



REVISED AGENDA

STRATEGIC MEETING OF COUNCIL

March 21, 2018, 9:30 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES
None
6. PRESENTATION(S) AND RECOGNITION(S)
None
7. CONSENT AGENDA
None
8. POSTPONED REPORTS
(includes related/supplemental reports)
None
9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 9.1 OFFICER OF COUNCIL REPORTS
None
 - 9.2 ADMINISTRATION REPORTS
 - 9.2.1 One Calgary – Resilience, Research, Financial and Capital Update, C2018-0304
 - 9.2.2 *Olympic Bid Dialogue Stage Update, C2018-0266*
 - 9.2.3 Guiding Principles for Climate Resilience, C2018-0340
 - 9.3 COMMITTEE REPORTS
None

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION
None

10.2 BYLAW TABULATIONS
None

10.3 MISCELLANEOUS BUSINESS
None

11. URGENT BUSINESS

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA
None

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

13.1 Response to Administrative Inquiry 2018 February 20 - Plebiscite, AI2018-01

14. ADJOURNMENT

**One Calgary Report to
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2018 March 21**

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One Calgary – Resilience, Research, Financial and Capital Update

EXECUTIVE SUMMARY

Making life better every day for Calgarians is our common purpose. The City of Calgary delivers on this purpose by being a service and results-driven, accountable and resilient municipal government, placing citizens, customers and communities at the forefront of our plans, decisions and actions. Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022 ('the Strategic Plan') will deliver on Council's direction through service plans and budgets that will be presented to Council in November. Ultimately, the work ahead is about better service delivery, demonstrating value for tax dollars, building resilience and contributing to quality of life today and for generations to come. This report and the discussion with Council on March 21 is about information and decisions (e.g. resilience context, existing research, a financial update and principles for setting indicative tax rates, and a capital budget update) that will provide a foundation to inform key decisions being requested at the Strategic Meeting of Council on 2018 April 25. At that time, Council will be asked to approve indicative tax rates, long-term user fee tax support rates and indicative rates for utility services.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Receive the Preliminary Resilience Assessment Executive Summary (Attachment 1), and the Existing Research & Data Report (Attachment 2) for information;
2. Approve the updated Principles for Setting Indicative Tax Rates (Attachment 3); and
3. Approve the updated Capital Infrastructure Investment Strategy (Attachment 4).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2005 January 31, Council approved the Multi-Year Business Planning and Budgeting Policy (CFO004). This policy was amended on 2008 January 14 and on 2012 April 9.

On 2011 April 5, Council approved principles for setting indicative tax rates (C2011-31).

On 2014 September 15, Council approved the City Manager's Leadership Strategic Plan: Contract with Council (C2014-0703), which identified service plans and budgets as a key component of The City of Calgary's performance management system intended to support better delivery of services to communities, customers and Calgarians.

On 2015 November 25, the Capital Infrastructure Investment Strategy was approved by Council (C2015-0855) and on 2017 March 6, Council directed that Infrastructure Calgary update this strategy as part of the capital planning for the 2018 budget process (C2017-0214).

On 2017 December 4 (C2017-1213), Council received "Setting your Council Directives for 2019-2022 (One Calgary)". The materials gathered in that document utilized data from multiple citizen engagements and surveys and was an input into setting Council's Directives for 2019-2022.

On 2018 January 31 (C2018-0115), Council adopted the "Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets". Further, Council adopted a motion arising to direct Administration to bring forward amendments to the Council Priorities.

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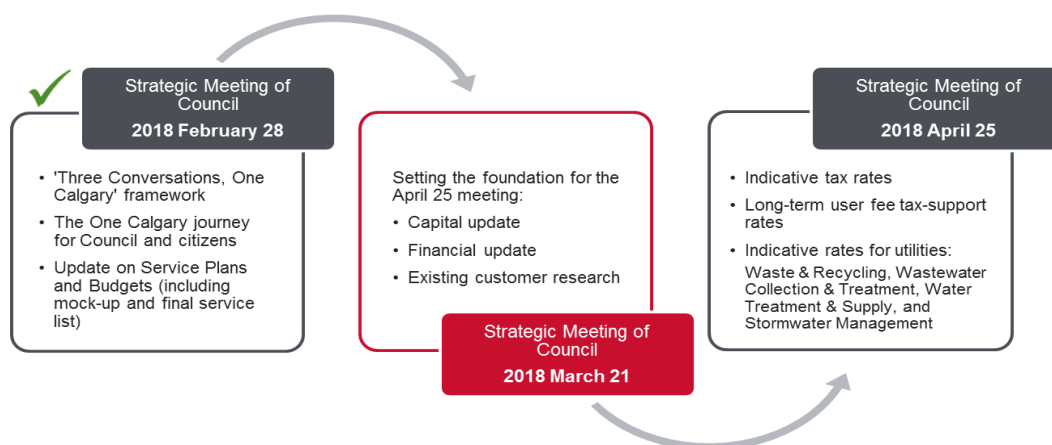
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On 2018 February 28, Council:

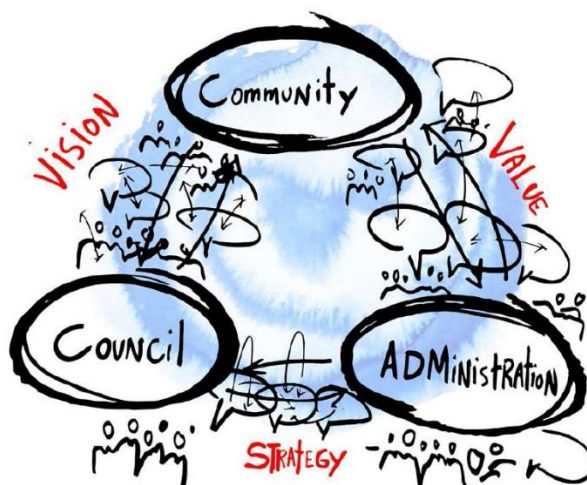
- Adopted the additional amendments to the “2019-2022 Council Directives for One Calgary” (C2018-0201).
- Approved “Three Conversations, One Calgary” as the framework that will guide the development of The City’s Strategic Plan for 2019-2022 (C2018-0224).

This report provides a resilience context, a financial update, a capital update, and a summary report on existing customer research and data. This information and the discussion with Council will provide essential context for the conversation between Administration and Council on 2018 April 25 on indicative tax rates, long-term user fee tax support rates and indicative rates for utility services (i.e. Waste & Recycling, Wastewater Collection & Treatment, Water Treatment & Supply and Stormwater Management). The diagram below reflects the sequence of these discussions with Council.



BACKGROUND

On 2018 February 28, City Manager, Jeff Fielding presented ‘Three Conversations, One Calgary’ as the framework to guide the development of The City’s Strategic Plan for 2019-2022 (‘the Strategic Plan’) including service plans and budgets. As shown in the conceptual drawing of that framework below, there are three sets of relationships, conversations and results.



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With Council's direction for 2019-2022 and the framework to guide Administration's response approved on 2018 February 28 (C2019-0201, C2018-0224), key components of the conversation between Council and Administration have been determined. On 2018 April 25, financial considerations will be the focus of the conversation between Council and Administration (i.e. indicative tax rates, long-term user fee tax support rates and indicative rates for utility services). Council's direction on these financial considerations will form the basis upon which the service plans and budgets for 2019-2022 will be developed.

Additionally, it is worthwhile mentioning that on 2018 February 22 (PFC2018-0200), the Priorities and Finance Committee recommended that Council direct Administration to report back with "recommendations that increase the level of City commitment and investment in new communities" in Q2 2018. Also within that recommendation is direction to include "financial implications for the 2019-2022 budget cycle, future budget cycles, and how any funding gaps for operating and capital would be funded using property tax." Administration will deliver on these recommendations by prioritizing the business cases and identifying the required financial commitment for new community growth in the next and future planning and budgeting cycles. As Council's decisions on this matter will need to be integrated into the 2019-2022 service plans and budgets, Administration is working together to ensure the capital and operating implications (including indicative rates) are aligned and integrated.

One of Council's Priorities for 2019-2022 (C2018-0201) is a Well-Run City which is defined as "Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners and others." In keeping with this Priority and its focus on resilience, the Administrative Leadership Team (as the organization's Executive Leadership), agreed that the Resilient Calgary - Preliminary Resilience Assessment Executive Summary (Attachment 1) provides the context for the full conversation scheduled for the 2018 March 21 Strategic Meeting of Council.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

As noted above, the Preliminary Resilience Assessment Executive Summary (Attachment 1) outlines four resilience focus areas to be explored in the development of the resilience strategy for Calgary:

1. Inclusive Leadership and Decision Making
2. Economic Resilience
3. Infrastructure Resilience
4. Environment Resilience

The discussion at the 2018 March 21 Strategic Meeting of Council will cover all four of these focus areas with the first three being outlined in this report and with "environment resilience" being considered as part of a separate report on climate change.

Setting the Stage - Resilient Calgary

The 100 Resilient Cities (100RC) initiative, pioneered by the Rockefeller Foundation, is a global network of one hundred cities working to address some of the biggest challenges facing cities in

One Calgary - Resilience, Research, Financial and Capital Update

the 21st century. Calgary is one of four Canadian cities in the 100RC network and these cities collaborate on mutual urban resilience challenges and the task of developing a resilience strategy for each respective city. The intended outcomes of the resilience work in Calgary are many: to deliver a resilience strategy for Calgary that meets the requirements of the 100RC membership, to build a network of resilience champions in The City of Calgary organization and in the Calgary community, and to support the skills and knowledge base of our Administration as the 2019-2022 service plans and budgets are developed and implemented.

Being a member of the 100RC network has provided The City with access to tools and resources to help understand our community perception of Calgary's resilience. On 2018 February 18 Calgary completed Phase 1 of the 100RC process by completing and submitting a Preliminary Resilience Assessment (PRA) of Calgary. An Executive Summary of the PRA is attached to this report as Attachment 1. The full PRA is available at <http://www.calgary.ca/CS/Pages/Calgary-Resilience.aspx>.

The resilience team has aligned with other City initiatives and is working collaboratively to include those initiatives in the resilience assessment process. The decision to do this was to honour the resilience work already underway in our city. It helped to optimize both people and funding resources assigned to address resilience challenges, while spreading the value of the 100RC network membership across the organization and into the community. The work aligned within the resilience assessment includes other strategic documents and programs such as: the Climate Resilience Program, imagineCALGARY, the Economic Development Strategy for Calgary, the Hazard Identification and Risk Assessment conducted by CEMA, the Municipal Development Plan, the Calgary Transportation Plan, and Infrastructure Calgary.

The Preliminary Resilience Assessment provides a wide arching overview of Calgary's community resilience. It is presented in five parts:

1. The Calgary context, an actions inventory of the many resilient activities underway in our community;
2. The challenges and opportunities identified through many discussions and analysis of the actions underway;
3. Identification of four Discovery Areas and one cross-cutting theme:
 - a. Economic Resilience
 - b. Inclusive Leadership & Decision Making
 - c. Environment Resilience
 - d. Infrastructure Resilience
 - e. Cross cutting theme: How do we encourage a trusting environment that supports intentional risk taking, innovation and co-creation?
4. To develop the strategy recommendations; and
5. Delivering the next steps of the resilience strategy.

As Calgary moves into Phase 2 of the Resilience Strategy development process, the Discovery Areas will be finalized. This phase will include forming working groups/collaborative circles, work plans, an opportunity assessment, and recommended actions for the Resilience Strategy. Phase 2 will also allow for engagement and informing stakeholders, co-creating, socializing resilience, nurturing a community of resilience practitioners, and identifying community

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leadership opportunities related to this work. Phase 1 work and the delivery of the PRA has intentionally been aligned with One Calgary to support resilience thinking and consideration of shocks and stresses as the service planning and budgeting work is being considered. The PRA work has supported the documentation used by Council to deliver the Council Priorities, the resilience lens is being included into the capital infrastructure planning process, and it is being considered as part of the training modules for staff preparing the service plans. Delivery of the full resilience strategy for Calgary will occur in a phased manner, with resilience remaining a foundational context supporting the One Calgary process and timelines, as well as longer term community involvement in the development and implementation of a resilience strategy for Calgary being realized throughout 2019-2022 and possibly beyond.

This report addresses three of the four focus areas: inclusive leadership and decision-making, economic resilience, and infrastructure resilience. Together, it is intended that this information will support the One Calgary work. Further, it will provide context to set the foundation for the conversation between Administration and Council on 2018 April 25 on indicative tax rates, long-term user fee tax support rates and indicative rates for utility services as part of the development of the 2019-2022 service plans and budgets.

Inclusive Leadership and Decision Making – Existing Research and Data

Attachment 2 is a summary report of existing research and data provided for Council's information. Metrics included in this report are not exhaustive and are meant to be a representative snapshot of current citizen perceptions on service and service value. Research in this report was conducted over the past two years and it is part of a comprehensive plan for ensuring public and stakeholder input is sought and incorporated at multiple points as the 2019-2022 service plans and budgets are developed. As noted on 2018 February 28 (C2018-0224), this plan focuses on:

- Using the most cost-effective methods to maximize participation and return on investment;
- Leveraging existing citizen and stakeholder research, data (e.g. 311, web analytics) and engagement; and
- Targeting 'net new' engagement and research to fill specific gaps in existing knowledge.

Additionally, as outlined in C2018-0224 and as shown in the table below, Attachment 2 complements the research report received by Council in 2017 December. It is similarly organized by Council Priority, but it focuses more specifically on citizen perceptions on City services and service value to support Council's discussions and Administration's work on service plans and budgets over the next few months. As shown in the prototype of the service pages provided to Council on 2018 February 28 (C2018-0224, Attachment 3), what we heard (customer & citizen research & engagement results) will be specifically addressed for each of The City's services. Information such as that in Attachment 2 will be an important part of understanding what Calgarians value with respect to City services.

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Timeframe	Informs	Public Input Focus	Approach/Format
December 2017 ✓	Council's Directives for 2019-2022	What did we hear on the campaign trail? What are citizen perceptions of quality of life? How is the community doing on key indicators?	Existing research report provided to Council as input to the 2017 December 4 Strategic Meeting of Council (C2017-1213).
March/April 2018	Service Plans and Budgets for 2019-2022	What have we heard from the community about City services? Focus of Attachment 2	Research report to Council summarizing existing customer research from the past two years (focusing on services and service value), including but not limited to Citizen Satisfaction Survey results.
		What is most important to you with respect to City services?	Rank value characteristics of public-facing services to determine what is most important to customers. Online engagement tool open to all members of the public (also available through 3-1-1) and online Citizens' View Panel (from April 2 to April 22).
September 2018	Service Plans and Budgets for 2019-2022	Are we focused on the things that you said were most important?	Public submissions at Standing Policy Committees following presentations of the preliminary service plans and budgets.
November 2018	The City's Strategic Plan for 2019-2022, including service plans and budgets	Have we developed a Strategic Plan that reflects Council's direction and input from the community?	Public submissions during Council deliberations.

As noted above, the next steps in this comprehensive plan is to engage members of the public and stakeholders through on-line tools and research methods. Through robust and inclusive marketing and social media, Calgarians and City of Calgary employees will be encouraged to participate from April 2 to April 22 by going to calgary.ca/yourservices. An information package has been sent to members of Council in preparation for this engagement.

