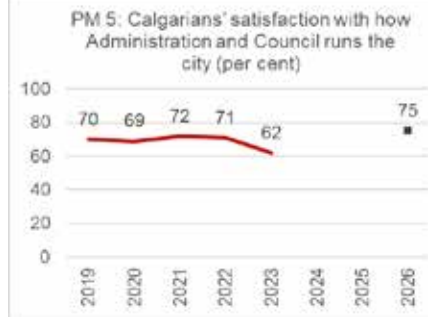
Perception of trust remained stable from 2019 to 2022 and experienced a recent drop that may point to a larger trend. Like other municipalities, Calgary is seeing decreasing levels of resident trust. Recent results are consistent with global trends related to misinformation, disinformation, and the erosion of social cohesion and increased societal polarization. Executive Leadership is improving its understanding of the key drivers of trust to develop proactive actions and improve communication activities.



Calgarians perception of value for property taxes continues a decline over several years. Calgarians who state they have a good quality of life and are satisfied with services and programs provided by The City are also more likely to report that they have received good value for their tax dollars. This highlights the importance of customer service and of meeting service expectations. Executive Leadership continues its focus on strengthening customer-centric processes supported by an organizational culture of service to Calgarians, and sharing progress towards service investments.

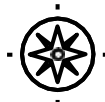


Leadership at all levels is working to create a positive employee experience grounded in a sense of purpose, belonging, and pride of serving all Calgarians and businesses during a uniquely challenging time in our city's history. Employee engagement scores remain stable, while the latest satisfaction index score is the highest since the inception of the index and is indicative of Executive Leadership's focus on engaging employees and inspiring a commitment to public service.



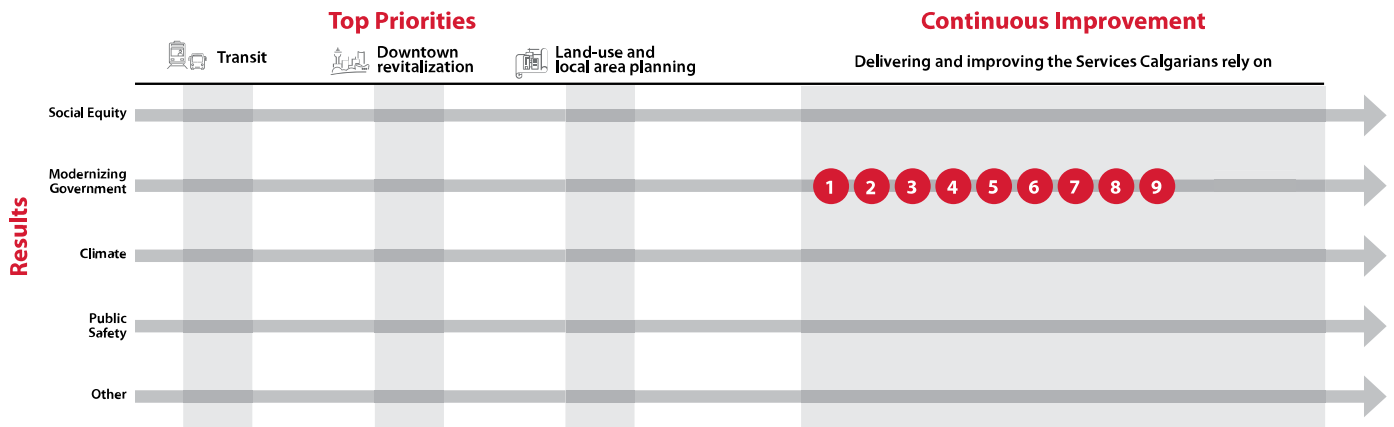
Current results show a decrease from previous years. Calgarian's satisfaction is both a key driver of trust and value received for property taxes. Executive Leadership is working closely with Council to operate a sustainable municipal government supportive of Calgarian's needs. External factors also contribute to negative perceptions such as economic challenges including inflation, interest rates, and food and housing affordability experienced by many cities as a consequence of the post-pandemic recovery.








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

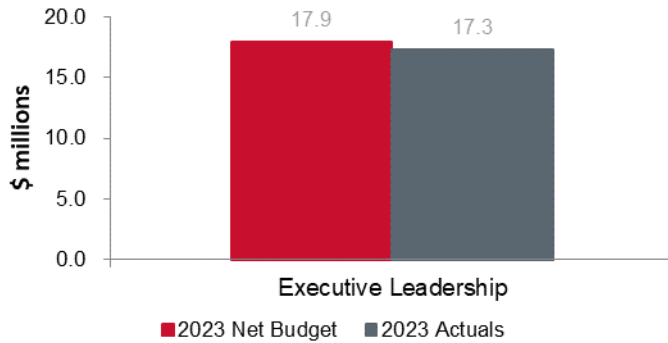
Initiative	Initiative Update	Status
1 Continue to integrate Council's Strategic Direction and Administration's Rethink to Thrive Strategy through the Shared Strategic Agenda to demonstrate alignment and provide focus and clarity to City employees.	Executive Leadership continues its focus on implementing Council's Strategic Agenda, The appointment of a Chief Operating Officer with responsibility for strategy implementation and operational excellence illustrates Administration's commitment to deliver key results consistent with Council's Strategic Agenda and priorities.	
2 Empower decision-making at the right levels of the organization by evolving Administration's governance practices. A resilient modern municipal government must have capacity and flexibility to address the unexpected by being agile, adaptable, and responsive. Clarity of roles, responsibilities, and accountabilities for individuals and cross-corporate committees will enhance how the organization works to collaboratively deliver Council's Strategic Direction.	Current work to advance this initiative includes updating and improving key business processes and strengthening collaboration across departments. Administration is also working on growing the corporate culture to influence behaviour and to enhance employee skills and leadership development, as required to effectively advance Council's Strategic Agenda.	
3 Improve our services to Calgarians by enhancing continuous improvement and energizing, empowering, and amplifying our service improvement efforts and building on the strong foundation of programs like Zero Based Reviews and Solutions for Achieving Value and Excellence as well as ongoing work across the organization to continually improve our service to Calgarians.	Continuous service improvement remains a priority, with a diverse set of improvement projects currently being supported by the corporate program team at the business unit, departmental and cross-corporate level. In addition, there is also significant continuous improvement work conducted across The City with the approval and launch of a new corporate continuous improvement program that amplifies existing efforts. Additional details on The City's complete system of continuous improvement initiatives will be provided to Executive Committee in April 2024.	

Initiative	Initiative Update	Status
4 Advance risk management at The City by developing and implementing guidelines on risk appetite to enhance innovation and decision-making, implementing a technology solution and by adopting and implementing a formal risk maturity model.	To better understand and define risk appetite, the team worked with risk owners to define the target residual risk ratings and the key risk metrics to enable a more quantitative assessment of the pressures, risks and associated risk management strategies. Work is currently underway to develop a technology solution that will support the work towards advancing corporate risk maturity.	
5 Advance Environmental, Social and Governance (ESG) results including the Corporate commitment to climate action, anti-racism and equity by evolving corporate planning, measurement and reporting to better monitor and demonstrate accountability.	Administration continues to advance the Environmental, Social, and Governance (ESG) reporting framework, including the design and implementation planning for essential report components. Collaboration with key business units helped establish a process for governance and oversight. The implementation plan and reporting framework will be presented to the Audit Committee in Q4 2024.	
6 Deliver strategic and proactive communications to Council, Calgarians and the media by enhancing our corporate communications that focuses on providing key salient points through the right channels to ensure clarity and transparency, and mitigate misinformation.	Executive Leadership established a Corporate Communications team to create a corporate narrative for The City that resonates with Calgarians. The Corporate Communications team provides communications oversight on corporate priority work. The team is enhancing the organization's storytelling approach, working towards creating a consistent voice, countering misinformation and building trust while exploring new tools and channels to ensure that important information reaches a broader audience.	
7 Inspire a thriving workforce committed to making life better every day for Calgarians by evolving The City's culture, while supporting recruiting and retention, and positioning The City as an "employer of choice", as outlined in Administration's Rethink to Thrive Strategy.	Executive Leadership continues to enable a safe and healthy workplace and culture, and supports diversity, equity, and inclusion. Initiatives include advancing the anti-racism strategy, providing leaders at all levels appropriate development opportunities, and promoting positive employee experiences. These efforts are validated by the most recent employee satisfaction index which recorded the highest score since its inception.	
8 Manage the balance between the services Calgarians want and the level of taxation they will accept by delivering annual budget adjustments and the next four-year service plans and budgets in 2026 November in line with Calgarians' and Councils' expectations.	Council and Administration collaborated to implement financially sustainable adjustments to current service plans and budgets. The adjustment process enabled Council to focus on their highest priorities and make significant investments in areas that matter most to Calgarians. Targeted communications for Calgarians were developed with a focus on service value and key decisions.	
9 Drive organizational performance improvements by strengthening the consistency, coherence, and effectiveness of our corporate approach to performance management.	Administration continues to improve information and messaging to Council and Calgarians regarding The City's financial and service performance. As noted elsewhere in this report, significant progress is being made in specific areas such as risk management, service improvement, Environment Social and Governance, and performance measurement. However, progress has been limited maturing the service-based approach.	



## Service Updates on Financial Performance

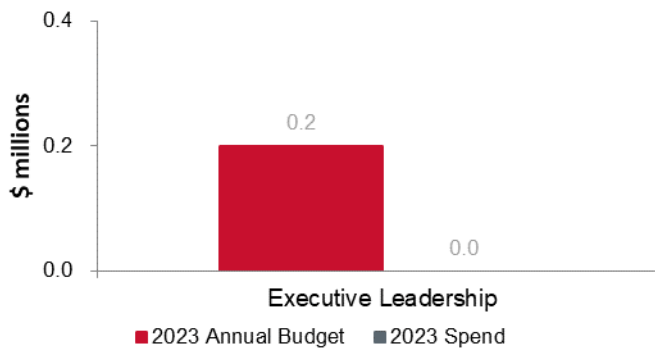
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Executive Leadership has a favorable operating variance of \$0.6 million. The primary drivers of this variance were savings in salary and wages totaling \$0.3 million, resulting from intentional workforce management, and \$0.3 million savings in contract and general services due to lower-than-planned expenses on programs, consulting and communications materials.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

The Enterprise Risk Management team has not yet spent any of its 2023 approved capital budget. This delay in spending is due to the team's current focus on scoping out the Enterprise Risk Management Technology solution.



# Facility Management

Led by: Director of Facility Management

## Service Description

Facility Management (FM) stewards a diverse portfolio of Buildings that are necessary to deliver services to citizens. Through professional facility management services, we create and enable positive experiences for staff to deliver effective and quality services to citizens. FM coordinates the facility and site needs to accommodate people, vehicles and equipment and provides the operations, maintenance and sustainment for these facilities and sites. FM's portfolio continues to increase as a result of consolidation of facility stewardship and will continue to grow through 2026.

## Service Updates

### Key Service Results

#### Awards

NAFA Clean Air Awards Program

Over 2023 there has been several on-going dynamic initiatives which Facility Management (FM) has managed through responsiveness and flexibility while maintaining our customer service focus. In preparation for the return to the workplace FM updated our preventative maintenance program and completed deep cleans and sanitization of offices and appliances. To maximize space and minimize disruption to operations 684 moves were completed for individuals. As a result of the Return to the Workplace initiative and building transfers via Corporate Coordinated Operations & Maintenance (CCOM), we managed an 18 per cent increase in work orders from last year. These are being managed through adjustments to the preventative maintenance program and the harmonization of service delivery through CCOM to maintain customer service levels. FM continues to achieve economies of scale, enhance building safety requirements, improve processes, and find cost efficiencies.

### Service Challenges

Facility Management experienced a significant rise in electricity, natural gas, and District Energy costs. This was driven by market price increases and consumption increases due to colder weather, City employees returning to the workplace, and public facing facilities like Recreation buildings returning to full utilization. FM will continue to monitor utility costs and has determined a funding strategy with the Corporate Budget Office for 2023. Due to the aging infrastructure, unplanned shutdowns continue to be a challenge. FM continues to identify opportunities to enhance resilience and protect our portfolio. FM remains focused on strategic capital investment in life safety and critical building systems, ensuring facilities meet building code requirements while reducing service disruptions.

### Trends & Potential Uncertainties

In relation to FM's net zero target, initial investigations on net zero building retrofits indicate that a detailed analysis is required to inform a larger energy and emissions reduction plan. Additional information on costs, technologies and impact on operational efficiency is on-going. To fully understand the feasibility of net zero, FM will gather more information through studies and pilot projects to inform evidence-based decision making that maximizes outcomes for climate, facility resiliency and operations. Facility Management provided the physical workplaces to meet the corporate return to work objectives. Many staff remain at different points on the change journey, and some have a longer adjustment period than others.



# Measuring Our Performance

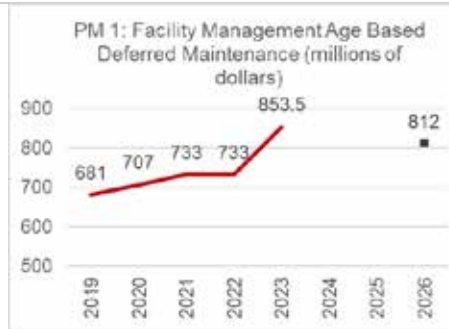
## Legend

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

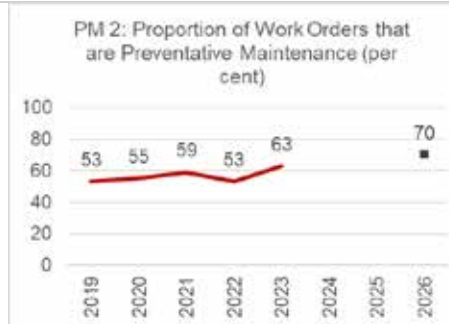
## Performance Measures

## Story behind the numbers

## Status



The deferred maintenance for Facilities has grown primarily due to the integration of new facility assets into our stewardship portfolio. At present the age based deferred maintenance of the Facilities portfolio is \$853.5 million. Facilities will continue to use sustainment budgets and leverage other investment programs to reach the expected future performance of \$812 million by the end of 2026.



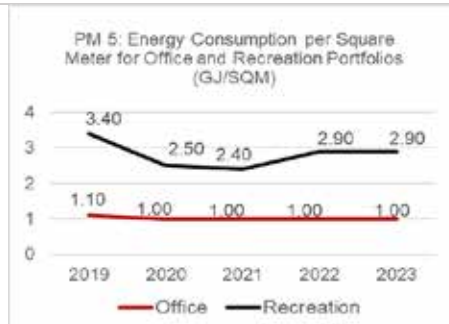
Facilities conducted two failure analysis reviews in 2023 at the Water Centre and Whitehorn Buildings. The reviews test the building reliability and efficiency, minimize equipment and facility downtime, and present opportunities to refine the Preventative Maintenance (PM) for each building's unique needs. In 2023, Facilities increased the PM ratio to 63 per cent, putting us on track to reach 70 per cent by 2026. Through CCOM, Facilities' portfolio has increased by over 100 per cent since 2019. Despite this significant increase, on-demand work orders have only risen by 37 per cent, demonstrating our effective management strategies.



Facilities continues to improve our building data by conducting Building Condition Assessments. These assessments are used to prioritize investments in buildings with poor and critical building components. Particular attention will continue to be given to key building components to ensure reliable service delivery and occupant safety.

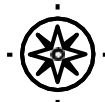


Workstations continue to be allocated as unassigned, so that Facilities can accommodate more staff within the same footprint, facilitating growth without growing. Low-cost space modifications to increase collaboration areas within existing workspaces have been evaluated and will be incorporated from 2024 to 2026. This will provide multiple work points and increase hybrid workspaces in Facilities buildings.



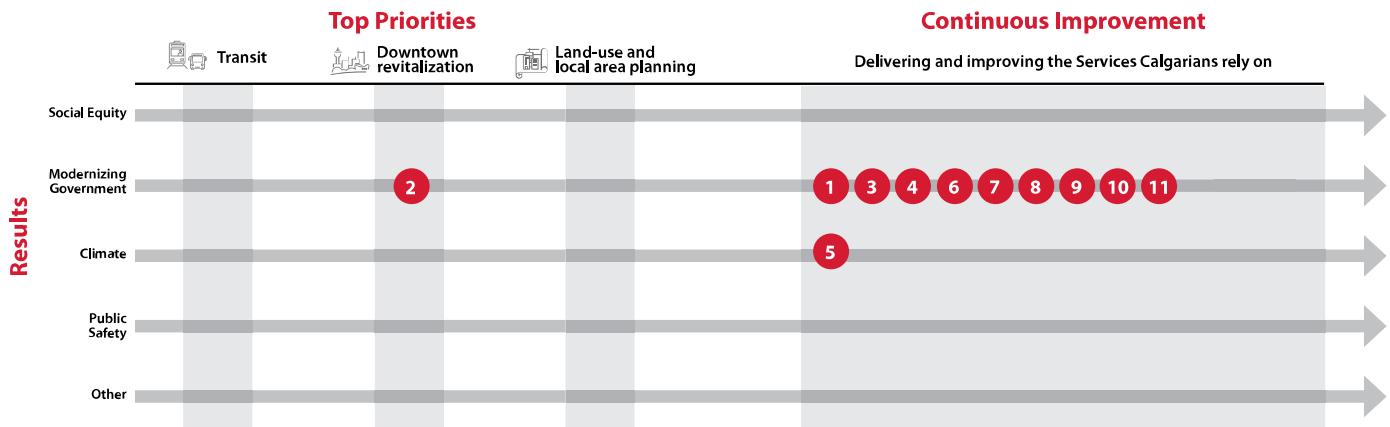
The Recreation portfolio had a large year over year increase in energy use intensity (EUI), from 2.4 gigajoules per square metre (GJ/sqm) in 2021 to 2.9 GJ/sqm in 2022. This was the result of Recreation facilities re-opening and returning to pre-pandemic service levels. The office portfolio is expected to remain at 1.0 GJ/sqm, in line with previous years. Full-year utility data for 2023 will be reported at mid-year 2024. Facilities will continue to work on initiatives to improve energy efficiency and reduce energy consumption to help achieve the 2026 expected future performance.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Enable the delivery of all City services to Calgarians by operating, maintaining and sustaining 549 City facilities, which will increase to approximately 1000 with the completion of the Corporate Coordinated Operations & Maintenance (CCOM) implementation.	As a result of the Return to the Workplace initiative and building transfers via CCOM, FM has been managing an 18 per cent increase in work orders from last year, increase in space requests and a higher volume of building condition assessments. These are being managed through adjustments to the Preventative Maintenance Program and the harmonization of service delivery through CCOM to maintain customer service levels.	
2 Improve the utilization of existing facilities and reduce the corporate facility footprint, reducing overall climate impact by responding to evolving corporate needs and post-pandemic workplace requirements through the development of a robust corporate accommodation strategy for workstyles and distributed workplaces.	The corporate accommodation strategy remains in development with engagement from The City's Executive Leadership Team. In the interim, strategic investments in workspace and employee experience continue to increase workspace amenities and drive space utilization and employee experience. In 2023 projects included beautification of downtown City buildings with flowers in summer and exterior lighting in winter, activation of fitness spaces, densification of workstations, and increased collaboration areas.	
3 Complete Corporate Coordinated Operations and Maintenance (CCOM) mandate by finalizing the transfer of remaining facility service and buildings to Facility Management.	The three remaining CCOM Phase Two implementation projects (Water Services, Calgary Parking & Transit) are nearing completion of the Negotiation/Decision making phase and agreement has been made on the final scope of buildings, operations and maintenance services, value-add services, budget and/or resources to transfer to FM. All projects are anticipated to be substantially complete by the year end 2023.	
4 Generate long-term corporate gains through a mix of process harmonization, cost and procurement efficiencies, economies of scale, risk management, and investments that optimize value for money to achieve the long-term benefits from the Corporate Coordinated Operations & Maintenance (CCOM) transfers.	Through the CCOM program, value through savings and efficiencies have been realized by supporting the creation of a more efficient operating model and contract consolidation. From a holistic portfolio perspective, FM has increased focus and time spent on upfront planning activities (linked to initiatives 7 and 8) resulting in reduced reactive service work orders. We have also increased the number of building condition assessments carried out to provide the data required to make investments in life safety and critical building systems, ensuring facilities meet building code.	

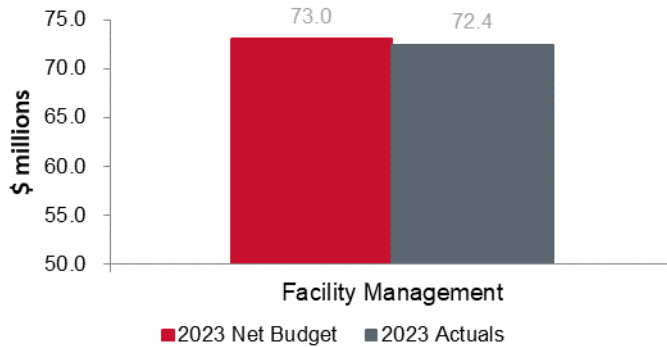
Initiative	Initiative Update	Status
5 Reduce Facility Management's environmental footprint by implementing practices, systems and technologies within facilities in alignment with the Climate Strategy and the Corporate Greenhouse Gas and Energy Plan to meet climate change goals and targets.	Facility Management continues progress towards the implementation of the FM Climate Program. The RFSO for the Facility Net Zero Transition Feasibility Study has closed and work on the first two facilities is about to begin. We've added funding to the program to include additional solar projects and a full LED replacement project at Manchester Operational Workplace Centre. We continue to learn about the impacts of climate change and severe weather on our facilities and people. We are collaborating with other business units to help advance our climate objectives.	
6 Extend the life span and maintain existing facilities through a defined multi-year investment plan while improving climate and energy efficiencies and reducing negative service impacts.	The Facility Lifecycle Project Delivery Roadmap was developed with a focus on strategic capital investment in life safety and critical building systems, ensuring facilities meet building code requirements while reducing service disruptions. In 2023 FM completed 34 projects. In addition, Facilities selected three consultants to develop the facility Net Zero Transition Feasibility studies. These will inform pilot projects to reduce our Facilities GHG emissions and increase the energy efficiency of our building.	
7 Reduce unanticipated down time and number of break/fix work orders by harmonizing the preventative maintenance program across buildings transferred to Facility Management.	Facilities continues to expand the Preventative Maintenance (PM) Program based on the business needs to drive safety excellence. Anti-entrapment for pools, ammonia management, and pre-action full trip Fire System Testing are new PMs added that meet or exceed provincial regulations and standards to support unique business needs. Facilities completed the Certificate of Recognition (COR) audit report which identified the PM program data as efficient and effective.	
8 Inform lifecycle and sustainment investment decisions for the provision of operations and maintenance of the Corporation's facilities by enhancing transferred facilities' building asset data for Corporate Coordinated Operations & Maintenance (CCOM).	As buildings are transferred to Facilities through CCOM, they are assessed and harmonized to Facility Management's (FM) building data standards, which provides a standardized data set that can be relied on for lifecycle investment prioritization. FM is on track to complete 120 Building Condition Assessments (BCA's) by the end of year. These inform FM's facility portfolio as well as Community Associations and Social Recreation Groups. Community Associations and Social Recreation Groups leverage these reports for lifecycle planning and applications to the Capital Conservation Grant program.	
9 Foster operational sustainability of 191 community organizations by providing expertise and funding for facility investments through the Capital Conservation Grant in alignment with Council's Capital Conservation Grant policy.	The Capital Conservation Grant (CCG) team received: 74 Lifecycle Capital Grant applications; 31 Engineering Consultant Program applications; 21 advisory services for Community Association (CA) or Social Recreation Organizations (SRO) for technical support for the procurement of lifecycle investments; and reimbursed \$7.2M for completed lifecycle capital projects and has outstanding commitments for lifecycle projects of \$6.4M. The CCG team will continue to monitor requests and provide advice and support as requested by CA's and SRO's for their building and amenities lifecycle investment.	
10 Optimize, right size and maximize value from The City's facility portfolio through operationalizing The City's integrated approach to portfolio management, including coordination of service requirements, delivery of The City's portfolio management plan, maturing the processes for management of the facility pipeline and benefit realization, and identifying where to strategically invest in multi-service facilities and sites, including internal services' and Civic Partners'.	The City's Portfolio Management Strategy and the Financial Strategy have considered input from Service Lines and their unique service delivery requirements, timing, budget, and risks. The strategic direction of these documents will aim to address challenges related to aging assets, climate change, population growth, and budget constraints. Several delivery strategies have been tested for multi-service facilities and sites focusing on best-value and high-benefit investments. Lessons learned will help us optimize the programs and project investment in our Portfolio Plan for the next 12 years.	

Initiative	Initiative Update	Status
<p>11 Promote physical and psychological safety for employees by providing a safe and healthy work environment through the Culture Initiative, training and development, employee engagement and participation in health and safety programs.</p>	<p>FM held our first safety summit this year with 90 per cent attendance. We have set up a business unit safety implementation team with the goal of advancing safety accountability and culture. FM is working with Equity, Diversity, Inclusion and Belonging to develop a strategic plan to move this work forward in FM. We are also working with the Anti-Racism Team on an FM pilot and has installed information kiosks in the Municipal Building's atrium with accessibility and multiple language options to provide members of the public an effective means of navigating the facilities.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

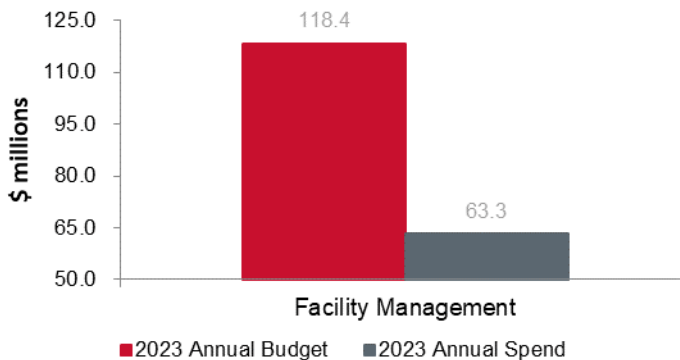


### Operating Budget Updates - 2023 net operating budget vs actuals:

Facility Management has a favorable variance of \$0.6 million as the result of unbudgeted revenues.

The three remaining Corporate Coordinated Operations and Maintenance (CCOM) Phase 2 implementation projects (Water Services, Calgary Parking & Transit) were substantially complete by the end of 2023. CCOM program objective of realizing optimal value for money in facility operations, including procurement, integrated risk management, and asset condition management, continues to generate operational efficiencies for The City.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Facility Management has spent 53.5 per cent of the 2023 approved capital budget. The underspend is attributed to project delivery delays for two large multiservice facility projects. In 2023, Facility Management spent 131.0 per cent of its Asset Sustainment budget which include investments into existing facilities and sites, operations, office, heritage and citizen facing buildings. Sustainment projects include lifecycle projects to ensure health and safety standards are maintained and supporting climate retrofit upgrades. Project highlights include the Fire Station 8 full renovation, Clean Energy Solutions Pilot at Edworthy Park and Glenmore Park Washrooms, and lifecycle projects at various recreation and operations buildings. As well, a significant portion of capital expenditures were for the Capital Conservation Grant (CCG) program. In 2023, this program has invested over \$9.0 million in funding to support Community Association and Social Recreation Organizations lifecycle projects.

# Financial Support

Led by: Director of Finance/City Treasurer

## Service Description

This service provides sound leadership in financial planning & budgeting, reporting, cash-flow forecasting, 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.

## Service Updates

### Key Service Results

#### Awards

- The Canadian Award for Excellence in Financial Reporting
- Distinguished Budget Presentation Award

To provide The City of Calgary with an additional capital debt borrowing alternative by way of issuances of municipal bonds into the debt capital markets or private placement, Council approved the Corporate Borrowing Strategy and accompanying bylaw. The first issuance is anticipated in Q1 2024.

Financial Support provided Corporate Economic policy analysis related to the Municipal Fiscal Gap; Revenue Options for Calgary, and support for the Downtown Strategy and Affordable Housing Task Force. As well as consulting and advisory services regarding the economic impact for capital projects, Wholly-Owned Subsidiary alignment recommendation implementation, supply chain resilience framework and housing solution strategies.

### Service Challenges

The Financial Support service line's primary challenges faced in 2023 were:

- Increased complexity and volume of work coupled with limited resources required prioritization of projects and customer inquiries.
- Resources required to support yearend external audit procedures to verify the realigned structure disclosure requirements
- Self-supported business line reporting challenges due to service line reporting functionality limitations. System analysis is ongoing to identify requirements and possible solutions.
- Continuing sub-system interface errors requiring manual coding corrections. Subsystem coding corrections are in progress to correct data integrity at source.
- Competitive labour market conditions that could impact retention and recruitment of key positions.
- A lack of data available due to the postponement of Statistics Canada's population data.

### Trends & Potential Uncertainties

Financial Support service line monitored 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 in addition to decisions of Central Banks in the United States and Canada related to short term interest rates. The team participated in the review of recent City Charter revisions to fully understand the implications to The City of Calgary, specifically the existing Off-Site Levy bylaw.



# Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

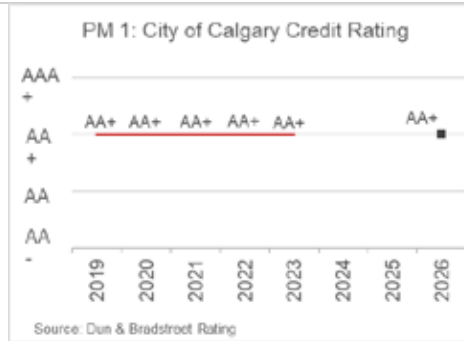
→ Progressing as planned

⊖ Not progressing as planned

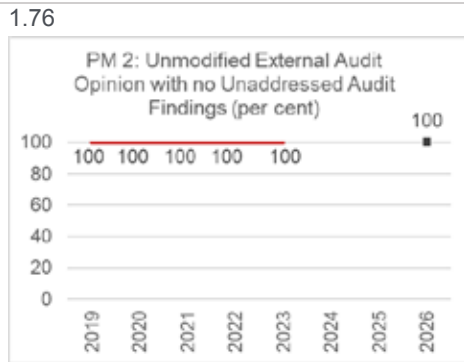
## Performance Measures

## Story behind the numbers

## Status



The City maintained its AA+ and AA (high) ratings with S&P Global Ratings and Morningstar DBRS respectively, with strong financial management practices and proven capacity to enact prudent fiscal policies and plans to respond to external risks cited as key contributors



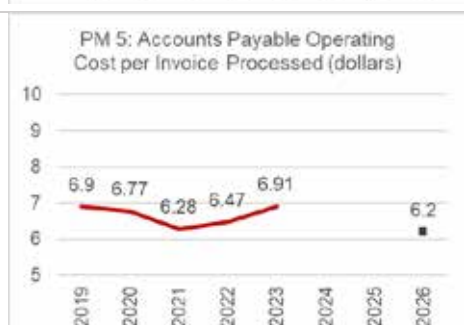
The City strives for an unmodified opinion issued annually by the external auditor, which was achieved with no unaddressed audit findings reported again this year. This is based on audit evidence obtained about the amounts and disclosures of the financial statements which are completed competently with a focus on implementation of new Public Sector Accounting Standards.



Accounts Payable's standard is to pay invoices on time and not within a set number of days. While a payment term of 30 days is common, there are often other payment terms attached to invoices. For example, since the introduction of provincial Prompt Payment legislation in Alberta in 2022 standard invoice terms are net 28 days. Other contracts are created with terms of net 45 days. Per cent of invoices paid within 30 days should be viewed as a guide to the magnitude and direction of timely payments made by Accounts Payable but it does not completely reflect The City's commitment to timely payment.



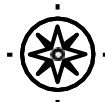
The collaborative and solutions-focused approach to managing financial and reputational risk associated with outstanding corporate receivables continues to be effective. Total write-offs of approximately \$197 thousand were recognized against total billed revenue of approximately \$452 million.



Performance results for accounts payable are materially consistent with those of recent years. An increase in cost was realized in 2023 due to overtime incurred to cover project work and short-term vacancies created by staff turnover. High volumes of transactions and high priority project work to improve processes and the customer experience resulted in remaining staff having to work extra hours until hiring could be prioritized.

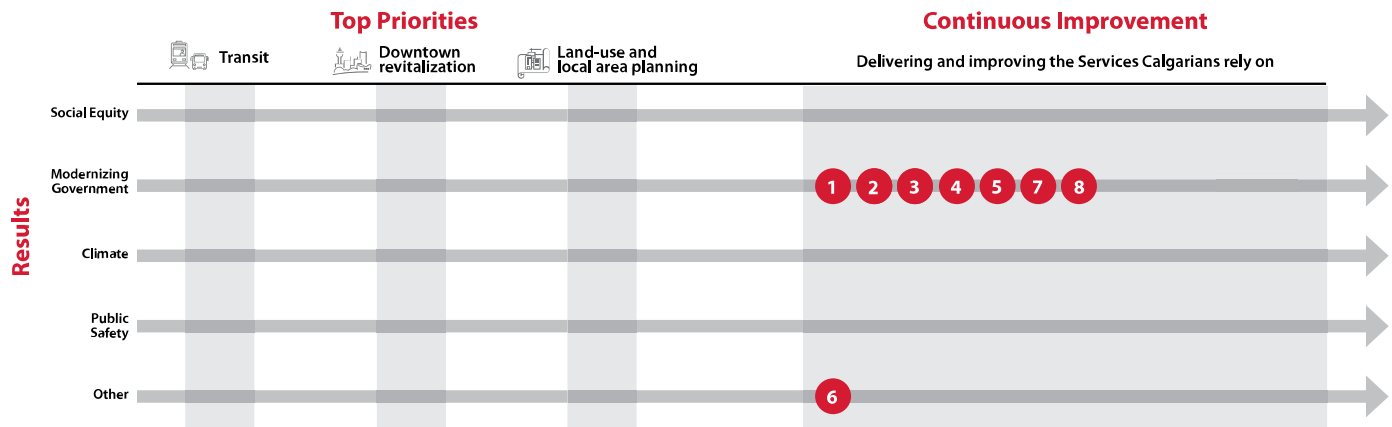







# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

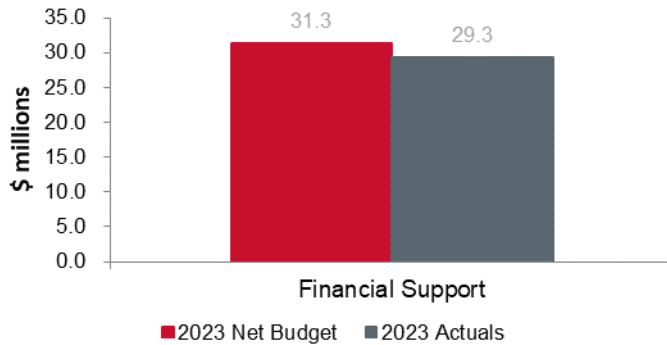
Initiative	Initiative Update	Status
1 Implementation of prudent investment strategies and preventative internal controls to mitigate risk to ensure The City's economic assets are safeguarded for long-term sustainability.	Financial Support continues to evaluate investment policies and strategies to ensure economic assets are safeguarded and sustainable through the long term. The Annual Control Environment reporting of findings to Audit Committee strives to identify and resolve processes further minimizing risk to The City.	
2 Support The City's financial sustainability by monitoring and responding to the changing economic and political environment.	Through the Corporate Economics and Regulatory Affairs team, constant monitoring and updates were provided on changing economic, market and political environments, and insights on key economic indicators, including inflation, employment, and housing activities, through monthly and quarterly reports. Financial Support led and delivered the Citywide Growth Strategy-New Community Incremental Operating Cost Model Inputs and Assumptions, which identifies any financial risks associated with building out communities and the cost of services that will need to be provided.	
3 Ensure Finance support can be efficient and effective now and in the future by prioritizing process and system improvements.	Ongoing evaluation of current systems and processes to further enhance ability to support the organization and automate tasks enabling more effective and efficient service delivery. Accounts Payable is prioritizing the implementation of electronic workflow for approval of expenses incurred on Corporate Credit Cards. Implementing innovative technology and solutions will stream-line the approval process for credit card users and supporting staff across the Corporation. This functionality is expected to go-live in the second quarter of 2024.	
4 Minimize The City's financial risk by providing analysis, preparing reports, and make recommendations to operations that support decision-making.	Implementation of the new monthly Executive Information Report (EIR) format will commence in March 2024 reporting February's results. This updated reporting format creates a high-level financial report that highlights the financial position for The City. An additional outcome of the revised EIR is the development of a financial report that could be distributed in a timelier manner to support financial decision making within the current year of reporting.	
5 Support and inform the Executive Leadership Team and Council decision-making by preparing a comprehensive suite of financial reports.	Financial Support continues to provide analysis and reports, such as the Operating and Capital Budgets, financial analysis of Major Capital Projects, Long Range Financial Plan, Municipal Fiscal Gap, and reporting The City's Reserve activities to inform Executive Leadership Team and Council decision making with an ongoing focus to develop a suite of financial reports.	

Initiative	Initiative Update	Status
<p>6 Attract and retain staff to make Finance with The City a long-term career choice by creating a rewarding, respectful environment that fosters career development, learning opportunities and team collaboration.</p>	<p>In addition to the monthly lunch &amp; learn sessions hosted by the Finance Staff Development team, employees are encouraged to participate in courses offered by the Corporate Learning &amp; Development team. Finance coordinated a formal mentorship program within the business unit that paired a Manager/Leader with a Finance employee. Psychological Safety strategies and enhanced focus on Anti-Racism and Equity, Diversity, Inclusion and Belonging in our workplace is ongoing.</p>	
<p>7 Increase capacity and support employee growth by introducing cross-training, developing cross-functional positions, where possible and consolidating work functions to find efficiencies.</p>	<p>Cross training within the Finance Coordinator position was completed to ensure there is sufficient coverage and assistance with workloads associated with the various business units Finance supports. A review of the FSCM/HCM systems has commenced to identify optimization opportunities through the engagement of an external third party.</p>	
<p>8 Develop a Financial Support delivery model that aligns with the expectations of Council and our customers.</p>	<p>In response to customer feedback, Finance continues to evolve its service provision to ensure expectations of timely and meaningful information is delivered through the development of a comprehensive suite of financial reports and implementation of process efficiencies.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



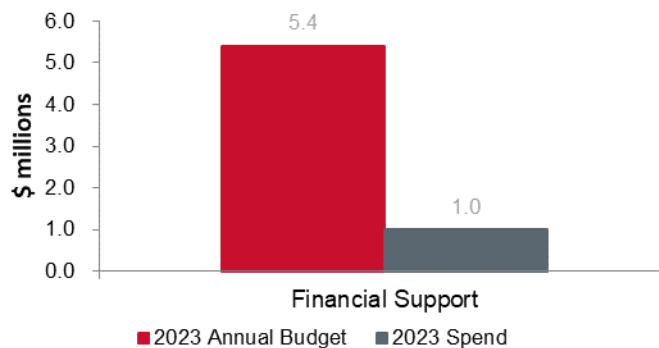
### Operating Budget Updates - 2023 net operating budget vs actuals:

Financial Support has a favourable variance of 2.0 million. The main reasons that have contributed to the variance are savings in salary & wages of \$2.3 million from intentionally managing the workforce, partially offset by unfavourable variance of (\$0.30) million due to higher contract and general services expenses as a result of higher communications, contract and business expenses.

In 2023, to provide The City of Calgary with an additional capital debt borrowing alternative by way of issuances of municipal bonds into the debt capital markets or private placement, Council approved the Corporate Borrowing Strategy and accompanying bylaw. The first issuance is anticipated in Q1 2024.

Service challenges resulting from increased complexity and volume of work coupled with limited resources required prioritization of projects and customer inquiries.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

The Financial Support service line capital spent on capital projects is at 19.2 per cent due to resource constraints, competing priorities and shift in deliverables from 2023 to 2024.

The Tangible Capital Asset (TCA) Re-design project has encountered a one-year delay, shifting its timeline to occur between 2024 and 2026. This redesign initiative aims to enhance processes and implement system solutions within the Finance TCA teams with the primary objective of ensuring optimal management and efficient delivery of TCA Reporting.

The Point of Sale (POS) System upgrade is awaiting demo and quote from vendor on additional modules is expected to pick up in 2024. The Treasury Management system (TMS) project is underway with no current spend in 2023; however, expected to be completed in 2024.

The implementation of Asset Retirement Obligation Accounting Standards experienced unexpected delays due to the current functionality of Oracle's ARO set up not meeting The City's needs. Oracle is adjusting functionality with work continuing in 2024.

Hyperion upgrade project phase 1 was successfully implemented at the end of November 2023. The journal workflow approval project has been scoped, and implementation will be staggered into 2024.

# Fleet Management

Led by: Director of Fleet & Inventory

## Service Description

Fleet Management enables City Services and external partners by providing reliable and efficient vehicles and equipment that maximize safety, environmental sustainability, and minimize lifecycle costs. Fleet Management is responsible for green and safe driver training, vehicle and equipment maintenance, fabrication and repair, asset management, fuel management, and green fleet initiatives.

Fleet Management provides a range of vehicles and equipment from sanders to refuse trucks to snowplows and construction equipment. These vehicles and equipment enhance mobility of staff, act as mobile offices, and enable the delivery of services to Calgarians.

## Service Updates

### Key Service Results

Fleet Management enables City Services and external partners through the provision of reliable and efficient vehicles and equipment. In 2023 Fleet Management made progress toward the implementation of a new telematics system successfully deploying the new technology in 97 units during the proof of concept phase, with additional deployment activities anticipated throughout 2024.

The service continues to contribute to reducing corporate greenhouse gas emissions by implementing The City's Green Fleet Program and pursuing innovative initiatives to support environmental sustainability. Highlights include successfully testing renewable diesel (HDRD) in Waste & Recycling Service trucks and reducing the corporation's idling by 29 per cent.

These successes collectively highlight Fleet Management's ability to adapt, innovate, and deliver cost-effective and reliable vehicles and equipment to City Services and external partners while prioritizing innovation and sustainability.

### Service Challenges

Fleet Management continues to face several challenges including the recruitment of skilled trade workers, aging facilities and equipment, and procurement and supply chain constraints. Manufacturers continue to experience supply chain challenges resulting in the delayed arrival of orders including electric vehicles to support the Green Fleet Program. Incremental improvements have been noted in the light-duty vehicle category however these challenges continue to disrupt Fleet Management's ability to deliver cost-effective and reliable services to partners and City services.

In addition to these constraints, The City is in Stage 3 monitoring of its Safety Certificate by the Government of Alberta due to an increase in its Provincial Carrier Profile risk rating; an increase from mid-year reporting. Fleet Management's Training and Compliance Team is actioning a comprehensive issues management plan in collaboration with corporate partners to mitigate risk and further liability to The City.

## Trends & Potential Uncertainties

Green vehicle adoption is a key component to the success of the Green Fleet Program; however, uncertainties persist regarding charging infrastructure solutions for electric vehicles, technological advancements, and cost-effectiveness. Telematics integration will remain pivotal to offering real-time tracking and data-driven insights for enhanced operational efficiency as demonstrated by the deployment of a new Common Telematic Operating System (CTOS). Supply chain constraints will likely continue to pose uncertainties as will workforce and knowledge retention concerns, in particular for skilled trade workers. Addressing these challenges will require a comprehensive approach, leveraging innovation, and strategic planning to ensure the service remains adaptable and resilient.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

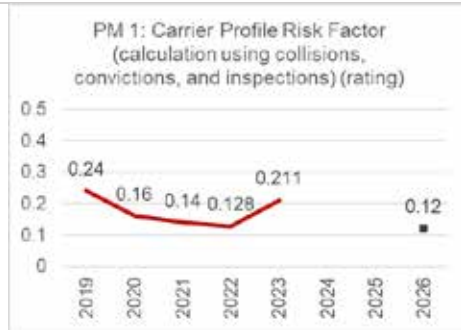
→ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



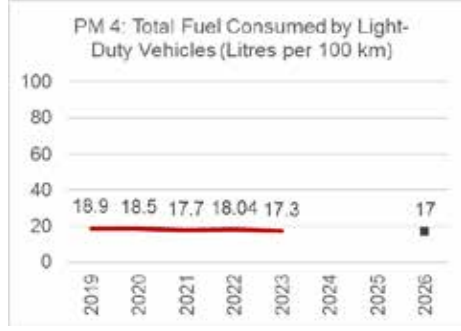
The December 2023 R-factor was 0.211. The overall volume of collisions and convictions continue to be the primary contributors to The City's higher-than-anticipated rating. The City is currently in Stage 3 monitoring of its Safety Certificate by the Government of Alberta; an increase from mid-year reporting.



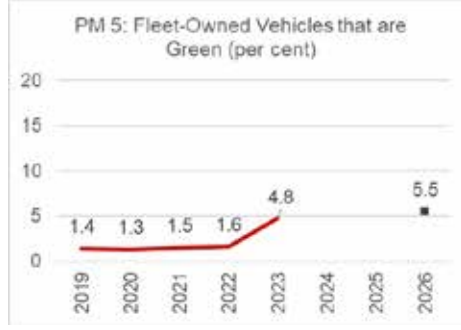
The 2023 average percentage is well below the maximum of 30 per cent. Performance is on course to achieve the 2026 expected future performance of 28.8%. Fleet Management continues to lead municipal performance in this area as outlined by the Municipal Benchmarking Network Canada.



By the end of 2023, 21.5 per cent of light-duty fleet vehicles in prime life were underutilized (i.e., driven less than 7,500 km and used fewer than 125 days). This is an improvement from the end 2020 (24 per cent) and 2021 (22 per cent), but a slight increase from 2022 (19.4 per cent). The impact of light-duty vehicles that moved over to Fleet Management from other business units (i.e., Calgary Parking Authority, Calgary Transit) following corporate realignment must still be fully realized. The expected future performance is 15 percent by the end of 2026.

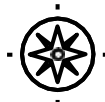


Fuel liters used per 100 kilometres is trending downward with 17.3 L/100 km used by the end of 2023. This is an improvement from 2022 (18.04 l/100 km) and is progressing as planned towards the 2026 target of 17 L/100 km. Initiatives such as The City's idling reduction initiative and green driving program support the decrease. From 2020 year-over-year idling has been steadily decreasing for corporate fleet vehicles.



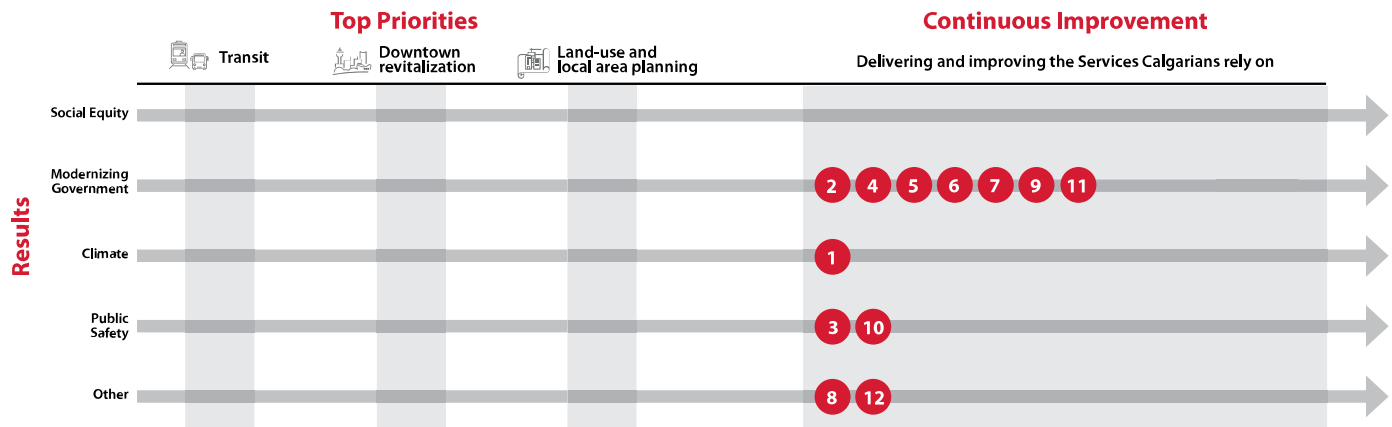
By the end of 2023, 4.8 per cent of Fleet-owned vehicles were either battery electric (43) or hybrid (69) vehicles. This is a noticeable increase from the 10 electric and 27 hybrid vehicles by the end of 2022. The primary reason for the increase in hybrid vehicles is due to realignment which saw over 50 units from Calgary Park Authority's (CPA) fleet onboarded into the municipal fleet. Fleet Management is making progress toward modernizing and greening the municipal fleet in support of the Green Fleet Program and corporate climate mitigation efforts.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

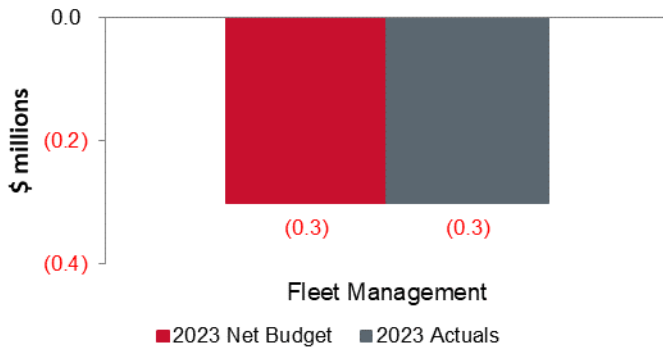
Initiative	Initiative Update	Status
1 Reduce the environmental impact of The City's fleet and contribute to achieve corporate greenhouse gas emissions reduction targets by implementing the Corporate Green Fleet Strategy.	The City continues to make progress towards implementing the Green Fleet Strategy. Notable highlights from 2023 include successfully testing renewable diesel (HDRD) on five Waste & Recycling Service trucks, completing an alternative fuel study that will inform a 10-year fuel transition plan, and reducing the corporation's idling by 29 per cent which represents a savings of over 280,000 litres of fuel. Fleet Management also submitted a grant application to Emissions Reduction Alberta (ERA) to purchase six hydrogen vehicles; the application has proceeded to the second stage of the competition.	➡
2 Improve safety and business continuity by investing in critical facility and equipment lifecycle upgrades.	As noted at mid-year, several upgrades will commence in the later part of the business cycle. Currently, upgrades to Manchester R are progressing as planned but with supply chain related delays for integration of the elevator. Project planning and design is ongoing for other upgrades at Manchester R, Q, and A. Some projects are being reassessed to determine move-forward plans, while others may take several years to complete (e.g., hoist replacement).	➡
3 Engage employees to be actively involved in maintaining a safe workplace through participation in safety governance committees, implementation of safety programs and performance improvement.	Fleet & Inventory continues to make progress in implementing its safety workplan. To foster employee engagement, initiatives such as leadership safety summits, town halls, and the establishment of the Joint Worksite Safety Committee (JWHSC), to support a positive safety culture, have been completed. The service is also collaborating with the OS department team to explore strategies for involving staff in safety improvement efforts such as updating emergency response plans, streamlining reporting, updating safety commitments, and increasing the quality of inspections & corrective actions.	➡
4 Reduce liability to The City and citizens by investing in telematics and critical technology infrastructure that will improve vehicle safety and driver behaviour.	Fleet Management continues to make progress on the implementation of a new corporate Common Telematic Operating System (CTOS). The new system has been deployed to 97 out of 100 planned test units during the proof-of-concept phase. Upon completion of the assessment phase and approval from the project sponsor, the new CTOS system will be deployed to the remaining corporate fleet and integration points will be developed.	➡
5 Improve vehicle utilization and maximize the use of City-owned vehicles and equipment by advancing Flex Fleet, The City's corporate car share program.	In 2023, Flex Fleet's 837 members completed over 4,200 trips, covering a distance of approximately 203,000 kilometres. This year also saw the electrification of nearly 41 per cent of Flex Fleet's units, a significant step towards environmental sustainability in support of The City's Green Fleet Program. As the year drew to a close, Fleet Management's focus shifted to enhancing accountability among underutilized vehicle users. To this end, several pilots will be initiated in 2024 including ongoing collaboration with services such as the Calgary Police Service.	➡

Initiative	Initiative Update	Status
6 Provide reliable and sustainable service delivery to customers by delivering The City's Fleet Capital Asset Management plan.	Vehicle manufacturers continue to experience supply chain challenges resulting in the delayed arrival of orders. Coupled with increasing vehicle and equipment costs, Fleet Management is currently unable to deliver cost-effective and timely service to customers. Fleet Management has engaged Procurement & Warehousing to develop risk mitigation strategies to address competition within the awarded schedule (i.e., awarding contracts to two or more vendors) as the service continues to work to reduce delays and minimize costs to customers.	
7 Improve vehicle and equipment uptime, service delivery to citizens, and reduce costs by implementing Reliability Centered Maintenance (RCM).	Incremental improvements have been realized through 2023 by standardizing maintenance plans using data gathered from Reliability Centered Maintenance (RCM) analysis. This work enables the future adoption of preventative maintenance schedules to ensure Fleet Management continues to deliver timely and cost-effective services to customers. As Fleet Management looks ahead, emphasis will be placed on maintenance planning to enable improved data collection and the implementation of RCM to improve vehicle and equipment uptime.	
8 Support critical service delivery and attract and retain a diverse workforce by implementing a workforce strategy for hiring "difficult to fill" positions.	Fleet Management continues to face significant challenges in recruiting heavy equipment technicians. As a result, the service will implement a five per cent out-of-schedule increase for all heavy equipment technician (HET) positions beginning in January 2024. The intent is to attract and retain employees for these hard-to-fill roles and help close the wage disparity between The City and the private sector. The recent HET posting, showcasing updated rates, drew a higher number of qualified applicants compared to previous instances, underscoring the success of this new approach.	
9 Partner with service owners to consolidate The City's fleet management practices to realize efficiencies and improve service quality and delivery to customers.	Fleet Management continues to work alongside Procurement & Warehousing to consolidate practices and improve service quality. Two administrative policies are approaching completion: Corporate Inventory policy and the Disposal of Surplus Assets policy. As part of this work, Fleet Management has engaged with impacted customers including Waste & Recycling, Calgary Fire Department, and Calgary Transit to create governance documents that address Fleet & Inventory's realigned structure and commitment to service quality and delivery to customers.	
10 Ensure safe operation of vehicles and equipment through operator training, testing and certifications for new and existing employees to maintain compliance.	Fleet & Inventory has successfully implemented the centralization of vehicle and equipment training functions into Training and Compliance. The recruitment of Training Officers has been completed and training requests from business units continue to be met. Ongoing meetings are taking place with business unit partners and recoveries are meeting requirements. Since March of 2023, Training and Compliance has achieved 18,968 hours of training, affecting 6,478 employees and saving the corporation 32 per cent on training charges.	
11 Support efficiency and effectiveness in service delivery by implementing a continuous improvement process framework to engage employees and customers in the implementation, testing, and evaluation of innovative solutions.	Several notable continuous improvement initiatives were completed in 2023 including the creation of Fleet & Inventory's employee knowledge hub and improvements to the Integrated Management System to ensure consistent management of occupational health and safety, environmental, quality, and business risks across operations. With the appropriate organizational structure in place, Fleet & Inventory's project management and continuous improvement framework will be developed in early 2024 to support the completion of key projects and continuous improvement initiatives.	
12 Support staff development and performance by providing opportunities for learning and development that promote safety, respect, and inclusion to support Council's strategic direction.	Fleet and Inventory successfully implemented its new employee onboarding program and accompanying leadership toolkit in May 2023. The program includes hands-on activities designed to provide flexibility and serve as a reference for new employees, and resources to support leaders with onboarding activities. Fleet & Inventory has also implemented the Learning Management System (LMS) which includes regulatory, corporately mandate, and job-specific learning activities. Fleet & Inventory finished the year off with a training completion percentage of 73 per cent.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**



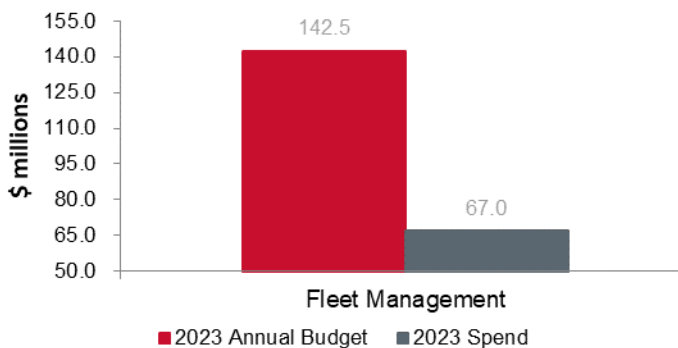
**Operating Budget Updates - 2023 net operating budget vs actuals:**

Fleet Management has no operating budget variance for the reporting period.

Fleet Management is a self-supported service line and continues to work with internal client services to provide cost savings through increased preventative maintenance and asset optimization.

In 2023, Fleet Management completed a comprehensive review of its rates and adjusted these to reflect changes to the breadth and growth of its service levels. The new rates took effect on January 1, 2024.

**Capital Budget and Spend as of December 31, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 spend:**

Fleet Management has spent 47.0 per cent of the 2023 approved capital budget. Year-to-date capital expenditures have been used to acquire replacement and growth fleet vehicles. Capital spend is lower than anticipated, due to supply disruptions that have caused delivery delays resulting in outstanding capital purchase commitments of around \$45.7 million.

Fleet Management's capital programs are funded from self-supported debt. We continue to work with our internal customers to optimize the composition and utilization of The City's municipal fleet of vehicles and equipment.



# Human Resources Support

Led by: Director of Human Resources

## Service Description

Human Resources (HR) Support offers strategies, governance, programs and services that contribute to the effective leadership and management of the City's workforce. This service line supports the employee experience through recruitment, onboarding, learning and development, compensation, pay, benefits and pensions, recognition, health and wellness, performance development and succession management. HR Support strengthens and shapes the workplace by consulting on corporate culture, workforce planning, and employee and labour relations. This service inspires a proud and engaged workforce through fostering an inclusive, ethical and respectful workplace.

## Service Updates

### Key Service Results

Initiative 1: Equity, Diversity, Inclusion & Belonging is central to building and fostering a safe, respectful and equitable workplace. This aligns with corporate goals, supports Council priorities and Notices of Motion, and advances Anti-Racism and Truth and Reconciliation. An updated Corporate Framework and Strategy was launched in October 2023 with recommendations on how to implement concrete actions and measure progress.

Initiative 2: The development and implementation of a Restorative Workplace Strategy, the first of its kind in a Canadian municipality, introduces tools and resources to support a people-first approach to conflict and trauma in the workplace. Trauma-informed approaches and restoration practices are designed to empower employees, give voice and choice, and create psychological safety.

Initiative 5: A new Employee Value Proposition that focuses on the compelling reason why people should apply to, or remain with The City as an employer, was developed in 2023. A marketing campaign that will expand The City's appeal and relevancy to the current job market across Canada and strengthen our brand as an employer of choice will be launched in 2024.

### Service Challenges

In addition to ongoing, regular work, Human Resources provides guidance and assistance to the organization for a variety of complex projects and initiatives. This contributes to a substantial workload for the business unit and requires constant shifting of planned work, re-prioritizing and re-aligning resources to maintain the quality of services and programs offered.

### Trends & Potential Uncertainties

Emerging trend: Shifting towards systemic Equity, Diversity, Inclusion and Belonging that is embedded in our practices and focuses on specific matters that are grounded in data analysis and resonate with our organization and employees.

Customer expectations: With a projected population of 2 million and a clear focus on big city priorities and the City of Calgary's commitment to inclusion, anti-Racism and advancing Truth and Reconciliation, our ability to attract, retain, inspire and enable a skilled, innovative and forward-thinking workforce will require evolving our practices and finding innovative solutions.

Shocks/stressors: Guiding the organization through the Human Resources digital transformation and utilizing technological advancements to enhance the employee experience.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

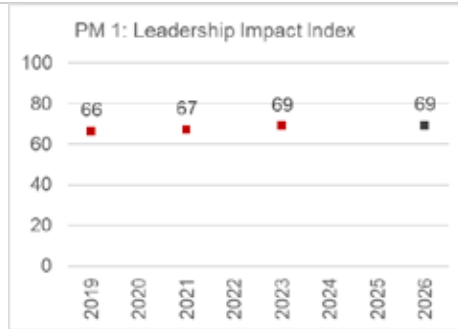
➔ Progressing as planned

⊖ Not progressing as planned

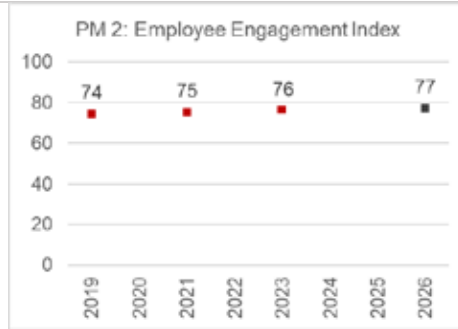
## Performance Measures

## Story behind the numbers

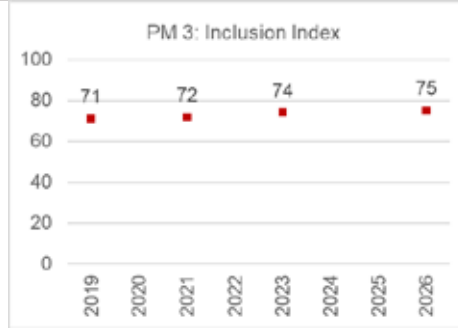
## Status



Data for this measure is from the biennial Corporate Employee Survey. The 2023 performance index for Leadership Impact suggests that the organization has made some progress in supporting increased leadership accountability, employee empowerment, culture, and employee engagement. Focusing on creating a more inclusive, respectful and accountable workplace culture continues to be a key corporate and Human Resources Support priority.



Data for this measure is from the biennial Corporate Employee Survey. The 2023 performance index for Employee Engagement suggests that the organization has made some progress in supporting increased employee engagement. Focusing on creating a more inclusive, respectful and accountable workplace culture continues to be a key corporate and Human Resources Support priority.



Data for this measure is from the biennial Corporate Employee Survey. The 2023 performance index for Inclusion suggests that the organization has made some progress in addressing issues of reconciliation, human rights, anti-racism, equity, diversity and inclusion. Focusing on creating a more inclusive, respectful and accountable workplace culture continues to be a key corporate and Human Resources Support priority.

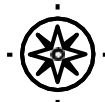


Voluntary turnover rate for the City in the last half of 2023 was 2.7 per cent which was slightly higher than 2.4 per cent during the same period in 2022. This low level of turnover ensures significant continuity of City service delivery.



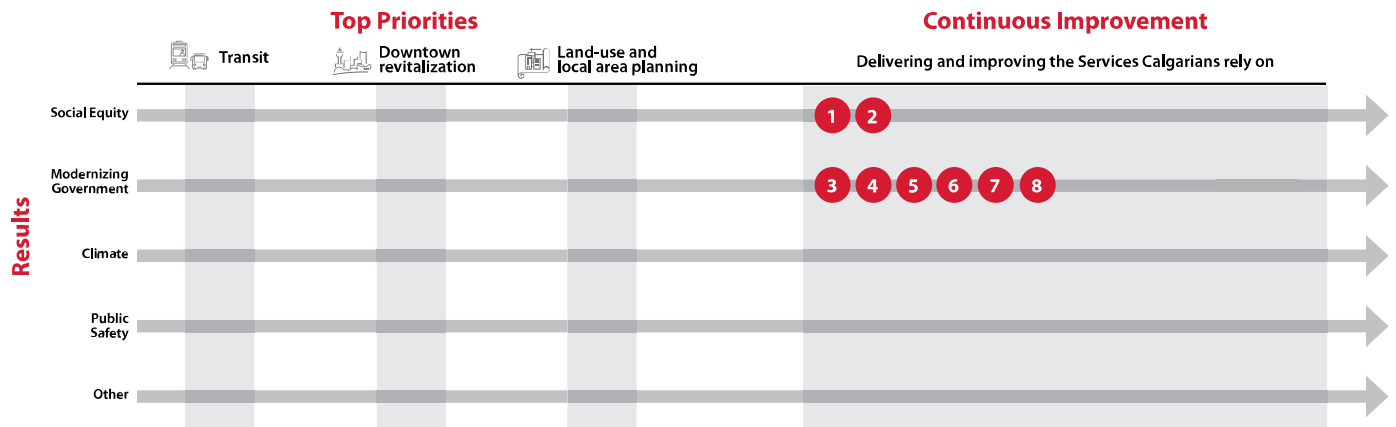
While voluntary turnover rate for Human Resources for the last half of 2023 was 3.6 per cent, which was higher than 2.9 per cent during the same period in 2022, it was the second lowest voluntary turnover rate in the last five years for Human Resources for July to December period.








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

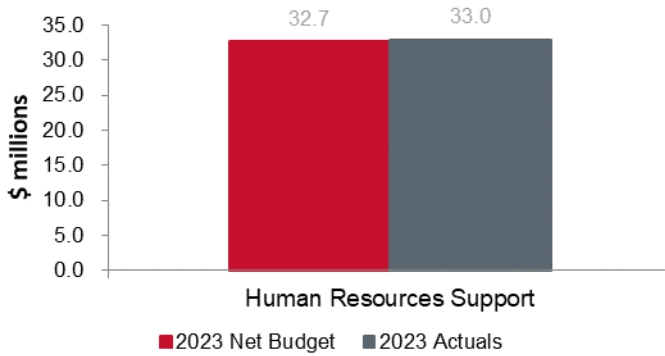
Initiative	Initiative Update	Status
1 Strengthen our workplace by providing guidance and expertise in equity, diversity, inclusion and belonging (EDIB), and partnering on major EDIB corporate initiatives.	Human Resources Support continues to collaborate with other City services to prioritize and promote programs and services that support equity, diversity, inclusion and belonging (EDIB) in the workplace, Reconciliation and anti-Racism. These programs and services include education, consultation, tools and resources to support employees and leaders, reviews of policies and processes, and data analysis. An updated EDIB in the Workplace Framework and Strategy has been launched and a new Corporate Diversity Data Strategy is in development.	
2 Progress organizational maturity in human rights and respectful workplace through prevention, intervention and restorative strategies, systems and processes.	Through the development of a Restorative Workplace Strategy, Human Resources Support continues to advance an enterprise-wide, people-first approach to reducing conflict and trauma in the workplace. The strategy will positively impact direct and indirect employer costs such as employee attrition and replacement costs, lowered employee absences, reduction in investigation costs and time in resolving conflict, organizational productivity, and reputation. Mechanisms for ongoing monitoring and reporting back on the costs savings are part of the performance measures for the strategy implementation	
3 Enhance the employee experience through the advancement of organization health systems.	Human Resources Support continues to develop initiatives and strategies to advance psychological safety in the workplace and to support the employee experience, including the development of a corporate-wide Psychological Safety Strategy.	
4 Support the cultural growth of a resilient and modern organization and strengthen employee engagement through collaboration with senior leadership.	Our leaders are integral to how services are delivered to Calgarians. To strengthen our service to Calgarians the cultural growth plan is designed to generate a thriving inclusive and engaged workforce through leadership development. This supports our leaders to proactively lead in our fast-paced, demanding, and complex environment.	
5 Advance The City as an employer of choice by exploring the development of a refreshed people strategy.	Human Resources Support is leading the introduction of a new Employee Value Proposition and a redesign of the exempt compensation program to support talent attraction and retention. The service is also managing the Employer of Choice Program on behalf of the Executive Leadership Team to foster a workplace where employees feel supported and fulfilled. Initiatives in this program include the Employee Transit Pass pilot project, the upgrading of the gym facility in the municipal building and the opening of gym facilities in other City locations to all employees.	

Initiative	Initiative Update	Status
6 Improve the leader and employee experience by continuing to deliver professional human resources services and programs.	Human Resources Support continues to deliver quality professional services, programs, tools and resources to support leaders and employees by guiding the development of annual Human Resources operational plans and by providing expert consulting to support achieving business results. These have contributed to an increase in the Corporate Employee Survey Employee Satisfaction Index score, which was at an all-time high in 2023, supporting a healthy and productive workplace, where employees are inspired to do their best, contributing to enhanced service delivery and making life better every day.	
7 Maximize service delivery by improving our use of data to drive decision-making.	[Initiative Description 7]	
8 Support current and future organization and workforce needs by strengthening human resources systems and technology.	Human Resources (HR) Support continues to respond to service, technology and process demands through the implementation of more direct access and automation of HR services. Examples of ongoing activities include improvements to recruiting tools and processes, payroll modernization, automation of some transactions and more employee direct access to information and services. By strengthening HR systems and technology we can improve processes that will free up employee and leader time so they can provide services to Calgarians.	



## Service Updates on Financial Performance

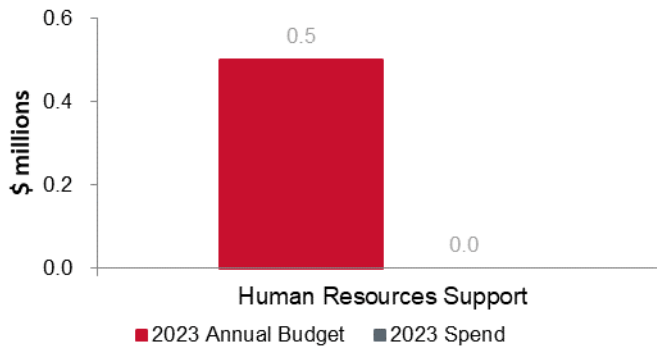
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Human Resources Support Service has an unfavourable operating variance of \$0.3 million. Human Resources Support has seen increased demand for services as the organization has returned to full operations under the new business structure. In addition, this service line has continued to focus on delivering key strategies that strengthen our workplace through equity, diversity, inclusion and belonging (EDIB) initiatives, progress organizational maturity in human rights and respectful workplace, advance organizational health and wellness systems, and support The City's employer of choice initiatives.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Human Resources Support Services has spent 1.8 per cent of the 2023 approved capital budget. The underspend is due to re-prioritization of corporate technology projects and changes in technology resources. The service line is currently working on refreshing the plan for the capital budget spend and is prioritizing efficiency initiatives that can be supported by technological investments in 2024 and 2025.

# Infrastructure & Engineering

Led by: Director of Business & Engineering Services

## Service Description

The Infrastructure & Engineering service enables the highest asset and project management standards on The City's infrastructure projects for public safety, regulatory compliance and investment optimization. This support service is provided to teams involved in new capital projects or managing existing assets. The service includes:

- Asset and project management
- Capital contract management
- Corporate energy oversight
- Field surveying
- Right of way management
- Grants, Partner & Industry Relations

## Service Updates

### Key Service Results

#### Awards

2023 CAMA Environmental Leadership & Sustainability Award – Determining the Value of Natural Assets

In alignment with The City's Climate Strategy to achieve net zero and a climate-resilient Calgary by 2050, we've updated our Sustainable Building Policy and Guidance Documents to make our buildings more energy efficient. We are making progress to secure renewable energy sources to allow our service delivery to have less carbon footprint.

To modernize our service and embrace innovative solutions, we've expanded The City's survey network, introduced an online solution for shallow utility service, and implemented an award-winning approach for natural asset management.

To ensure the City's infrastructure design and delivery comply with standards, we've surveyed for 1,300 projects, conducted 320 design reviews, 165 Access Design Standards reviews, and 200 building assessments. We've completed asset management assessments and conducted Value Management studies to identify opportunities to maximize the value of our assets. We've created the Corporate Project Management platform and offered e-learning courses with daily support.

We've identified 45 health and safety issues in building engineering and improved incident reporting for a safer work environment for our field surveying staff.

### Service Challenges

Staffing remains a top priority, but recruiting challenges and turnover in senior roles complicate efforts, and workspace for new hires is a potential constraint.

Regulatory uncertainties arise from the provincial new rules on renewable energy development.

Financial concerns stem from the TELUS Fibre-To-The-Premises project cancellation, impacting the revenue of our Right of Way services. Grant programs with low returns and difficulty in finding internal matching funds are notable challenges. Stiff budget practice poses challenges to project planning.

In operation, a slow supply chain affects vehicle uptime in Field Surveying Services. Effectively addressing safety remains an ongoing and challenging goal.

Strategic planning faces hurdles in addressing Project Management training needs, closing the infrastructure gap, and dealing with post-realignment process disconnection. Uncertainties in addressing the housing crisis pose challenges to Right of Way planning.

### Trends & Potential Uncertainties

#### Regulatory:

Approval rule changes on renewable energy development  
Government's future funding opportunities to support low carbon building design  
Expiring union contracts and updated employee policies

#### Operational:

Knowledge loss through staff attrition  
Potential reduced demand for internal services challenges workforce management  
Prolonged impact of resourcing issue  
Impacts on Right of Way planning resulting from projects addressing housing crisis  
Resilience uncertainties in climate change, economy, and infrastructure

Organizational:

Uncertain division functions result in duplicate functions in BUs, staff turnover thus knowledge loss  
Collaboration across BUs to address climate change  
Maintaining positive relationships with industry  
Changes in internal structure and funding programs



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

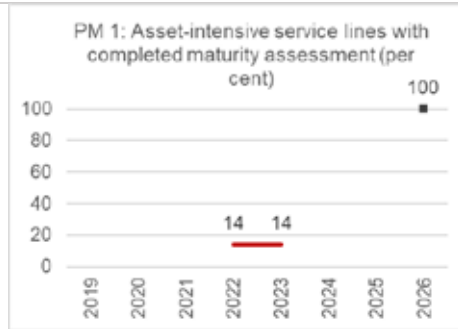
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



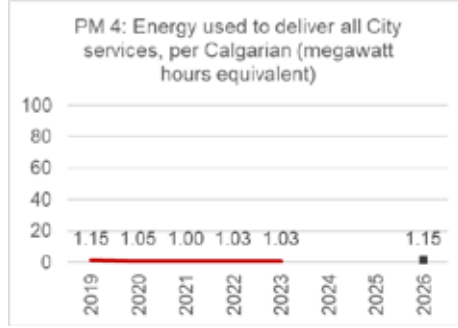
Our goal is to complete seven service areas by 2026 with only those fully completed being included in the performance measure. We have completed the maturity assessment for all asset classes in the entire Mobility service area. The results of the maturity assessment have been reflected in the asset management plan for bridges and structures. Maturity assessment is underway for Utility service area in line with the development of the numerous asset management plans within the Utility. While it's nearing completion by the end of 2023, it has not been counted as completed and is thus not included in the 14 per cent.



We have conducted seven Value Management studies and one peer review, comprising four studies for Utilities Delivery, two for Public Spaces Delivery, one for an external client (Comox Valley District), and one peer review for Utilities Delivery.



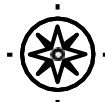
We have implemented the P2M (Program and Project Management) system and incorporated more than 1,600 capital programs and projects within the system for efficient project management. The percentage is calculated by dividing the capital budget managed in P2M by the total capital budget in a given year.



On average, 1.03 megawatt-hour-equivalent (MWh) is used per capita to deliver all City services in 2023. Since 2017, the energy consumption has remained stable at approximately 1.4 million MWh, except for the year 2020-2021. The decrease in energy use during this period was primarily attributed to the pandemic, with a subsequent recovery observed in 2022 and 2023. Population growth has consistently trended upward. While energy consumption in 2023 is only 1.2% higher than that in 2017, energy use per capita has decreased by 9.2%, dropping from 1.13 MWh to 1.03 MWh.

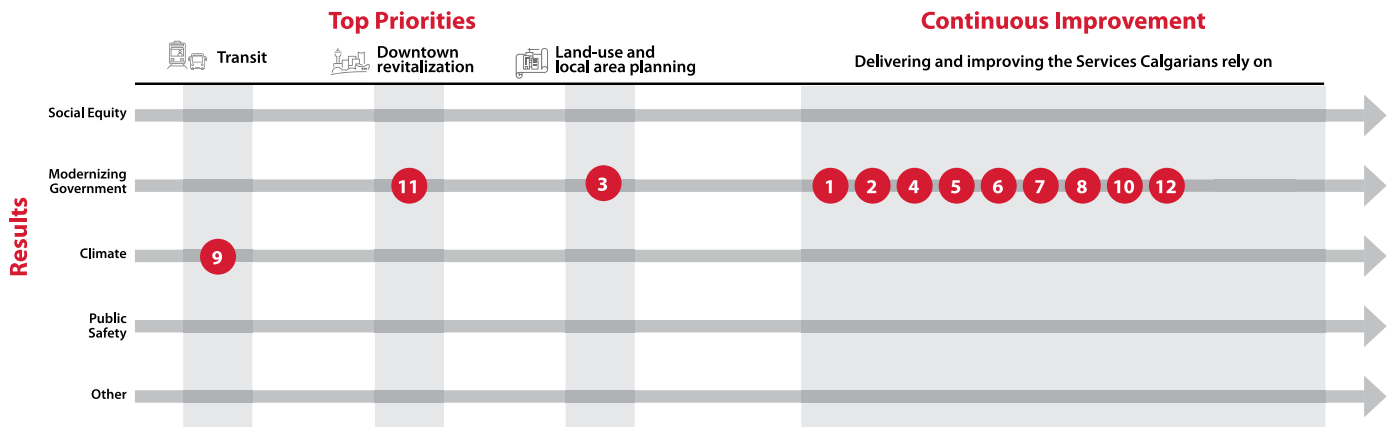






# Progress on Service Delivery


## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Optimize investment in Calgary infrastructure by successful integration of the corporate project management software system across City operations to improve consistency and maximize efficiencies in planning, delivery, monitoring and reporting on capital projects.	This initiative is not a capital investment. We have trained over 900 employees to use the new Program and Project Management (P2M) System, and created over 1,600 programs, projects, and AIPs (Annual Investment Programs) in P2M. The system is also enhanced to support the future external Capital Project Map. The system is managed by designated FTEs.	
2 Champion project and contract management excellence at The City as foundational for successful project delivery by providing project and contract management supports, training and stewarding of policy and standards.	This initiative is not a capital investment. We have re-visioned the Project Management Policy for Capital Projects administration policy and launched the daily support sessions for P2M (Program and Project Management) providing training and support to departments across the City.	
3 Deliver a seamless customer service experience for Calgary businesses by continuing to effectively manage access to City lands for installation of shallow utilities and implementing a new online solution for effective processing of requests for access to City assets for installation of wireless infrastructure.	This initiative is not a capital investment. We are currently working with Collaboration, Analytics & Innovation team on mapping wireless infrastructure deployment and project analysis. A demo is expected in mid to late February 2024. A pilot project is underway to map business processes for implementing a new online tool for the effective processing of requests. Business process mapping for street use and hoarding permits is in progress, aiming for IT development in 2024-2025. The online tool will be fully functional in 2025 or 2026, depending on how fast the business case rolls out.	
4 Maximize The City's efforts in securing funding for capital projects and strengthen our relationship with the development and construction industry by launching a capital grant management program and continuing to organize annual partnering with industry events.	This initiative is not a capital investment. We have communicated with funding agencies to proactively prepare and advocate for grant opportunities. Internally, collaborative efforts have been made with the Climate group for grant matching and addressing climate resilience, and with PICS to identify additional grant opportunities for the Equity Program. A database is in progress to track, assess, and monitor grant activities. Also, we have organized the annual Partnering with Industry event and other ad-hoc industry events on timely and relevant topics to foster collaboration with industries.	