One Calgary - Resilience, Research, Financial and Capital Update

Economic Resilience – Financial Update

One of the most important milestones in the journey to develop 2019-2022 service plans and budgets is setting indicative tax rates, long-term user fee tax-support rates, and indicative rates for utility services. Council will be asked to consider these items at the Strategic Meeting on 2018 April 25. If approved on this date, Administration will have indicative rates one month earlier than in the preparation of Action Plan (2015-2018). This extra time is important for several reasons. First, it provides additional time in May, June and July for Council to discuss key topics or issues that will inform deliberations in 2018 November including topics such as the new community growth strategy. Second, it provides additional time for Administration to build the service plans and budgets in a cohesive and integrated way such that they collectively will respond to and deliver on Council's Priorities and Directives for 2019-2022.

A financial update will be presented to Council on 2018 March 21. It will show that economic indicators for Calgary are moving in the right direction and The City has made significant progress managing expenditures during the current planning and budget cycle. However, there are still significant challenges ahead as a gap between operating expenditures and revenues is expected to emerge. This challenge will require balancing between the pressure to keep tax increases low in 2019-2022 and the continued expectation for more investments in either services or in growth infrastructure (such as both new communities and redevelopment).

Administration is currently developing more up to date economic information to be published in the Spring Outlook in early April. This updated information will be available prior to the 2018 April 25 Strategic Meeting of Council when indicative tax rates will be discussed.

The work to develop the 2019-2022 service plans and budgets will need to respond to these challenges, so key strategies will include:

- A cross-corporate approach to prioritizing service investments and divestments (for both operating and capital).
- Explicitly linking Council's decisions around growth with the impact on costs in 2019-2022 and beyond to ensure the costs of growth are well understood and funded.
- Continuing to set efficiency targets as part of the planning and budgeting process and maintaining the focus on managing costs.
- Supporting the organization and service owners (one for each of The City's 62 services) to work across service lines and prioritize strategies for responding to Council Directives that maximize limited resources.

Attachment 3 includes the proposed updated principles for setting indicative tax rates. These were previously approved on 2011 April 5 (C2011-31). The updated principles are reflective of the current financial situation, demonstrate further integration and build upon the originally approved principles. These are provided for Council's approval.

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Infrastructure Resilience – Capital Update

The purpose of this capital update is to share the updated Capital Infrastructure Investment Strategy, with a request for Council approval, and provide information on the new capital budget process for 2019-2022.

Capital Infrastructure Investment Strategy (Attachment 4)

The Capital Infrastructure Investment Strategy was approved by Council on 2015 November 25 (C2015-0855). It is a nine-point tactical strategy intended to support the economy and intentionally manage The City's capital investment. The strategy directed a recast of the capital budget's cash flows, reprioritized projects to reflect a corporate view of the current circumstances and removed constraints to increase the capital budget spend rate within approved tax levels. Administration has:

- critically examined and re-casted cash flows;
- aligned with federal and provincial priorities and continues to monitor and align;
- reviewed funding sources to allocate to new priority projects;
- implemented new processes and continues to work towards standardization; and
- funded additional resources through the Acceleration of Capital for Economic Resilience (ACER) program.

On 2017 March 6, Council directed that Infrastructure Calgary update the strategy as part of the capital planning for the 2018 budget process (C2017-0214). The original intentions of the strategy remain, but the updated version also seeks to entrench the role of capital infrastructure planning and investment in creating a resilient and sustainable city. It guides investment activities to further optimize The City's capital, and is consistent with the new Council Directives. Where the strategies from the original Capital Infrastructure Investment Strategy remain relevant and opportunity for improvements exists, they have been incorporated into the new updated strategy.

A key change in the capital budget process for 2019-2022 service plans and budgets is the creation of a Corporate Infrastructure Investment Plan. This Plan is a consolidation of departmental Infrastructure Investment Plans, which will be evaluated against corporate criteria to capture the overall capital priorities by service. A corporate process for prioritization and the allocation of capital funds is part of the work identified in the original Capital Infrastructure Investment Strategy. The strategy forms one part of the corporate capital prioritization criteria.

The corporate approach to capital funding will build off the Corporate Infrastructure Investment Plan. Each capital request will identify funding eligibility to be considered through the corporate review process. Infrastructure Calgary will work with Finance and operations to develop an allocation process that optimizes restricted sources, effectively utilizes the 2019-2022 capital funding capacity, and supports the delivery of City services at service levels determined by Council.

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This is a departure from timing and process in previous cycles, where capital envelopes were provided to departments while they were developing their Infrastructure Investment Plans and prioritization was influenced by the available funding. The shift to corporate infrastructure investment planning, prioritization and allocation supports a service-based approach as service need is the primary criterion for identifying, prioritizing and funding capital investments.

Infrastructure Calgary has identified that anticipated capital funding will be less than what was available in the previous cycle. This capital funding amount will continue to be refined as more information becomes available and Infrastructure Calgary works with business units to identify the capacity within reserves and capital deposit balances. Implementing this approach is a significant advancement towards optimizing the value of The City's investment and maximizing benefit to Calgarians.

Looking Ahead to the 2018 April 25 Strategic Meeting of Council

The information in this report will support Council's consideration of three important items on 2018 April 25:

1. Indicative tax rates that provide a financial envelope within which Council will want Administration to develop the 2019-2022 service plans and budgets. Attachment 3 provides an update on the principles for setting indicative tax rates. Direction from Council on 2018 March 21 will provide the basis for the work that will return to Council on 2018 April 25.
2. Long-term user fee tax support rates. The Council approved User Fees & Subsidies Policy (CFO010) is a key component of service plans and budgets and forms part of the overall revenue picture for 2019-2022. Similar to past business planning and budgeting cycles, a two-step approach will be used where first long-term user fee tax support rates will be proposed in April with user fee schedules being provided in November as part of the deliberations on the 2019-2022 service plans and budgets.
3. Indicative rates for utility services (Waste & Recycling, Wastewater Collection & Treatment, Water Treatment & Supply, and Stormwater Management).

The meetings on 2018 March 21 and April 25 are important parts of the 'Three Conversations, One Calgary' framework as they are key discussions between Council and Administration. This report provides contextual information to support these conversations.

Stakeholder Engagement, Research and Communication

As noted on pages 5 and 6 of this report, there is a comprehensive plan for ensuring public and stakeholder input is sought and incorporated at multiple points as the 2019-2022 service plans and budgets are developed.

Several methods were used to invite and include community, citizen, stakeholder and City staff perceptions in the development of the Preliminary Resilience Assessment. These include but are not limited to the Agenda Setting Workshop and the Downtown Economic Summit (held 2017 March), focus group sessions, workshops and face-to-face interviews with City

One Calgary - Resilience, Research, Financial and Capital Update

employees. The City of Calgary Trends and Beyond Trends workshop held 2018 January 9 created an opportunity for employees to contribute their resilience thinking to our future stresses and shocks. At the workshop, City staff confirmed that some of our long-range assumptions about our community are or may be fragile: our social fabric and connections, insurance coverage availability and affordability, frequency of flood events, access to fresh surface water, and relying on protective services and other orders of government to help us during and after an emergency. Assumptions that were strong included: the evolution of traditional to new lifestyles; the pace of technological changes and their impacts on City service provision; change forced by a weak economy; and integrated infrastructure planning critical to value for investment. These reflections resonate with the resilience assessment and support the Discovery Areas and focused questions will help us better understand these resilience topics.

Strategic Alignment

The development of Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022, including service plans and budgets, is one of the most significant pieces of work that The City undertakes as it advances our common purpose and helps to deliver on Calgary's vision for the future. The work aligns with Council policy and long-term planning and demonstrates where The City will focus over the next four years.

The resilience strategy development aligns with Council Directives for 2019-2022. There is also strong alignment with Calgary Economic Development's Focus Areas as set out in the *Building on Our Energy; An Economic Strategy for Calgary (November 2014)*, Climate Resilience Program, and several other Calgary initiatives and programs. Program leaders and peers from sustainability and climate programs have formed a collaborative working relationship with a view to align the resilience strategy development with their respective programs. There have been intentional efforts to train city employees to support the resilience assessment process and to build a working knowledge of resilience qualities. Staff have been equipped with resilience tools such as raising awareness of the 100RC City Resilience Framework, training in the use of Perceptions and Actions tool, strategic foresight and the resilience lens, and application of these tools to the planning of operating and capital service delivery is underway. The resilience work is aligned with the imagineCALGARY targets specifically through the sections titled Economy, Financial capacity, Community wellbeing and Safety & resilience.

Social, Environmental, Economic (External)

Service plans and budgets are a tool that allows consideration of the social, environmental and economic environment during the business planning and budgeting process. The plans and budgets will be developed using a results-based performance framework. This includes information on how each City service contributes to quality of life for Calgarians and their aspirations for the community.

Financial Capacity

Current and Future Operating Budget:

As noted earlier in this report, this is a key point in the process to develop 2019-2022 service plans and budgets. A financial update will be presented to Council on 2018 March 21.

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Current and Future Capital Budget:

As noted earlier in this report, this is a key point in the process to develop 2019-2022 service plans and budgets. Attachment 4 provides a capital update.

Risk Assessment

As with previous business planning and budgeting cycles, consideration of risks is a key factor informing the development of plans and budgets. Given the city's current economic context, risk will need to be considered in a different way, including re-thinking assumptions, and placing considerably more emphasis on weighing the costs as well as the benefits of risk mitigation strategies, to ensure that they provide good value. In other words, the organization may want to consider higher levels of tolerance for some types of risks, where the trade-offs between risk reduction and cost indicate that this is warranted. This resilience mindset builds on recent developments where decisions have been made to embrace or accept some risk to improve service value.

The City's development of a resilience strategy and actions is providing an opportunity to align resources and leverage the resilience lens to corporate programs and priorities such as Infrastructure Calgary and the Climate Resilience Program. This approach will contribute focus and actions and in turn mitigate some of the reputational, corporate and financial risks faced by The City given the increasingly diverse population, impacts of the current state of the economy, infrastructure requirements, Greenhouse Gas Emissions (GHG) targets, and the impacts of severe weather events. As observed after the 2013 flood, demonstrated examples of resilience planning, initiatives and actions will mitigate risk and influence rates and insurability of City and community assets. The resilience strategy and actions, once developed, will provide a lens to identify opportunities to align, focus and leverage efforts resulting in a tangible resilience dividend.

REASON(S) FOR RECOMMENDATION(S):

Consistent with Council Policy CFO004, this report provides information and context in preparation for the April 25th discussion on indicative tax rates, long-term user fee tax support rates and indicative rates for utility services. Council is being asked to approve an updated version of indicative tax rate principles that were previously approved by Council on 2011 April 5 in order to better reflect the current financial situation. Council is also being asked to approve an updated Capital Infrastructure Investment Strategy.

ATTACHMENT(S)

1. Attachment 1 – Resilient Calgary Preliminary Resilience Assessment Executive Summary
2. Attachment 2 – Existing Research & Data Report
3. Attachment 3 – Principles for Setting Indicative Tax Rates
4. Attachment 4 – Capital Infrastructure Investment Strategy

Resilient Calgary



Preliminary Resilience Assessment Executive Summary

#ResilientYYC

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100 RESILIENT CITIES

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Introduction

Welcome to Calgary!

A great place to make a living, a great place to make a life.

Calgary is a vibrant, young, energetic place with a diversity entrenched in our roots: traditional ways of living with the land, and of benefiting from the abundance of resources deep within our environment. People have historically come to this place to share information, to share culture, and to exchange goods and services in pursuit of a great life. Our city is approaching a new horizon of technological innovation, increased economic diversity, youthful enthusiasm supported by wisdom, experience and traditional knowledge, and increasingly complex decisions regarding our environment. We are facing these changes head on. Our nature is to be resilient: to face the stresses and shocks of our modern city with a collaborative interest in reaching our vision of Calgary as a great place to make a living, a great place to make a life.

Calgary is a member of 100 Resilient Cities (100RC)

Pioneered by The Rockefeller Foundation, 100RC is dedicated to helping cities around the world become more resilient to the social, economic and environmental challenges of the 21st century. 100RC supports the adoption and incorporation of a common definition of urban resilience that includes not just the shocks – earthquakes, fires, floods, etc. – but also the stresses that weaken the fabric of a city on a day to day or cyclical basis. By addressing both the stresses and shocks, a city better responds to adverse events, develops its potential for collective and individual resilience and enhances delivery to all its residents.

The City of Calgary was among the third and final cohort of cities invited by 100RC to embark on an exciting opportunity to examine city resilience and develop a strategy that is customized according to individualized needs and capacity.

Purpose of this Preliminary Resilience Assessment

- To describe the work that has been done to date to understand Calgary perceptions and opportunities to build resilience
- To identify emerging resilience cross cutting themes and discovery areas that will guide the development of a Resilience Strategy for Calgary

What is a Preliminary Resilience Assessment?

This **Preliminary Resilience Assessment (PRA)** describes the city profile, the main stresses and shocks in Calgary, perceptions of stakeholders and the public and the inventory of actions already in place. The information was drawn from surveys, individual meetings, and workshops with diverse stakeholders. These results led to the identification of four recommended discovery areas with one cross cutting theme that will serve as the basis for Calgary's resilience strategy.

The PRA is a living document that summarizes the method and principal results of the activities carried out by the resilience team in Phase I of the strategy development process.

“Never mistake the desire for compassion, kindness, mercy, love and humanity for weakness. It is strength.”

—CALGARY MAYOR NAHEED NENSHI

THE CITY RESILIENCE FRAMEWORK: 100 RESILIENT CITIES

LEADERSHIP & STRATEGY

Effective leadership, empowered stakeholders, and integrated planning

INFRASTRUCTURE & ENVIRONMENT

The way in which man-made & natural infrastructure provides critical services and protects urban residents

HEALTH & WELLBEING

The health & wellbeing of everyone living and working in the city

ECONOMY & SOCIETY

The social & financial systems that enable urban populations to live peacefully, and act collectively

This PRA supports Calgary to dive deeper in its discovery areas and to develop creative, bold and innovative initiatives during Phase II.

Stresses: weaken the fabric of a city on a daily or cyclical basis. Examples include high unemployment, an overtaxed or inefficient public transportation system, and chronic food and water shortages.

Shocks: sudden, sharp events that threaten a city. Examples include flood, fire, disease outbreaks and human-caused incidents.

“We must act now — and we must understand that if we do not manage this challenge with energy, commitment, skill and resources, this challenge will manage us to our great detriment.”

— JIM GRAY, CALGARY BUSINESSPERSON & PHILANTHROPIST

“This opportunity will allow Calgary to unify and strengthen the resilience initiatives already underway at The City, and help us become a Canadian leader in resilience planning.”