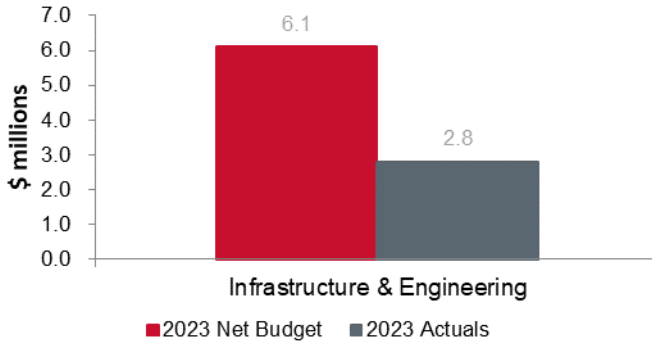
Initiative	Initiative Update	Status
5 Maximize The City's infrastructure value for Calgarians by optimizing capital contract management practices across the organization.	In pursuit of advancing this initiative, we have initiated an RFSO for Project Manager Resourcing, engaged an external firm for two workshops on Collaborative Construction Contracts in Q3/Q4, drafted both a project delivery methodology toolkit and a project resource management toolkit for project managers, conducted knowledge-sharing sessions for project managers on risk and claim management, and project collaboration. Additionally, we have hosted workshops on risk allocation for construction projects. Currently, an RFP to acquire project engineer services through Agency model is underway.	
6 Ensure the highest infrastructure and land development standards through delivery of land measurement surveys, modernizing surveying technology and ongoing maintenance of survey control networks for which The City is responsible.	Several significant milestones have been achieved in advancing our initiative, underscoring our commitment to excellence in surveying engineering. We have successfully expanded the survey control network into downtown and Beltline areas, enhanced the Survey Central Records Management System to the 2nd generation with GIS capabilities, improved processes and procedures to ensure the highest standards in delivering surveying professional services, refined drone and laser scanning data processing for infrastructure projects, and implemented a storage solution for very large geospatial data sets.	
7 Improve building safety, reliability and efficiency by providing building engineering advisory services and by ensuring adherence to engineering and/or architectural professional standards across The City.	We've completed over 320 design reviews within service standards and 200 Building Condition Assessments, identified 45 health and safety issues, contributed to Sustainable Building Guidance for Climate, conducted over 165 Access Design Standards reviews, completed multiple design guidelines, and provided Discipline Champion services, such as 4 Engineering & Architecture Consultant Pre-qualifications, RFP scope review and recommendations for over 15 projects and 2 Request for Standing Offers, scope and fee review for over 15 projects, participation in 3 Consultant Evaluation Committees.	
8 Oversee the practice of engineering and geoscience at The City by ensuring that professional members have completed the required professional practice training and development.	This initiative is not a capital investment. In 2023, the Professional Practice Management Plan training was significantly improved for better accessibility and involvement. Traditionally held quarterly with a maximum of 25 in-person participants, it shifted to virtual sessions on Teams, accommodating up to 100 attendees. To ensure broad participation, PPMP training became mandatory via the Learning Management System, tracking those required to complete the course. Over 90% of engineering employees have taken the PPMP training within the last 2 years.	
9 Advance The City's climate goals by guiding business units across the Corporation towards efficient energy management and reduction of green house gas emissions through advisory services, stewarding relevant City policies, standards and initiatives.	This initiative is not a capital investment. We have enhanced our sustainable building policy for more efficient energy management and reduced GHG emissions. Concurrently, we have supported capital projects aligning with these goals. We have facilitated the delivery of the ENMAX Community Solar program, involving the development and deployment of \$5 million in solar installations at community buildings in Calgary. Additionally, we have completed the CPA Impound Lot Parkade solar installation, thereby boosting our corporate renewable energy generation portfolio by 155 KW.	
10 Optimize City-wide infrastructure investments to ensure safety and reliability through stewardship and implementation of asset management policy, practices, processes, and systems across corporation.	This initiative is not a capital investment. Addressing this initiative involves continuous advancement in the asset management plan. The infrastructure Principle Corporate Risk is updated. The City Asset Management Administration Policy is being updated and expects to be complete in Q2 2024.	
11 Ensure tax and rate payers receive full value from investments in infrastructure assets through a City infrastructure asset portfolio evaluation to be undertaken within the Better Value for City Assets (BVCA) program.	This initiative is not a capital investment. A city-wide assessment for asset management service lines is completed. The design of a change management process is completed, and in-depth analysis of candidate asset classes for a new asset ownership model will be underway in 2024.	

Initiative	Initiative Update	Status
<p>12 Deliver service and asset-specific asset management plans, condition inspections and performance assessments to drive optimal infrastructure asset investment, with a particular focus on critical infrastructure in Roads, Transit, Water, and Waste and Recycling.</p>	<p>This initiative is not a capital investment. Amongst other actions, we have completed the asset management plan for Bridges and Structures and commenced Pavement and Concrete within the Mobility service area and started Stormwater asset management planning with Utility. Condition inspection with Recreation, Parks and Open Spaces for engineered structures is ongoing as a foundation to an asset management approach.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

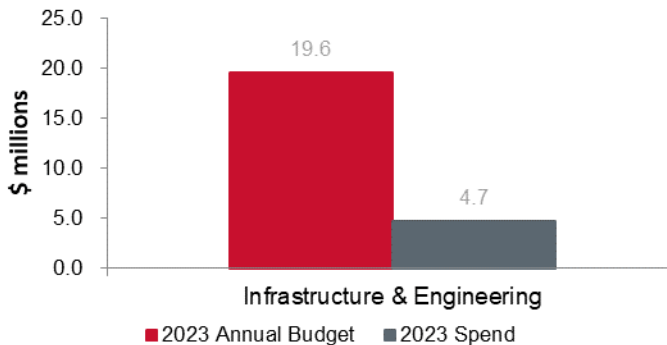


### Operating Budget Updates - 2023 net operating budget vs actuals:

Infrastructure & Engineering has a favourable operating variance of \$3.3 million. The main reasons that have contributed to the variance are the sale of Renewable Energy Certificates (RECs) to ENMAX for \$1.6 million, higher than budgeted Utility Line Assignment revenue of \$1.3 million, and savings in salary due to vacancies amounting to \$0.9 million. These favourable variances were partially offset by unbudgeted salary and wages related to Community & Business Relations of \$0.5 million

In 2023, Infrastructure & Engineering faced challenges in managing costs, particularly in the areas of contract and consulting services, equipment and supplies, and recoveries by business units. Despite these challenges, we have made significant strides in fortifying financial health through unexpected robust revenues and effective workforce management.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Infrastructure & Engineering has spent 23.9 per cent of the 2023 approved capital budget. The underspend is mainly attributed to delays and challenges in project initiation and execution, specifically due to resource limitations and the need for additional training on the Project and Portfolio Management (P2M) system.

In 2023, the capital expenditures have been primarily used to address critical initiatives.

Approximately \$1.0 million has been invested in expanding The City's Survey Control Network and acquiring new equipment to enhance its future surveying and mapping capabilities.

P2M system has been launched and enhanced support for the future external Capital Project Map. This integrated platform for corporate project management aims to improve consistency and efficiencies in planning, delivery, monitoring, and reporting on capital projects.

Also, the expenditures have been used to develop the first version of an innovative capital project reporting dashboard called Capital Project Map, and Phases 1 and 2a of the Better Value for City Assets program, as well as to continue program work for City-wide asset management software and to initiate a Request for Proposal process, ensuring the City-wide infrastructure asset capital planning platform meet future needs.

# Insurance & Claims

Led by: City Solicitor & General Counsel

## Service Description

Insurance & Claims 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. We also manage the adjustment of claims either brought forward by the public or The Corporation in a fair and equitable manner.

## Service Updates

### Key Service Results

- Insurance & Claims upgraded its claims database
- Insurance & Claims upgraded its citizen-facing technology to expedite the claims process.
- Insurance & Claims enhanced its metrics and key performance indicators.
- Insurance & Claims updated its vendor contracts to support efficiency in the claims management process.

### Service Challenges

The complexity of claims and the cost of settlements are increasing. Inflationary pressure has increased the cost of labour and materials which has had a direct impact on claims. The volume, velocity and complexity of claims continues to impact service demand.

### Trends & Potential Uncertainties

The City's insurance program has been affected by hard market conditions in the insurance industry over the last 4 years. We continue to market the insurance program both domestically and internationally to ensure The City can purchase the best commercially available coverage. Large weather events continue to occur more frequently and have impacted insurance rates. Maintaining cyber insurance has been a focus of the team.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

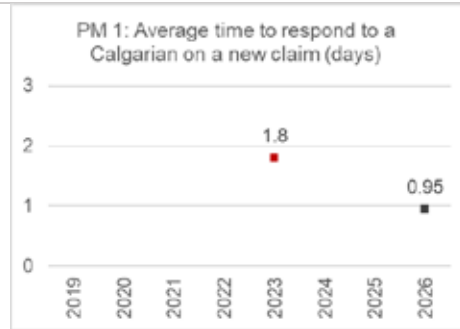
➡ Progressing as planned

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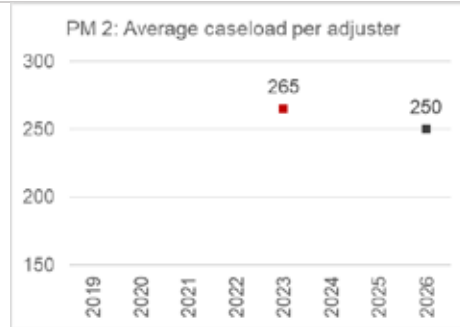
## Performance Measures

## Story behind the numbers

## Status

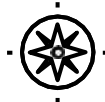


Automation has been built in to our database system and claims management process to reduce the response time to Calgarians on new claims. Initial contact with a claimant is expected to be within 24-48 hours.



There is a continued focus to reduce the number of active claims assigned per adjuster. Information is available to Calgarians on our public site: [calgary.ca/claims](http://calgary.ca/claims), which helps reduce the number of incidents being reported that are not valid claims.

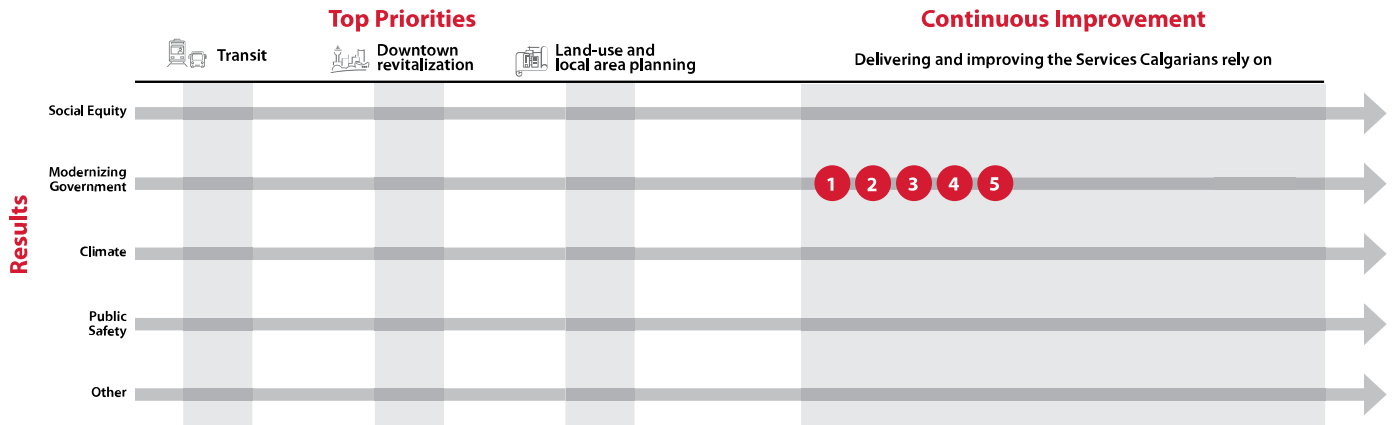




# Progress on Service Delivery

IT Solutions & Support

## Alignment with Council Refined Priorities and Result Areas



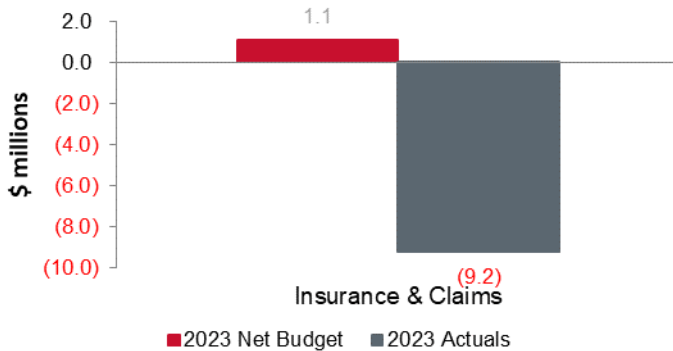
- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Continue to build strong relationships within the insurance industry to reduce market risk and volatility in the corporate insurance program.	Initiative is progressing as planned. Information about The City's risk profile is shared regularly with the insurance industry. New markets are included in the annual insurance renewal discussions to further reduce the potential volatility in the insurance program.	
2 Continuous improvement initiatives to automate and enhance claims data collection and continue corporate discussions about risk and claims reductions.	Initiative is progressing as planned. The intake of claims data is now automated, both internally and externally. Further automation in claims reporting is expected in 2024.	
3 Continue to conduct loss control inspections.	Initiative is progressing as planned. Loss Control inspections were completed in Q4 2023 as well as Q1 2024. Critical infrastructure was inspected, including the Municipal Building. Further loss control inspections will be carried out in Q2 and Q3 of 2024.	
4 Support currency of replacement costs for the corporate property insurance policy and ensure ongoing compliance with Provincial automobile insurance requirements.	Initiative is progressing as planned. A significant number of appraisals will be complete in Q1 2024. The appraisals are conducted on various City properties, including transit garages, water treatment plants, fire halls, office space, etc. This exercise provides updated replacement cost values for our property insurance program.	
5 Focus on the employee experience to support a high performing, healthy and engaged workforce.	Initiative is progressing as planned. Staff have indicated in a recent corporate employee survey that they are more engaged and energized in the workplace. Employee well-being is also supported by various team-building activities that were carried out in 2023.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**

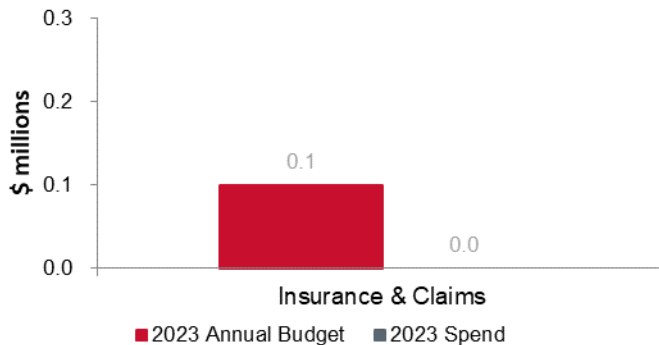


**Operating Budget Updates - 2023 net operating budget vs actuals:**

Insurance and Claims has a favorable operating variance of \$10.3 million. The primary drivers of this variance were a decrease in the provision for open claims and lower insurance settlements, totaling \$9.4 million. Additionally, there were savings in salary and wages, amounting to \$0.6 million, as well as reduced spending on business expenses and communication services, totaling \$0.3 million. Given the unpredictable nature of claims, it is normal to observe such variances in a particular year.

In 2023, Insurance & Claims continued to manage claims in a fair & equitable manner, both internally for business units and externally for Calgarians. The corporate insurance program also continued to be marketed domestically and internationally for the best commercially available coverage.

**Capital Budget and Spend as of December 31, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 spend:**

Insurance & Claims has spent 52.7 per cent of the 2023 approved capital budget. The underspend is mainly attributed to the claims database project received additional funding support from IT.

In 2023, the capital expenditures have been primarily used to upgrade the Insurance & Claims database system.



# IT Solutions & Support

Led by: Director of Information Technology

## Service Description

This service provides and manages the technology, devices, data, infrastructure, and governance that underpins the delivery of all technology solutions for The City. This service develops and maintains both enterprise and line of business applications and improves and automates business processes to enable City business units to deliver services to Calgarians as well as core internal services.

## Service Updates

### Key Service Results

In collaboration with multiple business units, IT leveraged Artificial Intelligence Machine Learning technology for pavement condition assessments, vehicle predictive maintenance, and wastewater pipeline inspections. In addition, over 40 business processes across the corporation have been automated to reduce manual processing and improve data quality. Internet of Things sensors are being used for asset tracking, water level monitoring, and urban heat monitoring.

New online services were implemented for residential parking permits, the Tax Installment Payment Plan, and external partnerships. Enhancements to online systems for accessible transit services, trade permit intakes, myID for businesses, short-term rentals, demolition permits, and the energy label pilot program were also completed.

The City's Living Labs program has 79 active initiatives including drone traffic management, autonomous vehicle testing, virtual and augmented reality demonstrations, and quantum computing.

The Affordable Hardware Access (AHA!) pilot program provided 234 lifecycled municipal devices to Calgarians nominated by their Community Social Worker for computer equipment to access online services.

### Service Challenges

The volume and sophistication of cyber security attacks continue to increase, requiring significant effort to continuously monitor and protect The City's data, systems, and infrastructure.

To ensure The City is well positioned to take advantage of Artificial Intelligence Machine Learning and other new technologies while minimizing risks and impacts, IT has established a new division focused on emerging technologies.

Inflationary pressures and exchange rates have caused significant increases in costs for software licensing and hardware. In addition, market challenges are impacting timelines for procuring resources, services, and infrastructure.

Cloud-based technology limits The City's ability to influence software maintenance schedules.

Technology is a critical part of most new products and services. Increasing demands for technology across the organization are putting additional pressure on The City's technology resources including staff, software licensing, and infrastructure.

### Trends & Potential Uncertainties

With recent advancements in Artificial Intelligence Machine Learning (AI/ML) technology, cyber attackers can create more novel and targeted attacks by being able to mimic the language and tone of legitimate emails and translate content into almost any language. In addition, AI/ML will enable attackers to leverage automation, data gathering, and social engineering to further personalize each attack.

Changes in the software industry due to vendor consolidations and changes to software licensing models are further limiting The City's ability to influence or negotiate pricing.

The technology industry's procurement processes are seeing overall procurement delays of up to 24 months depending on the type of product or service.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

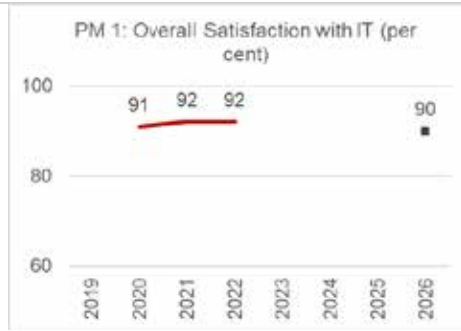
→ Progressing as planned

⊖ Not progressing as planned

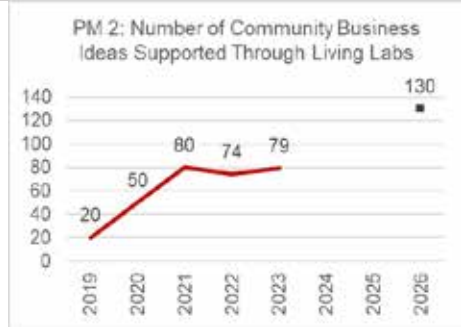
## Performance Measures

## Story behind the numbers

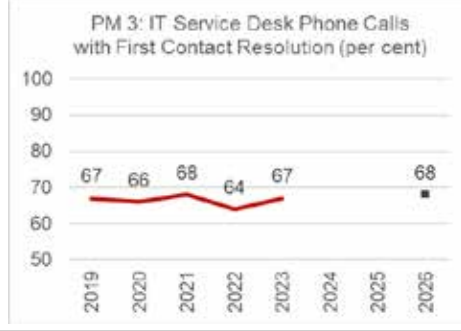
## Status



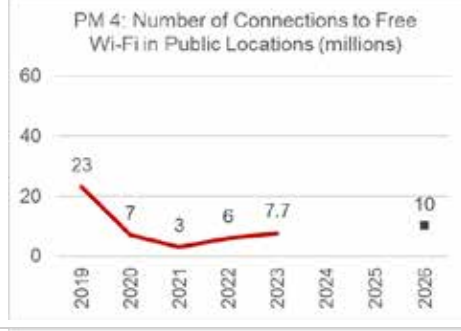
Over the past 9 years, Information Technology (IT) has maintained at least a 90 per cent rating in overall client satisfaction in areas such as equipment availability and reliability, response time, business support services, and new technologies that support changing business needs. The results for 2023 are not yet available as the Information Technology (IT) Client Satisfaction Survey is scheduled for later in 2024.



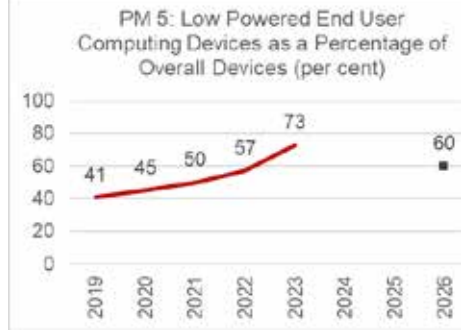
Living Labs, one component of The City's Smart Calgary program, offers City infrastructure for innovators to test ideas and products in a real-life environment. The program currently has 79 active initiatives including drone traffic management, autonomous vehicle testing, virtual and augmented reality demonstrations, and quantum computing research.



First contact resolution is considered an industry standard for measuring call center performance. The rate of first contact resolution has been tracking between 64 and 69 per cent since 2018. This level of performance is consistent with the percentages reported by similar organizations.

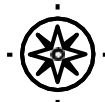


The City's Public Wi-Fi program provides free Wi-Fi service at 79 different City locations including all City-owned arenas, indoor pools, art centers, leisure centers, and Light Rail Transit (LRT) platforms. Since 2014, almost 91 million connections have been made to The City's free public Wi-Fi service.



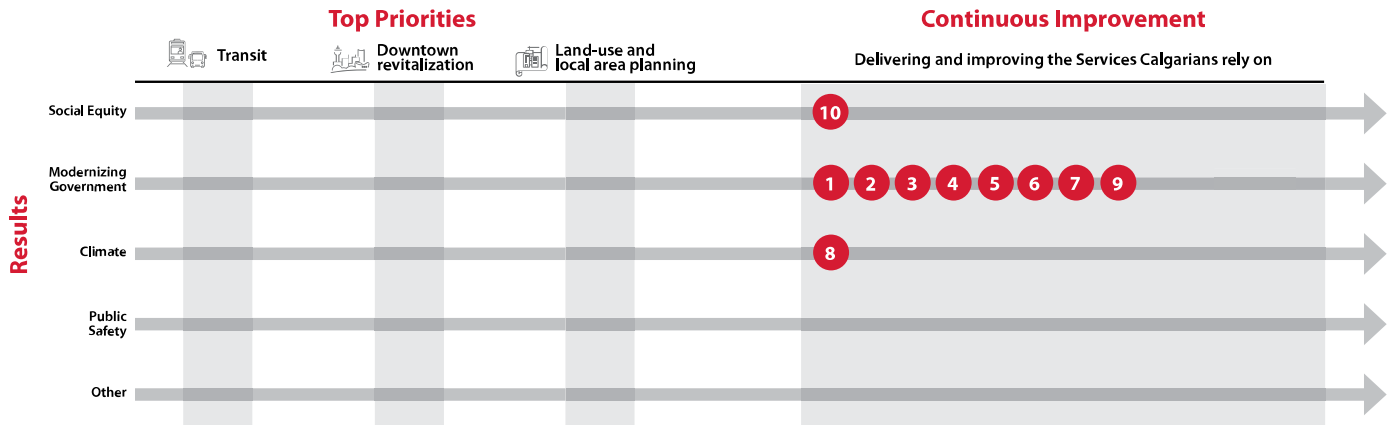
In partnership with its hardware vendors, Information Technology (IT) works to standardize devices that have lower power consumption and configures device settings to reduce power. On average, a desktop computer consumes four times the amount of power as a laptop or tablet. With over 14,000 computing devices at The City, taking steps to reduce power consumption results in a positive impact in support of climate resilience.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

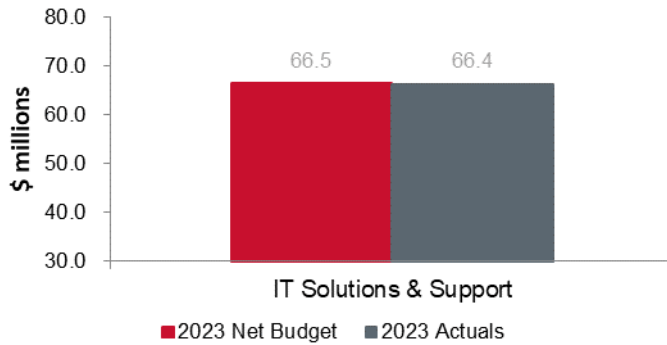
Initiative	Initiative Update	Status
1 Optimize technology platforms and applications by balancing business technology investment decisions with corporate solutions.	Work to advance Application Portfolio Management (APM) continues to be a key priority for Information Technology. Application Assessments are now presented at Corporate Technology Committee meetings to assist with governance and decision making. The APM team is looking at synergizing data and processes in preparation for potential application rationalization opportunities and is exploring the use of Artificial Intelligence to assist with this effort. The Corporate Technology Plan is being updated and leveraged with an increased focus on reuse of technology platforms and solutions.	
2 Broker technology services and resources for The City to ensure compliance and cost-effectiveness.	Information Technology continues to leverage its contingent workforce program to hire skilled resources to supplement existing work and support new demands. Feedback from hiring managers is used to continuously improve this program.  Contracts are reviewed to ensure alignment with demand and to ensure efficient use of taxpayer dollars. The Information Technology Supplier / Vendor Performance Health Check process is used to manage performance against contracts.	
3 Improve the availability of City services by building, maintaining and supporting secure and resilient technology infrastructure.	IT implements resilient solutions to enhance the reliability of The City's technology infrastructure and support modernization. Industry best practices for the maintenance and lifecycle replacement of infrastructure assets are followed. The resiliency environment for technology deemed business critical is tested regularly to ensure it is functioning as expected. Software systems that the organization has identified as being essential for service delivery to the community are maintained in a backup, resilient environment which can be activated in the event of failure of the primary systems.	
4 Manage information as a strategic asset by advancing the use, reliability and value of civic data through improved access and analysis.	Content Server (CS) Modernization project is on track to be completed in 2024 Q2. CS enables The City to safeguard information and decisions made by Council and Administration that directly or indirectly impact Calgarians. IT is collaborating with Corporate Security, Access and Privacy, external vendors to explore approaches to safeguard The City's data and technology infrastructure. This is a vital step in preparing for the rollout of software utilities that will leverage AI and involve implementing measures for data access discovery and control, data protection and data lifecycle management	
5 Increase availability of online services to Calgarians by providing the technology and support for business units to add municipal services online.	Information Technology continues to add and enhance online services for homeowners, businesses, and the development industry. Some initiatives that were implemented in 2023 include new systems for residential parking permits, the Tax Installment Payment Plan (TIPP), and the system used to manage external partnerships. Enhancements were made to Hastus On Demand for accessible transit services, the trade permit intake system, myID for businesses, the energy label pilot program, the system for short-term rentals, and the demolition permits system.	

Initiative	Initiative Update	Status
6 Advance service delivery by exploring, identifying and evaluating emerging technologies.	<p>In collaboration with Mobility, Fleet, and Water Services, IT developed several Artificial Intelligence Machine Learning solutions including pavement condition assessment, vehicle predictive maintenance, and wastewater pipeline inspections to enhance service delivery and improve efficiency.</p> <p>Over 40 business processes across 12 business units have been automated using Robotic Process Automation technology to reduce manual processing and improve data quality.</p> <p>The Internet of Things program is measuring ambient air temperature for the Urban Heat study to aid in heat resilience planning.</p>	
7 Enable an agile and tech savvy workforce by attracting, developing and retaining people with the right skills for the future.	Information Technology employed a large number of summer students in 2023 and will be supporting a new co-op / intern student program in 2024. In addition, Information Technology invested in additional staff training and development in 2023 following the removal of restrictions for the COVID-19 pandemic.	
8 Promote climate resiliency in the delivery of technology solutions by investigating, deploying and supporting technologies that mitigate the impacts of climate change.	Information Technology continues to partner with an industry leader in reducing the impact of printing on the environment through global reforestation. Since 2019, just over 18,000 trees have been planted to offset over 151 million pages printed by City employees. Prior to the pandemic, The City's annual printing averaged about 30 million pages per year. These levels were reduced by over 50 per cent during the pandemic and continue to remain significantly lower than pre-pandemic levels.	
9 Promote local business and academic research by leveraging municipal assets for the testing and development of new products and services in a real-life environment.	Living Labs, a component of the Smart Calgary program, allows for experiments to be tested in a safe environment. The program currently has 79 active initiatives including drone traffic management, autonomous vehicle testing, virtual and augmented reality demonstrations, and quantum computing.	
10 Reduce digital barriers for all Calgarians by advocating for change across government levels and implementing pilot programs, as part of a digital equity strategy designed with community stakeholders.	<p>The Affordable Hardware Access (AHA!) pilot program, in partnership with Technology Helps, Fair Entry, Investment Recovery, and Asset Management, provided 234 lifecycled municipal devices to Calgarians needing computer equipment to access online services.</p> <p>Of the AHA! users that completed the demographic survey, 74 percent were originally from outside of Canada. Having access to a computer was identified as being key to being able to apply for jobs, take courses, communicate with friends and family, and access support resources and government services.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

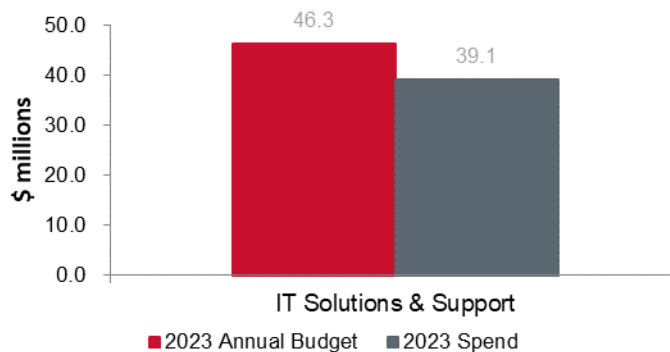


### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Information Technology Solutions and Support Service has a favourable operating variance of \$0.1 million. The main reasons that have contributed to the variance are favorability in salary and wages, due to intentional management of the workforce, being offset by higher than budgeted contractual and software expenses.

Costs are increasing in technology commodities due to extraordinary inflationary and market pressures. These pressures apply to both operating and capital investments. Information Technology Solutions and Support is actively managing investment risk and negotiating best pricing to minimize cost impacts.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Information Technology Solutions and Support Service has spent 84.4 per cent of the 2023 approved capital budget. Capital expenditures have been invested primarily in ongoing software lifecycle maintenance and desktop infrastructure.

Information Technology Solutions and Support continues to invest in technology to cultivate innovation and modernize Municipal service delivery and is prudently redirecting resources into emerging technologies.

# Legal Services

Led by: City Solicitor & General Counsel

## Service Description

Legal Services is a full-service law department providing legal advice to Council & Committees and all City departments including: representation of The City in legal and enforcement proceedings, support intentional and informed decision making, advise on risk and mitigation strategies, develop solutions and strategies in collaboration with our customers; draft legal documents, advise on regulatory requirements, perform other related services and serve as a strategic partner advising on corporate business matters.

## Service Updates

### Key Service Results

- Played a crucial role in the development of various high-profile bylaws focused on public safety
- Made significant contributions towards the Downtown Strategy, including office to residential conversions, demolition, and heritage preservation incentives
- Renewed focus on efficiency in service delivery including conducting a comprehensive legal support service review
- Key players in the Home is Here work as well as reaching definitive agreements on the Event Centre project
- Continued focus on employee engagement and satisfaction

### Service Challenges

One of the key values that in-house municipal counsel brings is in-depth knowledge of the business, services, and legislative framework of the corporation; therefore, attracting and retaining specialized legal talent is essential. The following are challenges that Legal Services faces:

- increasing volume, velocity, and complexity of work
- social and economic challenges
- competitive job market challenges

### Trends & Potential Uncertainties

Challenges attracting and retaining experienced or specialized lawyers to meet the demands of increasing volume, velocity, and complexity of work

Legal risks are potentially not being understood or appreciated in a timely manner and/or legal risk is not being intentionally managed



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

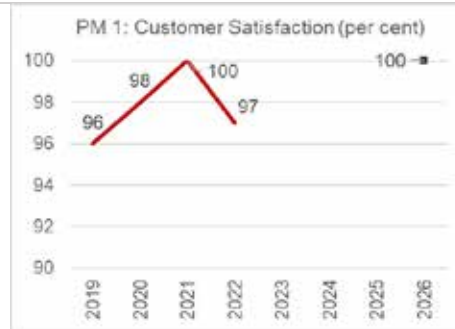
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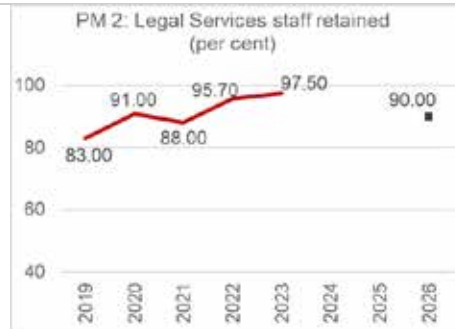
## Performance Measures

## Story behind the numbers

## Status



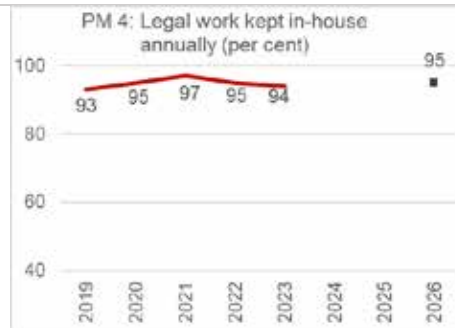
There was a delay in conducting a customer survey for Legal Services. Law will be doing a joint customer survey with the City Clerk's Office in March 2024.



Legal Service's voluntary staff turnover rate continues to decline. This could be attributed to our focus on staff engagement and wellness



Our average number of S&A days has declined from 2022, although there was an increase in the second half of 2023. This may be attributed to seasonal respiratory illnesses

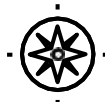


The amount of legal work kept in-house has decreased from previous years. This could be due to major capital project work, for example:

Green Line  
Event Centre

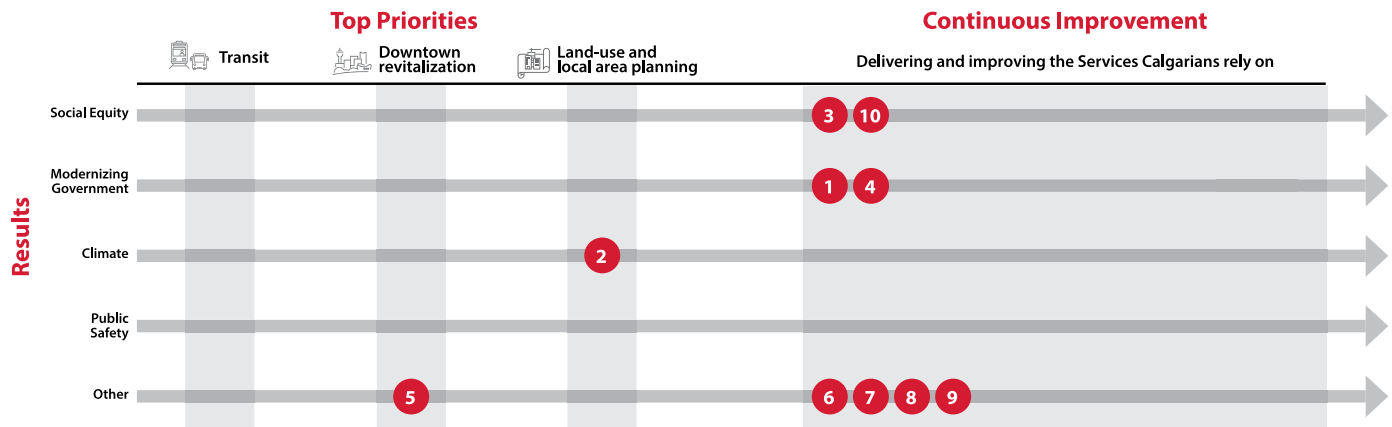
2022 value should be 95. The result is being restated due to a timing issue





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Not started Initiative number

Initiative	Initiative Update	Status
1 Continue to work on initiatives identified through the Legal Service's Zero-based Review (ZBR).	Assess and adjust resource needs for business operations, and continued implementation of technology strategy.	
2 Refocus resources to support Council priorities including climate change & resiliency initiatives.	Supported Social Procurement program changes, including addition of economic, social and climate resilience sections in the digital corporate contract management system.	
3 Remain focused on employee wellness, retention and equity, diversity and inclusion.	<ul style="list-style-type: none"> <li>Encouraged staff to take vacation</li> <li>Completion of wellness room</li> <li>Continued focus on physical and psychological safety</li> <li>EDIB committee, monthly article in newsletter, quarterly events, book/movie club events</li> <li>Participated in Pride Parade</li> </ul>	
4 Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments.	Significant progress continues to be made on Legal Service's IT modernization project and implementation is still planned for 2024.	
5 Continue efforts to increase proactive involvement on priority Corporate issues.	Legal Services was actively involved in many priority Corporate issues, such as: <ul style="list-style-type: none"> <li>Municipal Bond bylaw</li> <li>Safe &amp; Inclusive Access bylaw</li> <li>Affordable Housing/'Home is Here – The City of Calgary's Housing Strategy'</li> <li>Off-site levies bylaw</li> <li>Downtown Revitalization initiative and safety</li> <li>Green Line</li> <li>Event Centre</li> </ul>	
6 Continued engagement with customers on prioritization of service and service needs.	Legal Services continues to engage with clients to ensure the right level of service is being provided.	
7 Refine data collection and performance measures that support informed decision making.	<ul style="list-style-type: none"> <li>Conducting workshops to refine KPIs and data needs</li> <li>Engaging with Corporate Planning &amp; Performance to determine future benchmarking needs</li> </ul>	
8 Review the resources required to support a resilient legal service.	<ul style="list-style-type: none"> <li>Continued review of position reconciliation</li> <li>Conducted comprehensive legal support services review</li> </ul>	

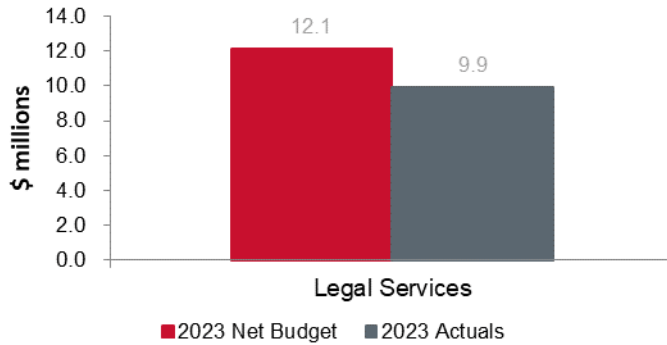


	Initiative	Initiative Update	Status
9	Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness.	Law is a member of the Corporate Technology Committee and AI Strategy oversight group.	
10	Support Corporate initiatives to advance anti-racism.	<ul style="list-style-type: none"> <li>• Legal Services participated in the Law, Legislative Services and Security townhall, including discussing dismantling systemic racism</li> <li>• Continued support of Law's EDIB committee, and intentional EDIB focus at Law Leadership Team meetings</li> </ul>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

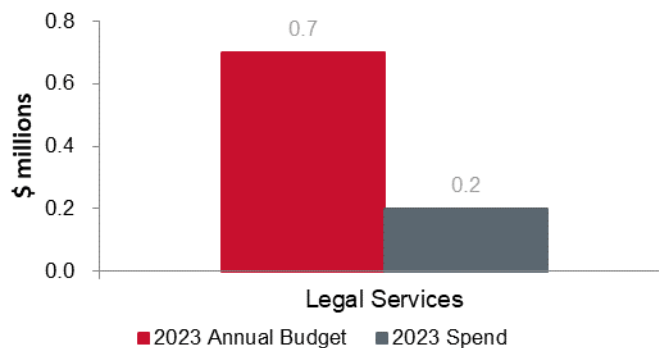


### Operating Budget Updates - 2023 net operating budget vs actuals:

Legal Services has a favourable operating variance of \$2.2 million. The primary drivers of the variance were savings in savings in salary and wages resulting from intentionally managing workforce.