— BRAD STEVENS, CHIEF RESILIENCE OFFICER

Calgary Context



Pre-Treaty

The Blackfoot Confederacy (Siksika, Kainai & Piikani) and Métis peoples populated the foothills and plains surrounding Calgary

Arrival of the Tsuu T'ina Nation

North-West Mounted Police establish a fort at confluence of the Bow & Elbow Rivers

1877

Making of Treaty 7

1883

CP Rail reaches Calgary
1996

CP moves its headquarters to the city

1884

Calgary officially incorporated as Town of Calgary. George Murdoch elected Mayor

1894

Calgary officially incorporated as The City of Calgary

1912

Guy Weadick brings Stampede to Calgary

1915

Bow River flood washes away Centre St. Bridge
1130m³/s



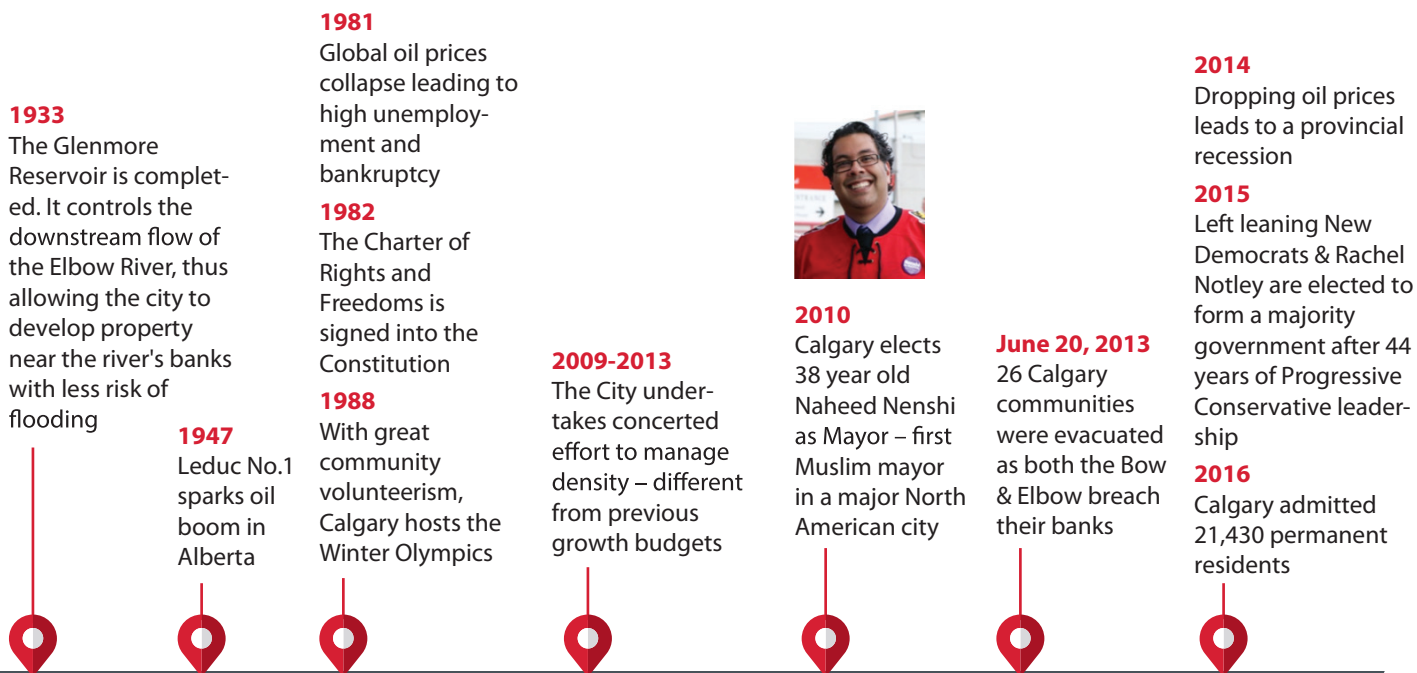
1917

Annie Gale is elected the first woman in the British Empire to serve on municipal council

1929, 1932

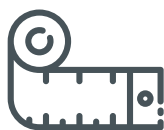
Bow & Elbow rivers flood due to heavy rain, damaging the Calgary Zoo 1320 & 1520 m³/s

The City of Calgary is situated on land adjacent to where the Bow River meets the Elbow River, and the traditional Blackfoot name of this place is “Mohkinstsis”. Calgary is traditional territory of the people of the Treaty 7 region in Southern Alberta, which includes: the Blackfoot Nation tribes of Siksika, Piikani, Kainai; the Stoney Nakoda Nation tribes of Wesley, Bearspaw, Chiniki; and the Tsuut’ina Nation. Calgary is also home to the Métis Nation of Alberta, Region III, the Inuit, and other urban Indigenous Peoples.



Calgary sits in the sunny eastern foothills of Canada's Rocky Mountains

848 square kilometres in size



Calgary is among the top 5 most livable cities on earth

4th largest city in Canada



Sits at an elevation of 1,048 metres above sea level

Calgary has more volunteers per capita than any other city in the world





1400

Settled Syrian
refugees in 2016

3.6%

Same sex
couples

7.2%

Unemployment rate
(Dec. 2017)

\$73,369

Average salary per
employee

17.7%

Graduates with
degrees in STEM

\$45M

Subsidy to freeze the
non-residential
tax rate

9.3%

Low income
population
(LIM-AT)

27%

Downtown office
vacancy rate
head & sub
lease

29.4%

Immigrants

\$2B

Annual capital
budget spend

14%

Lone-parent
families

11%

Seniors
(65 yrs & older)

36%

Visible minority

9.7%

Disability prevalence
(2012 data)

3%

Indigenous
identity

23,500

New full time jobs in 2017

Top 10

Most attractive cities
for
workers

#1

In participation
rate and labour
productivity of
major cities
in Canada

37.6

Average age

1,239,220

Population of Calgary city (2016)

**SNAPSHOT OF CALGARY
SOCIAL AND ECONOMIC***



10%

Land area—natural and manicured parks

100%

Rise in insurance premiums post 2013 Flood

100%

Return to pre-flood premiums 2017 due to resilience efforts

2°C

Expected rise in annual temp by 2030s

62%

Calgary's GHG emissions from operating all buildings in Calgary

7.2ha

Park space per 1,000 Calgarians

12%

Green space share of city area

40%

Impervious land cover as of 2010

18

Tonnes GHG emissions per household (estimated)

6000

Buildings in flood hazard areas

\$34M

"Snowtember" non-insurable losses

4°C

Expected rise in annual temp by 2060s

\$3.6B

YYC provides support to Fort McMurray after wildfires

\$1.7B

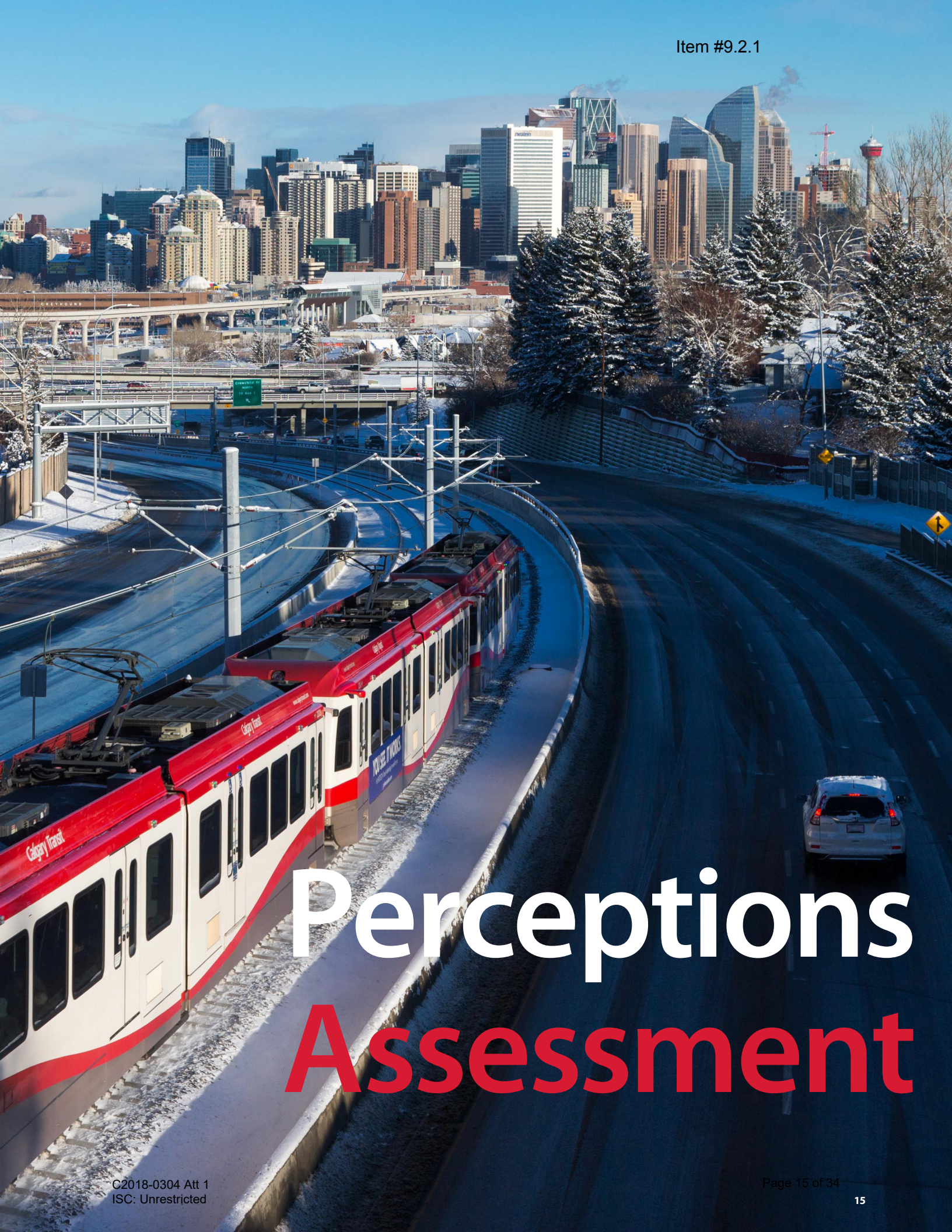
2013 flood cost in Alberta

848

Square Kilometres for Calgary's Land Area (2010)

SNAPSHOT OF CALGARY ENVIRONMENT*

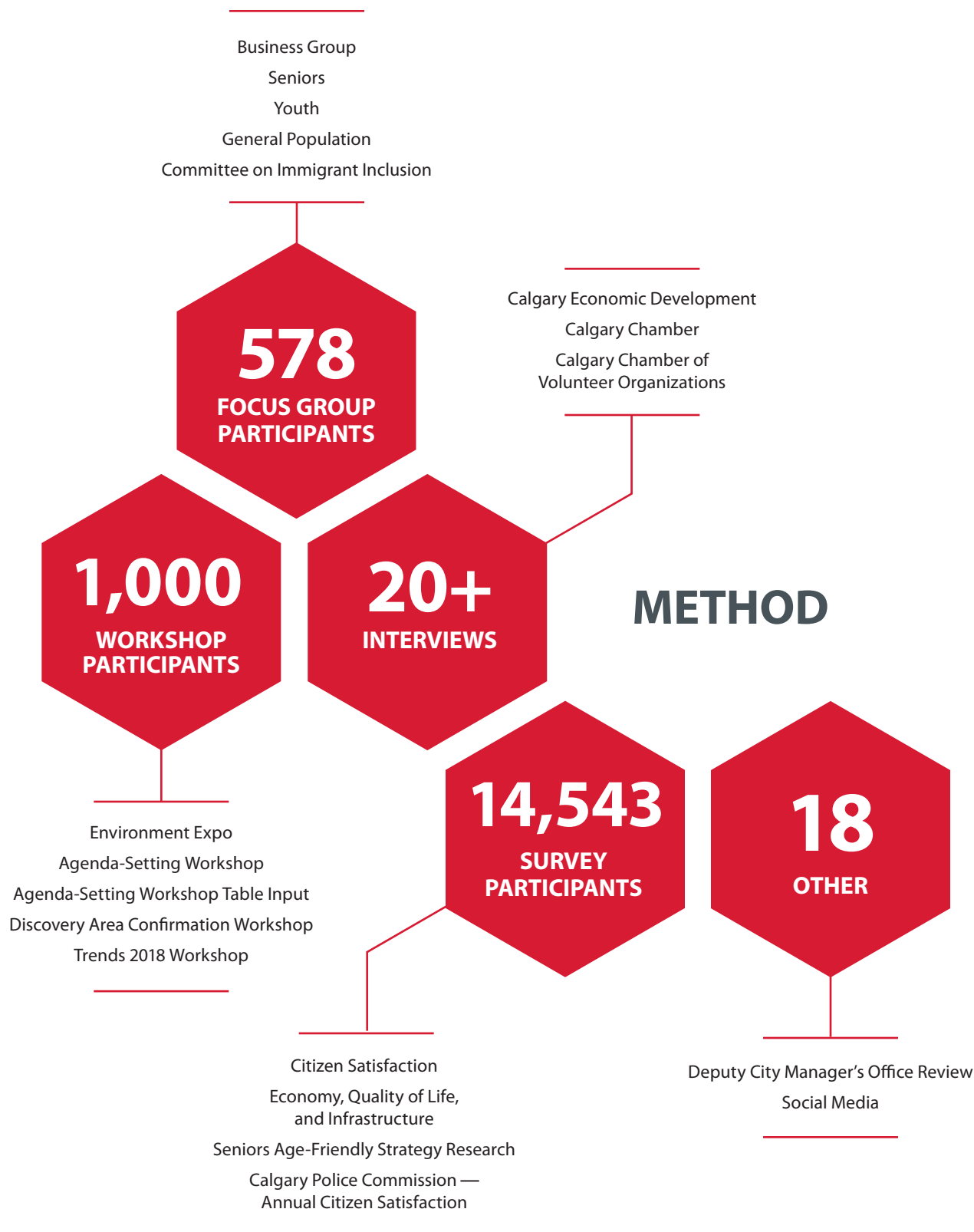
Item #9.2.1



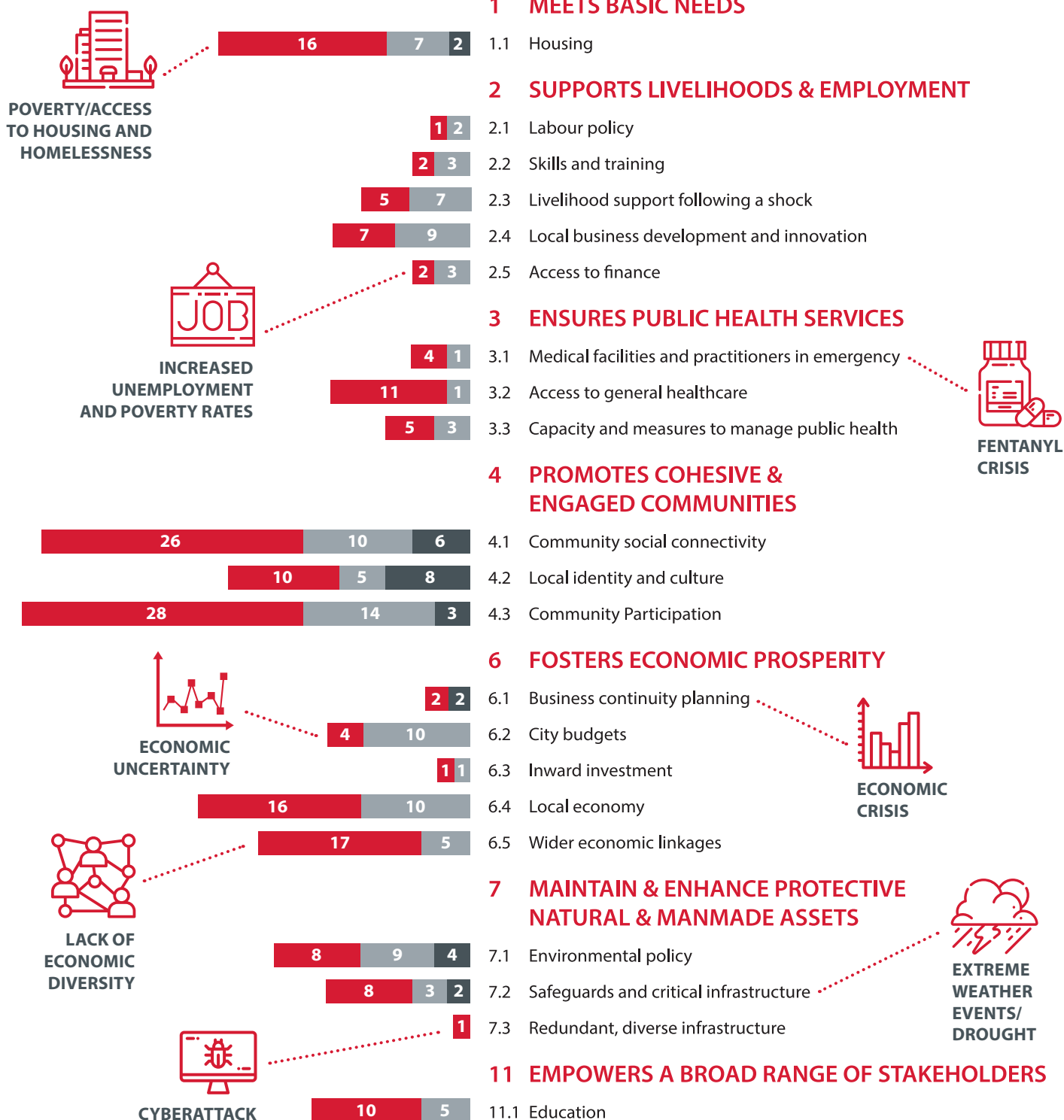
Perceptions Assessment



The perspectives and comments collected over the past two years through a variety of surveys, workshops, focus groups and interviews were reviewed, collated and analyzed using 100RC tools to develop a Preliminary Resilience Assessment. More than 15,000 Calgarians participated in this assessment process. These included representatives from a broad age spectrum—youth at Calgary’s Mayor Environmental Expo to focus groups with Seniors—a diverse economic context, and a variety of professional and personal perspectives.