In 2023, Legal Services was challenged with the number of recruitments and time required to complete recruitments.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Legal Services has spent 31.6 per cent of the 2023 approved capital budget. The underspend is mainly attributed to development schedule of the IT solution and dependency on external consultants.

In 2023, the capital expenditures have been primarily used to procure and develop an IT solution. The current solution is quickly nearing end of life.

# Municipal Elections

Led by: City Clerk/Director of City Clerk's Office

## Service Description

Municipal Elections independently and impartially administers elections, ward boundary reviews and verifies petitions in accordance with applicable legislation.

The administration of elections includes general elections, by-elections and votes of the electors on questions or bylaws. Ward boundary reviews include both conducting minor reviews and adjustments to ward boundaries. The verification of petitions includes requests or petitions to establish or dissolve business improvement areas, as well as petitionable matters in the Municipal Government Act.

## Service Updates

### Key Service Results

Completion of a voter equity research project that informed election delivery plans and improved engagement with community organizations serving equity seeking Calgarians. (Initiative 3)

Council workshop on Council composition and ward boundary considerations and a Council report resulting in Council direction to recruit a Ward Boundary Commission to review the effectiveness of the 14-ward system. This outcome contributes to the desired service results of strengthened service integrity and public access. A Ward Boundary Commission was recruited and onboarded in the fourth quarter of 2023. (Initiative 7)

In partnership with Corporate Security, an internal report on the review of physical security measures from the 2021 General Election was issued in March 2023. The report provided by Corporate Security informs plans and decisions about the physical security aspects of the 2025 General Election. Additionally, Gartner was engaged to provide expert recommendations on improving voting technology security plans for the 2025 General Election. (Initiative 4 and Initiative 5)

### Service Challenges

In 2022, the Government of Alberta amended the Municipal Government Act to include provisions related to the recall of an elected officials. With support from internal partners, the Ministry of Municipal Affairs was engaged to seek guidance and inform the development of refined petition verification procedures and communications. The City Clerk's Office also designed new processes to receive, verify and publish compliant notices of recall petition, including a public facing webpage for Calgarians.

### Trends & Potential Uncertainties

The Ministry of Municipal Affairs conducted a review of the Local Authorities Elections Act in the third quarter of 2023, seeking feedback from municipalities and the public. The Ministry may introduce amendments to the Local Authorities Election Act that could impact operational plans for the election program.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

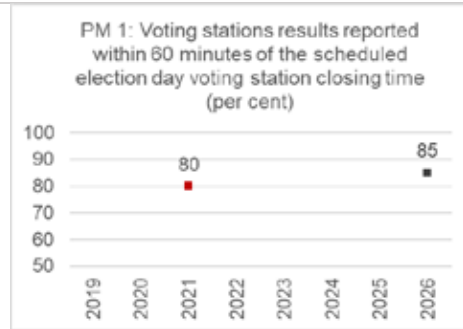
➔ Progressing as planned

⊖ Not progressing as planned

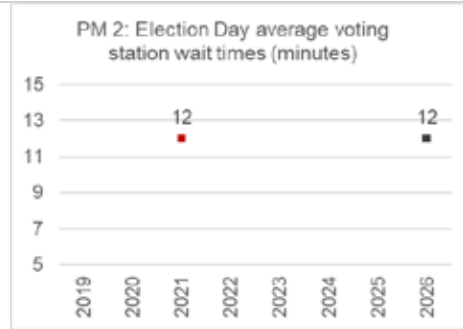
## Performance Measures

## Story behind the numbers

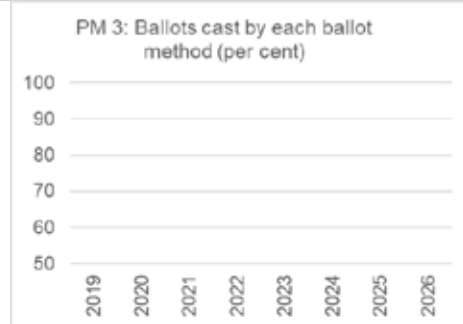
## Status



Municipal Election performance measures are only reported during an Election year.

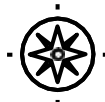


Municipal Election performance measures are only reported during an Election year.



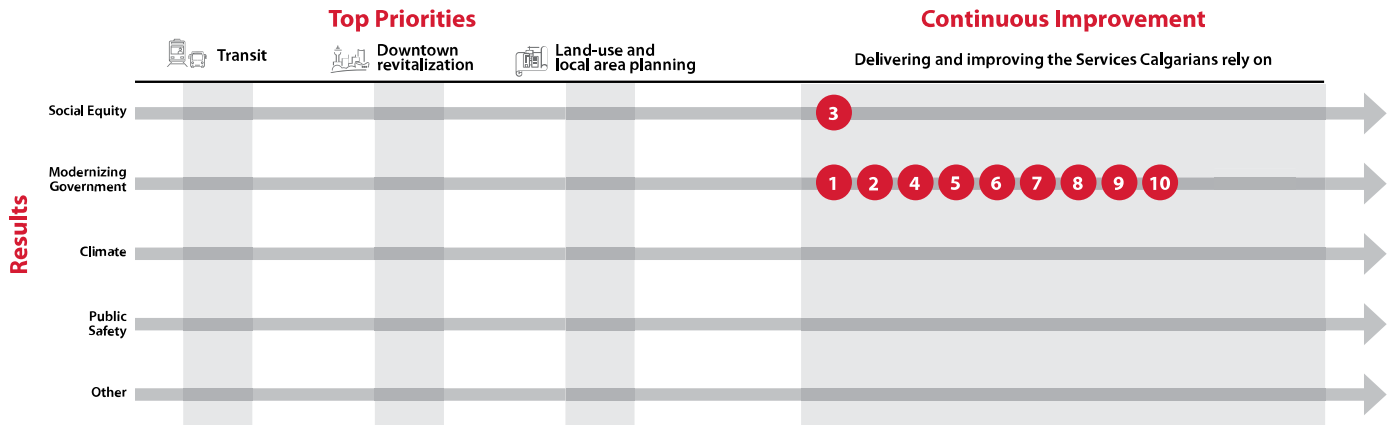
Municipal Election performance measures are only reported during an Election year.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

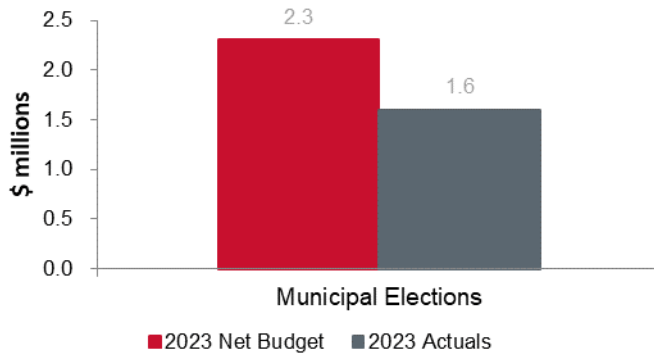
Initiative	Initiative Update	Status
1 Improve the voting experience by enhancing and expanding internal and external partnerships with Council, school boards, post-secondary institutions, and community organizations.	<p>A comprehensive voter equity research project was completed in 2023 in partnership with the University of Calgary.</p> <p>Engagement on election program readiness occurred with various internal partners. Engagement also occurred with school boards in preparation for 2024 and 2025 election program planning.</p> <p>A Council workshop will be planned for 2024, to engage on preparations for the 2025 General Election, including voting delivery model and potential amendments to the Election Bylaw (Bylaw 35M2018).</p>	
2 Advocate for changes to the Local Authorities Election Act that are intended to close administrative gaps, align with modern election practices, and support Council direction by developing effective working relationships with the Ministry of Municipal Affairs.	The Returning Officer provided feedback to the Ministry of Municipal Affairs during the third quarter of 2023 in response to engagement on the Municipal Government Act and Local Authorities Elections Act. Support was also provided for Council's engagement with the Ministry.	
3 Better reflect the needs of equity-seeking Calgarians, including newcomers and persons with disabilities by undertaking stakeholder engagement and implement voting process improvements.	<p>A comprehensive voter equity research project was completed in 2023 in partnership with the University of Calgary. Using the findings of the voting equity research project, tactics were developed for implementation in the 2025 General Election related to civic, candidate and voter engagement.</p> <p>Implementation measures will form part of the City Clerk's Office application to the Equity in Service Delivery grant program planned for 2024.</p>	
4 Identify and implement improvements for future elections through a review of voting technology security.	<p>Contract with consultant Gartner was executed in May 2023 to provide expert recommendations on improving voting technology security plans in preparation for the 2025 General Election.</p> <p>The Gartner consulting report was completed in the second half of the year and reviewed. An implementation plan was developed to inform voting technology security measures for the 2025 General Election.</p>	

Initiative	Initiative Update	Status
5 Enhance the integrity of municipal elections in Calgary by implementing improvements to the chain of custody of secure election materials including ballots, vote tabulators and prescribed forms. These enhancements include the introduction of an election supply cart, securely delivered to, and returned from, each voting station.	<p>Election cart procurement, warehouse space and election logistical plans with Facilities Management and Supply are in progress and expected to be completed before the end of 2024.</p> <p>In partnership with Corporate Security, an internal report on the review of physical security measures from the 2021 General Election was issued in March 2023. The internal report provided by Corporate Security continues to inform plans and decisions about the physical security aspects of the 2025 General Election.</p>	
6 Improve the quality, coordination and capacity of business unit program delivery by leading the integration and expanded capacity of strategic and business service resources within the City Clerk's Office. This includes budget administration, business continuity planning, corporate program accountabilities, and business technology planning.	<p>Planned recruitment of key positions was completed and will continue into 2024, including positions funded through the 2024 budget adjustments approved by Council.</p> <p>Business continuity plan updates and a tabletop exercise with business unit leadership were completed in 2023. Business technology plans for key systems, including requirements documentation for election management and business analysis of Council audio visual needs were completed.</p>	
7 In accordance with Council policy and in anticipation of Council's future direction, facilitate community-led review of ward boundaries and Council composition.	<p>A Council workshop on Council composition and ward boundary considerations was delivered in March 2023. At their June 6 Regular Meeting, Council directed a Ward Boundary Commission be recruited to review the effectiveness of the 14- ward system.</p> <p>An orientation program was developed and delivered to the Ward Boundary Commission. The first meeting of the Ward Boundary Commission was delivered, including selection of the Chair and Vice Chair.</p> <p>Public and internal engagement and communication plans were developed in partnership with Customer Service and Communications for consideration by th</p>	
8 Undertake petition verification duties as prescribed by the Municipal Government Act, including the recall of Members of Council by developing processes, technology and staff capacity.	<p>Petition verification processes and plans were tested, and improvements were documented. Learnings were shared with the City Auditor's Office.</p> <p>Feedback was provided to the Ministry of Municipal Affairs in the third quarter of 2023 in response to engagement on the Municipal Government Act provisions related to council member recall petitions.</p>	
9 Ensure the integrity of elections, by-elections, and vote of the electors by implementing enhancements to procedures, technology, training, and staff capacity.	<p>Enhancements to election procedures, technology, training and staffing are progressing for the 2025 General Election. This work integrates the lessons learned from election workers and the experience of Elections Alberta in the 2023 Provincial General Election.</p>	
10 In accordance with legislated requirements, plan and deliver all aspects of the 2025 General Election and any by-election or vote of the electors directed before that time.	<p>Preparations for the 2025 General Election in compliance with legislation are progressing, including process refinement, technology, recruitment and training plans.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

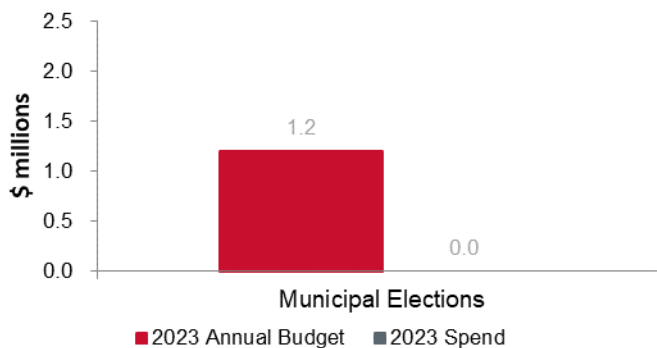


### Operating Budget Updates - 2023 net operating budget vs actuals:

Municipal Elections has a favourable operating variance of \$0.7 million. The primary drivers of the variance were mainly due to savings in salaries and wages and lower spending on business expenses because of intentionally managing the workforce and resources.

In 2023, Municipal Elections completed reviews of physical security and voting technology security for the 2025 General Election. The reviews were completed through partnerships with internal and external experts. The results of the reviews will inform election planning and processes for the 2025 General Election and beyond.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Municipal Elections has spent 1.1 per cent of the 2023 approved capital budget. The underspend is mainly due to longer than expected vendor selection process.

In 2023, the capital expenditures have been primarily used to purchase sample election carts. Progress on the project has continued through establishing the specifications for the election carts, selecting a vendor, and signing a contract. Production and delivery of the election carts is expected in 2024 and it is anticipated that most of the capital budget will be spent by the end of 2024.

# Organizational Health, Safety & Wellness

Led by: Director of Occupational Health & Safety

## Service Description

The Organizational Health, Safety and Wellness Service develops and implements policies, standards, and programs to advance a culture of safety in The Corporation. The service line delivers programs and initiatives such as: safety advisory support, health and safety systems, occupational health management, physical and psychological safety and wellness; to enhance the safety and well-being of our employees. In addition, the service line supports a safety culture of responsibility, productivity and accountability for employees and leaders at the individual, leadership, and corporate level, to ensure everyone completes their work without incident and goes home safe and healthy, every day.

## Service Updates

### Key Service Results

The City maintained its Certificate of Recognition (COR) with the Government of Alberta Partnerships in Injury Reduction program and the Alberta Municipal Health and Safety Association Certifying Partner. Certification was sustained through the development, submission and completion of The City's 2023 COR Action Plan which include 42 safety projects, 100% of which were completed successfully. This demonstrates the commitment for continuous improvement of The City's safety programs and culture

The City continues to focus on mental health and psychological safety as key contributors to a strong and resilient workforce. A psychological safety strategy and framework were developed to support the improvement on psychological safety at work. The framework which includes education and understanding of psychological safety will improve the employee experience. The City required participation in the Government of Alberta Occupational Health and Safety Proactive Cities Inspection Program which proactively monitors compliance to legislation with 19 other municipalities. In 2023, 15 inspections were conducted resulting in safer worksites and reduced likelihood of incidents and associated cost

### Service Challenges

The City identified health, physical safety, psychological safety and wellness as priorities for all employees. Societal safety challenges, safety risks, rising costs, external pressures, and legislative changes are increasing organizational expectations for the promotion and advancement of physical, psychological, and social well being. The City will continue to develop pragmatic policies, standards, programs, and targeted efforts to support business units.

To maintain compliance with Occupational Health and Safety, Workers' Compensation, and the National Standard for Psychological Health and Safety, The City must continually evolve its internal services. Safety culture, risk prevention, governance, standards, case law and legislation for accommodation, and social unrest are some of the influences impacting the City.

### Trends & Potential Uncertainties

The percentage of accommodations has been trending positively since 2020 when the rate was 73.1%, primarily due to work from home mandates and restrictions related to COVID-19. Prior to the pandemic, in 2019 the rate was 77.5% and has increased to 82.8% in 2023, a 7% improvement exceeding the target. The City will continue to provide targeted consultation to leaders to identify accommodation opportunities by focusing on corporate process improvements and advancing accommodation strategies to improve the employee experience. Accommodations support employees to safely return to the workplace, which can reduce lost time costs and support a healthy workforce which thereby supports service to Calgarians.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

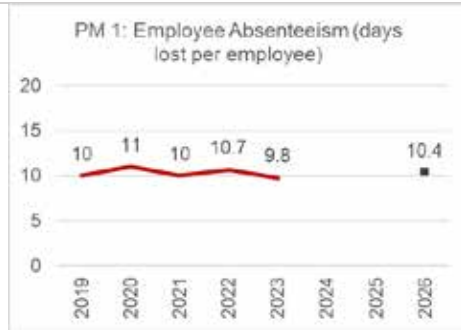
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## Performance Measures

## Story behind the numbers

## Status



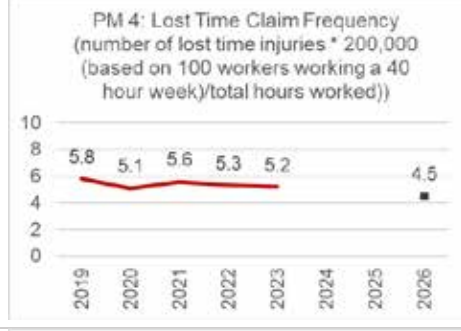
Employee absenteeism is the measure of sickness and accident days and workers' compensation days lost per employee. Absenteeism is down to 9.8 days from 11.2 days in 2022. With increased corporate focus on early intervention, injury and illness prevention programs, and education as well as increased evidence-based consultation to identify and implement health, wellness and safety opportunities. There may also be a positive impact resulting from the increase in employees accommodated back to work.



The percentage of accommodations has increased in 2023 to 82.8% from 80.2% the prior year. We have been trending positively since 2020 and have exceeded our target of accommodations accepted. The ability management teams support employees to return to work once they are safe and medically able to do so. Ongoing consultation with leaders and business units to actively search for accommodation opportunities in their areas continues. The service continues work to improve processes and advance accommodation strategies to improve the employee experience. This supports employees in their recovery and assists in mitigating lost time.



The mental health Index in the corporate employee survey includes 14 factors that can prevent harm to employee psychological health and promote psychological well-being. The survey was conducted in 2023 shows a slight positive trend; 73 in 2019, 74 in 2021, to 75 in 2023. For 2023, there was a slight increase in 12 of the factors, however there was a slight decrease in the workload management and balance factors. Protection of physical safety and psychological support continue to be the strongest performers while recognition and reward remained an area for improvement.

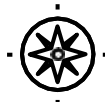


Lost time claims frequency measures the number of lost time injuries that occurred in the workplace and resulted in an employee's inability to work the next full workday. The three main contributors to the claims are: (1) contact with object/machinery; (2) motor vehicle accident/incident; (3) slips, trips, and falls. Since 2021, lost time claims frequency has been steadily going down. Organizational Health, Safety, and Wellness will continue to demonstrate its commitment for continuous improvement with risk mitigation, education, communications, and targeted engagement across the corporation.



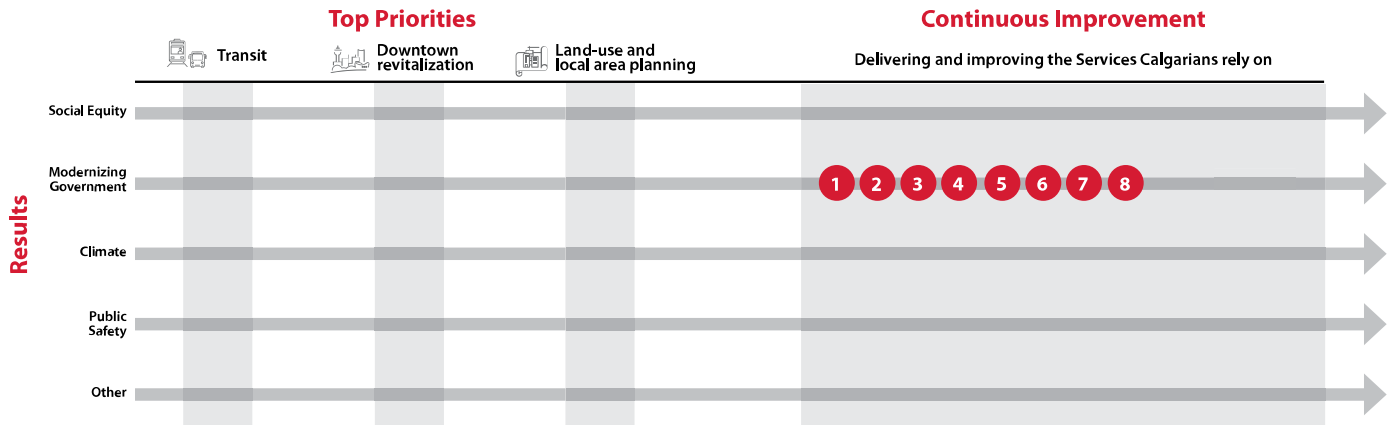
Total recordable injury frequency (TRIF) measures the number of injuries that requires medical attention and may result in lost time and suitable work accommodations. Similar to lost time claims frequency, the three main contributors to the claims are: (1) contact with object/machinery; (2) motor vehicle accident/incident; (3) slips, trips, and falls. This highlights the commitment to continuous improvement of The City's safety programs and culture.







# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

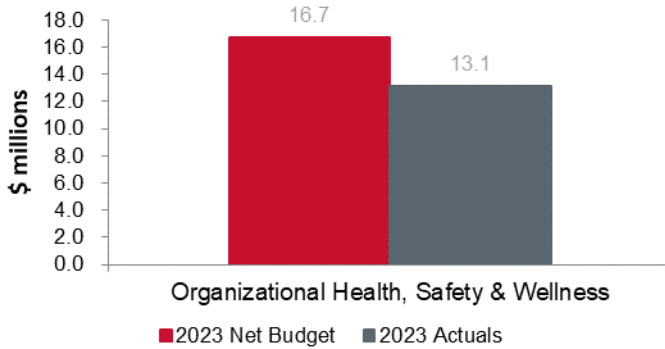
Initiative	Initiative Update	Status
1 Enhance the employee experience by advancing corporate wide health and safety systems, programs and initiatives.	In order to stay current and effective Health, Safety and Wellness has launched the multi-year initiative to update policies, standards, strategies, procedures, and programs to improve efficiencies and enhance the employee experience. In addition, the operational review and update of the health cycle, the accommodation strategy, and corporate physical wellness programs are underway. There is an increased focus at the City on injury/illness prevention, health promotion, technology, mental health, performance measures, and psychological safety.	
2 Advance organizational psychological safety by promoting a corporate-wide strategic approach.	A psychological safety strategy and corporate framework were developed to support the improvement on psychological safety at work, as mental health and psychological safety are key contributors to a strong and resilient workforce. The framework will improve employee experience of psychological safety. Initiatives include a psychological safety pulse tool, integration with key strategies, performance measures, and education plan to increase awareness of psychological safety.	
3 Prevent and resolve safety incidents and issues by improving appropriate standardization and processes across the organization.	Occupational Health and Safety developed a process to systematically modernize safety standards to meet legislative and societal requirements. This progression will improve the efficiency of occupational health and safety standard development, which will further advance safety culture, employee awareness, and reduce the likelihood of safety incidents.	
4 Prioritize health, safety and wellness programs, services and initiatives by collaborating with and educating leaders.	Healthy workplace education to build awareness and competence has been a priority to support leaders and employees. Trauma informed learning has been a focus by providing employees with learning on vicarious trauma, cumulative stress, and trauma experience. Weekly healthy workplace education sessions are available virtually to all employees on topics that support the dimensions of health. During World Mental Health Day, a variety of mental health and physical health learning and activities were provided and planning for the 2024 event will begin soon.	
5 Strengthen risk mitigation to reduce incidents and costs by utilizing a risk management framework.	Risk management tools are implemented to investigate the root cause of complex safety incidents. Investigations included a safety risk assessment, improved incident management processes, and human factors components. This lays the foundation for investigation improvements planned for 2024. Better investigations help identify risk that can then be mitigated reducing the likelihood of an incident or injury and the associated costs.	
6 Improve health, safety and wellness programs and initiatives by using data to support risk-based decision-making.	A performance measures plan was established to help foster evidence-based decisions around health, safety and wellness programs. Business unit profiles are provided to client groups to review healthy workplace metrics and support action planning. Program evaluation will be a priority for 2024. Performance metrics provides evidence that guide decision making on health, safety and wellness programs that support healthy employees in delivering services to Calgarians.	

Initiative	Initiative Update	Status
7 Improve service delivery and strengthen collaboration across the corporation by leveraging systems and technology.	Based on identified operational system improvements, a Request for Information (RFI) was drafted to review options for system upgrades to further improve efficiency, improve safety data management, and risk management. Improved management of our health, wellness & safety data allows for identification of risks and trends that can then be mitigated to support a healthy workforce able to deliver services to citizens as safely as possible.	
8 Enhance the safety culture by strengthening employee engagement, productivity, psychological safety and occupational safety compliance by promoting and supporting safety, health and wellness programs and initiatives.	The national standard tool for psychological health and safety in the workplace is being implemented by the City, along with the psychological safety strategy, framework and roadmap. In addition, the City completed 42 action projects following the 2022 Certificate of Recognition audit. These initiatives demonstrate a commitment from the City to continuously improve safety, health and wellness programs which in turn supports a healthy workforce able to deliver services to citizens as safely as possible.	



## Service Updates on Financial Performance

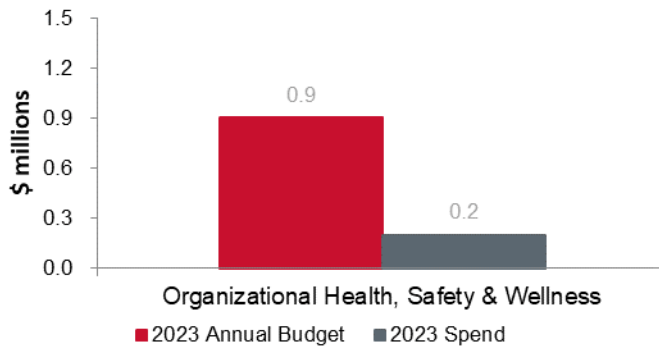
### Net Operating Budget and Actuals as of December 31, 2023



### Operating Budget Updates - 2023 net operating budget vs actuals:

Organizational Health, Safety and Wellness (OHSW), joint service between Occupational Health and Safety (OHS) and Human Resources (HR), has a favourable operating variance of \$3.6 million. The main reasons that have contributed to the variance are savings in salary and wages of \$2.9 million due to intentionally managing the workforce and hiring sequency, as well as lower than anticipated contract and general services costs of \$0.7 million mainly due to OHS management restructure in the later part of 2023, resulting in a delay in planning for selected expenditures, primarily in management consulting.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Organizational Health, Safety and Wellness (OHSW) has spent 16.6 per cent of the 2023 approved capital budget. In 2023, the capital expenditures have been used for the digital information project which is progressing as planned. The safety data management system, the largest capital project within OHSW is undergoing a comprehensive review, with an RFI (Request for Information) and RFP (Request for Proposal) expected in 2024. OHSW is engaging business partners across the organization to capture system requirements for the next phase of this work.

# Procurement & Warehousing

Led by: Director of Supply Management

## Service Description

Procurement & Warehousing offers procurement, inventory, and warehouse services that deliver the best value for public funds and promotes trust in The City of Calgary.

Our service stewards The City's supply chain activities through: purchase of construction, consulting, information technology, inventory, goods and services; planning, forecasting, inventory control, distribution, and end-of-life disposal of Corporate Inventory. We facilitate corporate adherence to legislation and regulatory requirements and bind contracts between Suppliers and The City as delegated, under the Bylaw 43M99 Execution of Agreements while enabling benefit driven procurement and contract compliance.

## Service Updates

### Key Service Results

- Indigenous Procurement Program began its consultation and engagement phase with the creation of a working group. The Working Group is an advisory working group to represent the voices of the Indigenous business communities including Elders, Knowledge Keepers, and Indigenous business-owners, who will share knowledge to guide The City with insight and understanding.
- Operations Excellence focus areas have been defined, lean six sigma white and yellow belt trainings were completed, and initial current state maps for procurement activities were captured.
- The Social Procurement Questionnaire was digitized, making it easier and more efficient for suppliers to participate with their responses and automating the scoring process.
- Large-scale and complex procurements were delivered, including Event Centre Negotiations and Development Manager, and category purchasing for Vehicle Fleet, External Management Consulting and Engineering & Architecture.

### Service Challenges

- Re-aligned City services and staff required additional efforts to redefine procurement customer service support and procurement processes, to minimize disruption to procurement compliance and cycle times.
- SAP Ariba first year implementation has required ongoing support towards training and adoption.
- Recruiting activities are still in progress to fill resources gaps due to organizational re-alignment and increase in service demand.
- Ongoing supply disruptions and commodity price volatility due to natural, geopolitical, and labor events.

### Trends & Potential Uncertainties

- The Service's ability to retain skilled staff is moving in a positive direction, while current challenges in recruiting externally to complement existing resources is expected to continue.
- The market continues to trend with uncertain conditions leading to ongoing commodity price volatility in 2024.
- Proactive procurement planning and contract management has improved, resulting in reduced risk of non-compliant and delayed procurements.



# Measuring Our Performance

## Legend

- Actuals
- Expected Future Performance
- Progressing as planned
- ↻ Not progressing as planned

## Performance Measures

## Story behind the numbers

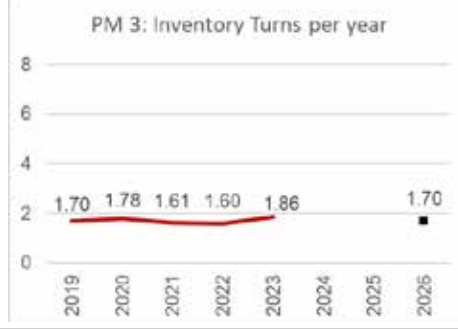
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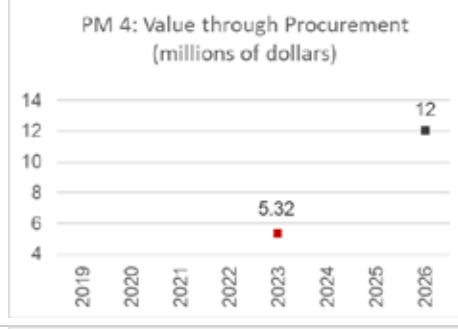
Current cycle times are below targets. RFP target is 150 days and RFQ is 75 days, actuals are 160 days and 115 days respectively. The procurement type, complexity, internal prioritization and resourcing, and other various factors influence cycle time. The Service hired 30 per cent new staff in 2023, the Corporation is still adapting to the Realignment and the new contract management system (SAP Ariba), the Service has restructured to align with customer demands, new initiatives, and Council priorities. The Service is continuing to focus on implementing SAP Ariba with other City technologies and undertaking



strategic improvement activities by managing service quality, compliance, removal of non-value-added activities through its Operational Excellence project, increasing corporate purchasing with the use of standing offers [RFSO], and increasing transparency in the procurement process to support The City's investment of public funds. The Service is planning to review these measures to further represent all aspects of the cycle time in future reports, such as RFSO. The Service has also implemented a new dashboard to centralize its KPIs and drive data accuracy.



Since the start of 2023 the service is heading in the right direction by increasing the inventory turns from 1.56 (Jan) to 1.86 (end of December). This was achieved by increasing communication with business units and challenging demand needs, placing staggered inventory purchase orders to suppliers to better match demand, and pursuing write-off opportunities for non-moving inventory.

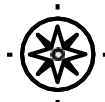


Value through procurement achieved 170 per cent of the 2023 target of \$3.1 million with actuals of \$5.3 million. This result is attributed to the successful negotiation of key high value contracts. The Service invested in commercial negotiations training for all buy staff along with the implementation of the Category Management approach to address key areas of City spend. This resulted in contracts that provide better value to City Services.



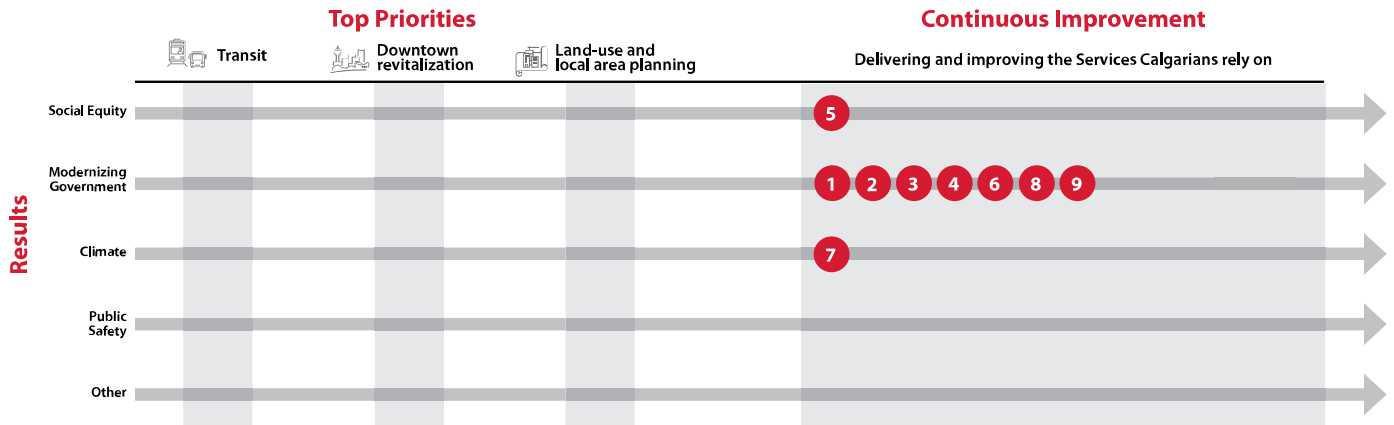
Category Management Commitments achieved 125 per cent of the 2023 target of \$35.6 million with actuals of \$44.5 million. This result reflects the strategic sourcing approach on several high value procurements including Fuel, Software Licensing, and Wireless Mobility, as well as procurements under categories such as Vehicle Fleet, Engineering & Architecture and External Management Consulting.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas




- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Better meet customer needs through increased visibility on Corporate inventory availability, demands and past usage. Integrating systems and processes among services and end-users will increase efficiencies in how Corporate inventory is provided to City services and support front-line service delivery to Calgarians. Investment of public funds towards Corporate inventory will also be optimized.	In 2023 a project manager was recruited (contractor) and the project is now in the chartering stage. This initiative overlaps with the Maintenance Management Modernization project.	
2 Meet the needs of customers by advancing Corporate inventory ordering and delivery processes to a more user-friendly model with an e-catalogue of available inventory and provision of flexible pick-up or delivery options. This enhanced model will promote a faster and better customer service culture and enable less time to be spent on ordering and receiving goods.	In 2023 Warehouse & Inventory completed the Inventory Management Solution Study and two key recommendations were made: 1) implement e-Supplier and 2) expand eProcurement to the General Stores operation. In 2024 improvements to the inventory management system will be initiated as per these recommendations including scoping and initiating the implementation of e-Supplier, developing project plan and hiring a Project Business Lead to lead the implementation of this work. eProcurement, the module used for Corporate Clothing Online will be expanded to users for materials issued from General Stores.	
3 Improve accuracy, reliability, visibility and availability of inventory while reducing oversupply by consolidating and standardizing Corporate inventory, procurement, and warehouse service data. Provide a clearer picture of current and future needs, support decision-making and advance communication between Procurement & Warehousing and City services by focusing on master data cleaning and standardization.	This initiative will be resumed in 2024 after the completion of the Warehouse & Inventory business model and policy reviews.	

Initiative	Initiative Update	Status
<p>4 Improve public procurement compliance while increasing transparency in The City's investment of public funds in the procurement of goods and services by fully leveraging the recently adopted Corporate Contract Management System capabilities ensuring integration with key internal applications and increasing automation of supply chain processes. Procurement Cycle Times will also be improved.</p>	<p>2023 completes the implementation phase of SAP Ariba and the start of the stabilization phase which includes improvements in processes, system configuration, and workflow through the Operational Excellence project. Ongoing support included digitizing the Social Procurement Questionnaire to reduce Supplier efforts, procurement template improvements to increase compliance, and continued cross corporate and Supplier user training and troubleshooting. Improvements will continue through 2024 under systems optimization as well as opportunities for integration with other software systems.</p>	
<p>5 Foster social and economic reconciliation through strong, collaborative relationships while maintaining The City's compliance with public procurement law and strengthening The City's commitment to Truth and Reconciliation by developing an Indigenous Procurement Framework and Strategy in conjunction with the Indigenous Relations Office and other partners.</p>	<p>The Service revised, expanded, and digitized the Social Procurement Questionnaire to include consideration for how potential suppliers are supporting reconciliation. The Indigenous Procurement program is comprised of 4 phases with the first phase, Baseline – Analyze – Engage proceeding as planned. A Working Group made up of indigenous community members, and Engage.calgary.ca page is providing guidance on strategy development and approach. Phase 1 is anticipated to complete Q2 2024 with transition into Strategy development based on the results of the engagement.</p>	
<p>6 Minimize the impact of cost escalations and supply chain disruptions to City services, enable uninterrupted service delivery to Calgarians and protect investment of public funds by developing a Corporate Supply Chain Resilience Strategy that identifies, assesses, and proactively manages The Corporation's supply chain risks. This will be achieved through consultation with Industry and partners.</p>	<p>In 2023 Supply Chain Resilience moved from pilot to implementation, increasing access to all leaders in The City and reducing negative impacts to service delivery. All net new contracts are captured, identifying related commodities and associated supply chain risks. This change has allowed The City to manage risks more proactively. The resilience system will continue to be updated with more contract data, which is expected to be completed within the Current One Calgary cycle.</p>	
<p>7 Leverage The City's purchasing power of goods and services to provide added environmental, climate, social and economic outcomes, beyond price and quality, through intentional investment and by engaging stewards of the Calgary Climate Strategy, other supporting Corporate strategies, and frontline service budget holders.</p>	<p>The revised Social Procurement questionnaire was directly aligned to Council's focus areas and other key directions. A digitized form simplified the procurement process for suppliers who no longer needed to answer a new questionnaire with each submission, contributing to improved procurement cycle time. With the foundation now established, action shifts to achieving targeted outcomes for specific underrepresented groups using refined scope requirements and evaluation criteria.</p>	
<p>8 Improve procurement operations by modernizing performance dashboards, standardizing internal processes, implementing training and development programs, and increasing workload transparency. Efforts toward continuous service improvement is intended to improve employee satisfaction, The City's ability to recruit and retain qualified staff and improve customer and supplier service.</p>	<p>The project is in its first phase of implementation which focuses on translating the voice of the customer to improve the City's procurement process. The team has been working on mapping all current state procurement processes and overlaying existing practices with leading practices in industry to generate a lean future state. Lean training programs within Supply Management have also been completed.</p>	

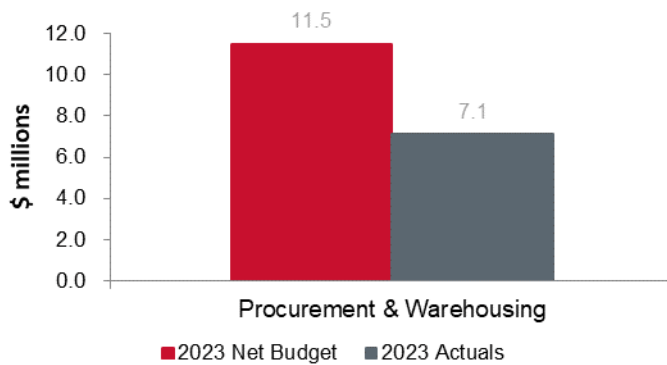


Initiative	Initiative Update	Status
<p>9 Strengthen The City's purchasing power, increase public trust and maximize The City's best value for public funds by implementing the Category Management Framework to strategically source and consolidate purchasing of The City's goods and services based on category type.</p>	<p>Category Management at The City is in the early phases of adoption. Vehicle Fleet, External Management Consulting, Engineering &amp; Architecture, Energy, and Environment &amp; Safety are ongoing categories in various stages of implementation. Despite resourcing challenges and prevailing market conditions in early Q1 and Q2 of 2023, Category Management exceeded commitment targets for 2023. 2024 will see the activation of Construction, and Facilities Maintenance categories along with broader implementation of existing category strategies delivering greater value to The City.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

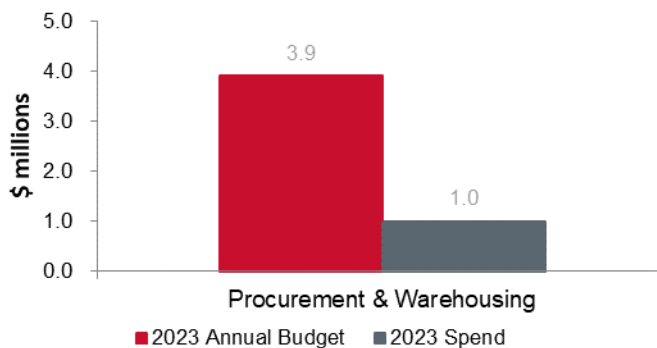


### Operating Budget Updates - 2023 net operating budget vs actuals:

Procurement & Warehousing Service Line has a favourable operating variance of \$4.4 million. The main reason is attributable to: \$0.1 million favourable variance in revenue (net of cost of sales) due to increase in third party sales, \$3.7 million favourable variance due to intentionally managing the workforce and \$0.4 million favourable variance is due to lower than budgeted business expenses and \$0.2 million favourable in contract services is due to lower than budgeted costs in consulting services.

In 2024, the service launched Category Management - Engineering and Architecture, Management Consulting, supported multiple emergency support activations, and supported the Event Center procurement, all while providing Procurement & Warehousing daily services to front-line customers and supporting our employees return to the corporate workspace.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Procurement & Warehousing has spent 25.4 percent of the 2023 approved capital budget. The underspend is mainly contributed to resource availability, delays in supply chain and seasonal impacts of weather on construction. In 2023, the expenditures were focused on software licenses and consulting services.

#### Warehouse Infrastructure

This project is in design phases as per renovations, work will take place in 2024.

#### Fuel System

Spend is behind planned schedule on fuel system upgrades. Delays due to Facility Management re-alignment (impacting design work), delays in supplier procurement of parts, and seasonal impacts of weather on construction projects.

#### Inventory System Improvement

Work is proceeding on two of the three initiatives associated with this Capital program. Significant spend will take place in 2024 procurements are finalized and implementation of projects start.

#### Business Tech Maintenance & Qualification/Performance Management

A budget of \$1.8 million to sustain a contract management system focusing on modernizing procurement, regulatory compliance, service efficiencies, risk management, compliance, and performance of suppliers. In 2023 focus was on implementation, Operational Excellence system efficiencies, and maintenance of the system.







## **2023 Progress Update**

Awards The City of Calgary Received in 2023

## Summary

The City of Calgary has showcased exemplary performance across 14 services, receiving a total of 25 awards across various levels: international, national, provincial, and local. The awards highlight The City's leadership and innovation at the national and international levels and demonstrate The City's dedication to excellence, innovation, and community service in various sectors, including environmental management, public safety, infrastructure, financial reporting, and marketing campaigns.

The City of Calgary has been recognized by prestigious organizations, such as the International Business Awards, the Canadian Association of Municipal Administrators, and the Alberta Emerald Foundation, for its commitment to improving the quality of life, sustainability, and safety of its residents. This recognition celebrates the City's diverse accomplishments and sets a benchmark for municipal governance and service delivery on a global scale.

This attachment includes a description of each award in alphabetical order, the service(s) recognized, the awarding institution, and the date received under each award category.

# Awards

## International Awards

2023 Gold Stevie: Marketing Campaign of the Year - Government / Institutional / Recruitment	
Service(s) awarded	Strategic Marketing & Communications
Description	<p>The City's Street Harassment Bylaw public awareness campaign, which sought to inform Calgarians about changes to the bylaw and encourage increased reporting of street harassment, was recognized by the International Business Awards with a 2023 Gold Stevie Award for Marketing Campaign of the Year.</p> <p>The International Business Awards are one of the world's premier business award programs, honouring the achievements and positive contributions of organizations and working professionals worldwide in 16 separate categories.</p>
Institution	International Business Awards
Date received	2023 August 10

Gold Quill Award of Merit	
Service(s) awarded	Strategic Marketing & Communications
Description	<p>The No Average Calgarian campaign has received a Gold Quill Award of Merit from the International Association of Business Communicators for its storytelling approach to discussing climate change. By using video to share how one Calgary family incorporated energy efficiency into their new home, the campaign encouraged viewers to engage with the message and visit Calgary.ca for useful information on combatting climate change.</p>
Institution	International Association of Business Communicators
Date received	2023 April 20

<b>John C. Bartholomew Award for Thematic Mapping</b>	
Service(s) awarded	Sidewalks & Pathways
Description	The British Cartographic Society awards recognize the best cartographic work in the world and signify excellence in the field cartography. The City of Calgary's Plus 15 Skywalk mapping was a 2023 winner of the British Cartographic Society's John C. Bartholomew Award for Thematic Mapping. With 86 bridges and over 16 kilometers of Plus 15 elevated walkways in downtown Calgary, the Plus 15 network and Skywalk mapping supports accessibility for all ages and abilities, and connects people with services, businesses, and other destinations within the downtown area.
Institution	British Cartographic Society
Date received	2023 September 9

<b>National Air Filtration Association Clean Air Awards Program</b>	
Service(s) awarded	Facility Management
Description	The National Air Filtration Association (NAFA) Clean Air Awards Program recognizes leadership and excellence in air filtration. The Municipal Building and the Administration Building received NAFA's Clean Air Award for the use of high-efficiency filtration products and good maintenance practices. This award is presented for an outstanding effort in maintaining a clean and healthy indoor work environment while managing overall operating costs.
Institution	National Air Filtration Association
Date received	2023 August 1



## National Awards

<b>2023 Canadian Association of Municipal Administrators Environmental Leadership &amp; Sustainability Award – Determining the Value of Natural Assets</b>	
Service(s) awarded	Climate & Environmental Management Infrastructure & Engineering
Description	We were honoured with the Environmental Leadership & Sustainability Award from the Canadian Association of Municipal Administrators (CAMA). It recognizes our groundbreaking efforts to understand the value and benefit of the City's natural assets, like green spaces, grasslands, forests, and waterways, which is valued at approximately \$2.5 billion. This benchmark means we can consider natural assets with each decision on how we plan, design, build and maintain a resilient city into the future.
Institution	Canadian Association of Municipal Administration
Date received	2023 November 13

<b>Community Leadership Award</b>	
Service(s) awarded	Police Services
Description	The Community Leadership Award Recognizes individuals who exemplify leadership, dedication, and service to both their community and the law.  Presented to one CPS member.
Institution	Association of Black Law Enforcers
Date received	2023 November 4

<b>Mobility Achievement Award</b>	
Service(s) awarded	Development Approvals
Description	Transportation Association of Canada (TAC) Mobility Achievement Award recognizes initiatives that demonstrate excellence in the delivery of integrated or multimodal mobility for people and goods, while reinforcing the social, economic, and environmental pillars of sustainability. The City of Calgary in partnership with ground cubed and Urban Systems Ltd. won the 2023 TAC Mobility Achievement Award for the Crescent Road NW Master Plan.
Institution	Transportation Association of Canada

<b>Order of Merit of the Police Forces</b>	
Service(s) awarded	Police Services
Description	The Order of Merit of the Police Forces honours the leadership and exceptional service or distinctive merit displayed by the men and women of the Canadian Police Services, and recognizes their commitment to this country. Presented to four Calgary Police Service members.
Institution	Governor General of Canada
Date received	2023 January 12

<b>Technologist of the Year</b>	
Service(s) awarded	Calgary 9-1-1
Description	The Technologist of the Year Award recognizes an individual who has demonstrated extraordinary technical knowledge and expertise in their support of public safety communications. The nominees in this category demonstrate a thorough knowledge of computer, information, and radio frequency technology systems in order to effectively contribute to the operations of a communications centre.
Institution	Association of Public-Safety Communications Officials Canada
Date received	2023 November 13

<b>The Canadian Award for Excellence in Financial Reporting</b>	
Service(s) awarded	Financial Support
Description	This award shows the Finance business unit's continued effort to go beyond the minimum requirements of generally accepted accounting principles, as set by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure for the citizens of Calgary.
Institution	Government Finance Officers Association
Date received	2023 March 14

<b>Distinguished Budget Presentation Award</b>	
Service(s) awarded	Financial Support
Description	In recognition of transparency in budgeting through the preparation of budget documents of the highest quality that reflect the established National Advisory Council guidelines and best practices on budgeting. The budget document excels as a policy document, financial plan, operations guide, and communication tool.
Institution	Government Finance Officers Association
Date received	2023 June 30

## Provincial Awards

Award for Crime Prevention and Community Policing Initiatives	
Service(s) awarded	Police Services Business Licensing
Description	This award recognizes work on the Catalytic Converter City Wide Project which provides an innovative approach towards reducing catalytic converter thefts and improves the investigation of stolen catalytic converters. The award was presented to five Calgary Police Service members and Business Licensing service.
Institution	Alberta Association of Chiefs of Police
Date received	2023 November 28

Award for Outstanding Service	
Service(s) awarded	Police Services
Description	Recognizes employees whose actions were innovative, unique and outside what is expected from an experienced person doing the same work. The consequences of the actions are deemed important or exceptional at the provincial or regional level.  Presented to two Calgary Police Service members.
Institution	Alberta Association of Chiefs of Police
Date received	2023 November 28

Civilian of the Year Award	
Service(s) awarded	Police Services
Description	This award recognizes public safety contributions that female civilians from public safety agencies make. Recipients have distinguished themselves by their: <ul style="list-style-type: none"> <li>• Exemplary conduct</li> <li>• Achievements in more than one area of public safety</li> <li>• Contribution over a sustained period</li> <li>• Significant impacts on their agency and/or area of responsibility.</li> </ul> Award received by one Calgary Police Service member.
Institution	Alberta Women in Policing
Date received	2023 November 23

<b>Consulting Engineers of Alberta Award of Excellence for Transportation Structures</b>	
Service(s) awarded	Streets
Description	The Consulting Engineers of Alberta Award of Excellence for transportation structures and transportation infrastructure was awarded to The City of Calgary's 9 Ave. SE bridge replacement project for its innovative approach and modern structure that provides multi-modal travel options such as driving and walking. The project was described by award judges as an 'unmistakable part of the future Calgary landscape'.
Institution	Consulting Engineers of Alberta
Date received	2023 March 17

<b>Deb Jolly Leadership Award</b>	
Service(s) awarded	Police Services
Description	<p>This award recognizes the excellence in leadership among the women in public safety in Alberta that Superintendent Deb Jolly exemplified. It is awarded to any woman, or anyone who identifies as a woman, in public safety in Alberta. They can be sworn or civilian and have distinguished themselves by demonstrating ongoing excellence in leadership in public safety. Recipients have also contributed to the advancement of women in the field. Recipients demonstrate the following criteria:</p> <ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Integrity</li> <li>• Courage and Resiliency</li> <li>• Community</li> <li>• Advocacy for Women</li> </ul> <p>Presented to one Calgary Police Service member.</p>
Institution	Alberta Women in Policing
Date received	2023 November 23

<b>Emerald Award</b>	
Service(s) awarded	Wastewater Collection & Treatment
Description	<p>Water Services' award-winning willow plantation project won the Emerald Award in the Land category which recognizes projects and initiatives that demonstrate excellence in sustainable land use.</p> <p>Biosolids are by-products of the wastewater treatment process and they're nutrient rich with nitrogen, phosphorus, and micronutrients: therefore, are used as agricultural fertilizer. Water Service's willow plantation's goal is to beneficially reuse biosolids, assess their potential to improve nutrient-deficient soil while growing willow trees - ultimately reducing greenhouse gas.</p>
Institution	Alberta Emerald Foundation
Date received	2023 June 1

<b>Environmental Excellence Award for the 'Climate Strategy - Pathways to 2050'</b>	
Service(s) awarded	Climate & Environmental Management
Description	This award recognizes municipalities that have demonstrated excellence in environmental practices in their operations, administration, and governance. The Climate Strategy - Pathways to 2050 is Calgary's roadmap on how we can achieve net-zero and a climate-resilient city by cutting greenhouse gas emissions and by taking adaptation actions to reduce the negative impact of climate change and extreme weather-related events.
Institution	Alberta Municipalities
Date received	2023 October 17

<b>He for She Award</b>	
Service(s) awarded	Police Services
Description	<p>Recognizes male allies who encourage women to pursue leadership roles and who advocate for women within the workplace.</p> <p>Presented to one Calgary Police Service member.</p>
Institution	Alberta Women in Policing
Date received	2023 November 23

Top 5 under 5	
Service(s) awarded	Police Services
Description	<p>This award recognizes sworn or civilian members with less than five years of Service who are committed to the advancement of women within law enforcement and have demonstrated excellent skill and integrity within their current role.</p> <p>Presented to two Calgary Police Service members.</p>
Institution	Alberta Women in Policing
Date received	2023 November 23

## Local Awards

Lifetime of Distinguished Service Award	
Service(s) awarded	Police Services
Description	<p>The award recognizes employees that have:</p> <ul style="list-style-type: none"> <li>• Worked in policing or law enforcement for at least 20 years.</li> <li>• Exceptionally contributed to lasting positive change in the field of policing through research, innovation, community building, mentorship, training and/or leadership.</li> <li>• Excelled over most or all their career.</li> <li>• Shown an exceptional commitment to serving the community through volunteer work and/or professional achievements.</li> <li>• Adhered to the highest ethical standards over their career; and</li> <li>• Shown commitment to the Calgary Police Service's values.</li> </ul> <p>Presented to one Calgary Police Service member.</p>
Institution	Calgary Police Commission
Date received	2023 November 24

The following Calgary's Child Magazine Parents' Choice Awards were awarded to The City of Calgary. This awards program invites readers to vote for the best products, services, and experiences in Calgary. Through an online voting process at [calgaryschild.com](http://calgaryschild.com), participants selected their top choices across 24 categories. Celebrating its 26<sup>th</sup> year, this annual award ceremony honors the dedication and excellence of local family retailers and service providers, reinforcing their pivotal role in enriching the community landscape.

Best Extracurricular Program for School-Aged Children	
Service(s) awarded	Recreation Opportunities
Description	The City of Calgary was awarded this recognition for its programs that offer outstanding extracurricular activities for school-aged children.
Institution	Calgary's Child Magazine
Date received	2023 January 14



<b>Best Extracurricular Program for Preschoolers</b>	
Service(s) awarded	Recreation Opportunities
Description	The City of Calgary received an honourable mention for its programs designed for preschoolers, which foster early learning and social skills in a creative environment.
Institution	Calgary's Child Magazine
Date received	2023 January 14

<b>Best Family Recreation Facility</b>	
Service(s) awarded	Recreation Opportunities
Description	The Southland Leisure Centre was named the winner of this award, which acknowledges a facility offering a diverse range of activities suitable for all family members.
Institution	Calgary's Child Magazine
Date received	2023 January 14

<b>Best Accessible/Inclusive Experience for Kids</b>	
Service(s) awarded	Parks & Open Spaces
Description	The City of Calgary was awarded this recognition, which celebrates a commitment to inclusivity. The award honors a facility for having the best inclusive/accessible experience for kids.
Institution	Calgary's Child Magazine
Date received	2023 January 23





## 2023 Progress Update

### Update on the Cross-Corporate Climate Budget and 2023 Climate Initiatives

As requested in the 2021 December Notice of Motion: Building Accountability into the Declaration of a Climate Emergency and Call to Action, this attachment provides a detailed update on The City’s cross-corporate 2023-2026 climate budget and first year of annual spend.

The 2023-2026 Climate Implementation Plan (the Implementation Plan), guided by the Calgary Climate Strategy, describes the prioritized actions and programs for 2023-2026 across services that will accelerate improving energy use, reducing greenhouse gas (GHG) emissions, and reducing climate risk. The inclusion of the Implementation Plan and associated primary climate investment was the first step in The City establishing a climate budget as part of the four-year service plan and budget cycle.

The Implementation Plan prioritized actions into seven original focus areas: Communities, Buildings, Energy Supply, Mobility, Natural Infrastructure, Education and Outreach, and Accountability and Reporting. These focus areas have been updated to better organize actions and metrics within the Implementation Plan and associated 2023-2026 climate budget to provide enhanced clarity and transparency to the public. These new focus areas also reflect a consistent communications approach in plans, reporting and the climate and environment community-facing dashboard.

### Climate Budget

During the 2022 November approval of the 2023-2026 Service Plans and Budgets, the total cross-corporate investment identified was an approximately \$3.8 million increase to base operating, \$44.1 million in one-time operating and \$207.8 million in capital funding. As part of our ongoing commitment to ensure enhanced accountability and transparency of progress on the Implementation Plan’s actions and associated 2023-2026 climate budget, detailed 2023 year-end updates are presented (Tables 1 and 2 and Figure 1). Updates include financial reconciliation and refinement of approved budgets and the additional primary climate investment for the electric bus program approved during the 2023 November budget adjustments.

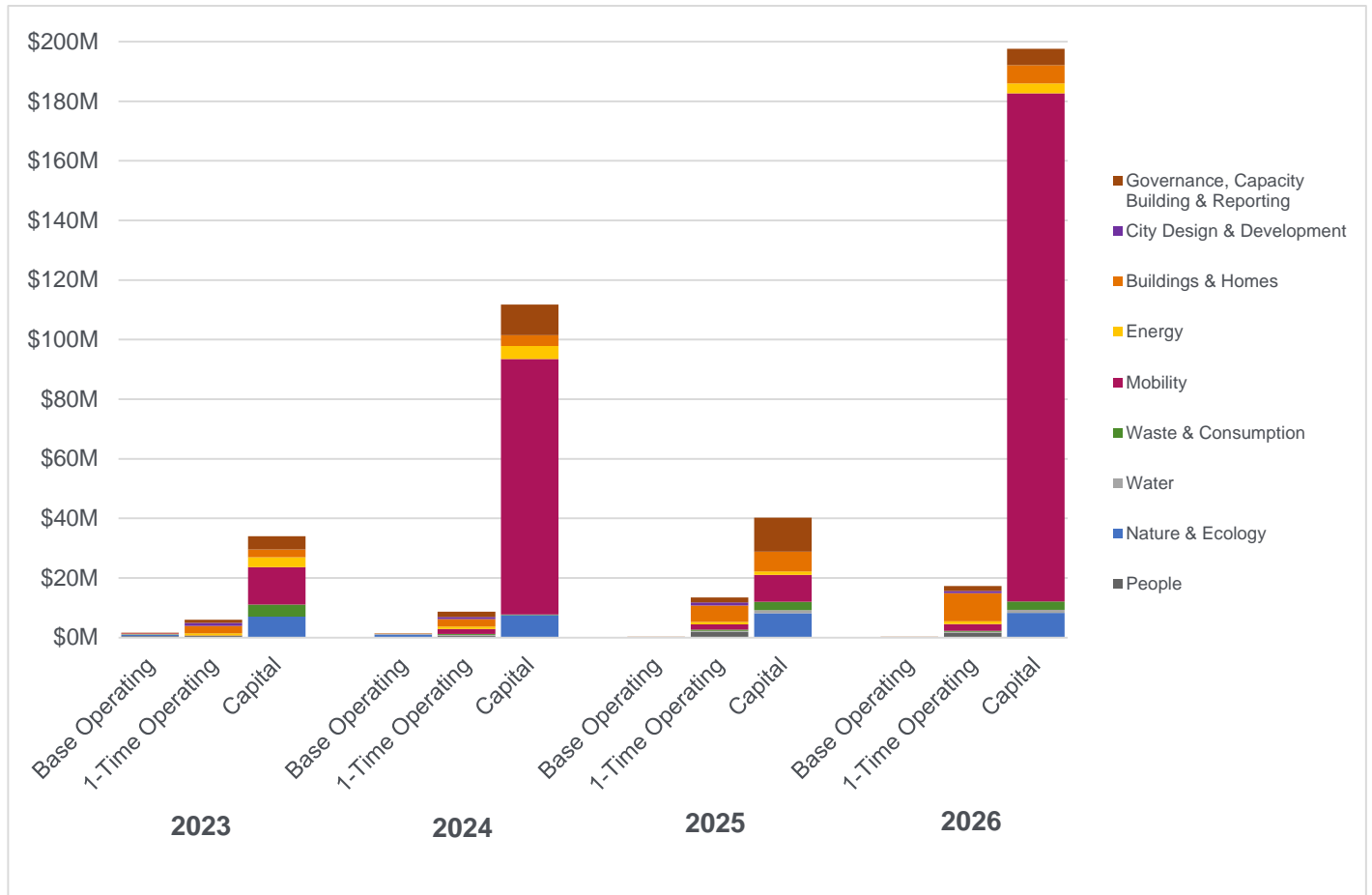
**Table 1:** Updated 2023-2026 Cross-Corporate Climate Budget (as of 2023 Dec 31)

<b>Primary Climate Investments</b>	<b>Base Operating (\$000s)</b>	<b>One Time Operating (\$000s)</b>	<b>Capital (\$000s)</b>	<b>Total (\$000s)</b>
2023-2026 Service Plans & Budgets	3,518	45,503	218,708	267,729
2024 Budget Adjustments			165,000	165,000
<b>Total</b>	<b>3,518</b>	<b>45,503</b>	<b>383,708</b>	<b>432,729</b>

**Table 2:** Updated 2023-2026 Cross-Corporate Climate Budget by Focus Area (as of 2023 Dec 31)

<b>Implementation plan focus areas</b>	<b>Base operating (\$000s)</b>	<b>One-time operating (\$000s)</b>	<b>Capital (\$000s)</b>
<b>Governance, Capacity Building &amp; Reporting</b> <i>Supporting the implementation of our climate strategies and plans and maintaining accountability to our climate commitments (includes \$29.3M Centralized Climate Fund).</i>	262	6,108	31,689
<b>City Design &amp; Development</b> <i>Integrating climate considerations into city planning, urban design and city building.</i>	-	3,518	-
<b>Buildings &amp; Homes</b> <i>Achieving improved energy performance, carbon reduction and climate resilience of buildings and homes.</i>	200	19,986	18,881
<b>Energy</b> <i>Increasing green and low-carbon energy sources, systems, and infrastructure.</i>	-	3,312	12,300
<b>Mobility</b> <i>Supporting active transportation, public transit services, low-carbon vehicles, and transportation infrastructure to reduce GHG emissions.</i>	140	5,726	277,915
<b>Waste &amp; Consumption</b> <i>Reducing GHG emissions through waste reduction and diversion, reduced resource use and supporting the circular economy.</i>	120	1,100	9,800
<b>Water</b> <i>Protecting our watersheds and water resources and reducing flood and drought risk.</i>	514	1,024	2,000
<b>Nature &amp; Ecology</b> <i>Protecting and enhancing ecosystems, biodiversity, natural infrastructure, and green space.</i>	1,728	-	31,123
<b>People</b> <i>Improving equity, access to information, education, and the health and wellbeing of Calgarians to support community climate action and resilience.</i>	554	4,729	-
<b>Total</b>	<b>3,518</b>	<b>45,503</b>	<b>383,708</b>

**Figure 1. 2023-2026 Breakdown by year and type of funding (as of 2023 Dec 31)**



### 2023 Climate Spend and Initiatives

In 2023, approximately 51 per cent of the 2023 cross-corporate climate budget was spent. These expenditures are identified through the primary climate investment and defined as investments which accelerate climate action. Table 3 below provides the budget breakdown and the spend reported up to 2023 December 31.

**Table 3: 2023 Cross-Corporate Climate Budget Expenditures**

Primary Climate Investments	Base Operating (\$000s)	One Time Operating (\$000s)	Capital (\$000s)	Total (\$000s)
2023 Budget	1,633	6,031	34,057	41,721
2023 Expenditure	1,560	2,403	17,165	21,129
<b>Variance</b>	<b>73</b>	<b>3,628</b>	<b>16,892</b>	<b>20,592</b>

Many projects and programs were developed over the year with 2023 being the first year of implementation. The following is a list of key achievements in progressing the work towards

GHG emission reduction targets and avoiding future costs related to the impacts of climate change on City assets', service provision, and lifespan.

**Projects/programs that reduce GHG emissions:**

- The City approved 900 energy-efficient new housing units through the Green Buildings Priority Stream.
- The City approved 113 residential energy efficiency and renewable energy projects through the Clean Energy Improvement Program (CEIP). Across participating homes, the program is achieving an average 30 per cent reduction in annual GHG emissions.
- Since the launch of the Home Energy Label Program - New Home Pilot in 2023 September, over 28 per cent of all low-rise residential properties issued building permits have committed to providing a Home EnerGuide Label upon completion. Labeling supports Calgarians in understanding their energy use and making informed decisions to reduce their energy costs and GHG emissions.
- Through the Home Upgrades Program, partially funded by The City and delivered by Empower Me and Alberta Ecotrust, 28 income-qualified homes have received free home upgrades, reducing approximately 2.29 tonnes in annual GHG emissions.
- Alberta Ecotrust, The City of Calgary, and industry partners collaborated to build out the Emissions Neutral Building Information Exchange (ENBIX) which brings together partners who have the shared goal of reaching net zero GHG emissions in buildings across Alberta.
- The City pilot-tested renewable diesel with five commercial waste and recycling refuse trucks as it has the potential to bridge the transition away from petroleum diesel. The pilot's results will inform a 10-year fuel transition plan. In addition, The City is working to reduce its amount of idling and has achieved a 29 per cent reduction since 2019, representing a savings of over 280,000 litres of fuel.
- The City's Landfill Gas (LFG) Management Program strategy and plan were developed in 2023 to take advantage of the beneficial use of LFG. In 2023, an LFG capture and destruction facility was completed at the Springbank Closed Landfill, and the initial phase of construction of an 846 kW LFG to electricity facility at the East Calgary Waste Management Facility was started.

**Projects/programs that improve climate resilience:**

- Approximately 65 hectares of park habitat were restored, and 182 hectares were under active restoration through the Habitat Restoration Program.
- The Urban Forestry Tree Planting Program replaced 3,500 trees in 2023. Due to an extended period of drought, tree watering was increased to maintain tree survivability, and capital funds from future years were accessed to complete this unplanned work. The City has seen annual tree mortality increase significantly from an average of 3,500 per year to around 6,000 trees in 2023.
- An Economic Climate Risk Analysis was completed in 2023 on the costs of adapting City-owned buildings to climate change. It reported that climate adaptation investment could result in cost savings ranging from \$1.2 billion to \$1.6 billion over 2025-2095.
- The development of an outreach and education strategy was completed to better understand current state, assess alignment with best practices, and guide priority education initiatives starting in 2024. The strategy targets Calgarians, organizations, businesses, and City employees to take climate action and prepare for, cope with, respond to and recover from climate impacts.

- The Farm Stand Program supported 28 formal partnerships between vendors and hosts with stands on City property: 15 returning and 13 new. In addition, the program promoted seven stands run by participating vendors on private property locations.
- A Climate Resilient Communities Working Group was established to elevate the voices of equity denied Calgarians, who are often first to experience the impacts of climate change. The Working Group is cocreating The Community Adaptation Action Program grant to support community-driven climate adaptation initiatives.
- The Drought Resilience Plan was approved, which sets goals and actions towards building a city where our residents, ecosystems and businesses are prepared to withstand and recover from the impacts of drought. The City also enacted Stage 1 Outdoor Water Restrictions in response to drought and low flows in the Bow and Elbow Rivers. As a result, Calgarians saved approximately 1.5 billion litres of water between August and October of 2023.
- The Stormwater Strategy was approved, which identifies stormwater investments to support growth, protect watersheds and drinking water, and build resilience to flooding now and into the future.
- 2023 was the 10-year anniversary of the southern Alberta floods. Over the past decade, Calgary's river flood resilience has significantly improved. Thanks to approximately \$1 billion of government investment, we have eliminated approximately 55 per cent of Calgary's flood damage exposure, and this will increase to 70 per cent when the Springbank Offstream Reservoir is completed in 2025.





# 2023 Progress Update

EC2024-0291

2024 April 16



That the Executive Committee recommends that Council:

- Use the 2023 Progress Update as one input to the ongoing discussions leading up to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

## Previous Council Direction

- The Multi-Year Business Planning and Budgeting Policy directs Administration to provide mid-year and year-end reports on The City's Service Plans and Budgets performance.
- This Progress Update concludes the first year of reporting commitments for the 2023-2026 Service Plans and Budgets.

# Highlights

- We have made important advancements on what is important to Calgarians as reflected in Council's priorities.
- Service and financial performance information provided in this report is an important input for Council to consider as part of the upcoming Mid-Cycle Adjustments.
- We had a favourable operating variance of \$237.7 million (5.2 per cent of budgeted total expenditures net of recoveries).
  - Council committed \$100 million from operating variance and \$165 million from Franchise Fee variance to community priorities during the 2023 November Adjustments.
  - As per the Notice of Motion EC2024-0371, upon approval, we will *direct any 2023 ENMAX dividend amount, additional 2023 LAF amounts collected, and any other 2023 positive variance not already committed in the 2024 budget to the Fiscal Stability Reserve, committing those funds to inflationary or market pressures on existing capital projects.*
- Despite the challenges of increased service demand and complexity, population growth and inflation, we are delivering results for Calgarians.



## 2023-2026 Service Plans and Budgets





# Key results

## Housing



Responding to the housing crisis

2023 Housing Starts record  
**16,679 units** ↑ 31% since 2021



Approval of *Home is Here - The City of Calgary Housing Strategy 2023-2030*

**57 affordable housing units** were opened from the *Non-Market Land Sale*.

**227 new non-market** housing units approved.



Additional investments from the 2023 November Adjustments

\$33 million in ongoing and \$154.5 million in one-time and capital

## Public Safety



Addressing public safety concerns

In 2023, **69 percent** of Calgarians agreed that Calgary is safe.

Implemented *The Public Transit Safety Strategy*, perception of safety among transit users on CTrain



Platforms increased from 65 to 71 per cent.

Continued recruiting additional police and peace officers to improve public safety

\$21 million in ongoing and \$22 million in one-time and capital

## Transit



Keeping Calgary moving

**71 per cent** of Calgarians agree that Calgary Transit fares are affordable (2023 Fall Survey of Calgarians),

Total ridership reached **90 million**, ↑ 21% from 2022.

**Hired 800 new operators** and 27 new specialized transit vehicles to meet service demand and growing ridership.



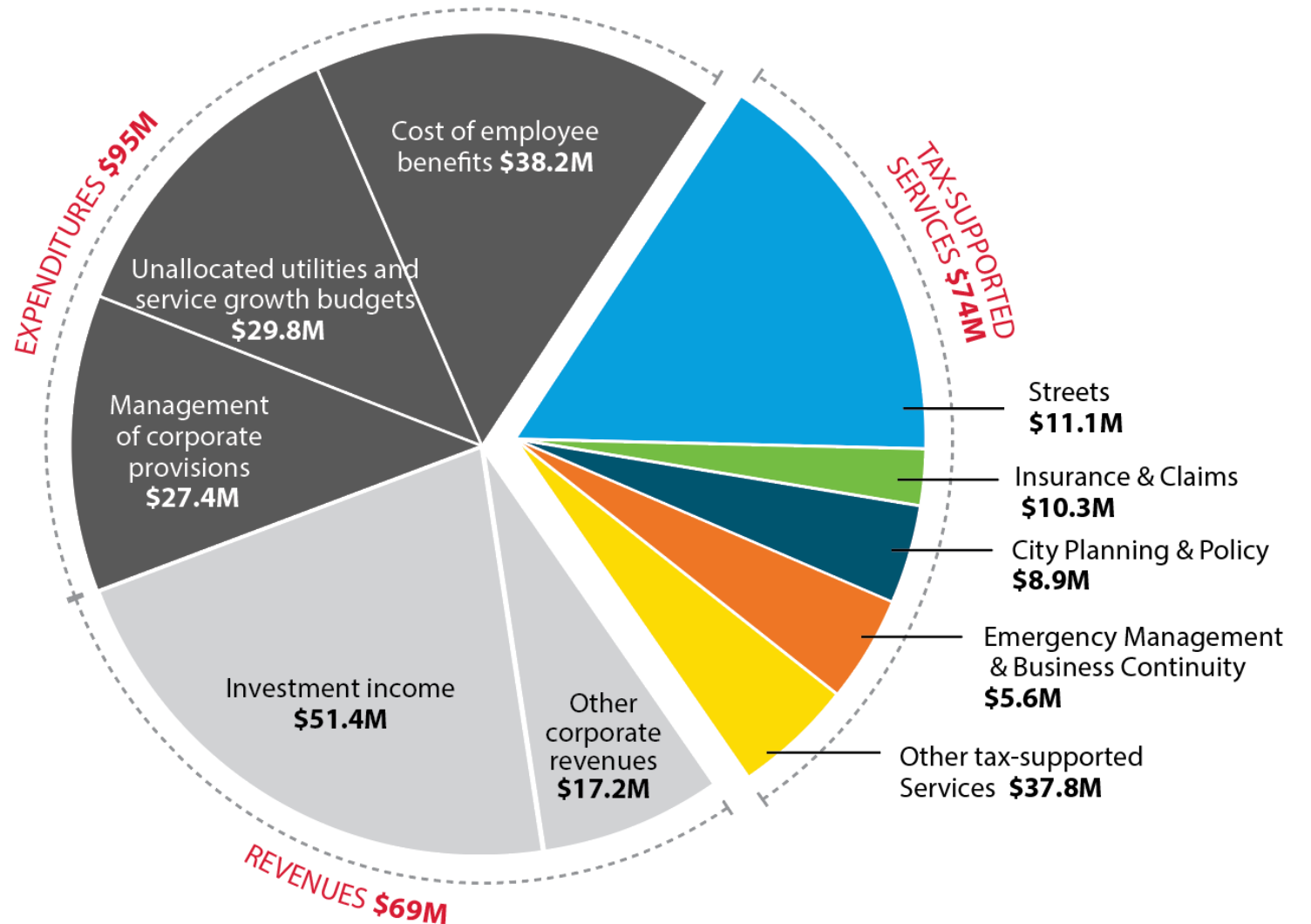
Maintained **free fares for youth 12 and under** and a weekend group day pass.

\$18 million in ongoing and \$79 million in one-time and capital



# We continue to manage our finances sustainably

The favourable 2023 operating budget variance is a combined effect of higher revenue, lower-than-expected corporate expenditures, and a favourable variance across several tax-supported services.





- Feedback sessions with Council members on performance measurement reporting.
- Determine and integrate key performance measures and indicators for priority areas.
- Investigate and implement technology solutions to improve efficiency and user experience.
- Determine optimal frequency of reporting progress to Council and Calgarians.

2023 Progress Update  
**Snapshot**

All further details on each of these items are found in either Attachment 3 - Progress Update or information submitted in the Attachment 4 - Service Updates.