Item #9.2.1



PERCEPTIONS ALIGNMENT

The Agenda Setting Workshop (ASW) aligned well with overall perceptions analysis. Calgary residents surveyed were more likely to respond positively to City efforts to address shocks and stresses than ASW attendees or focus groups. The ASW and focus groups were driven to identify issues which may have resulted in the disparity of opinions. This graphic represents seven of the twelve key areas of need as identified through the perceptions tool.



Actions Inventory



100RC Tools Helped Us

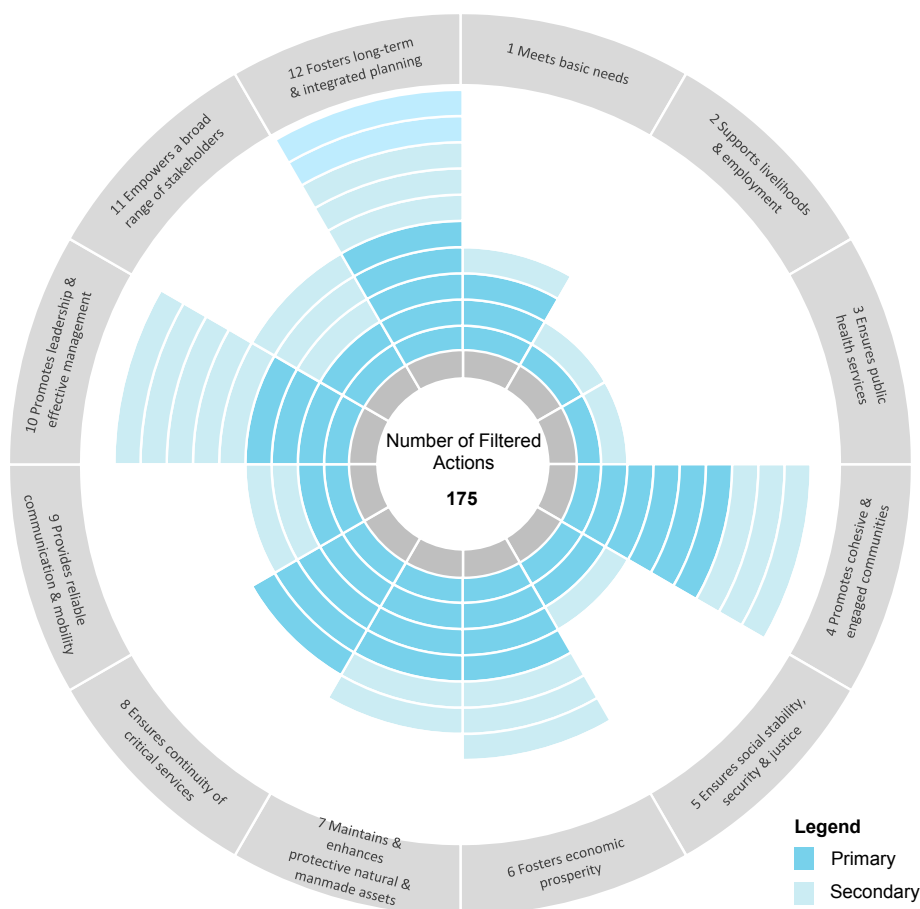
Take Stock of Our Resilience Work

Webinars and meetings were held to support more than one hundred business strategists, policy analysts, and executive advisors on the 100RC perceptions and actions tools. Those colleagues supported the comprehensive coding of The City of Calgary's strategies and plans. This coincided with a Corporate effort to identify plans and strategies across The City. This effort brought departmental planners together to identify and catalogue all guiding documents that impact our work within The City.

Vision Documents

Calgary is guided by long-range visionary plans. The objectives of the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP) identify the land use and transportation framework for the future development of Calgary. The plans were developed around 12 sustainability principles and 8 key directions, rooted in supporting the 100-year community developed vision, imagineCALGARY. The imagineCALGARY

Vision reflects the community's enduring aspirations for Calgary's built and natural environment, social wellbeing, and strong government and governance. Working to build Calgary's resilience against shocks and stresses is essential to enable The City of Calgary and community to realize the imagineCALGARY vision. ImagineCALGARY describes the Calgary of the future, and resilience is one of tools we need on our journey.



Actions

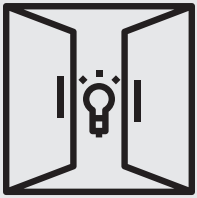
The 100RC Action tool enabled The City of Calgary to capture resilience activities. While internally focused, The City also reached out to Civic Partners to:

- Identify existing actions that increase the resilience within the city
- Identify resilience areas the actions relate to
- Identify gaps where resilience actions do not appear to address the need

Item #9.2.1

Challenges and Opportunities





Our past experiences can help inform future decisions. There is value in bringing together a range of diverse systems and institutions. Calgary faces many challenges and can collectively create opportunities through the resilience strategy.

Challenges

- Economic participation is hindered by systemic and mobility barriers
- Difficulty attracting business, venture capital, and talent
- Economy
- Stronger business continuity required
- Address prolonged office space oversupply and mitigate tax impact on tax base
- Traditional funding models for infrastructure needs, including operating, capital maintenance, and capital growth, are at risk
- Understanding the financial impact of climate change
- Addressing impacts of a low carbon economy
- Managing urban water through flood and drought
- Growing risk of cyber-attack and telecommunications breakdown
- Insufficient appropriate infrastructure at the community level negatively impacts quality of life
- Living in a VUCA city (Volatile Uncertain Complex and Ambiguous)
- Growing prominence of regional governance model
- Organizational Effectiveness
- Lack of innovation due to a risk-adverse culture

Opportunities

- Leveraging social and intellectual capital of Calgary's diverse communities
- There is a pivotal point for inclusive leadership and decision making
- Capitalize on Biodiversity Action Program
- Capitalize on climate resilience & environmental well-being regulation
- Calgary's commitment to housing
- Leverage flood recovery and interest in business continuity to strengthen resilience in business and non-profit sectors
- Leverage the Community Economic and Development Investment

Discovery Areas

Economic Resilience

We strengthen our economic drivers to be better prepared for stresses and shocks.

Benefits

The resiliency of a city improves when all are encouraged and able to participate in a diverse and strong economy. This enhances the community's ability to attract business, talent and investment. Calgary has the opportunity to capitalize on its high quality of life, available commercial real-estate and educated workforce as it continues to find its way out of recession. The community is engaged and local businesses, other levels of government, and our City partners are cooperating and exploring opportunities to build a resilient economy. This requires reducing barriers to employment, including mobility and training, activating youth and Indigenous entrepreneurship, strategic academic programming, and the utilization of innovative finance tools and approaches to address the challenges and opportunities.

Questions for Further Study

What are the barriers to employment and economic participation for Calgarians and how can these barriers be best overcome, particularly for disadvantaged communities?

What governance structures, human resources, and other assets are required to enhance Calgary's ability to attract business and talent that benefits the community as a whole in the long run?

How can we best retrain and reutilize existing human and capital assets and resources as Calgary transitions to a more diversified economy less vulnerable to commodity price fluctuations?

Inclusive Leadership & Decision Making

Capitalizing on Calgary's diverse human assets

Benefits

Resilience of a city improves when diverse people have meaningful voices in decision making and leadership. By leveraging the untapped human and intellectual capital of existing and future residents who have different perspectives and experiences, Calgary can create a better-informed path forward, one that is innovative and responsive in a VUCA Calgary (Volatility, Uncertainty, Complexity, Ambiguity). This includes impacting employment, income and social inclusion outcomes with resilient system-based solutions. In addition, greater mutual understanding, acceptance and inclusion of others leads to increased bridging and linking social capital and more empowered residents in Calgary's communities, neighbourhoods, and city, resulting in greater resilience at all levels.

Questions for Further Study

What are the economic arguments for reducing underemployment of diverse target populations and how can this benefit these populations and the city more widely?

How can Calgary's civic institutions, businesses, and other influential organizations diversify their boards and senior leadership to ensure that the city's leadership reflects the needs and experiences of its residents?

How can The City of Calgary build relationships of mutual trust, respect, and understanding with Indigenous communities and other diverse target populations in order to foster their meaningful involvement in decision-making processes?

Cross Cutting Theme:

How do we encourage a trusting environment that supports intentional risk taking, innovation and co-creation?

Environment Resilience

We strengthen our natural assets and ecosystems within our city and region

Benefits

Natural or ecological systems provide social, economic and environmental benefits. They contribute to physical and mental well-being and can contribute to a robust economy, in part by making the city more attractive to a skilled workforce and, therefore, investment. Green, ecological or natural infrastructure can improve resilience to the gradual and sudden impacts of climate change and natural hazards. Healthy natural systems are self-adapting and require less intervention to thrive in changing conditions than more traditional hard infrastructure.

Challenges related to hard infrastructure (aging infrastructure, funding, adaptation to climate change) and opportunities related to the current regulatory environment, along with our commitment to biodiversity, and potential government funding for innovation and green infrastructure, all contribute to a unique circumstance in Calgary. An identified opportunity is to integrate natural assets, green infrastructure and innovative technologies into our traditional infrastructure and asset management frameworks and service delivery models.

There are many benefits to manage, conserve, integrate and enhance critical natural areas, and the hydrologic and ecosystem functions they provide. These include the reduced impact and cost of damage from extreme weather events and the increase of social and economic benefits for all Calgarians.

Questions for Further Study

How can Calgary better utilize our natural assets to support biodiversity, ecological function and resilience for the future?

How can we better understand our shared risk and co-create solutions that encompass the economic, ecological and social co-benefits of our natural assets and ecosystems?

How can we best integrate, implement and monitor climate adaptation and mitigation programs in support of a strong economy, environment and society?

Infrastructure Resilience

Calgary has infrastructure that supports an integrated, connected and well managed city

Benefits

Resilience of a city improves when the community has access to infrastructure. If the infrastructure is designed to accommodate the diverse and everchanging makeup of the community, it will serve the intended purposes. If adaptable, it will accommodate unintended uses. Harder working, multi-use and co-created infrastructure or retrofits may be solutions to consider in response to the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) state the municipality finds itself in.

Relationships and partnerships are paramount as the municipality builds upon past and future legislated regional and community connections. The future leadership and policies of the municipality must nurture and advance these relationships, encouraging collaboration and co-shared management of infrastructure. Identifying and aligning with the regional or community values and interests, and identifying the co-benefits and accessibility of those assets, is paramount to building a resilient community and region.

The changing funding models (all orders of government, region, community) impact everyone, and the global priorities/drivers/trends dictate a focus on resilience and the qualities of a resilient system. Strategic management of all infrastructure assets (hard, natural, community) will be one of the municipality's most challenging undertakings, and if well managed, will result in significant benefits to the community (return on investment) and improved community, regional and city resilience.

Questions for Further Study

How do we measure the value of infrastructure in enhancing quality of life and vibrant communities?

How do we strengthen capital resilience by lowering the financial exposure to infrastructure risks?

How do we strengthen partnerships, regional planning, and resourcing of infrastructure, including the operation of infrastructure in public spaces?

When does aging infrastructure limit or hinder the delivery of services?

CITIZEN PRIORITIES + COUNCIL DIRECTIVES

A PROSPEROUS CITY

A CITY OF SAFE +
INSPIRING NEIGHBOUR-
HOODS

A CITY THAT MOVES

A HEALTHY AND GREEN
CITY

A WELL-RUN CITY

QUALITIES OF A RESILIENT CITY



REFLECTIVE

Using past experience to
inform future decisions



RESOURCEFUL

Recognizing alternative
ways to use resources



REDUNDANT

Spare capacity
purposely created to
accommodate disruption



ROBUST

Well-conceived, constructed,
and managed systems



FLEXIBLE

Willingness and ability to adopt
alternative strategies in response
to changing circumstances



INCLUSIVE

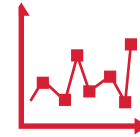
Prioritize broad consultation
to create a sense of shared
ownership in decision making



INTEGRATED

Bring together a range of distinct
systems and institutions

DISCOVERY AREAS



ECONOMIC RESILIENCE

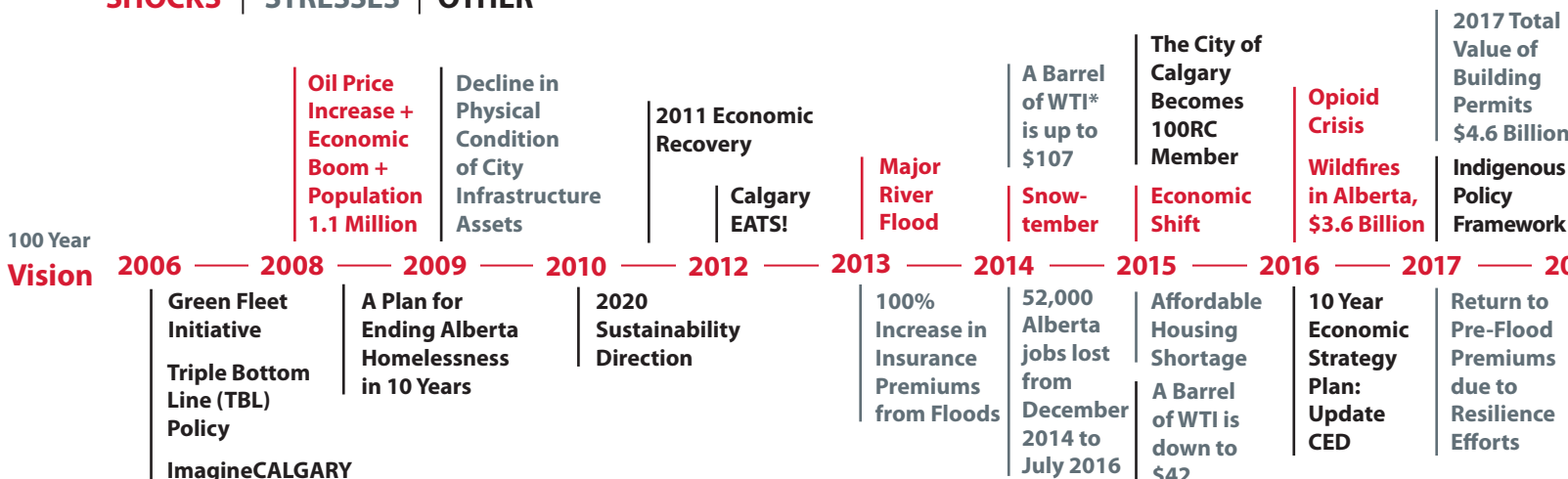
How does Calgary strengthen
our economic drivers to be better
prepared for shocks & stresses?