<p><b>Housing</b></p> <p>Responding to the housing crisis</p> <p>2023 Housing Starts record <b>16,679 units</b> ↑ 31% since 2021.</p> <p>Approval of <i>Home is Here - The City of Calgary Housing Strategy 2023-2030</i>.</p> <p>Agreement for \$228 million to create over <b>6,800 units</b> in the next three years through the Housing Accelerator Fund Contribution.</p> <p><b>57 affordable housing units</b> were opened from the <i>Non-Market Land Sale</i>.</p> <p><b>227 new</b> non-market housing units approved.</p>	<p><b>Public safety</b></p> <p>Addressing public safety concerns</p> <p>In 2023, <b>69 per cent</b> of Calgarians agreed that Calgary is safe.</p> <p>Implemented <i>The Public Transit Safety Strategy</i>, perception of safety among transit users on CTrain Platforms increased from 65 to 71 per cent.</p> <p>Continued recruiting additional police and peace officers to improve public safety.</p> <p>Through the <i>Community Safety Investment Framework</i>, <b>\$17.8 million</b> was invested in <b>37 community</b> initiatives with the long-term outcome to improve the wellbeing of Calgarians.</p> <p><b>Addressed over 125 vacant and problem properties</b>, with demolition of 31 and the remediation of nine derelict or abandoned properties across the city.</p> <p>Enhanced SA (Always Available for All Ages and Abilities) pathway and bikeway network by:</p> <ul style="list-style-type: none"> <li>• Replacing <b>5,650 metres</b> of deteriorating pathways</li> <li>• Removing <b>134 posts</b> to improve accessibility</li> <li>• Adding <b>1,200 metres</b> of new pathways for better connectivity</li> </ul>	<p><b>Transit</b></p> <p>Keeping Calgary moving</p> <p><b>71 per cent</b> of Calgarians agree that Calgary Transit fares are affordable (2023 Fall Survey of Calgarians).</p> <p>Total ridership reached <b>90 million</b>, ↑ 21% from 2022.</p> <p><b>Hired 800</b> new operators and <b>added 27</b> new specialized transit vehicles to meet service demand and growing ridership.</p> <p>Maintained <b>free fares for youth 12</b> and under and a weekend group day pass.</p> <p><b>\$38 million annual subsidy</b> for sliding-scale low-income transit pass program.</p>	<p><b>Social equity</b></p> <p>Building a more inclusive and connected community</p> <p><b>67 per cent</b> of Calgarians agree they feel accepted regardless of their background, identity or lifestyle.</p> <p><b>77 per cent</b> of Calgarians agree they feel a sense of belonging in their neighbourhood.</p> <p>Increased support and removed barriers to access social services.</p> <p>Served <b>113,000</b> low-income Calgarians through Fair Entry program, seeing an increase in demand.</p> <p>Libraries attracted <b>6.74 million visitors</b> ↑ 37% since 2022. Adding a record <b>148,000 new members</b> covering 56 per cent of Calgary's population.</p> <p><b>17,800 visits</b> to FREE summer parks and recreation programs by over 7,000 people.</p> <p><i>The Indigenous Calgary After School Pilot Project</i> involved <b>120 children</b> across six locations.</p>	<p><b>Climate</b></p> <p>Investing in our future through climate action</p> <p>Community-wide greenhouse gas emissions 16.35 MtCO<sub>2</sub>e ↑ 3.5% since 2005.</p> <p>Community-wide greenhouse gas emissions per capita 12.12 tCO<sub>2</sub>e/person ↓ 26.7 since 2005.</p> <p><b>Approved 113 energy efficient and renewable energy projects</b> under the Clean Energy Improvement Program, reducing greenhouse gas emissions by an average of 30 per cent for those homes.</p> <p>Opened the 126-hectare <i>Haskayne Legacy Park</i> with Calgary's <b>first net-zero 2,400 square-foot pavilion building</b>.</p> <p>Restored approximately 65 hectares of park habitat.</p> <p>Planted <b>91,000 seedlings</b> and <b>6,385</b> large trees to restore Calgary's natural infrastructure.</p> <p><b>Saved over 1.5 billion litres of water</b> during stage 1 water restrictions (August to October).</p>	<p><b>Downtown revitalization</b></p> <p>Reimagining a vibrant core</p> <p>In 2023, the total downtown <b>taxable assessment base</b> ↑ 3.5 %.</p> <p><b>11 conversion projects approved</b> anticipating a removal of approx. 1.46 million square feet of vacant office space.</p> <p><i>The Calgary TELUS Convention Centre</i> brought <b>\$17 million in economic impact</b> in 2023, catching up pre-pandemic levels.</p> <p><i>BMO Centre Expansion Project</i> reached significant milestones in 2023 achieving weather tightness and full energization, is on budget and schedule for an anticipated grand opening during Stampede 2024.</p> <p><b>207 festivals and events</b> in 2023, ↑ 12% from last year.</p> <p><i>The Festival &amp; Event Subsidy Funding and Arts &amp; Culture Microgrant Funding</i> supported:</p> <ul style="list-style-type: none"> <li>• <b>2,073</b> local artists</li> <li>• <b>634</b> community groups</li> <li>• <b>530</b> local businesses</li> </ul>	<p><b>Land use and local area</b></p> <p>Modernizing community and industrial lands</p> <p><b>\$5.9 billion total building permit values</b> in 2023, the highest value since 2015.</p> <p>A total of <b>82 communities and industrial areas</b> were involved in creating modernized local area plans in 2023.</p> <p><b>29 additional communities</b> with approved modernized Local Area Plans.</p> <p><b>Issued 19,500 building permits</b>, granted occupancy on 15,600 new dwelling units. ↑ 9% from 2022.</p> <p>Registered a record <b>2,915 suites</b> through the <i>Secondary Suite Program</i>.</p>
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**33,100 people** are estimated to have moved to Calgary in 2023 – population growth of approx. 3 per cent.

2023 annual unemployment rate in Calgary is 6%.

In 2023 Calgary was named

- Friendliest city in the world<sup>1</sup>
- 7th most liveable city in the world<sup>2</sup>
- 3rd most diverse in Canada<sup>3</sup>
- most dynamic growing tech community<sup>4</sup>

Footnotes for award:

1. Conde Nast 2023 Readers Choice Awards;
2. Economist Intelligence Unit's 2023 Global Liveability Index;
3. Statistics Canada, Census 2016;
4. 2023 Global Startup Ecosystem Report by Startup Genome.

That the Executive Committee recommends that Council:

- Use the 2023 Progress Update as one input to the ongoing discussions leading up to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.



Corporate Planning & Financial Services Report to  
Executive Committee  
2024 April 16

ISC: UNRESTRICTED  
EC2024-0342

## Continuous improvement: Delivering faster, better, more effective services for Calgarians

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### PURPOSE

This report provides insights on the continuous improvement ecosystem at The City that enhances service value for Calgarians. The organization regularly undertakes activities that maximize effectiveness, modernize services, and optimize efficiency to remain responsive to the needs of a growing and evolving community.

### PREVIOUS COUNCIL DIRECTION

On 2023 January 24 ([EC2022-1304](#)), Council approved Administration's recommendation to close out the Zero-Based Review program. The report also outlined a new continuous improvement program supporting the corporation with foundational systems, expert advice, and internal consulting services to help ensure the success of the service improvement initiatives outlined in the 2023-2026 Service Plans and Budgets and beyond. Attachment 1 provides additional background and history.

### RECOMMENDATION(S):

That the Executive Committee recommend that Council:

1. Receive this report for the Corporate Record.

### CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Chief Financial Officer and General Manager, Corporate Planning & Financial Services, Carla Male concurs with this report.

### HIGHLIGHTS

- Administration found efficiencies and achieved approximately \$226 million in operating budget savings and reductions since 2019 through directed budget cuts and programs intended to enhance service value ([C2021-1436](#)).
- Council made Modernizing Government a focus area for 2023-2026. This includes continually improving operations and delivering services more efficiently and effectively to increase service value for Calgarians.
- Post organizational realignment, the corporation's evolving needs and experience with past continuous improvement programs prompted Administration to launch a new program to help modernize City services. The program was named Elevate Calgary to signal a new course of action to energize, empower and amplify continuous improvement efforts during this business cycle and beyond.
- The City's continuous improvement ecosystem is characterized by individuals, services, divisions, business units, departments and a corporate program all working to enhance service value for Calgarians. This new unified and collaborative approach combines service-led and corporate-wide initiatives. Attachment 2 showcases initiatives from across the corporation.

## Continuous improvement: Delivering faster, better, more effective services for Calgarians

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- From a corporate perspective, Elevate Calgary provides continuous improvement support, offering in-house management consulting services, an education program, and a unified approach to telling stories of The City's shared successes. In 2023, Elevate Calgary helped the organization avoid \$3.9 million in external consulting costs by undertaking work in-house that would have otherwise been outsourced. Completing those 13 continuous improvement projects ensured further progress toward delivering the 2023-2026 Service Plans and Budgets.

### DISCUSSION

The City's continuous improvement efforts optimize processes, maximize effectiveness, and reduce inefficiencies, leading to higher value service delivery for Calgarians.

Two historical foundational programs have shaped continuous improvement in the organization, setting the stage for collaborative achievements that enhance service value.

#### Zero-Based Review program

Starting in 2011, the Zero-Based Review (ZBR) program reviewed 76 per cent of The City's operating budget through 12 ZBRs across the organization, with predicted financial benefits ranging between \$64 million and \$80 million per year.

#### Solutions for Achieving Value and Excellence (SAVE) program

In 2019, Council directed Administration to identify \$74 million in operational savings to meet fiscal challenges. The SAVE program was developed to meet this need and help modernize City services by delivering \$78.6 million in operational savings.

#### Other savings initiatives

Outside of the ZBR and SAVE programs, additional reductions have been delivered by individual services through the budgeting process. For example, in 2019 The City reduced the previously approved operating budget by \$60 million through an in-year adjustment resulting in service reductions. Some of these service reductions, like the closure of the Inglewood Pool, the reduction of Transit service hours and the elimination of Emergency Medical Response Units operated by the Calgary Fire Department were later mitigated with renewed investment because it became apparent that Calgarians valued these services.

#### A new era of continuous improvement

Continuous improvement of City services remains a priority for Administration. This is demonstrated by approximately 300 strategies identified as service improvement during development of the 2023-2026 Service Plans and Budgets ([C2022-1051](#)).

With the organizational realignment, continuous improvement is an opportunity to build value, resilience and modernize City services. Envisioned as a cohesive continuous improvement ecosystem, this network articulates initiatives from the individual-level daily work to service-led enhancements and corporate-wide targeted improvement efforts.

The Service Improvement division of the Corporate Planning & Performance business unit leads the Elevate Calgary program. As an internal consulting group, the Elevate Calgary team

## Continuous improvement: Delivering faster, better, more effective services for Calgarians

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provides resources, frameworks, training, and tools to ensure a common approach to improve service delivery.

Attachment 2 highlights Elevate Calgary's work in 2023 and a selection of initiatives across departments that align with the 2023-2026 Service Plans and Budgets. To frame the continuous improvement focus, selected projects and programs are outlined in six themes: Serving Calgarians, Operational Optimization, Systems & Technology, Infrastructure Optimization, Cross-corporate Collaboration and Climate & Environment. Attachment 3 provides a list of the approximately 300 strategies aligned to the six key continuous improvement themes.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input type="checkbox"/> Dialogue with interested parties was undertaken                |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

### IMPLICATIONS

#### Social

This report presents an overview of continuous improvements made in support of social resilience, including social equity and customer service enhancements focused on equity, diversity, inclusion and belonging.

#### Environmental

Environmental protection and climate resilience is a fundamental part of continuous improvement and is represented in this report.

#### Economic

This report presents an overview of continuous improvements focused on modernizing municipal government in support of Calgary's economic resilience.

#### Service and Financial Implications

No anticipated financial impact

### RISK

Risk management and continuous improvement are intrinsically linked, helping advance good governance by providing the practices and toolsets for the organization to embrace the opportunities of upside risks and respond appropriately to downside risks. Efforts to enhance service value through continuous improvement initiatives benefit the delivery of Council's approved Service Plans and Budgets and are an integral part of The City's planning, performance and reporting relationship under The City Risk Officer.

**Corporate Planning & Financial Services Report to  
Executive Committee  
2024 April 16**

**ISC: UNRESTRICTED  
EC2024-0342**

**Continuous improvement: Delivering faster, better, more effective services for  
Calgarians**

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**ATTACHMENT(S)**

1. Background and Previous Council Direction
2. Continuous improvement: Delivering faster, better, more effective services for Calgarians
3. 2023-2026 Service Plans and Budgets continuous improvement initiatives
4. Presentation

Department Circulation

General Manager/Director	Department / Business Unit	Approve/Consult/Inform
Carla Male	Corporate Planning & Financial Services	Approve
Chris Stewart	Corporate Planning & Performance	Approve
David Duchworth	Chief Administrative Office	Inform
Stuart Dagleish	Chief Operating Office	Inform
Chris Arthurs	People, Innovation & Collaboration Services	Inform
Katie Black	Community Services	Inform
Jill Floen	Law, Legislative Services & Security	Inform
Debra Hamilton	Planning & Development Services	Inform
Doug Morgan	Operational Services	Inform
Michael Thompson	Infrastructure Services	Inform

Author: Service Improvement team, Corporate Planning & Performance

# Background and Previous Council Direction

## Background

From 2019-2022, The City achieved approximately \$226 million in base reductions from originally approved operating budgets. In 2023, the Zero-Based Review Program was approved for close out by Council and the Solutions for Achieving Value and Excellence (SAVE) program reached its conclusion. Built from the learnings of those two programs, a new continuous improvement initiative was launched called Elevate Calgary.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 January 24	<a href="#">EC2022-1304</a>	Service Improvement in 2023-2026 Moving into the 2023-2026 Service Plans and Budgets cycle, the Zero-Based Review (ZBR) and Solutions for Achieving Value and Excellence (SAVE) programs reached their conclusion, and a new approach to service improvement for 2023-2026 was launched. Council approved closing-out the ZBR program.
2021 November 08	<a href="#">C2021-1436</a>	Approval of SAVE results in 2022 Adjustments As part of the 2022 Adjustments to the 2019-2022 Service Plans and Budgets, Council approved a total of \$52.2 million in base savings resulting from the SAVE program. This report articulated a total approximate of \$226 million in operating budget savings since 2019 through directed budget cuts and programs intended to enhance service value, of which the total \$78.6 million from the SAVE program was included.
2020 November 09	<a href="#">C2020-1215</a>	Approval of SAVE results in Mid-Cycle Adjustments As part of the Mid-Cycle Adjustments to the 2019-2022 Service Plans and Budgets, Council approved a total of \$26.4 million in base savings resulting from the SAVE program.
2020 April 06	<a href="#">PFC2020-0284</a>	Recommendation to pause ZBRs to support SAVE Council approved the recommendations from the Solutions for Achieving Value and Excellence Program Update, which included “that Council commit to trust the processes and endeavor to provide confidence to citizens and encouragement to staff”. Council also directed Administration to: 1. Pause new Zero-Based Reviews (ZBRs) for the duration of 2020 and 2021;

		<p>2. Incorporate reporting on prior ZBRs into SAVE program updates; and</p> <p>3. Direct all savings-seeking initiatives into SAVE.</p>
2019 July 29	<a href="#">Notice of Motion 2019-1011</a>	<p>Direction to seek external consultant support for SAVE</p> <p>This Notice of Motion directed Administration to seek proposals from external experts to assist Council and Administration to achieve savings on the delivery of municipal services, capitalize on revenue generation opportunities, and identify short and longer-term efficiencies, all while considering Citizen Priorities and Council Directives within an environment of economic restraint.</p>
2019 July 16	<a href="#">C2019-0883</a>	<p>SAVE program introduced to Council</p> <p>The Solutions for Achieving Value and Excellence (SAVE) program, previously known as the Strategy for Improving Service Value, was introduced to Council.</p>
2016 November 15	<a href="#">PFC2016-0883</a>	<p>Approval of new ZBR approach</p> <p>Approval of a new ZBR program mandate and reporting approach to enable the program to continue delivering results in the face of changing circumstances and new requirements.</p>
2011 June 14	<a href="#">C2011-55</a>	<p>Establishment of ZBR program</p> <p>Council approved Administration's proposed strategy for ongoing improvements to service efficiency and effectiveness, which included a "zero-based" review approach.</p>

## Bylaws, Regulations, Council Policies

None.

# CONTINUOUS IMPROVEMENT



**DELIVERING FASTER, BETTER, MORE EFFECTIVE  
SERVICES FOR CALGARIANS**

# UNLOCKING EXCELLENCE: THE POWER OF CONTINUOUS IMPROVEMENT

## DEFINING CONTINUOUS IMPROVEMENT

Continuous improvement means there has been a change in processes, operations or policies that improves effectiveness or efficiency of that service. Service improvement and service modernization are sometimes used synonymously with continuous improvement.

Continuous improvements result in positive impacts such as:

- + Modernization of service delivery
- + Increased customer satisfaction
- + Increased effectiveness, efficiencies, and productivity
- + Cost savings and/or cost avoidance
- + Increased employee satisfaction and teamwork

Calgarians have high expectations about receiving value for services without lowering service levels. To continue shaping Calgary into a resilient city, Council made Modernizing Government a focus area for 2023-2026. This includes continually improving operations and delivering services more effectively, translating into increased value for the services Calgarians rely on.

The City has come a long way in its ongoing continuous improvement journey. The Zero-Based Review (ZBR) and Solutions for Achieving Value and Excellence (SAVE) programs have reached their conclusion. Administration found efficiencies and achieved approximately \$226 million in operating budget savings since 2019 through directed budget cuts and programs intended to enhance service value (C2021-1436). This included a \$60 million operating budget cut in 2019 leading to service reductions. This across-the-board cut had significant impact on services. Learnings for Administration led to the more

targeted SAVE journey - \$78.6M reductions from SAVE are included in the \$226 million.

Post-organizational realignment, a new approach was introduced to foster a collaborative culture within a continuous improvement ecosystem to modernize City services. The Elevate Calgary program anchors this new approach as The City's central corporate program designed to energize, empower, and amplify continuous improvement efforts across the organization in the 2023-2026 Service Plans and Budgets and beyond.

Calgarians want to know how municipal services are being enhanced. Recognizing the need to better communicate The City's continuous improvement efforts to Calgarians, this report emphasizes service value, highlighting service improvement efforts undertaken throughout the corporation and positive impacts for Calgarians.

**Every City employee contributes to continually working to do things faster and better. Fifty-four per cent of City employees perceive that The City is focused on continuous improvement. Our aim is to significantly increase that number.**





# FROM VISION TO VALUE: THE CITY'S CONTINUOUS IMPROVEMENT JOURNEY

## THE EVOLUTION OF THE CITY'S CONTINUOUS IMPROVEMENT EFFORTS

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Two foundational initiatives since 2011 have shaped continuous improvement efforts by the organization, setting the stage for an evolution towards a collaborative continuous improvement culture to enhance service value.

### ZERO-BASED REVIEW (ZBR) PROGRAM

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Launched in 2011, the ZBR program was a strategic move by Council to continually improve the efficiency and effectiveness of City services. With an approach of examining services from the ground up, this initiative aimed to ensure that The City delivers the right services in the most optimal manner. In 2019, Council directed Administration to pause new ZBRs and direct efforts towards the Solutions for Achieving Value and Excellence (SAVE) program.

**Results:** Completing reviews of 12 services that accounted for 76 per cent of The City's operating budget, the ZBR program projected annual savings of between \$64 million and \$80 million. More than just financial benefits, the program underscored continuous improvements and fostered a culture of continuous learning and development, equipping The City with tools and methodologies leveraged by SAVE and continue to influence The City's new approach to continuous improvement.

**Every dollar invested in ZBRs had an estimated return of \$8 in savings. ZBR financial benefits range between \$64 million and \$80 million per year.**

### SOLUTIONS FOR ACHIEVING VALUE AND EXCELLENCE (SAVE)

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The SAVE program represented a cornerstone in The City's continuing pursuit for service excellence. SAVE played a pivotal role in finding cost savings at The City. The program performed a thorough review of existing initiatives and looked for new solutions to modernize service delivery while keeping Calgarians at the center of The City's decisions

**Results:** The SAVE program helped modernize City services and delivered \$78.6 million in base operating savings, enabling Council to reduce the tax rate for 2021 and make critical community investments in 2022.

**Through SAVE, The City achieved \$78.6 million in savings, enabling Council to reduce the 2021 tax rate and make vital community investments in 2022.**

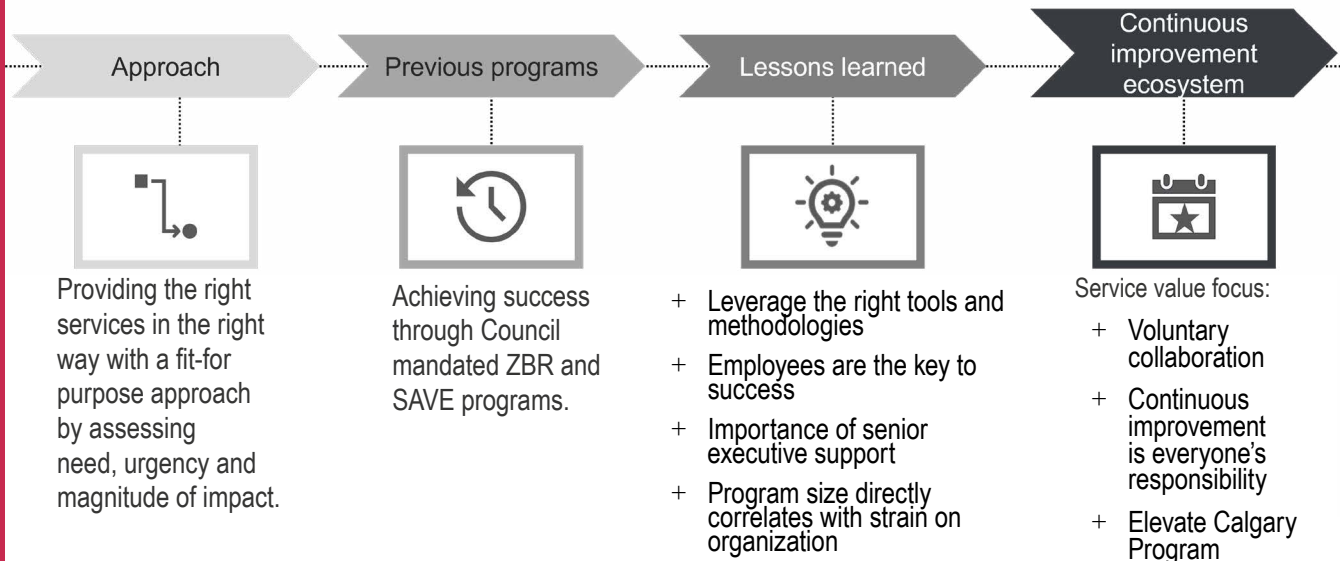
# A NEW ERA FOR CONTINUOUS IMPROVEMENT

Administration is committed to continually finding ways to deliver faster and better services for Calgarians. With the ZBR and SAVE programs reaching their conclusion, and the organizational realignment, The City's needs have changed.

A new approach has been launched for continuous improvement for 2023-2026 and beyond. Built on learnings from ZBR and SAVE programs, The City has transitioned from mandated cost-cutting programs to focus

on a new service value approach that fosters a collaborative culture within a continuous improvement ecosystem. The new approach aims to ensure that 2023-2026 continuous improvement initiatives have the capacity, resources and tools needed to be successful.

Building resilience through modernizing City services ensures the organization remains effective and sustainable as Calgary grows along with demand for municipal services.



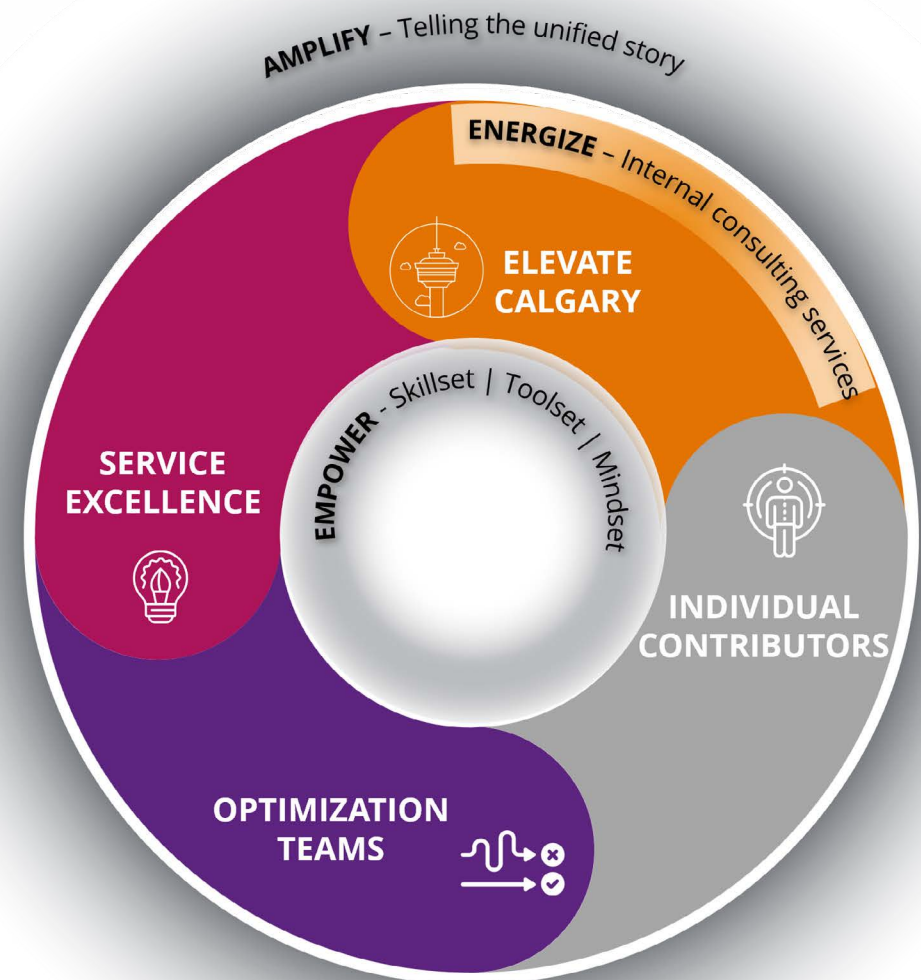
# THE CITY'S CONTINUOUS IMPROVEMENT ECOSYSTEM

**Anchored by the new Elevate Calgary program, the new approach to continuous improvement is a cohesive continuous improvement ecosystem. Bringing together service-led and corporate-wide continuous improvement initiatives, the ecosystem is a unified and collaborative effort.**

Continuous improvement occurs at all levels of the organization, as shown in the continuous improvement ecosystem. The new ecosystem of teams like Service Excellence areas and the Elevate Calgary program position the organization for future success in driving service improvements across The City. Efforts to make things faster and better are undertaken by:

- + Individuals and operational teams
- + Teams dedicated to optimization
- + City divisions driving toward improved service delivery
- + Business units enhancing efficiency and effectiveness
- + Departments intentionally focused on service excellence

Collective continuous improvement efforts ensure the organization remains responsive and resilient in a growing and evolving city.



The City's continuous improvement ecosystem

# CORPORATE PLANNING & PERFORMANCE: DRIVING ENTERPRISE-WIDE PERFORMANCE EXCELLENCE

The Corporate Planning & Performance business unit enables others to evolve and modernize their service delivery. This is done by providing the foundational organizational Performance Management System, expert advice, and consulting services. Continuous improvement work is an integral part of the operation and enhancement of our systems and processes for managing organizational performance. Continuous improvement is deeply intertwined with other work provided by the business unit: Business Planning, Enterprise Risk Management, Corporate Economics & Regulatory Affairs and Performance Measurement & Reporting to help the corporation deliver on the 2023-2026 Service Plans & Budgets. The Service Improvement division of Corporate Planning & Performance leads the Elevate Calgary program to help support 2023-2026 continuous improvement initiatives and beyond.





# ELEVATE CALGARY PROGRAM: ENERGIZING, EMPOWERING AND AMPLIFYING CONTINUOUS IMPROVEMENT

The Elevate Calgary program is The City's central corporate initiative designed to energize, empower and amplify continuous improvement efforts across the organization.

As an internal management consulting group, the Elevate Calgary program team provides resources, frameworks, training and tools to ensure the organization has a common approach and understanding of what is required to improve service delivery. By providing the consulting support and resources needed, the team helps ensure City employees can work effectively and modernize City services. Consulting support is prioritized based on alignment with the approved 2023-2026 Service Plans and Budgets.



## **Energize**

Provide support and expertise through internal consulting services.



## **Empower**

Provide training, resources, and networking opportunities for all City employees.



## **Amplify**

Share a unified story about our service improvement successes and impact.

**Elevate Calgary's three strategies**

# THE CLIENT EXPERIENCE

## Elevate Calgary is becoming known within the organization for internal management consulting services that:

- + Empower City clients to realize continuous improvements through innovative solutions and proven methodologies.
- + Introduce fresh perspectives – along with a deep understanding of the corporation – for service enhancements that result in impactful improvement.
- + Simplify the complex, finding insights to improve effectiveness in challenging situations.

What sets the Elevate Calgary team apart from external consultants are the invaluable connections, relationships, and decades of City-related experiences that Elevate Calgary consultants collectively bring to the table. This competitive advantage enhances Elevate Calgary's ability to provide business units with custom-tailored support, playing a pivotal role in the success of projects.



## Strategic Impact of Elevate Calgary

Since its inception in 2023, Elevate Calgary significantly contributed to The City of Calgary's service improvement efforts. By harnessing its internal consulting capabilities, Elevate Calgary helped business units avoid external consulting costs of \$3.9 million. These savings were achieved by reducing the need for external consultancy services, demonstrating the program's impact.



# \$3.9million

## cost avoided

through Elevate Calgary in 2023\*

## 22 projects to date

*\*Assumption: Average external consultant rate of \$230.00. Includes wages, salary, benefits, fringe, material, equipment, supplies and procurement costs.*



Elevate Calgary played a key role in advancing 22 projects for internal clients in 2023-2024. By collaborating with and providing support to various business units, the program contributed to important areas such as climate resilience, social equity, modernizing government and enhancing Calgary's reputation. Elevate Calgary will continue this momentum to support business units and further advance initiatives within the 2023-2026 Service Plans & Budgets.

# ELEVATE CALGARY'S HIGHLIGHT PROJECTS

## Reducing waste, recycling and compost carts across Calgary

**Project Name:** Waste & recycling services too many carts

**Overview:** Waste & Recycling Services reached out as they had a draft Notice of Motion from Council that would have them run a new pilot in an effort to reduce the number of carts in congested areas. To determine if the pilot was necessary and to pinpoint the problem being faced, the Elevate Calgary team focused on identifying and clarifying the challenge and determine the magnitude and impact through the analysis of available data.

**Approach:** The Elevate Calgary project team worked with subject matter experts across Waste & Recycling Services, Neighbourhood Partnership Coordinators and Planners, to gather and analyze data to approach the challenge.

**Value Delivered:** The team presented Waste & Recycling Services with a final report that highlighted current mitigation practices they could build upon to help address the issue presented by Council. These solutions would not involve a new pilot and would instead build upon existing work and support Waste & Recycling Services in being proactive in addressing the challenge.

## Designing organizational efficiency for Corporate Security

**Project Name:** Corporate security review: service improvement delivery support

**Overview:** Corporate Security contacted Elevate Calgary with a request to identify and recommend ways to improve processes and structure to streamline Corporate Security's ability to deliver services.

**Approach:** Elevate Calgary employed a comprehensive approach, including interviews, secondary research and data analysis, to gather information and pinpoint areas of concern. This flowed into the development of success criteria to assess the proposed organizational structure. Corporate Security's leadership team used these criteria in a series of facilitated workshops to evaluate options and make a final selection for the future state structure. The outcome included a detailed implementation plan for Corporate Security

**Value Delivered:** Collaborating with Human Resources – Organizational Development, Elevate Calgary facilitated the validation of an optimal future state structure. This new structure will enable Corporate Security to effectively manage workloads and leadership demands, ultimately enhancing their capability to focus on strategic projects.

## Realignment as change catalyst for Subdivision Development inspections team

**Project Name:** Subdivision development inspections initiative

**Overview:** Following the organization realignment, inspectors from across The City were consolidated into one team in Planning and Development Services: The Subdivision Development Inspections (SDI) team.

**Approach:** As part of this transformation, Elevate Calgary was engaged to analyze the current state (including engagement with customers and staff) and identify opportunities for improvement, particularly those that could increase both customer satisfaction and the standardization / alignment of the team's processes.

**Value Delivered:** Elevate Calgary's comprehensive analysis and recommendations provided the client with a clear understanding of their current state, future opportunities and a strategic path forward. Through collaborative efforts with various interested parties, Elevate helped the SDI team thrive in their unified structure.



# Highlighted Continuous Improvement Initiatives

*The success of continuous improvement initiatives at The City hinges on the vital contributions of staff. Their collaborative efforts are fundamental to achieving transformative progress. Modernizing government is rooted in the collective and individual endeavors of the organization's people, embodying a culture of continuous improvement.*

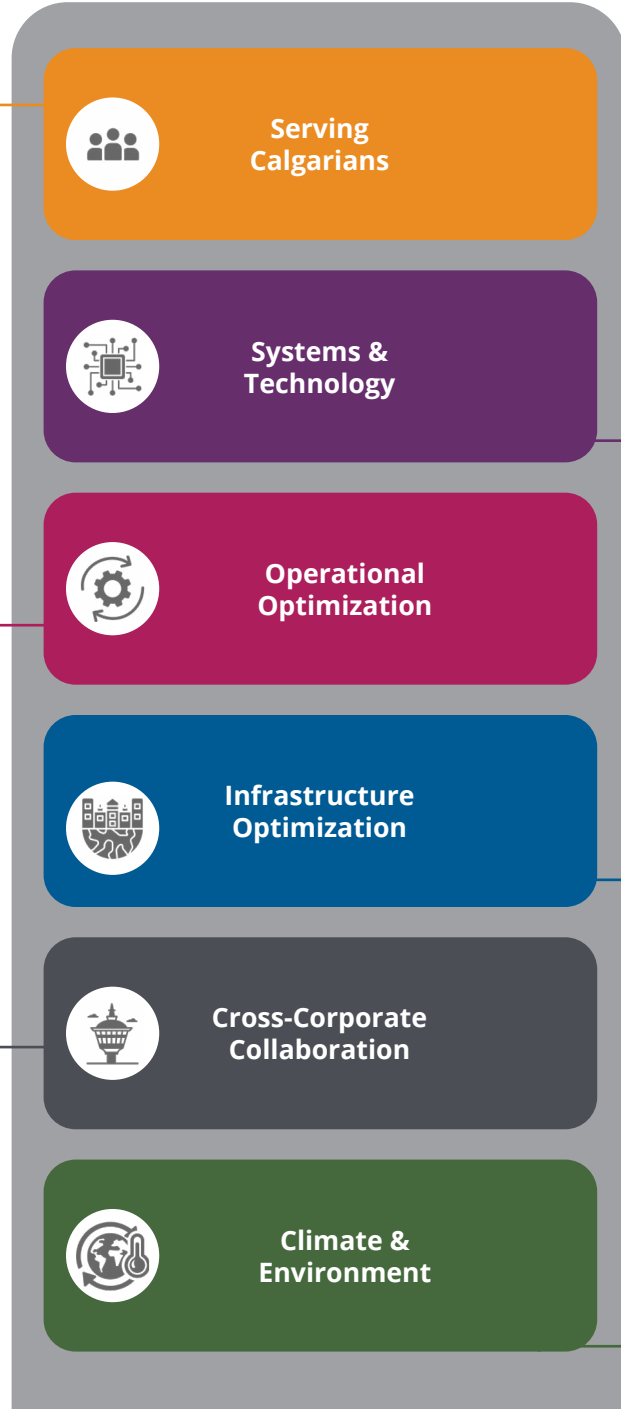
## Continuous Improvement

Continuous improvement of services continues to be a priority across The City. This is demonstrated by approximately 300 service improvement initiatives identified in the 2023-2026 Service Plans and Budgets.

Highlighted here is a selection of initiatives from various departments that align with Council's 2023-2026 Service Plans and Budgets. To frame the continuous improvement focus, selected projects and programs are outlined in six theme areas:

- + Serving Calgarians
- + Systems & Technology
- + Operational Optimization
- + Infrastructure Optimization
- + Cross-Corporate Collaboration
- + Climate & Environment

- + Addressing Calgary's housing crisis
- + Improving accuracy in property assessments
- + Modernizing licensing through Business Experience Improvement program
- + Modernizing 311 user experience
- + Supporting more Calgarians through Fair Entry
- + Dismantling systemic racism in Calgary
- + Launching Equity, Diversity, Inclusion & Belonging strategy
- + Introducing online booking and virtual building inspections
- + Streamlining city purchasing through procurement operational excellence
- + Automating streets spring clean-up
- + Leveraging green cart resources during busy periods
- + Right sizing infrastructure
- + Delivering on the community safety & wellbeing corporate priority
- + Adding a new capital debt option to decrease capital financing costs
- + Off-site levies fund infrastructure
- + Modernizing City policy development



- + Improving cyber security awareness by City employees
- + Communicating transit service disruptions
- + Leveraging emerging it technologies
- + Data driven service improvement
- + Enhancing energy efficiency and low carbon energy for City infrastructure
- + Optimizing capital project investments
- + Enhancing asset management systems
- + Advancing business friendly approaches to construction
- + Reducing environmental impact of the City's fleet
- + Growing the urban tree canopy
- + Improving energy efficiency and low carbon energy use in buildings in the community
- + Enhancing drought resilience for Calgary

**Serving Calgarians**  
Advancing service delivery processes to better serve Calgarians' needs, improve customer experience, and foster equity, diversity, inclusion and belonging.

**Systems & Technology**  
Advancing existing systems, technologies and analytics, or using new ones to streamline services and operations.

**Operational Optimization**  
Fine-tuning operations in order to improve efficiency, service delivery, and/or reduce costs.

**Infrastructure Optimization**  
Planning for, upgrading or repairing existing infrastructure to improve infrastructure delivery and sustainability.

**Cross-Corporate Collaboration**  
Undertaking project and process improvements that benefit multiple services across the organization.

**Climate & Environment**  
Advancing processes or creating new initiatives to address climate change and/or protect the environment.





SERVING CALGARIANS

Advancing service delivery processes to better serve Calgarians' needs, improve customer experience, foster inclusion and belonging and promote social and racial equity.

# Continuous Improvement Initiatives

## Addressing Calgary's housing crisis

### Community Services

The new City of Calgary Housing Strategy was approved by Council with significant work undertaken to inform the development of the strategy, including incorporating the Housing and Affordability Task Force recommendations, research and collaboration with other business units and the sector to identify opportunities and best practices. The strategy was a critical component of The City's **Housing Accelerator Fund application that received \$228 million to create over 6,800 units** in the next three years.



## Improving the property assessment & taxation customer experience

### Corporate Planning & Financial Services

Assessment & Tax continuously work to improve the customer experience of over 580,000 property owners by focusing on improving Calgarians' understanding through providing more online services and self-serve options. In 2023, we launched **Tax Instalment Payment Plan (TIPP) Self Registration which has already achieved a 75% uptake**. Additionally, improvements to assessment & tax notices are progressing each year to include more important and useful information for Calgarians. Further, work is underway to offer online access to property tax bills.



## Modernizing licensing through Business Experience Improvement program

### Planning & Development Services

The Business Experience Improvement Program offers a one-stop solution for all business license types, with dedicated Representatives from application to approval. Initially focusing on restaurants, breweries, food production, and outdoor cafes/patios, its success has led to expansion and now features a self-serve option, simplifying the entire business licensing process. Webinars for business owners continue to be an effective way to communicate with new and returning customers, with both the number of webinars and participation increasing.



## Modernizing 311 user experience

### People, Innovation, & Collaboration Services

Enhancements to 311 digital services prioritize user experience, ensuring accessibility, efficiency, and transparency. The recently implemented call-back feature along with investments for on-call agents have **reduced 311 wait times by 5 per cent**. Real-time data dashboards are now available both internally and to the public to enhance transparency, accountability and decision-making.



### Serving Calgarians

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Advancing service delivery processes to better serve Calgarians' needs, improve customer experience, foster inclusion and belonging and promote social and racial equity.