QUESTIONS FOR FURTHER STUDY

- What are the barriers to employment and economic participation, and how can these barriers be best overcome, particularly for disadvantaged communities?
- What government structures, human resources, and other assets are required to enhance Calgary's ability to attract business and talent that benefits the community as a whole in the long run?
- How can we best retrain and reutilize existing human and capital assets and resources as Calgary transitions to a more diversified economy less vulnerable to commodity price fluctuations?

CROSS CUTTING THEME: HOW D INTENTIONAL RISK TAKING, INN

SHOCKS | STRESSES | OTHER



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

** The immigrant population in Calgary is growing and will continue to grow. Calgary's total immigrant population (both Permanent and Non-permanent residents) is projected to reach almost half a million by 2020. Page 28 of 34

*** 2036 - Based on projected population growth, two people in 2036 would be an immigrant or the child of an immigrant in Calgary (between 56.2% and 63.3%).

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

GREAT PLACE TO MAKE A LIVING, A GREAT PLACE TO MAKE A LIFE



INFRASTRUCTURE RESILIENCE

How does Calgary grow an integrated, connected and well managed city?

QUESTIONS FOR FURTHER STUDY

- How do we measure the value of infrastructure in enhancing quality of life and vibrant communities?
- How do we strengthen capital resilience by lowering the financial exposure to infrastructure risks?
- How do we strengthen partnerships, regional planning, and resourcing of infrastructure, including the operation of infrastructure in public spaces?
- When does aging infrastructure limit or hinder the delivery services?



ENVIRONMENT RESILIENCE

How can Calgary strengthen our natural assets and ecosystems within our city and region?

QUESTIONS FOR FURTHER STUDY

- How can Calgary better utilize our natural assets to support biodiversity, ecological function and resilience for the future?
- How can we better understand our shared risk and co-create solutions that encompass the economic, ecological and social co-benefits of our natural assets and ecosystems?
- How can we best integrate, implement and monitor climate adaptation and mitigation programs in support of a strong economy, environment and society?



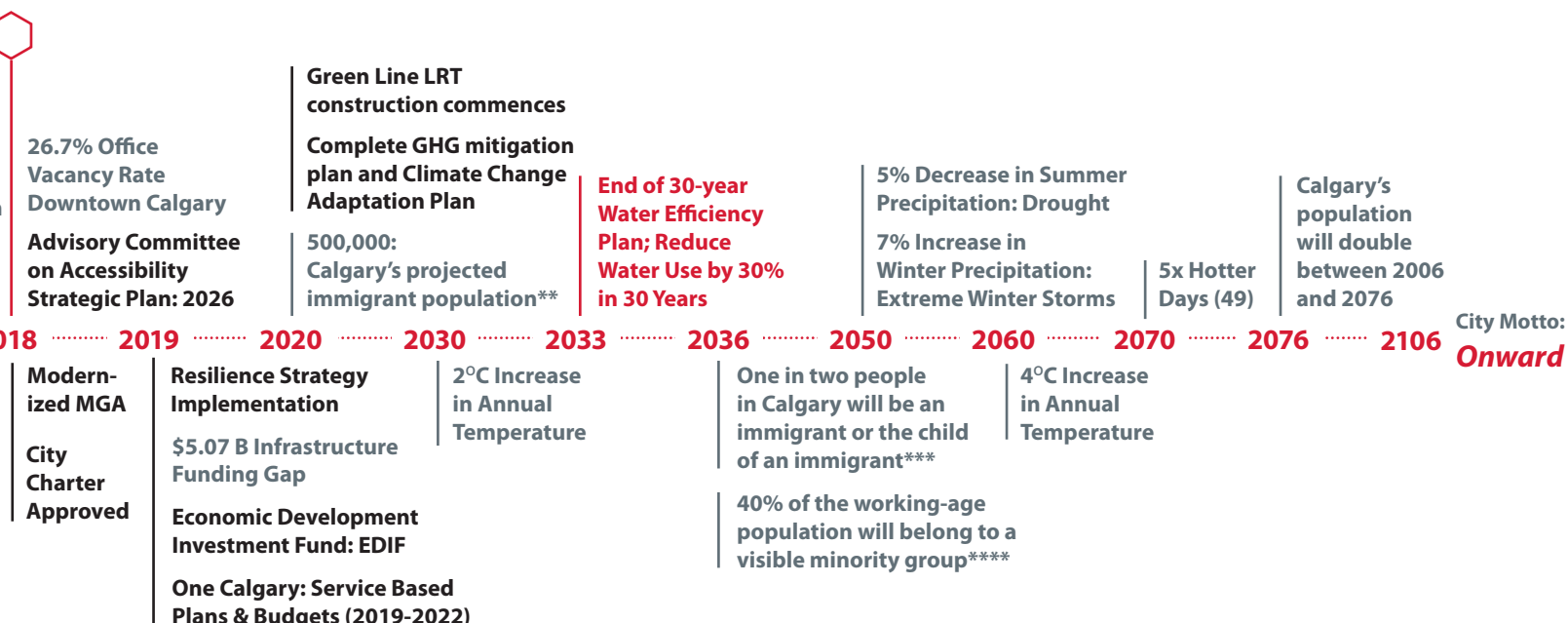
INCLUSIVE LEADERSHIP AND DECISION MAKING

How does Calgary capitalize on its diverse human assets?

QUESTIONS FOR FURTHER STUDY

- What are the economic arguments for reducing underemployment of diverse target populations, and how can this benefit these populations and the city more widely?
- How can Calgary's civic institutions, businesses, and other influential organizations diversify their boards and senior leadership to ensure that the city's leadership reflects the needs and experiences of its residents?
- How can The City of Calgary build relationships of mutual trust, respect, and understanding with Indigenous communities and other diverse target populations in order to foster their meaningful involvement in decision-making processes?

OW WE ENCOURAGE A TRUSTING ENVIRONMENT THAT SUPPORTS OVATION AND CO-CREATION?



Item #9.2.1

Acknowledgments

Resilient Calgary would like to acknowledge participants from the March 2017 Agenda- Setting Workshop along with The Office of the Mayor, The Office of the Councillors, City of Calgary business units, Civic Partners, business and community stakeholders, and 100 Resilient Cities.

In partnership with

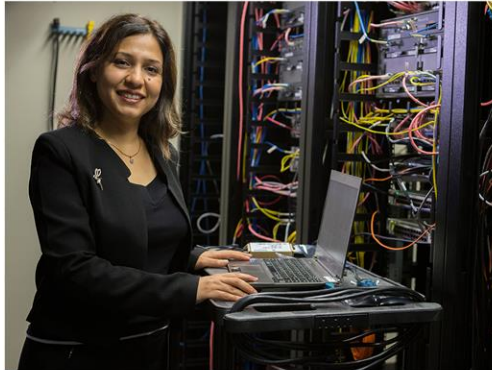
PIONEERED BY THE
ROCKEFELLER FOUNDATION

100 RESILIENT CITIES

Page 33 of 34

One Calgary

2019-2022 Service Plans and Budgets



Existing Research & Data Report

Prepared for Strategic Meeting of Council

March 21, 2018

Executive summary

Public input is a critical part of The City's planning and budgeting process. It is important to understand the aspirations of the community and their expectations of local government. Further, it is important to understand the services the community values and why, as well as what they value about these services. Understanding the preferences of Calgarians will help The City determine how tax dollars will be invested over the next four years.

At the Strategic Meeting of Council on March 21, Council is receiving contextual information (including a financial update) to inform their decision on indicative rates in April. This report gives Council a sense of what Calgarians are saying about City services, which is another source of information to inform future decisions.

This research report is part of the broader approach to public input for One Calgary, which was presented to Council on February 28 (C2018-0224). A key tenet of the approach this cycle is to leverage existing research, data and engagement as much as possible, targeting any "net new" engagement to fill specific gaps in existing knowledge. This ensures we are taking advantage of the wealth of information already available, while being cost effective and maximizing return on investment.

Data in this report was collected over the past two years and is part of a comprehensive plan for ensuring public input is sought and incorporated at multiple points as the 2019-2022 Service Plans and Budgets are developed.

One Calgary Approach to Public Input for 2019-2022 Plans and Budgets

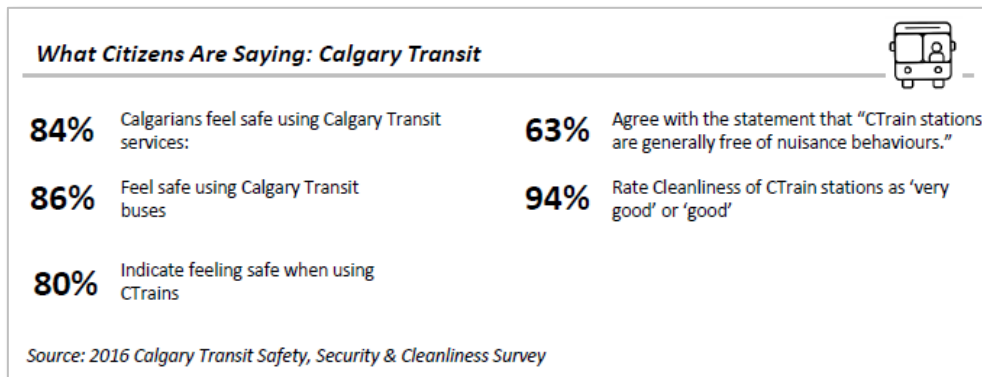
Timeframe	Public Input Focus	Approach/Format
December 2017	What are citizen perceptions of quality of life? How is the community doing on key indicators?	Existing research report provided to Council as input to the December 4 Strategic Meeting of Council (C2017-1213)
March/April 2018	What have we heard from the community about City services?	Existing research report provided to Council as input to the March 21 Strategic Meeting of Council (C2018-0304)
	What is most important to you with respect to City services?	Online engagement tool open to all members of the public from April 2 to 22, and online Citizens' View Panel
September 2018	Are we focused on the things that you said were most important?	Public submissions at Standing Policy Committees following presentations of the preliminary Service Plans and Budgets
November 2018	Have we developed a plan and budget that reflects Council's direction and input from the community?	Public submissions during Council deliberations

Focus of this report

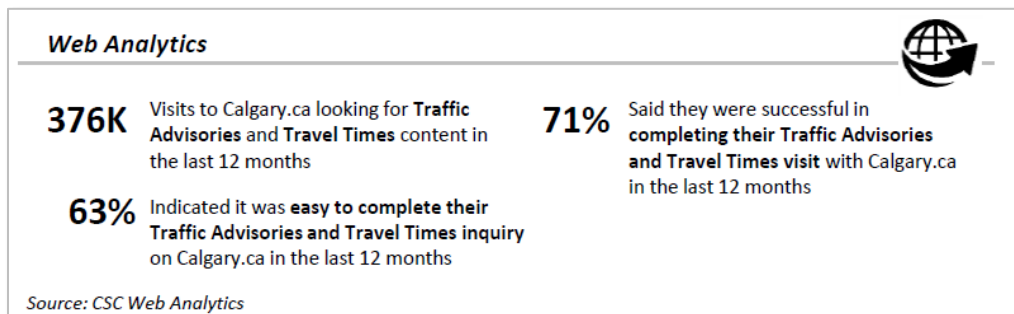
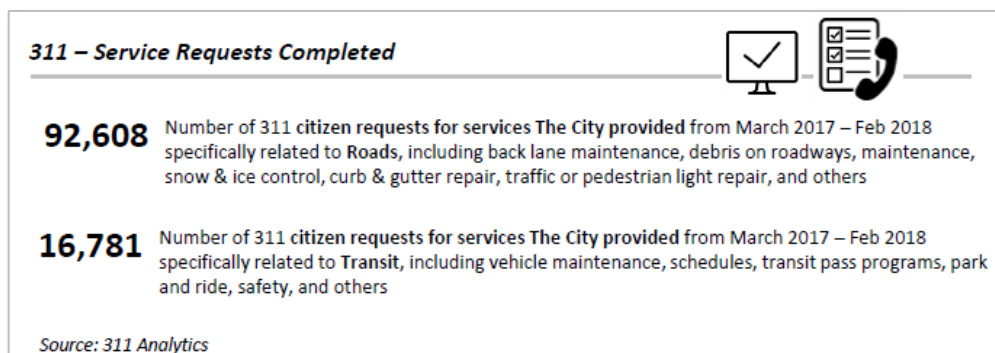
How to read this document

This report provides a high-level summary of existing customer research that was conducted over the past two years. It highlights key data points and customer insights (organized by the five Council Priorities for 2019-2022) with additional details included in the appendix.

The report draws on a variety of data sources. Citizen perception metrics were gathered through customer surveys (including but not limited to the Citizen Satisfaction Survey) and give insight into what Calgarians are thinking when it comes to elements of each Council Priority. For example:



We have also included data points on 311 information requests and service requests, as well as information on web analytics, to provide additional context. For example:



Survey approaches & methodology

This report provides a high-level summary of existing customer research conducted over the past two years.

****Please note:** metrics included in this report are not exhaustive and are meant to be a snapshot of current citizen perspectives on services and service value. In some cases, recent data is not available for specific service lines. This report of existing research focuses on the last two years. Research metrics were chosen for each Council Priority based on a number of factors, including:

- relevance to the Council Priority in question;
- relevance to the Council Directives in that Priority;
- availability of data;
- how recent the survey in question was fielded; and
- research approach.

In terms of research approach, this included:

Survey Methodology

In all cases, telephone surveys (both landline and cell phones) with Calgarians 18 years of age and older, utilizing random digit dialing (RDD) with live callers were utilized. This approach ensures surveys are statistically valid and representative, as opposed to other approaches which may utilize online “open link” surveys, online panels, or robo-polling. In some specific cases, an online survey methodology was utilized but only insofar as they relate to a particular target audience. The Business Perspectives online panel is a good example of this approach.

Survey Sample Size

Sample sizes for surveys in this report range from n=500 completed surveys to n=2,500 completed surveys. Smaller sample sizes less than 500 may not be representative of the city as a whole or lack the ability to more closely analyze demographic sub-groups or geographical areas. Therefore, we have opted to use those surveys with the highest sample sizes.

Longitudinal Tracking

In many cases, surveys have been ongoing for many years and the ability to track data for the same question over time can be invaluable when trying to understand larger strategic issues, citizen issues, citizen values and service value metrics, or the impacts of policy decisions. Although in some cases we may only have data for one specific service, we have endeavoured to be as balanced and representative as possible.

For a full list of research initiatives represented in this report, please see the **Appendix**.

A PROSPEROUS CITY

Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.

CITIZEN RESEARCH & INSIGHTS

What Citizens Are Saying: Perception of Quality of Life



68% Agree that Calgary is a great place to make a living

77% Calgary Housing tenants are **satisfied** with the service provided by **Calgary Housing**

85% Rate the overall quality of life in Calgary today as "good."

84% Believe that Calgary is on the right track to be a better city 10 years from now

Percentage who feel that the quality of life in Calgary in the past three years has :

62% Agree that Calgary is moving in the right direction to ensure a high quality of life for future generations.

20%

Improved

45%

Stayed the same

35%

Worsened

Source: 2017 Citizen Satisfaction Survey; 2017 CHC Tenant Satisfaction Survey

What Citizens Are Saying: Perception of the Economy



56% Percentage of Calgarians describe the current economic situation in Calgary as 'good'

76% Confident The City will work with local businesses /other levels of government to find best solutions to help our city through this economic downturn.

Percentage of **residents** who expect the economy in Calgary to be stronger, weaker, or about the same six months from now:

45%

Stronger

44%

About the same

11%

Weaker

74% Believe it is a good time for companies to be investing in Calgary.

61% Calgarians describe their current personal financial situation as 'strong'

81% Agree that it is a good time for The City to be investing in new projects like roads, public transportation, and local facilities.

Source: 2018 Quality of Life, the Economy and Infrastructure Investment Survey

CITIZEN RESEARCH & INSIGHTS

What Businesses Are Saying: Perception of the Economy



23% Percentage of businesses that describe the current economic situation in Calgary as 'good'

47% **Businesses** confident The City will work with local businesses / other levels of government to find best solutions to help our city through this economic downturn.

Percentage of **businesses** who expect the economy in Calgary to be stronger, weaker, or about the same six months from now:

33% **53%** **14%**

Stronger About the same Weaker

Percentage who state their **business'** performance in the next six months will be:

32% **54%** **15%**

Stronger About the same Weaker

Source: 2017 Business & Corporate Perspectives Research

What Citizens Are Saying: Connecting Programs Services to Quality of Life & Value

	Important to Quality of Life in Calgary	Good Quality	Good Value of Property Tax Dollar
Programs & Services for Diverse Groups	79%	60%	56%
Arts & Cultural Activities	67%	56%	44%
Festivals	66%	61%	50%

Source: 2017 Citizens Expectations and Perceptions

What Citizens Are Saying: City Programs & Services

	Satisfaction With City Programs & Services	Desired Investment		
Affordable Housing	72%	More 64%	Same 31%	Less 5%
Arts & Culture	83%	More 23%	Same 55%	Less 22%
Downtown Revitalization	86%	More 26%	Same 56%	Less 18%

Source: 2017 Citizen Satisfaction Survey

CITIZEN RESEARCH & INSIGHTS

What Businesses Are Saying: Resilience



25% Percentage of businesses are developing a strategy, plan, or policy to be more resilient

50% Percentage of businesses have already developed a strategy, plan, or policy to be more resilient

Most Common Stresses on Businesses



91% Percentage of businesses experienced economic uncertainty in the past three years

67% Percentage of businesses identified increased unemployment among one of the most common stresses on their business

70% Percentage said that economic uncertainty had the most impact on their business.

14% Percentage of businesses said that increased unemployment had the most impact on their business

Most Common Shocks on Businesses



90% Percentage of businesses experienced financial crisis in the past three years

40% Percentage of businesses experienced extreme weather incidents in the past three years

80% Percentage identified financial crisis as the most impactful shock on their business.

6% Percentage identified extreme weather incidents as the most impactful shock on their business.

Source: 2017 Business and Corporate Perspectives Research

What Businesses Are Saying: Business Licensing



77% Percentage of customers are satisfied with the overall level and quality of services provided by Planning & Development

87% Percentage satisfied with the level and quality of customer service received from the front counter staff

73% Percentage agree that "The City does a good job of providing information about the planning approvals process"

68% Percentage agree that "The City does a good job of providing information about the land use bylaw"

Source: 2017 Planning & Development D Customer Satisfaction Survey

Story Behind the Numbers

Overall, Calgarians' perception of quality of life in Calgary continues to be strong, with almost two-thirds believing it has improved or stayed the same in the past three years. Although a smaller proportion believe Calgary is moving in the right direction to ensure a high quality of life for future generations, a majority believe Calgary is on the right track to be a better city 10 years from now. However, businesses are more likely to have a pessimistic view of the current and future state of the economy, with most Calgarians believing it is a good time for The City to be investing in new projects like roads, public transportation, and local facilities. When it comes to related services, less than three-quarters say they are satisfied with the services provided by Affordable Housing, whereas a strong majority maintain they want to see more or the same investment by The City going forward. Moreover, a majority say Programs & Services for Diverse Groups, Arts & Culture, and Festivals are important for quality of life, while more than one-half say they get good value for their property taxes from these services.

311 AND SOCIAL MEDIA

311 – Requests for Information



42,669	Number of 311 requests for information related to Planning and Development inspections information from March 2017 – Feb 2018	407	Number of 311 requests for general information related Arts / Cultural events and Festivals from March 2017 – Feb 2018
378	Number of 311 requests for information related to Calgary Housing from March 2017 – Feb 2018	659	Number of 311 requests for information related to Calgary After School Programs, neighbourhood Events, programs, and others from March 2017 – Feb 2018

Source: 311 Analytics

311 – Service Requests Completed



68,303	Number of 311 citizen requests for services The City provided from March 2017 – Feb 2018 specifically related to Calgary Building Services including plumbing inspections, heating & ventilation, electrical, residential improvement projects (RIP), and others
8,460	Number of 311 citizen requests for services The City provided from March 2017 – Feb 2018 specifically related to Fair Entry

Source: 311 Analytics

Web Analytics



376K	Visits to Calgary.ca looking for Social programs and services content	66%	Said they were successful in completing their Social programs and services visit with Calgary.ca
53%	Said it was easy to complete their Social Programs and Services inquiry on Calgary.ca		

Source: Web Analytics

Story Behind the Numbers

Despite a downturn in the economy, construction values were up in early 2017; notably, this somewhat slowed in June and July and continued to slip throughout the year. For the year overall in Calgary however, the value of permits in 2017 rose by a third over 2016; a majority of this was residential permits, which according to ATB grew 63% from the previous year. Non-residential permits were unchanged. This can be read in the larger volumes of information requests for PD and citizen requests for services The City provided related to Calgary Building Services. Many economists predict that even though Alberta's economy is bouncing back and the recession behind us, residential construction may not pick up much speed in 2018.

APPENDIX

2017 Citizen Satisfaction Survey

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 2,500
- Field dates: August 16 to September 10, 2017

2017 CHC Tenant Satisfaction Survey

- Telephone survey with Calgary Housing tenants Calgarians 18+ years of age. Tenants were also given an option to complete the survey online
- Sample size: n = 502
- Field dates: October 5 to November 1, 2017

2018 Quality of Life, the Economy and Infrastructure Investment Survey

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 500
- Field dates: January 17 – 24, 2018

2017 Business & Corporate Perspectives Research

- Online survey with owners, executives, leaders, and managers of small, medium and large businesses in Calgary
- Sample size: n = 318
- Field dates: August 21 – 30, 2017

2017 Citizens Expectations and Perceptions

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 502
- Field dates: November 28 to December 20, 2017

2017 Planning & Development Customer Satisfaction Survey

- Telephone survey with consumers and business that have used services offered from the Planning & Development division
- Sample size: n = 750
- Field dates: April 4 – 28, 2017

A CITY OF SAFE AND INSPIRING NEIGHBOURHOODS

Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.

CORPORATE RESEARCH & INSIGHTS

What Citizens Are Saying: Inclusivity, Community, and Civic Pride



79%	Percentage who agree The City of Calgary, municipal government, fosters a city that is inclusive and accepting of all	89%	Percentage who agree, "I am proud to be a Calgarian"
82%	Percent who agree, "Calgary is a great place to make a life"	85%	Percentage who agree, "I am proud to live in my neighbourhood"
30%	Are regularly involved in neighbourhood and local community events	81%	Percentage who state they feel safe walking alone in their neighbourhood after dark
93%	Percentage who agree "My neighbourhood is a place where I feel I belong"	83%	Percentage who trust the decisions being made by their community association represent the views of residents
68%	Percentage of Calgarians who are aware of their local community association	75%	Percentage who say they "know at least four neighbours" they could ask a favour of
29%	Percentage of Calgarians who are members of their local community association	88%	Percentage of Calgarians who say their neighbourhood has a strong sense of community
86%	Percentage who agree that their community has enough programs and services to meet the needs of their household		

Source: 2017 Citizen Satisfaction Survey | 2016 Community Needs & Preferences Research

What Citizens Are Saying: Quality of Life for Seniors



78%	Seniors rate the quality of life for seniors living in Calgary as 'good'	63%	Seniors agree they are informed about how to access programs and services that are available to seniors
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Source: 2017 Seniors Age Friendly Research

What Citizens Are Saying: Community Level Sport Programs










74%	Believe that it is important that The City offers sports programs at a community level, in more locations across the city	31%	Believe that it is important that The City offers sports programs at a community level, in more locations across the city
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Source: 2017 Civic Sport Policy Research

CORPORATE RESEARCH & INSIGHTS

What Citizens Are Saying: City Programs & Services

		Satisfaction With City Programs & Services	Desired Investment		
	Community Services such as support for community associations and not for profit groups	92%	More 30%	Same 59%	Less 11%
	Social services for individuals such as seniors or youth	87%	More 60%	Same 37%	Less 3%
	Police Services	91%	More 55%	Same 42%	Less 3%
	Calgary Fire Department	100%	More 38%	Same 61%	Less 1%
	9-1-1	98%	More 35%	Same 64%	Less 1%
	Bylaw services	84%	More 23%	Same 63%	Less 14%
	City growth management	80%	More 34%	Same 55%	Less 11%

Source: 2017 Citizen Satisfaction Survey

Story Behind the Numbers

Although Calgarians' civic pride can be seen in a majority agreeing they are "proud" to be Calgarians and live in their respective neighbourhoods, fewer state they are regularly involved in neighbourhood and local community events or that they have participated in the past 12 months. Notably, a smaller percentage agrees "The City of Calgary fosters a city that is inclusive and accepting of all." However, perception of the importance / satisfaction with Community Services and Social Services is strong; as such, a majority believe The City should invest more or the same in both Community Services such as support for community associations and not for profit groups Social services for individuals such as seniors or youth. Overall, Calgarians' have very strong importance and satisfaction ratings for Police & Fire Services and 9-1-1. Although slightly more than one-half would like to see The City invest more in Police Services, a great majority of Calgarians want to see more or the same investment in CPS, Fire and 9-1-1. On the whole, most seniors believe quality of life is lower than that of the average Calgarian, with less than two-thirds agreeing they are "informed about how to access programs and services that are available to seniors," and slightly more than one-third stating they have been involved in accessing seniors programs and services, either for themselves or on behalf of someone else in the past 12 months.

311 AND WEB ANALYTICS

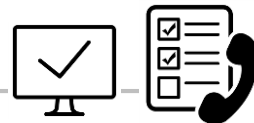
311 – Requests for Information



22,134	Number of 311 requests for information related to Animal Licensing from March 2017 – Feb 2018	8,068	Number of 311 requests for information related to Fair Entry from March 2017 – Feb 2018
11,026	Number of 311 requests for information related to Bylaw and Compliance Services from March 2017 – Feb 2018	3,869	Number of 311 requests for information related to Snow & Ice from March 2017 – Feb 2018
9,923	Number of 311 requests for information related to Calgary Neighbourhood Services & Programs from March 2017 – Feb 2018	1,805	Number of 311 requests for information related to Fire Inspections from March 2017 – Feb 2018

Source: 311 Analytics

311 – Service Requests Completed



10,871	Number of 311 citizen requests for services The City provided from March 2017 – Feb 2018 specifically related to Calgary Neighbourhood Services , including Snow Angels campaign, Fair Entry, Senior Services Home Maintenance inquiries, Neighbourhood Services programs, and others
13,298	Number of 311 citizen requests for services The City provided from March 2017 – Feb 2018 specifically related to Calgary Fire Department , including Fire Code general enquiries, fire safety plan reviews, general inspections and business license inspections, smoke alarm enquiries, Fire Warden lectures, fire safety presentations, and others

Source: 311 Analytics

Web Analytics



464K	Visits to Calgary.ca looking for Neighbourhood Programs and Services content in the past 12 months	68%	Said they were successful in completing their Neighbourhood Programs and Services visit with Calgary.ca
		58%	Said it easy to complete their Neighbourhood Programs and Services inquiry on Calgary.ca

Source: Web Analytics

Story Behind the Numbers

Citizen requests for services like Fire and Calgary Neighbourhood Services like Snow Angels, Senior Services Home Maintenance and other services are strong indicating robust interest in community / neighbourhood programs, especially those for seniors and youth. This parallels research insights pointing to how many believe quality of life for seniors is lower than that of the average Calgarian, with fewer agreeing they are informed about how to access programming/services that are available to seniors.

APPENDIX

2017 Citizen Satisfaction Survey

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 2,500
- Field dates: August 16 to September 10, 2017

2017 Seniors Age Friendly Research

- Telephone survey with Calgarians 65+ years of age (70% land line, 30% cell phone)
- Sample size: n = 500
- Field dates: January, 2017

2017 Civic Sport Policy Research

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 500
- Field dates: February and March, 2017

2016 Community Needs & Preferences Survey

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 2,800
- Field dates: May 6 – 29, 2016

A CITY THAT MOVES

Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.

CORPORATE RESEARCH & INSIGHTS

What Citizens Are Saying: Sidewalks & Pathways



89% Are satisfied with the job The City is doing in providing sidewalks for pedestrian use

89% Calgarians are satisfied with the job The City is doing in providing pathways

87% Feel safe when walking on sidewalks in Calgary

84% Feel very or reasonably safe when walking on pathways

Source: 2017 Citizen Perspectives Wave 5

What Citizens Are Saying: Livery Services



88% Calgarians are satisfied with the taxi services they received in the past year

97% Are satisfied with limousine services

90% Are satisfied with the sedan services

98% Are satisfied with the transportation network company (TNC) services

Sources: 2017 LTAC Citizen Satisfaction Survey

What Citizens Are Saying: Calgary Transit



84% Calgarians feel safe using Calgary Transit services:

63% Agree with the statement that "CTrain stations are generally free of nuisance behaviours."

86% Feel safe using Calgary Transit buses






94% Rate Cleanliness of CTrain stations as 'very good' or 'good'

80% Indicate feeling safe when using CTrains

Source: 2016 Calgary Transit Safety, Security & Cleanliness Survey

CORPORATE RESEARCH & INSIGHTS

What Citizens Are Saying: City Programs & Services

		Satisfaction With City Programs & Services	Desired Investment		
			More	Same	Less
	Transportation Planning	80%	54%	43%	3%
	Calgary Transit including bus and CTrain services	82%	61%	36%	3%
	City operated roads and infrastructure	85%	50%	47%	3%
	City traffic flow management	68%	59%	37%	4%
	Calgary pathway system	94%	27%	65%	8%

Source: 2017 Citizen Satisfaction Survey

Story Behind the Numbers

Overall, a majority of Calgarians are satisfied with the job The City is doing in providing sidewalks for pedestrian use, as well as with the job The City is doing in providing pathways. When it comes to Transit, a majority are also satisfied with the cleanliness and safety of using Transit, yet fewer agree that CTrain stations are generally free of nuisance behaviours. Given the high ranking of Infrastructure, Traffic & Roads in the 2017 Citizen Satisfaction survey, it comes as no surprise that more Calgarians want to see more investment in Transportation planning, traffic flow planning, and City operated roads / infrastructure. Transit however, ranks highest on the more investment list for this Priority areas, with an overwhelming majority calling for more or the same investment in Calgary Transit including bus and CTrain services.