# Continuous Improvement Initiatives

## Supporting more Calgarians through Fair Entry

### Community Services

The new Calgary Parking Low-Income Market Permit and High-Speed Low-Cost Internet programs provide Fair Entry clients with reduced-cost street parking and internet access. There are now seven subsidy programs available. Fair Entry experienced the highest volume of service requests in 2023 with **over 61,000 subsidy applications processed (an average of 2,000 more applications per month than 2022)**. Currently, 113,000 Calgarians (90 per cent of Calgarians living with low income) are approved for Fair Entry.



## Dismantling systemic racism in Calgary

### Community Services

The City's first Anti-Racism Strategic Plan launched in May 2023, was developed in response to concerns of systematic racism, racial inequity, discrimination, and oppression that harms Indigenous, Black and diverse Racialized Calgarians, including City of Calgary employees. The Anti-Racism Program completed **external engagement with over 3,749 Indigenous, Black, and diverse Racialized Peoples** and internal engagement with over 3,000 City employees to identify anti-racism themes, focus areas and actions.



## Launching Equity, Diversity, Inclusion & Belonging strategy

### People, Innovation, & Collaboration Services

The City launched the Equity, Diversity, Inclusion & Belonging (EDIB) Strategy and Framework which advances EDIB in the workplace, fostering a psychologically safe and inclusive work environment. The goal of the framework and strategy is to ensure employees with diverse backgrounds, perspectives, skills and experiences can fully participate, collaborate and deliver exceptional and innovative public service. Actioning this strategy requires business units to create their own EDIB work plans and provide updates twice per year.



## Introducing online booking and virtual building inspections

### Planning & Development Services

The Single Inspection Booking system offers self-service scheduling for plumbing, gas, building, and electrical inspections, with virtual options. This system enhances customer convenience, improves service delivery, reduces greenhouse gas emissions, and decreases paper usage. The Remote Video Inspection Service (RVI) is expanding, with technology enhancements to streamline the process and improve the customer experience. The customer base is also growing.



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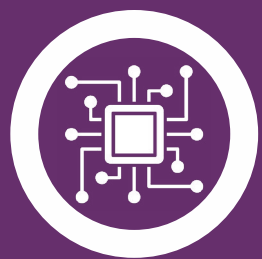
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# Continuous Improvement Initiatives

## Improving cyber security awareness by City employees

### Law, Legislative Services & Security

The City is implementing mandatory cyber security awareness training for employees. The rate for **comprehensive security training exceeded 80 per cent in 2023**, highlighting the importance placed on addressing unique challenges and fostering a safer work environment. To further enhance these efforts, a more comprehensive Corporate Security Training and Awareness Program is being developed, encompassing a campaign focused on physical security.



## Communicating Transit service disruptions

### Operational Services

Changes are being made to sign design on C-train platforms during service outages to better inform messaging with information on shuttle stops and directions of travel from that station based on the nature of that closure. The new signage includes QR codes and mobile app upgrades to streamline the customer journey for tech-savvy customers, while also providing descriptive signage for those who prefer in-person updates.



## Leveraging emerging IT technologies

### People, Innovation, & Collaboration Services

The City is deploying emerging technologies to enhance IT services and keep pace with technological progress. Investments in Robotic Process Automation, the Internet of Things, and Artificial Intelligence are not only modernizing services but also increasing efficiency with automation bots now active in various City business units. Using machine learning enables services such as Mobility to deliver improved outcomes in road condition assessment.



## Data driven service improvement

### People, Innovation, & Collaboration Services

**More than ten new analytics products** are improving operational efficiencies in areas such as Fleet Safety, Citizen's Equity Index, Waste & Recycling Cart Spot Check Analytics, Community Climate Risk Index, Urban Heat Index, and Climate Environmental Analytics System. These advances, along with solutions for Parks irrigation and mobility reporting, demonstrate The City's commitment to data-driven service improvement.



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**OPERATIONAL OPTIMIZATION**



Fine-tuning operations in order to improve efficiency, service delivery, and/or reduce costs.

# Continuous Improvement Initiatives

## Streamlining City purchasing through procurement operational excellence

### Corporate Planning & Financial Services

Supply Management has launched an Operational Excellence program to improve and modernize The City's Procurement operations, with an emphasis on achieving faster and better service for customers and suppliers. Using a Lean Six Sigma methodology and focusing on the voice of the customer and value-added activities, this initiative will reduce inefficiencies and barriers to doing business with The City.



## Automating streets spring clean-up

### Operational Services

Automating the Spring Clean-Up program improves efficiency of the service delivery and provides time savings related to data errors. Project scope has expanded to incorporate all Mobility Maintenance reporting, Spring Clean-Up scheduling and accomplishment reporting. The new system went into production last spring. Budgetary savings are anticipated through identification of errors quicker and material usage trends.



## Leveraging existing green cart resources during busy periods

### Operational Services

The opportunity to provide rear loader support in residential collection was identified to help address heavy workload for excess seasonal green cart material, and alleviate associated strain/overuse impacts to staff. This benefits employees by supporting drivers with routes that see high amounts of seasonal excess workload and reducing safety incidents related to strains. It allows green cart drivers to complete their entire routes instead of having to return to the compost facility to drop off loads, which increases operational efficiency.



## Right sizing infrastructure

### Infrastructure Services

Aligning planning and design of City infrastructure to our updated City Building vision, right-sizing infrastructure will provide the infrastructure that Calgarians value and need, with a lens on affordability. For example, the Bow Trail and Sarcee interchange planning study emphasizes active transportation, interchange footprint reductions, and enhanced vehicle flow. Similarly, ongoing improvements to 14th Street S.W. introduces pathways and sidewalks while maintaining a two-lane cross-section. Learning from these projects will help design teams build a repertoire of approaches to right-sizing infrastructure for communities.



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# INFRASTRUCTURE OPTIMIZATION



Planning for, upgrading or repairing existing infrastructure to improve infrastructure delivery and sustainability.

# Continuous Improvement Initiatives

## Enhancing energy efficiency and low carbon energy for City infrastructure

### Planning & Development Services

The City facilitated the delivery of the ENMAX Community Solar program, involving deployment of \$5 million in solar installations at community buildings in Calgary. Additionally, installation of solar power was completed at the Calgary Parking Authority Impound Lot Parkade, **boosting corporate renewable energy generation portfolio by 117 KW.** The Sustainable Building Policy was enhanced for more efficient energy management and reduced GHG emissions, while concurrently providing better support to capital project teams with delivering policy requirements and objectives.



## Optimizing capital project investments

### Infrastructure Services

The City prioritizes capital management, looking at opportunities to reallocate funds to critical unfunded investments, with recommendations due at November 2024 Mid Cycle Adjustments. A new capital grant management program enhances efforts to secure funding for capital projects while strengthening relationships with the development sector. In 2023, agreements for **11 funding applications secured \$234 million** from provincial and federal programs. An additional **\$18.6 million is approved for 2024, with pending responses for another \$110 million** from 2023 applications.



## Enhancing asset management systems

### Infrastructure Services

Optimizing City-wide infrastructure investments ensures safety and reliability through stewardship and implementation of asset management policy, practices, processes, and systems across the corporation. The City continues to update asset management plans and recommend adjustments to investment levels to various asset classes through the budget adjustment processes and update the Infrastructure Principle Corporate Risk. This ensures that The City continually improves its asset management business capabilities.



## Advancing business friendly approaches to construction

### Infrastructure Services

The City piloted a variety of proactive, business-friendly approaches to construction management that focused on helping Calgarians to prepare for, and mitigate the impacts of construction on their business operations. Examples include providing wayfinding signs around construction sites to businesses, temporary bike and vehicle parking, and staging our projects differently to minimize impacts to businesses. This work will continue in 2024.



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# Continuous Improvement Initiatives

## Delivering on the Community Safety & Wellbeing corporate priority

### Community Services

The City's community safety and wellbeing priority is focused on advancing its vision of a Calgary where everyone feels safe, connected, supported and that they belong. The City coordinates efforts to (i) improve our collective impact on community safety and wellbeing outcomes, (ii) optimize internal processes to enhance our collective response to emerging issues, and (iii) build capacity to accelerate and energize continuous improvements to programs and services.



## Increasing flexibility for City borrowing to decrease capital financing costs

### Corporate Planning & Financial Services

Adding a new capital debt option through the Corporate Borrowing Strategy will provide additional flexibility to The City's capital borrowing requirements while reducing capital financing costs. Monitoring and adapting to economic and political changes are crucial for financial sustainability, ensuring reliable and efficient capital debt funding sources. This strategy is estimated to **avoid up to \$175 million in interest over the next 10 years**. The Elevate Calgary Program supported the development of the strategy.



## Off-site levies fund infrastructure

### Planning & Development Services

Calgary's off-site levies fund infrastructure supporting growth and development. To support development of a new Off-site Levy Bylaw, The City conducted broad consultation with the building and development industry, along with interested parties and the public, and engaged industry working groups on financial formulas and rates. The 2024 Off-site Levy Bylaw and corresponding rates were approved by Council in January 2024.



## Modernizing City policy development

### People, Innovation, & Collaboration Services

The City modernized policy development and implementation through the Modernized Policy Review, stemming from Council's Notice of Motion. A Policy Review Committee was formed to integrate cross-corporate strategies and programs into policies. The governance framework was broadened to include structured corporate standards development and collaboration with other municipalities to enhance national municipal governance.



### Serving Calgarians

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### Climate & Environment

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# Continuous Improvement Initiatives

## Reducing environmental impact of The City's fleet

### Operational Services

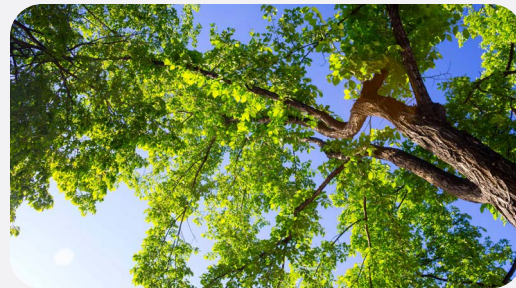
The City continues to make progress towards implementing the Green Fleet Strategy. In 2023, a successful test of renewable diesel on five Waste & Recycling Service trucks was conducted which will inform a 10-year fuel transition plan. The corporation reduced idling by 29 per cent which represents a **savings of over 280,000 liters of fuel**. Fleet Management also submitted a grant application to Emissions Reduction Alberta to purchase six hydrogen vehicles.



## Growing the urban tree canopy

### Operational Services

To help grow the urban tree canopy, a pilot initiative was developed in 2023 to support 10 community associations with installing orchards – a collaboration between the Calgary Horticulture Society, community associations and The City will result in fruit trees being provided, along with specific pruning training to interested community associations. Additional tree planting initiatives in 2023 included: a public **giveaway of 2,000 trees and over 1,000 trees planted** by volunteers in Calgary communities.



## Improving energy efficiency and low carbon energy use in buildings in the community

### Planning & Development Services

The City is improving energy efficiency and reducing emissions from new and existing buildings and transportation systems. Various initiatives across the organization in 2023 contributed to these improvements which included the Clean Energy Improvement Program, the Emissions Neutral Building Exchange (ENBIX) launch, and the development of a District Energy Strategy Opportunity Study.



## Enhancing drought resilience for Calgary

### Planning & Development Services

Council passed the Drought Resilience Plan supporting our ecosystems, businesses, & people to withstand, recover & adapt to drought conditions. The City adopted a corporate wide stance on reduced water use involving significant collaboration with the Water Treatment & Supply service line. Shifting regional climate, utility and environmental equity and the provincial moratorium on new licenses from the Bow Basin make this initiative complex, timely & important. In 2023 water restrictions were applied for the first time due to drought conditions and successfully **saved over one billion litres of water**.



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**Continuing to improve services remains a central focus throughout The City.**

Attachment 3 outlines approximately 300 service improvement strategies identified in the 2023-2026 Service Plans and Budgets.

Elevate Calgary is dedicated to regularly communicating The City's ongoing improvement efforts. The objective is to establish a regular report on The City's continuous improvement endeavors that help to make Calgary better every day.







# 2023-2026 Service Plans & Budgets continuous improvement initiatives

Approximately 300 projects were identified as service improvement initiatives within the 2023-2026 Service Plans and Budget. These projects are listed below and are categorized into one of six continuous improvement theme areas of this report:

- + *Serving Calgarians*
- + *Systems & Technology*
- + *Operational Optimization*
- + *Infrastructure Optimization*
- + *Cross-Corporate Collaboration*
- + *Climate & Environment*

Service Name	Initiative Description	Continuous Improvement Theme
1 Affordable Housing	Increase the number of affordable housing units by leveraging funding from provincial and federal governments for City-led projects.	Serving Calgarians
2 Affordable Housing	Increase the number of units developed and operated for those in housing need by collaborating with Calgary Housing Company and non-profit housing partners to leverage funding from other orders of government to increase the number of units developed and operated by non-profit housing providers and to strengthen partners' delivery of services.	Serving Calgarians
3 Affordable Housing	Create an updated Corporate Affordable Housing Strategy to set the high-level direction for the next five to ten years.	Serving Calgarians
4 Affordable Housing	Respond to Council's Housing and Affordability Task Force Notion of Motion by presenting the Housing and Affordability Task Force's recommendations, findings on a Housing Commission, recommendations for updating the Non-Market Land Sale program and policy, and strategies to undertake with partners to leverage federal funding programs.	Cross-Corporate Collaboration
5 Affordable Housing	Support the creation of additional affordable housing units by modifying relevant corporate policies and practices to create additional opportunities for the Non-Market Housing Land Sale.	Cross-Corporate Collaboration
6 Affordable Housing	Increase housing stability and successful tenancies for affordable housing residents or people in core housing need by providing grants through the Home Program to non-profit organizations to create and deliver programs that help Calgarians in the areas of education and skill building, financial empowerment, community inclusion and integration and supports during COVID-19.	Serving Calgarians
7 Affordable Housing	Help non-profit organizations reduce development costs and enable them to leverage funding from other orders of government and financial institutions, by providing grants to non-profit organizations towards pre-development activities and rebates on eligible City development fees for both affordable rental and homeownership housing projects through the Housing Incentive Program.	Serving Calgarians
8 Affordable Housing	Improve outcomes for Calgarians in need of core housing by leading policy, research and advocacy that will strengthen the housing system and provide Calgarians to access opportunities and overcome barriers.	Serving Calgarians
9 Arts & Culture	Invest in Calgary's cultural future through supporting Calgary and Chinatown Cultural Plans.	Serving Calgarians
10 Arts & Culture	Increase equitable access to festivals and events by delivering low-cost and no-cost festivals, events, and programming directly and with our partners.	Serving Calgarians
11 Arts & Culture	Improve alignment and service delivery to citizens and modernize the arts and culture sector by reviewing and revising the Civic Arts, Public Art and Festivals and Events policies.	Operational Optimization

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
12	Building Safety	Reduce building permit approval timelines by applying capacity, risk, and performance management.	Operational Optimization
13	Building Safety	Protect the public during construction through the revision of the Public Protection Site Safety Plan and monitoring of key safety indicators.	Serving Calgarians
14	Building Safety	Protect the public during construction through the revision of the Public Protection Site Safety Plan and monitoring of key safety indicators.	Serving Calgarians
15	Building Safety	Provide time-saving, easy and convenient options through education for builders and developers, and investment in customer self-serve capabilities.	Serving Calgarians
16	Building Safety	Improve building energy performance by delivering on the Climate Action Plan through education, and incentives.	Infrastructure Optimization
17	Building Safety	Manage inspections by providing industry leadership in risk management techniques that follow the Alberta Safety Codes Council's directive.	Operational Optimization
18	Building Safety	Support the Greater Downtown Plan by dedicating resources to the reviewing, approvals and inspections process.	Infrastructure Optimization
19	Building Safety	Contribute to Calgary's environmental sustainability by lowering greenhouse gas (GHG) emissions through the conversion of fleet vehicles to electric vehicles.	Climate & Environment
20	Building Safety	Improve convenience for customers and save fuel by enhancing inspection services through the use of remote video inspection.	Serving Calgarians
21	Building Safety	Improve employee engagement through a sustained and meaningful coaching and development program.	Systems & Technology
22	Building Safety	Act on the intent of Truth and Reconciliation by continuing to grow our partnership with Siksika Nation.	Serving Calgarians
23	Building Safety	Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitments to our employees and Calgarians.	Operational Optimization
24	Bylaw Education & Compliance	Link populations experiencing vulnerabilities with partnering agencies and support services by evolving the front-line officer outreach model..	Serving Calgarians
25	Bylaw Education & Compliance	Address localized social disorder and improve safety in the downtown core by increasing community peace officer capacity..	Serving Calgarians
26	Bylaw Education & Compliance	Strengthen employee resiliency by delivering training and resources designed to improve officer safety and support mental and physical wellness.	Serving Calgarians
27	Bylaw Education & Compliance	Improve responsiveness to emerging local issues and citizen needs by leveraging new technology to modernize service delivery.	Serving Calgarians
28	Bylaw Education & Compliance	Promote bylaw compliance and community safety by increasing community engagement efforts.	Serving Calgarians
29	Bylaw Education & Compliance	Improve citizen awareness on illegal dumping and temporary sign bylaws through targeted education, programming and increased enforcement practices.	Serving Calgarians
30	Calgary 9-1-1	Improve emergency response coordination and reduce 9-1-1 processing times by unifying Police and Fire incident management systems.	Serving Calgarians
31	Calgary 9-1-1	Enable ongoing adoption of the emerging capabilities of modern communication networks by deploying Next Generation 9-1-1 infrastructure.	Systems & Technology

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
32	Calgary 9-1-1	Improve the caller experience by optimizing the Calgary 9-1-1 service delivery model and reducing call transfers.	Serving Calgarians
33	Calgary 9-1-1	Ensure resilience and continuity of 9-1-1 operations through proactive risk-based planning and mitigation for emerging and evolving threats.	Serving Calgarians
34	Calgary 9-1-1	Improve interoperability with partnering agencies, regional municipalities and First Nations.	Cross-Corporate Collaboration
35	Calgary 9-1-1	Better serve populations experiencing vulnerabilities by strengthening community partnerships and engagement.	Serving Calgarians
36	Citizen Engagement & Insights	Provide opportunities for input on City programs and services that are safe, fair, accessible, and representative of all Calgarians through the new target research and engagement activities and further implementation of the Inclusive Engagement Guide.	Serving Calgarians
37	Citizen Engagement & Insights	Improve organizational understanding of our scope and scalability through education, awareness and expectation-setting as an input into City decision-making.	Serving Calgarians
38	Citizen Engagement & Insights	Deliver broader context and insights into business leaders' attitudes and behaviours by initiating additional qualitative research. This work will provide critical information for key corporate initiatives such as the downtown revitalization and will aim to enhance The City's global positioning.	Serving Calgarians
39	Citizen Engagement & Insights	Gain insight into perspectives, lived experiences, and expectations of equity-deserving Calgarians by conducting primary research and advanced analytics. Research has seen increased demand for further analysis of Calgary's diverse communities. Advanced analytics and new data collection will address this need and provide insights into communities to improve social and service equity.	Systems & Technology
40	Citizen Engagement & Insights	Improve access to data by expanding and better-leveraging external partnerships through benchmarking, academic research and partnering with other municipalities. Expanding collaboration will enhance connections, build relationships and knowledge-sharing opportunities and provide The City with enhanced global positioning.	Cross-Corporate Collaboration
41	Citizen Engagement & Insights	Provide online engagement that is accessible to all Calgarians by enhancing The City's capabilities and mirroring the in-person experience of engagement.	Serving Calgarians
42	Citizen Engagement & Insights	Provide greater digital equity for Calgarians who do not have access to technology by leveraging external partnerships to provide access to digital devices capable of gathering online engagement.	Serving Calgarians
43	Citizen Engagement & Insights	Improve engagement opportunities for equity-deserving Calgarians through the development and piloting of new tactics, tools and processes. Based on resource evaluation and reporting on effectiveness of the new actions, all of the recommended actions will be incorporated into future engagement projects.	Serving Calgarians
44	Citizen Engagement & Insights	Build community trust, deliver greater efficiencies and reduce community fatigue with multiple project engagements in specific geographic areas by working to transition the community relations engagement pilot into a fully operational program.	Serving Calgarians
45	Citizen Information & Services	Serve as the major access point for City information and services through the provision of The City's web presence and 311. Integration of City-owned data and presenting it back in a user-friendly way, as well as performing ongoing technical maintenance and required upgrades to ensure these channels are available to customers 24 hours a day, seven days a week.	Serving Calgarians
46	Citizen Information & Services	Improve City decision-making, transparency and service delivery by providing the organization, Calgarians, and Council with web data and 311 insights by providing real-time data through dashboards, predictive analytics based on historical data, and detailed reporting.	Systems & Technology

Service Name	Initiative Description	Continuous Improvement Theme
47 Citizen Information & Services	Improve City decision-making, transparency and service delivery by providing the organization, Calgarians, and Council with web data and 311 insights by providing real-time data through dashboards, predictive analytics based on historical data, and detailed reporting.	Systems & Technology
48 Citizen Information & Services	Increase the convenience and accessibility of information and services for customers by providing multi-channel solutions. Continue to advance the shift of services online and evaluate a call back option, while maintaining telephone service as a means for reliable two-way, real-time information sharing and dialogue with customers.	Serving Calgarians
49 Citizen Information & Services	Provide a modern municipal website to Calgarians through ongoing improvement initiatives and the adoption of new technologies. This includes the use of automation to improve site consistency and functionality, while also providing savings to the Corporation. Throughout the cycle continue to explore the capabilities, efficiencies, and service improvements available by on The City's web platform.	Systems & Technology
50 Citizen Information & Services	Increase the sustainability, scalability and resilience of the 311 subservice by leveraging an on-call pool of 311 agents which will support the efficient delivery of net new inquiries related to Calgary's anticipated population growth and projected increases in unplanned events (extreme weather, bylaw changes, social disorder, etc.).	Serving Calgarians
51 Citizen Information & Services	Provide digital equity to Calgarians through partnering with City service providers to review, evaluate, recommend and implement improvements to User Experience (UX). This will provide an intuitive and responsive experience to customers of Calgary.ca, its associated sites and applications while ensuring digital services and information are accessible to all.	Serving Calgarians
52 Citizen Information & Services	Offer an improved, personalized experience for customers of Calgary.ca by modernizing The City's eCommerce capabilities to support revenue generation through digital development with a service that is more scalable and efficient to maintain.	Systems & Technology
53 City Auditor's Office	Support the delivery of value-add audits where complex technical emerging risks threaten Council objectives by utilizing subject matter expertise.	Operational Optimization
54 City Cemeteries	Complete Phase One of development at Prairie Sky Cemetery by 2026 to continue providing this provincially legislated service for the coming decades of Calgarians.	Serving Calgarians
55 City Cemeteries	Meet Calgarian's needs and expectations for cemetery services by designing and constructing a customer service and administrative building at Prairie Sky Cemetery by 2024 (the service is currently working out of the nearby Ralph Klein Park building).	Serving Calgarians
56 City Cemeteries	Meet Calgarian's needs and expectations for cemetery services by designing and constructing a customer service and administrative building at Prairie Sky Cemetery by 2024 (the service is currently working out of the nearby Ralph Klein Park building).	Serving Calgarians
57 City Cemeteries	Connect with Calgarians by re-establishing interactive community events (i.e., Mother's and Father's Day flowers, historic cemetery tours, etc.) and exploring new opportunities.	Serving Calgarians
58 City Cemeteries	Support climate resilience by implementing climate-friendly initiatives through the strategic design, development and operations of the Prairie Sky Cemetery and new north cemetery-regional park (i.e. tree planting, seeding vs. sodding, natural landscapes, etc.).	Climate & Environment
59 City Cemeteries	Reduce water use by implementing innovative, alternative products and strategic cemetery design (i.e., monument rain shadowing, drip irrigation, open green space).	Climate & Environment
60 City Cemeteries	Support The City's climate strategies by introducing more natural landscape spaces within current cemetery spaces (i.e., reduced mowing cycles, less irrigation, native grasses, support wildlife and biodiversity, etc.).	Serving Calgarians
61 City Cemeteries	Continually improve service and mitigate environmental impacts by exploring actionable and effective emerging interment trend opportunities (i.e., green burial, scattering gardens, cremation alternative interment options, etc.).	Serving Calgarians

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
62	City Cemeteries	Provide a safe and healthy environment for cemetery visitors, employees, contractors and volunteers by strengthening the commitment to safety and well-being.	Serving Calgarians
63	City Planning & Policy	Continue to rank as one of the most livable, attractive, and successful cities in the world, by aligning and combining the Municipal Development Plan and the Calgary Transportation Plan into one user-friendly document, The Calgary Plan. This new policy will enable us to effectively address the climate emergency, social equity, diversity, inclusion, belonging, anti-racism, and Truth and Reconciliation.	Cross-Corporate Collaboration
64	City Planning & Policy	Revitalize Calgary's downtown by investing in (1) major civic projects to support trade, tourism, job creation and building strong regional economies; and (2) priority public infrastructure projects to provide necessary public amenity for a thriving community and that complement developer investment.	Infrastructure Optimization
65	City Planning & Policy	Revitalize Calgary's downtown by investing in (1) major civic projects to support trade, tourism, job creation and building strong regional economies; and (2) priority public infrastructure projects to provide necessary public amenity for a thriving community and that complement developer investment.	Infrastructure Optimization
66	City Planning & Policy	Deliver the residential, commercial and industrial opportunities that will continue to make Calgary one of the world's most livable and attractive cities by renewing the Land Use Bylaw to implement the vision of the Municipal Development Plan more effectively, while removing barriers from desired development and business activities.	Cross-Corporate Collaboration
67	City Planning & Policy	Attract further investment, create jobs and support climate mitigation efforts, while supporting growing communities and business areas, by refining and improving our Citywide Growth Strategy to achieve compact, strategic and sustainable growth through targeted and balanced investments.	Cross-Corporate Collaboration
68	City Planning & Policy	Enable industrial growth through the modernization of Calgary's industrial policy and regulation and incentivize strategic short and long-term sector growth by pursuing growth-focused land use policy, regulatory and development initiatives to streamline city planning processes for industrial development and increase development flexibility and competitiveness.	Serving Calgarians
69	City Planning & Policy	Enable The City to make transparent, informed, and sustainable investment decisions by evolving The City's understanding of the full financial impacts of a fast-growing city.	Operational Optimization
70	City Planning & Policy	Provide a consistent approach to funding new infrastructure, that supports growth and development, increases awareness of the impacts of growth decisions; provides a more sustainable funding source for complete communities; and improves timing between levy collection and infrastructure investment by refining, implementing and continuously improving Calgary's Off-site Levy Program.	Cross-Corporate Collaboration
71	City Planning & Policy	Support efforts in planning for up-to-date, livable, equitable and diverse communities by updating, replacing, and implementing over 250 outdated policy documents with approximately 40 new multi-community local area plans.	Operational Optimization
72	City Planning & Policy	Increase supply of industrial and residential lands within Calgary to meet increasing demands on market supply by implementing Council-directed annexations in Rocky View County and Foothills County.	Serving Calgarians
73	City Planning & Policy	Cultivate a food system that works with partners to ensure food is consistently available, accessible, appropriate, and healthy for all Calgarians by developing a Council-approved Food Resilience Plan.	Climate & Environment
74	Climate & Environmental Management	Increase protection and conservation of Environmentally Significant Areas (ESA) in greenfield development by developing standard protocols for ESA identification in ecological inventories and biophysical impact assessments, by retaining identified ESAs using Environmental Reserve or other planning tools as part of Land Use Amendment/Outline Plan approvals and by updating ESA and Environmental Reserve policies and guidelines.	Climate & Environment

Service Name	Initiative Description	Continuous Improvement Theme
75 Climate & Environmental Management	Protect the environment and public health and safety by providing corporate-level leadership and support to City services on identifying, assessing and managing contaminated lands. A proactive approach to identifying potential contamination concerns on City land assets and lands contemplated for development ensures that appropriate due diligence is performed and responsible management of environmental risk occurs.	Climate & Environment
76 Climate & Environmental Management	Drive drought resilience in Calgary through a corporate-wide stance and significant collaboration involving Water Treatment & Distribution Service Line by planning for local and regional water demand, water allocation and/or licensing, water treatment and distribution infrastructure and/or operations and emergency response. Shifting regional climate, utility and environmental equity and the provincial moratorium on new licenses from the Bow Basin make this initiative complex, timely & important.	Climate & Environment
77 Climate & Environmental Management	Guide effective corporate-wide environmental and climate management and performance through policy, frameworks, strategic plans, standards, procedures and tools. Includes assurance activities including audits, risk registers, compliance tracking and performance reporting on behalf of the corporation.	Climate & Environment
78 Climate & Environmental Management	Develop, implement and manage outreach and education initiatives and partnerships aligned with environmental and climate outcomes of the community and the corporation. Key objectives include to educate and build awareness, as well as collaborate and partner to amplify efforts. Services are provided with equity considerations.	Climate & Environment
79 Corporate Governance	Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.	Cross-Corporate Collaboration
80 Corporate Governance	Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.	Infrastructure Optimization
81 Corporate Governance	Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.	Infrastructure Optimization
82 Corporate Governance	Support the needs of the business community and achieve the goals of Calgary in the New Economy by coordinating and administering programs such as the Digital Service Squad Program, undertaking cross-corporate process and collaborative improvement efforts and implementing initiatives identified by the Business Advisory Committee.	Systems & Technology
83 Corporate Governance	Co-create an Indigenous governance model aligned with the Indigenous Policy including relevant Indigenous governance best practices for the City of Calgary by working with the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.	Cross-Corporate Collaboration
84 Corporate Governance	Increase the inclusivity and actionability of the Indigenous Policy by engaging the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.	Cross-Corporate Collaboration
85 Corporate Governance	Advance goals and interests with other orders of government and enhance overall responsiveness through continuous advocacy process improvements and working closely with department clients.	Cross-Corporate Collaboration
86 Corporate Governance	Build Futures Thinking capacity within The City and across equity-deserving communities to better respond to unpredictable changes, challenge our assumptions about the future, better anticipate, shape and adapt to emerging trends, and co-create equitable futures through Strategic Foresight methods.	Cross-Corporate Collaboration
87 Corporate Governance	Leverage opportunities to strengthen social, economic and climate resilience through consultations and application of a resilience lens and tools into City processes to improve project and program development.	Cross-Corporate Collaboration

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
88	Corporate Governance	Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.	Cross-Corporate Collaboration
89	Corporate Security	Maintain organizational resilience from cyber security events by implementing mandatory cyber security awareness training for City employees.	Systems & Technology
90	Corporate Security	Improve organizational resilience and public safety through the life cycle and upgrade of security tools, applications and hardware in public facing facilities and other City infrastructure.	Systems & Technology
91	Corporate Security	Improve application of security measures and reduce security risk to The City through the development and implementation of a security architecture program, which will embed security in all planning and design activities.	Operational Optimization
92	Council & Committee Support	Maintain standards of excellence in Citizen Recognition and Protocol by ensuring related policies are up-to-date, accurate and reflect leading practices.	Cross-Corporate Collaboration
93	Council & Committee Support	Enhance support for users of The City's legislative meeting management system including report writers, Mayor's Office, Councillors' Offices and General Managers' Offices.	Operational Optimization
94	Data Analytics & Information Access	Create, manage and provide corporate-wide geospatial technology, data and analytics that are reliable, secure and accessible for customers and Calgarians.	Systems & Technology
95	Data Analytics & Information Access	Provide City operational groups with tools and analytics to deliver their services more efficiently and providing them greater insight into strategic decision making.	Systems & Technology
96	Data Analytics & Information Access	Develop and support the Corporation's advanced analytics practice, providing guidance, sharing best practices and developing corporate data analytics and governance solutions.	Systems & Technology
97	Data Analytics & Information Access	Support information access by creating a corporate infrastructure and business process for automated inbound and outbound transfers of information regarding critical City infrastructure assets (Gas, Electric, Telecommunications, Water, Sewer).	Cross-Corporate Collaboration
98	Data Analytics & Information Access	Provide professional learning opportunities and consulting to build City employee's innovation capacity and continue to partner on cross-corporate innovation projects with business units, to nurture a culture of innovation and human-centered design & prototyping, supporting the development of the next generation of civic services to Calgarians.	Cross-Corporate Collaboration
99	Data Analytics & Information Access	Increase the number of data sets available in the Open Data Catalogue and promote easy self-serve access to City data for Calgarians, businesses, researchers and educational institutions.	Systems & Technology
100	Data Analytics & Information Access	Modernize eCommerce across the Corporation through standardization of commerce transaction processes, a rationalization of technologies, improved data insights, and improved customer experiences.	Systems & Technology
101	Data Analytics & Information Access	Standardize Computer-Aided Design and Drafting (CAD) data and practices by maintaining, updating and expanding The City CAD Standard and make it easily assessable to all customers. Further ensure the use of vendor supported versions of CAD software by managing CAD software licenses and users. Develop an on-demand Engineering Block Profile tool to make the creation of Profiles more efficient.	Systems & Technology
102	Data Analytics & Information Access	Centralize the storage and lifecycle of construction drawings by creating a Construction Drawings Repository (CDR) to store, organize and enable accessibility to City CAD drawings, and pilot the electronic submission of construction drawings initiative to align with the CDR.	Systems & Technology

	Service Name	Initiative Description	Continuous Improvement Theme
103	Data Analytics & Information Access	Transition data maintenance from CAD to GIS environments where permissible, to create more robust attribute rich data that allows for analysis and informed decision making. Support clients with the transition of data and processes between CAD and GIS technology platforms.	Systems & Technology
104	Data Analytics & Information Access	Enhance base map and addressing management, stability, quality, and efficiency by transitioning data maintenance processes to modern 3D mapping environments. This modern 3D base mapping product will be the fabric upon which the City's digital twin is created and maintained, allowing for greater accuracy in simulations, and better engagement of citizens in envisioning the future of Calgary's urban form.	Systems & Technology
105	Development Approvals	Support the realization of development in Calgary, enhance the consistency of application reviews, and encourage greater certainty and predictability for customers by increasing the responsiveness and timely review of development applications. Continuous improvement towards a streamlined applications process, including better ways to track and measure effort along the approvals continuum, and improvements and updates to systems and tools.	Operational Optimization
106	Development Approvals	Improve the experience and interaction of customers and Calgarians with the applications process through enhanced online service delivery that leverages technology to modernize, consolidate and streamline the products offered. This includes products on ApplyCentral, transitioning to digital advertisement, and building a "mobile friendly" development map.	Serving Calgarians
107	Development Approvals	Promote the successful realization of residential, commercial, and industrial development that reflects community and Calgarian interests through execution of a clear, consistent, easy to understand and updated Land Use Bylaw developed in partnership with City and industry partners.	Serving Calgarians
108	Development Approvals	Advance the work of the White Goose Flying Report's Calls-to-Action by identifying and mapping areas of cultural importance to the Nations that were signatories to Treaty 7, Metis and urban Indigenous peoples in and around the Calgary area. This initiative will gather Four stories central to Calgary's downtown, including the creation story for Elbow/The Confluence (Moh-kins-stis in Blackfoot; Wicispa Oyade in Stoney Nakoda; Gut'stis'sti in Tsuu'tina; and Otokwunee in Cree/Michif).	Cross-Corporate Collaboration
109	Executive Leadership	Continue to integrate Council's Strategic Direction and Administration's Rethink to Thrive Strategy through the Shared Strategic Agenda to demonstrate alignment and provide focus and clarity to City employees.	Cross-Corporate Collaboration
110	Executive Leadership	Improve our services to Calgarians by enhancing continuous improvement and energizing, empowering, and amplifying our service improvement efforts and building on the strong foundation of programs like Zero Based Reviews and Solutions for Achieving Value and Excellence as well as ongoing work across the organization to continually improve our service to Calgarians.	Cross-Corporate Collaboration
111	Executive Leadership	Inspire a thriving workforce committed to making life better every day for Calgarians by evolving The City's culture, while supporting recruiting and retention, and positioning The City as an "employer of choice", as outlined in Administration's Rethink to Thrive Strategy.	Cross-Corporate Collaboration
112	Facility Management	Improve the utilization of existing facilities and reduce the corporate facility footprint, reducing overall climate impact by responding to evolving corporate needs and post-pandemic workplace requirements through the development of a robust corporate accommodation strategy for workstyles and distributed workplaces.	Climate & Environment
113	Facility Management	Improve the utilization of existing facilities and reduce the corporate facility footprint, reducing overall climate impact by responding to evolving corporate needs and post-pandemic workplace requirements through the development of a robust corporate accommodation strategy for workstyles and distributed workplaces.	Climate & Environment
114	Facility Management	Generate long-term corporate gains through a mix of process harmonization, cost and procurement efficiencies, economies of scale, risk management, and investments that optimize value for money to achieve the long-term benefits from the Corporate Coordinated Operations & Maintenance (CCOM) transfers.	Operational Optimization
115	Facility Management	Reduce Facility Management's environmental footprint by implementing practices, systems and technologies within facilities in alignment with the Climate Strategy and the Corporate Greenhouse Gas and Energy Plan to meet climate change goals and targets.	Climate & Environment



	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
116	Facility Management	Extend the life span and maintain existing facilities through a defined multi-year investment plan while improving climate and energy efficiencies and reducing negative service impacts.	Infrastructure Optimization
117	Facility Management	Reduce unanticipated down time and number of break/fix work orders by harmonizing the preventative maintenance program across buildings transferred to Facility Management.	Infrastructure Optimization
118	Facility Management	Inform lifecycle and sustainment investment decisions for the provision of operations and maintenance of the Corporation's facilities by enhancing transferred facilities' building asset data for Corporate Coordinated Operations & Maintenance (CCOM).	Operational Optimization
119	Facility Management	Optimize, right size and maximize value from The City's facility portfolio through operationalizing The City's integrated approach to portfolio management, including coordination of service requirements, delivery of The City's portfolio management plan, maturing the processes for management of the facility pipeline and benefit realization, and identifying where to strategically invest in multi-service facilities and sites, including internal services and Civic Partners.	Infrastructure Optimization
120	Financial Support	Support The City's financial sustainability by monitoring and responding to the changing economic and political environment.	Cross-Corporate Collaboration
121	Financial Support	Support and inform the Executive Leadership Team and Council decision-making by preparing a comprehensive suite of financial reports..	Cross-Corporate Collaboration
122	Fire & Emergency Response	Improve emergency response and outcomes at serious fires by decreasing the time needed to assemble essential firefighting resources (two engines, one aerial, and a minimum of 12 firefighters) within 11 minutes at the incident. The service will focus on increasing the number of aerial units deployed across the city and the number of firefighters staffing those units.	Operational Optimization
123	Fire & Emergency Response	Maintain service levels by ensuring adequate staffing levels to balance operational demands including emergency response, community risk reduction initiatives, training and wellness.	Operational Optimization
124	Fire & Emergency Response	Improve employee health, wellbeing and resilience by expanding mental health and psychological supports, reducing stigma in the workplace and culture and continuing to support medical health and physical wellbeing.	Operational Optimization
125	Fire & Emergency Response	Enhance service efficiency and effectiveness by leveraging new and emerging firefighting equipment and technology.	Operational Optimization
126	Fire & Emergency Response	Mitigate the environmental impact of fire service delivery by assessing the feasibility of alternative fuel sources to power the heavy fleet while continuing to explore emerging firefighting technology and equipment to mitigate environmental impacts.	Climate & Environment
127	Fire & Emergency Response	Maintain the standard of service delivery by improving processes for frontline firefighters to maintain and enhance the necessary skills and competencies to perform their roles effectively and meet legislated Occupational Health and Safety requirements.	Serving Calgarians
128	Fire & Emergency Response	Mitigate risks related to the Green Line project, including construction accidents like tunnel collapses, and the potential for service impacts due to road closures and traffic pattern changes. These risks are new ground for the service and require working with service partners to determine emergency response needs, impacts from construction work, response protocols, training requirements and specialized equipment needs.	Operational Optimization
129	Fire Inspection & Enforcement	Support safe public spaces and events through ongoing fire inspections, education and compliance monitoring while implementing a proactive risk-based inspections model to deliver targeted inspections for higher risk occupancies.	Operational Optimization
130	Fire Inspection & Enforcement	Ensure that the city continues to grow and develop safely by providing plans review, technical services support and planning for new communities, occupancies and commercial operations.	Serving Calgarians