311 AND WEB ANALYTICS

311 – Requests for Information



13,800 Number of 311 requests for information related to **Roads**, like maintenance, ongoing projects, permits, detours, and street cleaning from March 2017 – Feb 2018

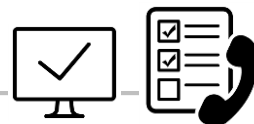
10,975 Number of 311 requests for information related to **Calgary Parking Authority**, including operations inquiries, enforcement, and impound from March 2017 – Feb 2018

6,980 Number of 311 requests for general information related **Transit** from March 2017 – Feb 2018

3,869 Number of 311 requests for information related to **Snow & Ice** from March 2017 – Feb 2018

1,493 Number of 311 requests for information related to **Traffic Information**, like signals, cameras, and signs from March 2017 – Feb 2018

311 – Service Requests Completed



92,608 Number of 311 **citizen requests for services The City provided** from March 2017 – Feb 2018 specifically related to **Roads**, including back lane maintenance, debris on roadways, maintenance, snow & ice control, curb & gutter repair, traffic or pedestrian light repair, and others

16,781 Number of 311 **citizen requests for services The City provided** from March 2017 – Feb 2018 specifically related to **Transit**, including vehicle maintenance, schedules, transit pass programs, park and ride, safety, and others

Source: 311 Analytics

Web Analytics



376K Visits to Calgary.ca looking for **Traffic Advisories** and **Travel Times** content in the last 12 months

63% Indicated it was **easy to complete their Traffic Advisories and Travel Times inquiry** on Calgary.ca in the last 12 months

71% Said they were successful in **completing their Traffic Advisories and Travel Times visit** with Calgary.ca in the last 12 months

Source: CSC Web Analytics

Story Behind the Numbers

Given the high ranking of infrastructure, traffic and roads as an issue for Calgarians, seeing more than 90,000 completed citizen requests for services comes as no surprise. This includes all aspects of Roads services including maintenance, repair, street cleaning and snow & ice clearing. Moreover, given the proportion of Calgarians who consistently use Transit every day, a significant proportion of service requests are directly related to Transit.

APPENDIX

2017 Citizen Perspectives Wave 5

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 500
- Field dates: October 23 – 31, 2017

2017 LTAC Citizen Satisfaction Survey

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 583
- Field dates: May 24 to June 5, 2017

2016 Calgary Transit Safety, Security & Cleanliness Survey

- Telephone survey with transit users 15+ years of age who have used transit on average at least once a week in the past year (70% land line, 30% cell phone)
- Sample size: n = 500
- Field dates: September 27 to October 4, 2016

2017 Citizen Satisfaction Survey

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 2,500
- Field dates: August 16 to September 10, 2017

A HEALTHY AND GREEN CITY

Calgary is a leader in caring about the health of the environment and promotes resilient neighborhoods where residents connect with one another and can live active, healthy lifestyles.

CORPORATE RESEARCH & INSIGHTS

What Citizens Are Saying: Environment



89% Percentage satisfied with The City of Calgary's programs and services aimed at helping Calgarians reduce their environmental impact

94% Percentage who rate the overall state of Calgary's environment today as 'good'

91% Percentage satisfied with the job The City of Calgary is currently doing to protect the environment

Source: 2017 Citizen Satisfaction Survey



What Citizens Are Saying: Urban Forest

79% Percentage believe that urban forest is important to quality of life in Calgary

64% Percentage rate the tax dollar value they receive for Calgary's urban forest as 'good'

72% Percentage rate the overall quality of Calgary's urban forest as 'good'

Source: 2017 Citizen Expectations and Perceptions



What Citizens Are Saying: Water Services

94% Percentage satisfied with the reliability of the water services provided

79% Percentage believe they receive excellent or good value for the price they pay for the household water service

82% Percentage agree with the statement "My actions impact the total amount of my water bill"

60% Percentage agree they pay a fair price for the water services

Source: 2017 Citizen Perspectives Wave 5



What Citizens Are Saying: Recreation

75% Percentage of City Recreation facility users who go to recreation facilities for drop-in activities

65% Percentage who spend an average of 4 hours or less weekly at City Recreation facilities participating in **drop-in activities**

46% Percentage of City Recreation facility users who go to recreation facilities for registered programs

67% Percentage who spend an average of 4 hours or less weekly at City Recreation facilities participating in **registered programs**

62% Percentage of households visiting Recreation facilities have children living at home

42% Percentage of Calgarians 65 or older report being physically active

Source: 2014 Recreation Facility Development & Enhancement Study

CORPORATE RESEARCH & INSIGHTS

What Citizens Are Saying: Recreation & Sport Programs









57% Percentage who say The City is performing “well” on offering sports programs that are affordable

69% Percentage say the cost of equipment, materials, and supplies is a barrier to recreation

68% Percentage who agree they have access to all the sport programs they would like

Source: 2017 Civic Sport Policy Research; 2014 Recreation Facility Development & Enhancement Study

What Citizens Are Saying: City Programs & Services

	Satisfaction With City Programs & Services		Desired Investment	
	City operated recreation <u>programs</u> such as swimming lessons	92%	More 28%	Same 65% Less 7%
	City operated recreation <u>facilities</u> such as pools, leisure centres, and golf courses	93%	More 36%	Same 57% Less 7%
	Residential Garbage Collection service	91%	More 17%	Same 76% Less 7%
	Residential Blue Cart Recycling	93%	More 13%	Same 76% Less 11%
	The quality of drinking water	94%	More 32%	Same 67% Less 1%
	Calgary's parks, playgrounds and other open spaces	94%	More 39%	Same 58% Less 3%

Story Behind the Numbers

When it comes to **Recreation**, a large majority are satisfied with both programs and facilities, while more than nine-in-ten Calgarians believe The City should invest more or the same in both City operated recreation programs and facilities. On the whole, a majority of Calgarians are also satisfied with **Residential Garbage Collection service**, **Blue Cart Recycling**, quality of **drinking water** and **Calgary's parks, playgrounds** and other open spaces and believe The City should invest more or the same in each service. Overall, a majority rate Calgary's **environment** as “good,” while most are satisfied with The City's programs and services aimed at helping Calgarians reduce their environmental impact. Moreover, although a large majority are satisfied with the reliability of water services provided, a smaller proportion believe they receive excellent or good value for the price they pay for household water service, and fewer agree they pay a fair price for water services.

311 AND WEB ANALYTICS

311 – Requests for Information



32,751 Number of 311 requests for information related to **Recreation, including pools & swimming information, arts & cultural events and arenas** from March 2017 – Feb 2018

10,474 Number of 311 requests for general information related to **Recreation Facility Bookings** from March 2017 – Feb 2018

20,147 Number of 311 requests for information related to **Green Cart inquiries** from March 2017 – Feb 2018

1,598 Number of 311 requests for information related to **Arenas/Athletic Parks** from March 2017 – Feb 2018

5,107 Number of 311 requests for information related to **Park amenities** from March 2017 – Feb 2018

Source: 311 Analytics

311 – Service Requests Completed



8,734 Number of 311 **citizen requests for services The City provided** from March 2017 – Feb 2018 specifically related to **Recreation**

69,753 Number of 311 **citizen requests for services The City provided** from March 2017 – Feb 2018 specifically related to **Waste & Recycling**, including residential waste, Christmas tree recycling, electronic recycling, “what goes where” information, and others

Source: 311 Analytics

Web Analytics



1.5 Million Visits to Calgary.ca looking for Waste and Recycling content in the past 12 months

67% Said it was easy to complete their Waste and Recycling inquiry on Calgary.ca

87% Said they were successful in completing their Waste and Recycling visit with Calgary.ca

Source: Web Analytics

APPENDIX

2017 Citizen Satisfaction Survey

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 2,500
- Field dates: August 16 to September 10, 2017

2017 Civic Sport Policy Research

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 500
- Field dates: February and March, 2017

2017 Citizen Perspectives Wave 5

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 500
- Field dates: October 23 – 31, 2017

2017 Citizen Expectations and Perceptions

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 502
- Field dates: November 28 to December 20, 2017

2014 Recreation Facility Development & Enhancement Study (Wave 1)

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 1,084
- Online survey with Calgarians 18+ years of age
- Sample size: n = 1,016
- Field dates: November 28 to December 20, 2017

A WELL-RUN CITY

Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.

CORPORATE RESEARCH & INSIGHTS

What Businesses Are Saying: Confidence and Trust



75% Trust The City to make the right decisions when it comes to building projects like roads, public transportation, and local facilities

64% Are well-informed with what is going on with The City and the issues that affect business

62% Have confidence that The City is working closely with private sector to develop investment solutions that will strengthen the city's economy down the road

31% Rate The City in terms of how well it communicates with businesses about its services, programs, policies and plans as 'very good' or 'good'

50% Are developing a strategy, plan or policy to be more resilient

Source: 2017 Business & Corporate Perspectives Research

What Citizens Are Saying: Confidence and Trust



62% Trust The City of Calgary

77% Are satisfied with the way the Council and City administration as a whole is going about running The City

64% Have a favourable impression of The City

79% Agree that The City practices open and accessible government

72% Trust The City to make the right decisions when it comes to building projects like roads, public transportation, and local facilities

84% Calgarians feel that The City has 'a significant impact' or 'some impact' on their quality of life

68% Agree that The City uses input from Calgarians in decision-making about City projects and services

33% Would speak highly of The City without being asked or when someone asks

Source: 2017 Quality of Life and Citizen Satisfaction Survey | 2017 Quality of Life, the Economy and Infrastructure Investment Survey

CORPORATE RESEARCH & INSIGHTS

What Citizens Are Saying: Taxation



60% Rate the value they receive from the municipal property tax dollars as good

60% Agree that The City does a good job of providing citizens with information about how their property tax dollars are invested in various City services

92% Are interested in knowing how their property tax dollars are invested in various City services

Source: 2017 Citizen Satisfaction Survey

What Citizens Are Saying: City Communications



84% Are satisfied with the overall quality of City information and communications

82% Agree that The City makes customer service a priority

77% Agree that The City responds quickly to requests and concerns

84% Agree that the quality of customer service from The City is consistently high

Source: 2017 Citizen Satisfaction Survey

What Citizens Are Saying: City Programs & Services

79% Are satisfied with the overall level and quality of services and programs provided by The City of Calgary

	Satisfaction With City Programs & Services	Desired Investment		
		More	Same	Less
 The City of Calgary website	88%	17%	70%	13%
 311 service	93%	16%	76%	8%

Source: 2017 Citizen Satisfaction Survey

Story Behind the Numbers

Although three-quarters of business leaders and decision-makers trust The City to make the right decisions when it comes to building projects like roads, public transportation, and local facilities, fewer business leaders have confidence that The City is working closely with private sector to develop investment solutions that will strengthen the city's economy down the road. Notably, an even smaller proportion rate The City higher in terms of how well it communicates with businesses about its services, programs, policies and plans. When it comes to citizen perceptions of taxes & taxation, a majority say they are interested in knowing how their property tax dollars are invested in various City services; however, a much smaller proportion agree that The City does a good job of providing citizens with information about how their property tax dollars are invested in various City services.

311 AND WEB ANALYTICS

311 – Requests for Information



53,087 Number of 311 requests for information related to **Finance**, like residential property taxes, TIPP information, corporate billing, or other information from March 2017 – Feb 2018

518 Number of 311 requests for general information related **Law** from March 2017 – Feb 2018

278 Number of 311 requests for information related to CSC from March 2017 – Feb 2018

1,745 Number of 311 requests for information related to **Clerks**, census, FOIP, Council, and others from March 2017 – Feb 2018

Source: 311 Analytics

311 – Service Requests Completed



54,160 Number of 311 **citizen requests for services The City provided** from March 2017 – Feb 2018 specifically related to **Finance** including accounts payable, collection inquiries, property tax accounts, TIPP agreement requests, and others

2,459 Number of 311 **citizen requests for services The City provided** from March 2017 – Feb 2018 specifically related to **Clerks**, including the 2017 municipal election, general inquiries and concerns, and others

Source: 311 Analytics

Web Analytics



21 Million Visits to Calgary.ca and its public facing applications in the last 12 months

58% Said it was easy to complete the reason for their visit on Calgary.ca

74% Said they were successful in completing the reason for their visit with Calgary.ca

Source: Web Analytics

Story Behind the Numbers

Finance sees some of the highest volume of requests for information and citizen requests for services; this dovetails with the level of interest citizens have in taxation and tax information, illustrated by citizen insight research work. With most completed service requests focusing on accounts payable, collection inquiries, property tax accounts, TIPP agreement requests, this is high focus area for communications at The City.

APPENDIX

2017 Business & Corporate Perspectives Research

- Online survey with owners, executives, leaders, and managers of small, medium and large businesses in Calgary
- Sample size: n = 318
- Field dates: August 21 – 30, 2017

2017 Quality of Life and Citizen Satisfaction Survey (Wave 2, Late Fall)

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 1,500
- Field dates: November 2 – 23, 2017

2017 Quality of Life, the Economy and Infrastructure Investment Survey

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 501
- Field dates: April 10 – 17, 2017

2017 Citizen Satisfaction Survey

- Telephone survey with Calgarians 18+ years of age (70% land line, 30% cell phone)
- Sample size: n = 2,500
- Field dates: August 16 to September 10, 2017

Appendix: Existing research sources

Corporate Perspectives: Multiple Service Lines

- 2016:** Citizen Satisfaction Survey
Citizen Perspectives
- 2017:** Citizen Satisfaction Survey
Citizen Perspectives
Business & Corporate Perspectives
Quality of Life, the Economy and Infrastructure Investment Survey

Chief Financial Officer's Department

- 2016:** Property Assessment Satisfaction Research: Residential & Non-Residential
311 Satisfaction Research
IT Client Satisfaction Survey
Corporate Employee Survey
Flood Preparedness Survey, Citizens' View
Property Tax Campaign Survey, Citizens' View
- 2017:** 311 Satisfaction Survey
Digital Government: Current Trends and Issues
IT Client Satisfaction Survey
Corporate Employee Survey

Deputy City Manager's Office

- 2017:** Resilience Calgary External Stakeholder Qualitative Research

Planning & Development

- 2017:** PD Customer Satisfaction Survey
myHome myBusiness Focus Group Research

Community Services

- 2016:** Community Needs and Preferences Research
TLAC Satisfaction with Taxi Services
Dandelion Control Public Opinion Research
ReTree YYC Survey, Citizens' View
- 2017:** Cannabis Legalization Research
Tenant Satisfaction Survey
Senior Age-Friendly Strategy Research

Citizen Expectations and Perceptions
LTAC Post-Christmas Holiday Satisfaction
LTAC Citizen Satisfaction
LTAC – Post-Stampede Satisfaction
Accessible Taxi Qualitative Research
Civic Sport Policy Research
ReTree YYC Survey, Citizens' View
Parks and Pathways Survey, Citizens' View

Transportation

- 2016:** Roads Annual Survey
Calgary Transit Customer Satisfaction
Calgary Transit Safety, Security and Cleanliness Survey
Calgary Transit Research Review and Redesign
Cycle Track and Stephen Avenue Bicycle Pilot Projects Research
Weekend Ridership Survey, Citizens' View
Crowchild Trail Survey, Citizens' View
Video Testing Survey, Citizens' View
- 2017:** 17th Ave South Construction
CTrain Station Signage Research
Calgary Streets, Citizens' View
Calgary Transit Pass Survey, Citizens' View
Playground Zones and Crosswalks, Citizens' View

Utilities & Environmental Protection

- 2016:** Climate Change Strategy Focus Groups
Flood Mitigation Research
Riparian Action Plan: Riparian Landowner Affinity Groups
Riparian Action Plan: General Public Focus Groups
Riparian Action Plan: General Public Survey
Kitchen Diary Study (Food Waste Study)
Green Cart Implementation Research
Industrial, Commercial and Institutional (ICI) Sector Waste Diversion Survey
Multi-Family Recycling & Blue Cart Research
- 2017:** ICI Water Capacity Buy Back Research
YardSmart General Public Research
Industrial, Commercial and Institutional (ICI) Sector Waste Diversion Survey
Multi-Family Recycling and Food & Yard Waste Implementation Research
Green Cart Food and Yard Waste Program, Citizens' View
Water Utility Cost of Service Survey, Citizens' View

Urban Strategy

- 2017:** Centre City Research

911

2016: Calgary 911 Employee Satisfaction Survey

2017: Calgary 911 Employee Satisfaction Survey

Law & Legislative Services

2017: Corporate Security Internal Client Satisfaction Survey



PRINCIPLES FOR SETTING INDICATIVE TAX RATES

Introduction

Indicative tax rates provide a financial envelope within which Council will want Administration to develop the 2019-2022 service plans and budgets. On 2011 April 5 (C2011-31), Council approved principles for setting indicative tax rates. Administration is proposing updated principles that are reflective of the current financial situation, demonstrate further integration and build upon the originally approved principles.