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
131	Fire Inspection & Enforcement	Improve service levels for Calgarians by optimizing workforce capacity to align with service demand and workloads.	Cross-Corporate Collaboration
132	Fire Inspection & Enforcement	Support emergency response enhancements, safety education and fire prevention initiatives by improving the collection, quality, and analysis of incident data.	Operational Optimization
133	Fire Safety Education	Reduce the risk of property loss, injury and death due to fire for people impacted by socioeconomic inequity. The service will achieve this by continuing to develop and provide targeted fire and life safety education to Calgarians experiencing vulnerabilities.	Operational Optimization
134	Fire Safety Education	Improve the inclusivity, impact and reach of fire safety education programs by continuing to develop and expand the virtual and in-person hybrid service delivery model.	Serving Calgarians
135	Fire Safety Education	Enhance targeted community risk reduction programs by developing risk assessments using a community lens combined with fire station district boundaries to better align educational outreach for specific risks.	Serving Calgarians
136	Fire Safety Education	Improve the identification of community risks and development of specific risk reduction strategies by collaborating with service partners to leverage their knowledge of Calgary's diverse communities when completing annual updates to community risk assessments.	Serving Calgarians
137	Fire Safety Education	Incorporate social equity outcomes and cultural responsiveness in service design and delivery by deepening the understanding of key barriers, risks and opportunities when engaging populations experiencing vulnerabilities in Calgary.	Serving Calgarians
138	Fleet Management	Reduce the environmental impact of The City's fleet and contribute to achieve corporate greenhouse gas emissions reduction targets by implementing the Corporate Green Fleet Strategy.	Climate & Environment
139	Fleet Management	Engage employees to be actively involved in maintaining a safe workplace through participation in safety governance committees, implementation of safety programs and performance improvement.	Cross-Corporate Collaboration
140	Fleet Management	Reduce liability to The City and citizens by investing in telematics and critical technology infrastructure that will improve vehicle safety and driver behaviour.	Systems & Technology
141	Fleet Management	Improve vehicle utilization and maximize the use of City-owned vehicles and equipment by advancing Flex Fleet, The City's corporate car share program.	Operational Optimization
142	Fleet Management	Improve vehicle and equipment uptime, service delivery to citizens, and reduce costs by implementing Reliability Centered Maintenance (RCM).	Operational Optimization
143	Fleet Management	Support critical service delivery and attract and retain a diverse workforce by implementing a workforce strategy for hiring "difficult to fill" positions.	Operational Optimization
144	Fleet Management	Partner with service owners to consolidate The City's fleet management practices to realize efficiencies and improve service quality and delivery to customers.	Cross-Corporate Collaboration
145	Human Resources Support	Advance The City as an employer of choice by exploring the development of a refreshed people strategy.	Operational Optimization
146	IT Solutions & Support	Optimize technology platforms and applications by balancing business technology investment decisions with corporate solutions.	Systems & Technology
147	IT Solutions & Support	Seek efficiencies and ensure compliance in a constantly changing and growing technology landscape by brokering technology services and resources for The City.	Systems & Technology

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
148	IT Solutions & Support	Improve the availability of City services by building, maintaining and supporting secure and resilient technology infrastructure.	Systems & Technology
149	IT Solutions & Support	Manage information as a strategic asset by advancing the use, reliability and value of civic data through improved access and analysis.	Operational Optimization
150	IT Solutions & Support	Increase availability of online services to Calgarians by providing the technology and support for business units to add municipal services online.	Serving Calgarians
151	IT Solutions & Support	Advance service delivery by exploring, identifying and evaluating emerging technologies.	Systems & Technology
152	IT Solutions & Support	Promote local business and academic research by leveraging municipal assets for the testing and development of new products and services in a real-life environment.	Cross-Corporate Collaboration
153	IT Solutions & Support	Reduce digital barriers for all Calgarians by advocating for change across government levels and implementing pilot programs, as part of a digital equity strategy designed with community stakeholders.	Serving Calgarians
154	Infrastructure & Engineering	Optimize investment in Calgary infrastructure by successful integration of the corporate project management software system across City operations to improve consistency and maximize efficiencies in planning, delivery, monitoring and reporting on capital projects.	Infrastructure Optimization
155	Infrastructure & Engineering	Advocate for project management excellence at The City as foundational for successful project delivery by providing project management supports, training and stewarding of policy and standards.	Operational Optimization
156	Infrastructure & Engineering	Deliver a seamless customer service experience for Calgary businesses by continuing to effectively manage access to City lands for installation of shallow utilities and implementing a new online solution for effective processing of requests for access to City assets for installation of wireless infrastructure.	Serving Calgarians
157	Infrastructure & Engineering	Strengthen our relationship with the development and construction industry to maximize The City's efforts in securing funding for capital projects by launching a capital grant management program and continuing to organize annual partnering with industry events.	Infrastructure Optimization
158	Infrastructure & Engineering	Maximize The City's infrastructure value for Calgarians by optimizing capital contract management practices across the organization.	Operational Optimization
159	Infrastructure & Engineering	Ensure the highest infrastructure and land development standards through delivery of land measurement surveys, modernizing surveying technology and ongoing maintenance of survey control networks for which The City is responsible.	Operational Optimization
160	Infrastructure & Engineering	Improve building safety, reliability and efficiency by providing building engineering advisory services and by maintaining strict adherence to engineering and/or architectural professional standards across The City.	Operational Optimization
161	Infrastructure & Engineering	Advance The City's climate goals by guiding business units across the Corporation towards efficient energy management and reduction of green house gas emissions through advisory services, stewarding relevant City policies, standards and initiatives.	Climate & Environment
162	Infrastructure & Engineering	Ensure tax and rate payers receive full value from investments in infrastructure assets through a City infrastructure asset portfolio evaluation to be undertaken within the Better Value for City Assets (BVCA) program.	Infrastructure Optimization
163	Infrastructure & Engineering	Deliver service and asset-specific asset management plans, condition inspections and performance assessments to drive optimal infrastructure asset investment, with a particular focus on critical infrastructure in Roads, Transit, Water, and Waste and Recycling.	Operational Optimization

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
164	Land Development & Sales	Attract new business investment and promote economic diversification and growth for Calgary through the redevelopment of lands at South Hill.	Serving Calgarians
165	Legal Services	Continue to work on initiatives identified through the Legal Service's ZBR	Operational Optimization
166	Legal Services	Remain focused on employee wellness, retention and equity, diversity and inclusion	Cross-Corporate Collaboration
167	Legal Services	Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments	Systems & Technology
168	Legal Services	Continue efforts to increase proactive involvement on priority Corporate issues	Cross-Corporate Collaboration
169	Legal Services	Continued engagement with customers on prioritization of service and service needs	Cross-Corporate Collaboration
170	Legal Services	Refine data collection and performance measures that support informed decision making	Operational Optimization
171	Legal Services	Review the resources required to support a resilient legal service	Operational Optimization
172	Legal Services	Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness	Systems & Technology
173	Legal Services	Support Corporate initiatives to advance anti-racism	Serving Calgarians
174	Library Services	Increase quality of life for all Calgarians by operating outreach services to mobility-challenged populations, groups experiencing vulnerabilities, and those residing in areas without a convenient Library service location..	Serving Calgarians
175	Library Services	Enhance pathways to wellness for Calgarians by improving and expanding services offered through Wellness Desks.	Serving Calgarians
176	Library Services	Enhance support for school-aged learning by developing pop-up and loanable versions of current Questionarium content and materials..	Serving Calgarians
177	Library Services	Improve early learning capacity by creating three new outdoor early learning centres by end of 2026.	Serving Calgarians
178	Library Services	Increase sense of belonging by creating additional opportunities for Indigenous Placemaking within current service locations.	Serving Calgarians
179	Municipal Elections	Improve the voting experience by enhancing and expanding internal and external partnerships with Council, school boards, post-secondary institutions, and community organizations.	Cross-Corporate Collaboration
180	Municipal Elections	Better reflect the needs of equity-seeking Calgarians, including newcomers and persons with disabilities by undertaking stakeholder engagement and implement voting process improvements.	Serving Calgarians
181	Municipal Elections	Identify and implement improvements for future elections through a review of voting technology security.	Systems & Technology
182	Organizational Health, Safety & Wellness	Enhance the employee experience by advancing corporate wide health and safety systems, programs and initiatives.	Cross-Corporate Collaboration
183	Organizational Health, Safety & Wellness	Advance organizational psychological safety by promoting a corporate-wide strategic approach.	Cross-Corporate Collaboration

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
184	Organizational Health, Safety & Wellness	Prevent and resolve safety incidents and issues by implementing appropriate processes across the organization.	Cross-Corporate Collaboration
185	Organizational Health, Safety & Wellness	Prioritize health, safety and wellness programs, services and initiatives by collaborating with and educating leaders.	Cross-Corporate Collaboration
186	Organizational Health, Safety & Wellness	Strengthen risk mitigation to reduce incidents and costs by utilizing a risk management framework.	Operational Optimization
187	Organizational Health, Safety & Wellness	Enhance the safety culture by strengthening employee engagement, productivity, psychological safety and occupational safety compliance by promoting and supporting corporate safety, health and wellness.	Cross-Corporate Collaboration
188	Organizational Health, Safety & Wellness	Improve service delivery and strengthen collaboration across the corporation by leveraging systems and technology.	Cross-Corporate Collaboration
189	Organizational Health, Safety & Wellness	Improve health, safety and wellness programs and initiatives by using data to support decision-making.	Operational Optimization
190	Parking	Improve positive perception of the Parking Service by facilitating sponsorship and outreach programs where funding is allocated to groups or organizations that have mobility and transportation-related projects.	Serving Calgarians
191	Parking	Deliver awareness of the ParkPlus System, the Traffic and Parking Bylaws to Calgarians by creating opportunities for Parking Safety & Compliance (PS&C) officers to engage with customers and Calgarians in the community.	Serving Calgarians
192	Parking	Increase revenue through the Flex Pass program and other new products.	Operational Optimization
193	Parking	Enhance user experience, data security, operation stability, reduce technology maintenance cost, provide faster responses to stakeholder needs and the industry's changing requests, and add new features and flexibility to integrate with third party applications, by enabling, supporting, and automating Calgary Parking Authority (CPA) parking management operation to support the lifecycle management of software solutions.	Systems & Technology
194	Parking	Increase the number of Electric Vehicle charging stations in City-owned parkades in the short-term, and assess utilization demand and increase capacity as we advance.	Climate & Environment
195	Parking	Install Electric Vehicle charging stations on-street by working with the Calgary Sustainability team to assess demand and feasibility.	Climate & Environment
196	Parks & Open Spaces	Support climate resilience, focusing on improving the health of the ecological network, through the development and implementation of Habitat Management Plans.	Climate & Environment
197	Parks & Open Spaces	Assist and encourage commercial activities in City parks by continuing to improve processes for interested businesses and citizens who can enhance the park user experience.	Serving Calgarians

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
198	Parks & Open Spaces	Support downtown revitalization to increase community safety and enhance Calgarians' experiences in our downtown parks and open spaces by working with our partners, including public sector, private sector and non-government organizations.	Serving Calgarians
199	Parks & Open Spaces	Improve the sustainability and resiliency of Calgary's parks and open spaces system by updating the Parks Open Space Plan which is the overarching policy that governs use, provision and preservation of our municipal parks system.	Climate & Environment
200	Parks & Open Spaces	Connect more Calgarians with their parks and open spaces system by developing and implementing a marketing and communications strategy to engage Calgarians on the value and benefits of using parks and accessing nature in the city.	Serving Calgarians
201	Parks & Open Spaces	Support continuous improvement of the service by exploring more data and technology options to improve decision making, sustainability and service delivery.	Operational Optimization
202	Parks & Open Spaces	Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and well being.	Operational Optimization
203	Pet Ownership & Licensing	Promote responsible pet ownership practices through increased community outreach, advocacy and engagement.	Serving Calgarians
204	Pet Ownership & Licensing	Enhance community safety by increasing collaboration with our partners to implement dog bite prevention and dog safety education to Calgarians.	Serving Calgarians
205	Pet Ownership & Licensing	Promote bylaw compliance and mitigate impacts to surrounding communities by delivering education and awareness to Calgarians on Livestock Emotional Support Animals and urban agriculture practices.	Serving Calgarians
206	Pet Ownership & Licensing	Expedite animal reunifications and increase compliance with the Responsible Pet Ownership Bylaw by communicating the value of pet licensing.	Serving Calgarians
207	Pet Ownership & Licensing	Improve responsiveness and access to virtual services by modernizing the technical infrastructure supporting the Animal Licensing Management System.	Systems & Technology
208	Pet Ownership & Licensing	Enhance animal health and well-being at the Animal Services Centre by strengthening coordination with our partnering agencies that support pet rescue and safe keeping.	Serving Calgarians
209	Procurement & Warehousing	Better meet customer needs through increased visibility on Corporate inventory availability, demands and past usage. Integrating systems and processes among services and end-users will increase efficiencies in how Corporate inventory is provided to City services and support front-line service delivery to Calgarians. Investment of public funds towards Corporate inventory will also be optimized.	Serving Calgarians
210	Procurement & Warehousing	Meet the needs of customers by advancing Corporate inventory ordering and delivery processes to a more user-friendly model with an e-catalogue of available inventory and provision of flexible pick-up or delivery options. This enhanced model will promote a faster and better customer service culture and enable less time to be spent on ordering and receiving goods.	Serving Calgarians
211	Procurement & Warehousing	Improve accuracy, reliability, visibility and availability of inventory while reducing oversupply by consolidating and standardizing Corporate inventory, procurement, and warehouse service data. Provide a clearer picture of current and future needs, support decision-making and advance communication between Procurement & Warehousing and City services by focusing on master data cleaning and standardization.	Operational Optimization
212	Procurement & Warehousing	Improve public procurement compliance while increasing transparency in The City's investment of public funds in the procurement of goods and services by fully leveraging the recently adopted Corporate Contract Management System capabilities ensuring integration with key internal applications and increasing automation of supply chain processes. Procurement Cycle Times will also be improved.	Operational Optimization

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
213	Procurement & Warehousing	Foster social and economic reconciliation through strong, collaborative relationships while maintaining The City's compliance with public procurement law and strengthening The City's commitment to Truth and Reconciliation by developing an Indigenous Procurement Framework and Strategy in conjunction with the Indigenous Relations Office and other partners.	Cross-Corporate Collaboration
214	Procurement & Warehousing	Minimize the impact of cost escalations and supply chain disruptions to City services, enable uninterrupted service delivery to Calgarians and protect investment of public funds by developing a Corporate Supply Chain Resilience Strategy that identifies, assesses, and proactively manages The Corporation's supply chain risks. This will be achieved through consultation with Industry and partners.	Operational Optimization
215	Procurement & Warehousing	Leverage The City's purchasing power of goods and services to provide added environmental, climate, social and economic outcomes, beyond price and quality, through intentional investment and by engaging stewards of the Calgary Climate Strategy, other supporting Corporate strategies, and frontline service budget holders.	Cross-Corporate Collaboration
216	Procurement & Warehousing	Improve procurement operations by modernizing performance dashboards, standardizing internal processes, implementing training and development programs, and increasing workload transparency. Efforts toward continuous service improvement is intended to improve employee satisfaction, The City's ability to recruit and retain qualified staff and improve customer and supplier service.	Operational Optimization
217	Procurement & Warehousing	Strengthen The City's purchasing power, increase public trust and maximize The City's best value for public funds by implementing the Category Management Framework to strategically source and consolidate purchasing of The City's goods and services based on category type.	Operational Optimization
218	Property Assessment	Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Serving Calgarians
219	Property Assessment	Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.	Serving Calgarians
220	Property Assessment	Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	Systems & Technology
221	Public Transit	Improve service and align service levels with return of ridership by optimizing routes and schedules.	Operational Optimization
222	Public Transit	Improve transit service by investing in innovative service delivery options and technologies.	Operational Optimization
223	Public Transit	Improve employee engagement and safety awareness training by investing in employee commitment.	Operational Optimization
224	Public Transit	Support transit customer safety strategy, Safety 4 All, by coordinating efforts with Council, other departments and business units.	Serving Calgarians
225	Public Transit	Reduce greenhouse gas (GHG) emissions by transitioning to Compressed Natural Gas, Zero Emissions Bus, or hydrogen buses, leveraging funding support from other levels of government.	Climate & Environment
226	Public Transit	Contribute to corporate climate strategy goals by procuring innovative and environmentally friendly technologies.	Climate & Environment
227	Public Transit	Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Operational Optimization
228	Real Estate	Acquire real estate to deliver capital infrastructure and community service projects, including streamlining intake of files from Planning & Development Services.	Infrastructure Optimization
229	Records Management, Access & Privacy	Improve the public user experience by increasing access to archival records and maintaining that access to information for future generations through the launch a new archival collection management software system, ArchivEra.	Serving Calgarians

	Service Name	Initiative Description	Continuous Improvement Theme
230	Records Management, Access & Privacy	Increase records and information disposition compliance by promoting an increased rate of submission and faster, simpler processing through changes designed to modernize and simplify the disposition process.	Serving Calgarians
231	Recreation Opportunities	Support Calgarians' ability to experience the benefits of recreation by providing a range of equitable and accessible recreation opportunities that encourage active daily living.	Serving Calgarians
232	Recreation Opportunities	Provide sport leadership, sport partnership, sport opportunities, and sport experiences by progressing the Sport For Life Policy.	Serving Calgarians
233	Recreation Opportunities	Optimize current service delivery through a strategic approach to pricing, product and service offerings, and policy to meet market demand.	Serving Calgarians
234	Sidewalks & Pathways	Enhance support for walking and wheeling as preferred mobility choices to and beyond schools, shopping, parks, recreational and other locations by prioritizing Always Available for All Ages and Abilities (5A) routes, enabling coordinated lifecycle replacements with adjacent roadway assets and other engineering measures that connect or extend routes, and address missing sidewalk or pathway links.	Operational Optimization
235	Sidewalks & Pathways	Provide innovative and environmentally-friendly approaches to sidewalk design and construction, and reduce carbon dioxide emissions through the exploration and implementation of carbon upcycling practices, using waste material such as fly ash in concrete sidewalks and by adopting the usage of glass materials in new use categories such as concrete construction.	Climate & Environment
236	Sidewalks & Pathways	Improve the availability and use of sidewalks and pathways infrastructure to Calgarians by enhancing coordination, engagement, collaboration, feedback and communication activities with workgroups, supporting partners and impacted communities.	Cross-Corporate Collaboration
237	Sidewalks & Pathways	Improve the safety, accessibility and attractiveness of the pedestrian realm through continuous improvement, design, maintenance, innovation, benchmarking, and implementation of related programs and technology such as piloting the use of heave phenomena control devices that control the expansion and contraction of concrete.	Operational Optimization
238	Sidewalks & Pathways	Strengthen the culture of safety throughout the sidewalks and pathways network by establishing safety protocols and projects through the Safer Mobility Plan, and exploring opportunities for more social media-based campaigns and short animated clips about safe pedestrian behavior that would engage various age groups and focus on the shared responsibility of safety for all sidewalk, pathway and roadway users.	Serving Calgarians
239	Sidewalks & Pathways	Enhance maintenance and functional performance through the use of collected data, analysis, reporting, forecasting, risk-based approaches and innovative equipment exploration such as the use of Segway-style paint machines for painting longer stretches or tight areas, and the use of durable marking products that make crosswalks and high pedestrian traffic areas visible even after winter and increase safety for pedestrians.	Operational Optimization
240	Sidewalks & Pathways	Provide Calgarians with stronger sidewalks that require less maintenance and have an extended lifespan through updated sidewalk designs and specifications.	Operational Optimization
241	Sidewalks & Pathways	Continually enhance responses to community traffic, walking and biking concerns or issues, through attention to 3-1-1 trends and innovative techniques to delivery efficient and effective service improvement.	Operational Optimization
242	Sidewalks & Pathways	Enhance snow and ice control on sidewalks and pathways by continuing to explore cost-effective methods and innovative technology-based solutions for removing snow and ice.	Operational Optimization
243	Sidewalks & Pathways	Advance additional carbon dioxide emission reduction, incorporating green technologies and materials for environmental sustainability, through the use of materials such as Green Concrete which can store carbon dioxide and by replacing cement material with limestone which reduces cement content by five percent.	Climate & Environment



	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
244	Social Programs	Support youth with employment readiness, skills development and employment through the Youth Employment Centre to help them successfully transition into meaningful employment.	Serving Calgarians
245	Social Programs	Improve service delivery to clients of Seniors Services Home Maintenance Program through file digitization.	Systems & Technology
246	Specialized Transit	Improve service by investing in innovative service delivery options and technologies.	Operational Optimization
247	Specialized Transit	Improve employee engagement and safety awareness/training by investing in employee commitment.	Cross-Corporate Collaboration
248	Specialized Transit	Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Cross-Corporate Collaboration
249	Stormwater Management	Reduce risk of localized flooding by continuing to invest in community and local drainage improvements, evolving the community drainage program to achieve desired levels of service, and quantifying the investments needed to address gaps and physical limitations of stormwater infrastructure in established communities.	Climate & Environment
250	Stormwater Management	Create safe and resilient communities through the continued delivery of strategic initiatives and capital flood mitigation projects to reduce the risk of river flooding.	Serving Calgarians
251	Stormwater Management	Build resilient communities by guiding redevelopment in established areas to mitigate flood risks and working with developers on innovative stormwater management solutions that enhance public spaces.	Serving Calgarians
252	Stormwater Management	Maintain service resilience by ensuring appropriate resources to respond to more frequent and extreme events and operate the growing Stormwater Management network (334 ponds and wetlands, 33 lift stations, 934 outfalls and over 5,000kms of underground pipes).	Climate & Environment
253	Stormwater Management	Build understanding of customer interactions and expectations of the Stormwater line of service. Develop programs that build customer awareness and shared responsibility for managing water quality and quantity on private property.	Serving Calgarians
254	Stormwater Management	Reduce the risk of safety incidents on stormwater infrastructure through the development of a storm pond safety program. Build understanding of investments needed for communicating, partnering, designing, and upgrading stormponds to meet program goals for safety.	Serving Calgarians
255	Stormwater Management	Adapt to our future climate by delivering and enabling investments and advancing initiatives that reduce flood risks and pollutants entering the river, and ensure operational staff and systems are prepared to respond to more frequent and extreme rain and flood events.	Climate & Environment
256	Stormwater Management	Meet future needs and advance the Stormwater Strategy to guide prioritization and resourcing for key initiatives on low impact development, watershed targets, customer and developer engagement, and partnership in development of public spaces.	Serving Calgarians
257	Stormwater Management	Protect the health of the river and maintain our environmental performance by continuing to meet regulatory requirements on total loadings to the river and mitigating the risk of spills into the stormwater system.	Climate & Environment
258	Stormwater Management	Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	Operational Optimization
259	Stormwater Management	Optimize investment decision-making and proactive service delivery through the development of Stormwater Asset Management plans and preventative maintenance plans to align capital investments, maintenance contributions and operational resources.	Operational Optimization
260	Stormwater Management	Build shared priorities, develop objectives and improve activity planning by building partnerships across internal city business units.	Cross-Corporate Collaboration

	Service Name	Initiative Description	Continuous Improvement Theme
261	Strategic Marketing & Communications	Maintain The City's relationship and reputation with the public and media by focusing on the effectiveness and responsiveness of The City's social media and media relations efforts. This requires the service to manage of increased demand for timely, two-way communication within the existing budget, while also ensuring The City is able to adapt to the changing media and social media preferences of Calgarians.	Serving Calgarians
262	Strategic Marketing & Communications	Support economic recovery and resilience priorities such as the Downtown Strategy, investment in Calgary and revenue generation for City services through the development and implementation of marketing and communication strategies. This includes leveraging data and analytics to better target audiences and partnering with Citizen & Information Services to implement e-commerce solutions to make doing business with The City faster and easier.	Serving Calgarians
263	Strategic Marketing & Communications	Improve the effectiveness and level of trust in City communications by addressing the growth of misinformation about The City. This includes providing staff with tools and training to identify, monitor, and correct misinformation when responding to Calgarian and media inquiries, and address increased demand within existing budget.	Serving Calgarians
264	Strategic Marketing & Communications	Improve the accessibility of Calgary.ca by making the content and services provided online easier to find and understand. This will help streamline the process of communicating with The City and help to manage high demand for in-person and telephone support.	Serving Calgarians
265	Streets	Enhance safety and accessibility of the mobility network by promoting safety-related processes, procedures and communication, and by installing ramps and related infrastructure.	Operational Optimization
266	Streets	Maintain safe workspaces while delivering services to Calgarians by establishing employee safety enhancements to support staff with safety meetings, and techniques and guidelines for incorporating safety-based awareness and thinking in day-to-day tasks and activities.	Cross-Corporate Collaboration
267	Streets	Promote actions that encourage transportation mode changes such as from driving to walking or the use of transit and vice-versa through participation in transportation mode projects, activities and collaborations with other workgroups or partners.	Climate & Environment
268	Streets	Expand employee training, awareness and learning opportunities regarding respect in the workplace, diversity and inclusion, and code of conduct through encouraged participation in City-specific learning and development programs, team communications, internal courses and employee-centered discussions.	Cross-Corporate Collaboration
269	Streets	Enable opportunities for positive economic and environmental impacts by determining strategies and mechanisms to reduce travel hours within specified or peak travel periods.	Climate & Environment
270	Streets	Minimize construction costs and interruptions to the public or to traffic flows through enhanced or continued engagement, collaboration and coordination with internal and external groups.	Operational Optimization
271	Streets	Improve work efficiency, lower costs, generate savings and maintain or improve levels of service and overall service delivery by researching, exploring and implementing technologies that provide efficiencies and solutions.	Systems & Technology
272	Streets	Provide longer lasting roadway results and less invasive roadway repair activities by utilizing efficient roadway-associated repair and rehabilitation methods such as narrow trenching for utility work and durable pothole repair patches.	Operational Optimization
273	Streets	Maximize the useful life of roadway assets by continually monitoring and managing asset lifecycles, planning for timely maintenance, making the best use of resources, proactively procuring materials and implementing efficient asset rehabilitation and replacement activities.	Operational Optimization
274	Streets	Eliminate or minimize procurement-related disruptions by continuing to work with Supply Management and other internal teams/resources, and external groups and partners including contractors, vendors and consultants to conduct procurement in a timely manner.	Cross-Corporate Collaboration

Service Name		Initiative Description	Continuous Improvement Theme
275	Streets	Enable appropriate adjustments as a result of emerging trends regarding the use of streets by engaging and working with various groups to better understand and incorporate transportation data and street-use feedback.	Operational Optimization
276	Streets	Eliminate work duplications and maximize efficiencies with other workgroups by exploring other channels of efficiencies related to working with colleagues and partners, to develop strategies and achieve common goals.	Operational Optimization
277	Taxation	Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Serving Calgarians
278	Taxation	Make the Taxation service a more attractive long-term career choice by focusing on staff attraction, development, and retention.	Cross-Corporate Collaboration
279	Taxation	Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	Infrastructure Optimization
280	Taxation	Support evidence-based decision-making across The City and the industry by providing taxation information to internal and external data requesters.	Cross-Corporate Collaboration
281	Taxi, Limousine & Vehicles-for-Hire	Offer fair and equitable livery options for all Calgarians and industry participants by monitoring the effectiveness of the Livery Transport Bylaw.	Serving Calgarians
282	Taxi, Limousine & Vehicles-for-Hire	Optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.	Serving Calgarians
283	Taxi, Limousine & Vehicles-for-Hire	Increase industry participation and capacity to meet growing demand for accessible livery services by monitoring wheelchair accessible taxi trip volume and the effectiveness of the Accessible Taxi Incentive Program.	Serving Calgarians
284	Urban Forestry	Maintain Calgary's existing canopy through the development of a citywide program to systematically identify and replace older, larger trees when they are at the end of their natural lifecycles.	Serving Calgarians
285	Wastewater Collection & Treatment	Reduce risk of wastewater backups for customers by building understanding of the most effective risk reduction levers and investing in condition assessments to inform targeted upgrades and replacements for critical infrastructure.	Infrastructure Optimization
286	Wastewater Collection & Treatment	Establish clear levels of service for customers who experience wastewater backups by reviewing options with a lens of sustainability, customer expectations and industry best practices.	Operational Optimization
287	Wastewater Collection & Treatment	Maintain service resilience through ensuring appropriate resources including competent and certified operators to maintain regulatory compliance and operate a growing wastewater collection and treatment network (three treatment facilities, 43 lift stations and over 5,000 km of underground pipes).	Operational Optimization
288	Wastewater Collection & Treatment	Meet growth demands and reduce risks of customer backups, releases to the environment and regulatory non-compliance by evaluating and prioritizing significant upgrades at Bonnybrook Wastewater Treatment Plant, Fish Creek Wastewater Treatment Plant and the wastewater collection system.	Infrastructure Optimization
289	Wastewater Collection & Treatment	Improve energy efficiency and reduce Greenhouse Gas (GHG) emissions from wastewater operations.	Climate & Environment

	Service Name	Initiative Description	Continuous Improvement Theme
290	Wastewater Collection & Treatment	Reduce the exposure and vulnerability of the wastewater service to changes in influent strength, shifting seasonality, extreme weather events and higher temperatures related to climate change by supporting, prioritizing and enabling mitigation actions.	Climate & Environment
291	Wastewater Collection & Treatment	Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	Operational Optimization
292	Wastewater Collection & Treatment	Reduce safety risk for employees and Calgarians caused by Hydrogen Sulfide (H <sub>2</sub> S) gases through improved modeling, monitoring and mitigation initiatives.	Operational Optimization
293	Water Treatment & Supply	Reduce potential risks (Emerging Substances of Concern, Distribution Monitoring Program, Lead Servicing Replacement, Dead End Mains) by continuing to deliver on water quality investments and programs and implementing best practices.	Operational Optimization
294	Water Treatment & Supply	Reduce the risks associated with source water entering the water treatment plant on the Elbow River by implementing the Glenmore Reservoir source water protection plan.	Climate & Environment
295	Water Treatment & Supply	Reduce long-term system reliability risks through continued exploration of water licensing and plant expansion, while implementing programs that influence timing of sizeable investments (e.g. water restrictions, water loss program, Water Efficiency Plan, graduated water rates).	Operational Optimization
296	Water Treatment & Supply	Prepare for climate resilient service delivery by becoming more energy efficient, investigating new technologies and using new practices to improve water treatment process reliability, factoring in changing water quantity (volume and/or timing) and quality while supporting, prioritizing and enabling mitigation actions.	Climate & Environment
297	Water Treatment & Supply	Reduce water use and average per day demand while maintaining Water Utility financial sustainability including incorporating climate change, drought management and offsetting future infrastructure costs by updating the Water Efficiency Plan and exploring new initiatives.	Operational Optimization
298	Water Treatment & Supply	Advance water meter strategy to reducing meter reading costs, enhancing customer experience with more timely resolution of billing issues, and improving customer communication and feedback on water usage.	Serving Calgarians
299	Water Treatment & Supply	Continue to improve the customer experience and customer understanding of the service by establishing levels of service, innovating, optimizing value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	Serving Calgarians



# Continuous improvement: Delivering faster, better, more effective services for Calgarians

EC2024-0342

2024 April 16

## Previous Council Direction

On 2023 January 24 (EC2022-1304), Council approved Administration's recommendation to close out the Zero-Based Review program.

The report also outlined a new continuous improvement program supporting the corporation with foundational systems, expert advice, and internal consulting services to help ensure the success of 2023-2026 service improvement initiatives and beyond.

# Recommendation

## RECOMMENDATION:

That the Executive Committee recommend that Council:

1. Receive this report for the Corporate Record.





# Highlights



\$226 million in savings and reductions since 2019



Improving services increases value for Calgarians



New collaborative continuous improvement approach



New program: Elevate Calgary







# Zero Based Review (ZBR) program

## 2011-2022

- 12 ZBRs covering 76% of operating budget
- Ongoing financial benefits: \$64M-80M annually



**Water Resources ZBR:**  
\$30.4M capital avoided  
\$25.3M capital saved.



**Fire ZBR:** \$14.1M in savings and cost avoidance.



**Roads ZBR:** Reinvested \$11.4M savings into service delivery.



Direct Budget Cuts [2019]



SAVE Program [2021-2022]

## 2019



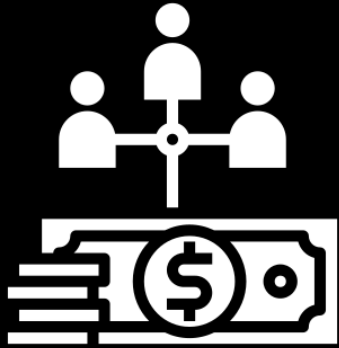
- \$60M cut from approved budget
- Some cut services reinstated due to demand from Calgarians
- Learnings: renewed focus on continuous improvement approach



SAVE Program  
[2021-2022]

# Solutions for Achieving Value and Excellence (SAVE) program

## 2021-2022



- \$78.6M saved in base operations
- Decisions prioritized needs of Calgarians
- Pursued most viable opportunities





# A new era: continuous improvement ecosystem

Anchored by the new Elevate Calgary Program, the **new approach to continuous improvement harnesses the passion and wisdom of 15,000 City staff** to make life better every day by increasing the value for our services.





# Continuous Improvement in this budget cycle: Elevate Calgary program



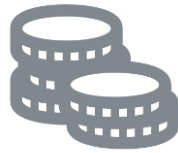
**Energize**  
Expertise through consulting services



**Empower**  
Training and resources



**Amplify**  
Sharing a unified story



**\$3.9M**  
costs avoided

Completed 22  
continuous  
improvement  
projects to date.



**Management consulting strategy**

Elevate Calgary is part of a suite of internal consulting services that leverage City expertise.

# Continuous Improvement Spotlight

## Waste & Recycling Services – Too Many Carts

### Analysis

- Over 1 million carts
- 311 geospatial analysis of cart congestion
- Bylaw & Policy review
- Interviews & ride along

### Outcomes

- Provided proactive solutions to avoid cost and resource requirements of a pilot.
- Leveraged current mitigation practices to help address the issue.


# Continuous Improvement Spotlight

## Actions

- 311 call-back feature
- On-call agents

## Outcomes

- Reduced 311 wait times by 5 per cent
- Enhanced accountability through public real-time dashboards



**Modernizing 311 user experience**


# Continuous Improvement Spotlight

## Actions

- One-stop solution for all business types
- Dedicated representatives from application to approval

## Outcomes

- Expanded program due to success
- Simplified process with self-serve option
- Increased webinars and participation from businesses



**Business Experience  
Improvement program**



# Recommendation

## RECOMMENDATION:

That the Executive Committee recommend that Council:

1. Receive this report for the Corporate Record.







**Report Number:** EC2024-0528

**Meeting:** Executive Committee

**Meeting Date:** 2024 April 16

## NOTICE OF MOTION

**RE: Extending Municipal Voting Rights to Permanent Residents**

**Sponsoring Councillor(s):** Councillor Walcott, Councillor Wong, Councillor Dhaliwal, Councillor Mian, Councillor Penner

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### WHEREAS...

- The term franchise, or enfranchisement, denotes the right to vote in elections for members of Parliament, provincial legislatures and municipal councils.
- Dating back to the colonial period, restrictions once effectively limited the right to vote to male property holders. Since then, voting qualifications and voter eligibility have expanded, removing the restrictions on women, First Nations, Inuit, and Asian Canadians' right to vote, eventually affirming the right of every Citizen to vote.
- The expansion of voter eligibility reflects Canada's evolving social values and a more reflective understanding of what it means to contribute to Canadian Society.

### AND WHEREAS...

- The right to vote in federal elections is enshrined in the *Canadian Charter of Rights and Freedoms* for those with Canadian citizenship.
- The right to vote in Alberta provincial elections is enshrined in the *Elections Act*, with limits placed on age, citizenship status, and place of residence.
- The right to vote in municipal elections in Alberta is defined in the *Local Authorities Election Act*, with limits placed on age, citizenship status, and place of residence.

### AND WHEREAS...

- Municipalities are unique, as the only order of government that is not constitutionally defined, the opportunity to extend voting rights to more members of our local communities would represent a significant shift to ensure our local communities are representative of the people who call them home.
- All orders of government make decisions that directly impact the daily lives of all residents, regardless of their citizenship status.
- Municipal Governments have a unique legislative opportunity to honour the contributions of Permanent Residents – who are often long-term constituents, neighbours, and community members who pay property taxes and fees for City services, contribute to our local economy by working and purchasing goods and services, and create vibrancy in areas of social and cultural life – *by extending them a voice in local governments*.
- As municipalities exist as a result of Provincial legislation, the opportunity exists to afford municipal voting rights to Citizens and Permanent Residents alike through an act of the Alberta Provincial Government amending the *Local Authorities Election Act*.

NOTICE OF MOTION  
AND WHEREAS...

- Our responsibility as municipalities extends to all who people who call our communities home who contribute to civic life, who work here, raise families here, and use city services, should have a democratic right to vote in our municipalities.

NOW THEREFORE BE IT RESOLVED ...

1. Council forward the accompanying resolution to the municipality of Penhold and request that they second it; and
2. The accompanying resolution be submitted for inclusion at the September annual Alberta Municipalities conference to request:

“Alberta Municipalities advocate to the Government of Alberta to amend the *Local Authorities Election Act* to expand voter eligibility to include individuals who have been granted Canadian permanent resident status”

## 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: Extending Municipal Voting Rights to Permanent Residents

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)

<b>Financial and Other Resource Capacity</b>
No financial capacity identified – this includes administrative commentary about changes to elections Calgary rules should it be successful in the future.
<b>Legal/Legislative</b>
Law was circulated, the language proposed is specific and identifies the appropriate legislation and no concerns were presented.

<b>Technical Content</b>
The differentiation between the different legislation that governs elections is key in the language of the Whereas. This proposal is specific to the legislation that governs municipal elections.
<b>Procedural (Include reasons for confidentiality)</b>
This must be submitted now, in order to offer ample time for it to be seconded by Penhold, the seconding council to approve so it can get to AbMunis on time.
<b>Other Considerations</b>
<b>Urgency Rationale</b>