Previously Approved Principles (C2011-31)

The following principles were approved by Council on 2011 April 5:

- Include consideration of citizens' needs and expectations for services, imagineCALGARY goals and the financial impact of these on The City (including Council Directives, inflation, costs of growth, etc.);
- Include consideration of financial situation of taxpayers (citizen affordability);
- Maintain approval of four years with opportunity to adjust annually;
- Rationale underlying the increase should be easy to understand and communicate;
- Base the rates upon the most recent information available at the time of approval;
- Raise the care and attention that the Administration pays to restraining expenditures and continually seeking efficiencies.

Updated Principles for Council's Approval:

1. Include consideration of citizens' needs and expectations, expressed through long term goals, Council directives, and citizen engagement and research.
2. Include consideration of financial situation of taxpayers (citizen affordability).
3. Meet legislative requirements.
4. Reflect a long-term sustainable and affordable balance among enabling Calgary's maintenance, growth and service changes that meet Council approved service levels and further our resilience agenda.
5. Maintain approval of four years with opportunity to adjust annually.
6. Rationale underlying tax rate decisions should be easy to understand and communicate.
7. Base the rates upon most recent information available at the time of approval.
8. Raise the care and attention that the Administration pays to restraining expenditures and continually seeking efficiencies with a focus on service value and intentional management.



CAPITAL INFRASTRUCTURE INVESTMENT STRATEGY

Updated Capital Infrastructure Investment Strategy for Council Approval:

Introduction

The City of Calgary (The City) seeks to improve the quality of life, build public confidence and trust and demonstrate service value to Calgarians. Capital planning and investment plays a pivotal role in creating inclusive, accessible and connected communities and dynamic economies, contributing to a resilient city.

Background

By approving the Capital Infrastructure Investment Strategy (CIIS, C2015-0855) on 2015 November 25, Council affirmed the role of capital investment in building and improving city resilience. A corporate capital strategy enables The City to restructure and increase its capacity to intentionally provide economic stimulus, add resilience to the community, maintain and preserve The City's infrastructure and community assets through lifecycle funding, build a great community through legacy investments and leverage external public and private investments.

2019-2022 One Calgary Service Plans and Budgets will deliver on Council Directives and drive a renewed focus on services, including improvements in service delivery and accountability. With the development of One Calgary Service Plans and Budgets and following the 2019-2022 Council Directives that includes Council's Five Guidelines to Administration, the revised CIIS provides greater alignment to The City's shift towards service plans and budgets, and is intended to strategically better accommodate shocks and stresses through changing internal and external pressures.

Intentional management of capital at The City will:

1. **Support the delivery of City of Calgary services, at approved service levels**

Capital investments facilitate the delivery of services to residents. Services and service levels are defined by Council through the approval of multi-year service plans and budgets. The primary criteria for identifying, prioritizing and funding capital investments will be the need for capital to deliver services at approved service levels and the associated operating impact of this capital.

2. **Promote the well-being of communities, environment, and economy**

Capital investments are intended to promote the well-being of a community through improved connectivity, accessibility, inclusion, and environmental health as well as long-term resilience. The range of typical social, economic and environmental objectives accomplished through infrastructure investments includes benefits such as maintaining public safety and security, improving economic productivity, facilitating community cohesion, addressing risks and vulnerabilities for service providers, reducing the impact on climate change and enhancing public spaces and interactions within communities.

3. **Build an adaptable, resilient and smart city**

With adaptable and resilient infrastructure, The City can better manage risks and vulnerabilities to shocks and stresses. Resilient infrastructure is designed to ensure service delivery (meeting the needs of today while anticipating and not compromising the needs of



CAPITAL INFRASTRUCTURE INVESTMENT STRATEGY

tomorrow), adaptation (capacity to withstand disruption, both natural and man-made), community preparedness and financial strength. Infrastructure should also be designed to be resilient to the effects of climate change, and respect and help maintain ecological and biological diversity.

Smart cities utilize data innovation and technology to better inform decisions on service delivery, purpose and size of capital investments, economic development and resident empowerment and inclusion. Capital infrastructure planning and investments provide potential opportunities to explore, incubate, and potentially utilize innovative technologies, design, services and practices.

4. Enhance the long-term value of City assets

Capital planning and investment at The City benefits requires a thorough appreciation of the long-term implications of service demand and asset needs, legal and regulatory provisions, technological trends, finance and asset ownership along with the integration of whole-of-life costing (i.e. asset acquisition, operation, maintenance and upgrades, and responsible disposal viewed through a single lens of asset stewardship). Capital planning and investment is necessary to deliver citizen facing services as well as supportive services (within The City's control), to maximize the value to residents while minimizing service disruption, public safety and security risks, energy and environmental impacts and whole-of-life cost. Adopting industry-standard systematic asset management practices reduces legal and reputational risks to The City and improves accountability and transparency to the tax payer.

To maximize the value of The City's previous and proposed capital investments, funding is required for the development of asset management plans addressing costs across the entire lifecycle (planning, building/acquisition, operation, maintenance, evaluation and eventual disposal) and the prioritization of municipal capital investment to support intensification prior to the completion of communities in planned and /or future greenfield areas. Maintaining the overall asset health is necessary to ensure The City's ability to reliably and sustainably deliver Council-approved levels of service. Resources need be allocated to achieve an appropriate balance between the maintenance and renewal of existing infrastructure and the demand for new growth infrastructure.

5. Integrate, coordinate and optimize The City's investment

Capital investments should be managed in a way which provides maximum value to the community. An integrated and coordinated approach to capital planning, prioritization and funding – administered at the corporate level – refines investments, identifies efficiencies and achieves economies of scale. Where possible, The City's capital investments should contribute to multiple services and ensure continuity during times of normal use, emergency response and recovery. Regional benefits should also be considered.

Infrastructure investments may be coordinated or focused upon an identified investment need, support a service gap in the community, and/or contribute to alignment with external (i.e. private, provincial, federal) investment for a specific time. A directional investment focus may influence the corporate-level identification, prioritization and funding for capital investments.



CAPITAL INFRASTRUCTURE INVESTMENT STRATEGY

Council recognizes the need to embrace appropriate levels of risk, innovation and experimentation as opportunities to improve. Capital planning and investments create opportunities to explore and potentially make use of innovative technologies, design, services and practices.

6. Optimize financing and funding sources

The development of a fiscally sustainable corporate approach to financing and funding will maximize The City's opportunity to provide capital investments that support service delivery. Allocating the most restricted funding sources first, and switching accordingly (where permissible) to free up more flexible funding will enable The City to more effectively respond to current and emerging funding opportunities.

Focusing on long-term financial strategies, attracting private and other government investments and/or other alternative funding mechanisms (such as shared service delivery models and cost/revenue sharing mechanisms) creates the opportunity to realize greater economic and social value. Developing partnerships with external organizations to reach common goals for Calgarians will further promote entrepreneurship and investment within the city.



CAPITAL INFRASTRUCTURE INVESTMENT STRATEGY

Original Capital Infrastructure Investment Strategy (C2015-0855)

Approved on 2015 November 25

Administration's proposed Infrastructure Investment Strategy review will work in conjunction with the Accelerated Capital for Economic Resilience (ACER) project to address several areas that have caused low capital spend rates in the past. Specifically, the strategy will:

1. Critically examine and recast cash flows

One of the reasons for the low capital spend rate is that not enough rigor has been put into forecasting the cash flows of capital projects. This results in budgets that do not reflect the anticipated cash flow, leading eventually to budget deferrals. Critically examining the cash flows is anticipated to yield a more realistic capital budget. This may also free up funding in some years to advance shovel ready projects that are budgeted in later years. The recast capital budget will be presented to Council in the Budget Finalization report in Q2 2016.

2. Determine the priority projects

Administration will review the prioritization of capital projects, taking a more corporate view of prioritization, understanding restricted funding sources. Rather than allocating funding to Departments to apply to the individual priority lists, the corporate priority list will be developed, with funding allocated on a project by project basis. A revised priority list will be presented to Council as part of the mid-cycle adjustment process.

3. Align with Federal and Provincial Government Initiatives

Administration will review Federal and Provincial governments' announcements to identify incremental funding initiatives. Administration will also work with these governments to identify priorities and processes for infrastructure investment and align The City's capital investment priorities accordingly.

4. Review funding sources and switch accordingly

Building off the corporate priority list, the funding sources will be considered and allocated on the basis of the most restricted sources first, in an attempt to free unrestricted funding.

5. Review allocation of funding

The current allocation of funding will be reviewed and redistributed to best meet the corporate priority list. This will result in the revised capital budget to be presented to Council in 2016 November as part of the mid-cycle adjustments.

6. Standardize processes

Cash flow estimation, procurement and permit application processes will be standardized to the greatest extent possible in order to gain efficiencies and remove key bottle necks that constrain spending.

7. Fund additional resources

Fund capital project acceleration initiatives through an increase of the existing corporate project management charge against capital budgets from up to 0.5% to a



CAPITAL INFRASTRUCTURE INVESTMENT STRATEGY

maximum of 1.5%. Funding will be used to augment capital project delivery capacity in key areas such as Law and Supply Management. It will also support the implementation of cross functional teams focused on delivering capital projects efficiently and effectively. This funding will only be used as required and appropriate controls will be established.

8. Examine ways of involving the private sector to a greater extent

Discussions will include the private sector to determine the degree to which their participation can be increased in order to speed processes and delivery of infrastructure.

9. Identify and approve associated operating budget funding

The operating costs of new capital projects must be identified and any associated incremental Operating Budget funding relating to those projects be approved along with the Capital Budget funding associated with those projects.

Guiding Principles for Climate Resilience

EXECUTIVE SUMMARY

Council approved a series of climate actions (adaptation and mitigation) in Action Plan 2015–2018. Starting in 2016, Administration developed a renewed, corporate-wide commitment and approach to carbon and energy management and addressing climate risk through the Climate Program (CP) in Environmental and Safety Management (ESM). One area of the CP is the development of a Climate Resilience Strategy. A report will be brought to Council in June 2018 to present the recommendations for the Climate Resilience Strategy with a focus on corporate services and operations.

A key element of the Strategy is to establish guiding principles. These principles will enable climate change and carbon/energy management considerations in decisions. This report provides a background to the development of the draft principles (attachment 1).

ADMINISTRATION RECOMMENDATION:

That Council endorses the “Guiding Principles for Climate Resilience” in Attachment 1.

PREVIOUS COUNCIL DIRECTION / POLICY

The City’s current and future actions on climate change mitigation and adaptation support Council’s priorities. Key actions led by ESM on behalf of the Corporation in Action Plan 2015 – 2018 include community engagement on greenhouse gas reduction, partnerships, adaptation, the development of climate plans and education to name a few.

On February 22, 2017 (UCS2017-0064 – A Climate Program for the City of Calgary) Administration provided an update on activities taken to date including the development of the Climate Program and the approach to be utilized. The report also included risks and opportunities associated with climate change.

The development of Climate Resilience Strategy was aligned with the development of the business plan and budget process 2019 – 2022 (OneCalgary). Preparing climate actions ready for submission into OneCalgary and specifically service owners in advance of deadlines, has increased efficiencies for prioritization to ensure these opportunities are included.

BACKGROUND

The Climate Program evolved several key areas over the past year including outreach and education, alignment with federal and provincial policy, risk integration into operations and services, and the development of strategies and actions. During 2017 in-depth research and targeted stakeholder engagement was conducted to establish baselines and analyse the risk and vulnerability of infrastructure, people and natural environment as well as a carbon and energy opportunities to develop a Climate Resilience Strategy. During 2017/8 analysis of the best management practices showed that clear guiding principles are key to successful implementation of climate resilience.

Guiding Principles for Climate Resilience

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Climate Change is a risk multiplier that increases the risk of severe weather events. Risks are managed through climate resilience and include both mitigation and adaptation. Mitigation is action to reduce GHG emissions and includes energy efficiency and use of renewables. Adaptation is a risk management strategy and reduces the damages from climate change impacts.

The City's role in climate change involves enabling a culture of climate resiliency actions which are supported through regulation, service provision, enabling activities, and leadership. Integrating climate specific decision-making into policies, programs and projects ensures that City services and operations are safe guarded against risks related to climate change and make use of opportunities.

Guiding Principles enables the integration of climate resilience into decision-making. It creates a line of sight for council and administration between climate risk reduction and effective service provision.

International research shows that guiding principles should be considered by municipalities to become more climate resilient including being innovative, inclusive, fair, comprehensive and integrated, relevant, actionable, evidence-based and verifiable. The inclusion of guiding principles for climate change is also a best practice in municipalities in Canada, the USA and Europe.

Each community is unique in their application or consideration of guiding principles. A variety of stakeholders in Calgary were asked to review and provide feedback of the abovementioned principles.

- Stakeholders supported the guiding principles in general
- Stakeholders suggested that some of the principles could be combined with others such as 'evidence-based and verifiable'. These two principles are similar in nature in that both refer to certainty and reliability of information.
- Stakeholders proposed that The City should commit to strong governance that assess and sustain progress, adequately fund and ensure ongoing meaningful engagement.
- Stakeholders reported that outcome based monitoring be applied with broad stakeholder collaboration.
- Varying degrees of engagement across stakeholders should be considered. In particular, Under-represented populations, business and industry stakeholders require more engagement and involvement at the policy creation stage.
- The City should remove barriers to private sector climate resilience innovation.
- Other elements to consider included implementation, economics and financing, leadership by the City and collaboration.

The feedback was incorporated into the analysis and a final set of principles were generated. It includes climate decisions that are focused on reducing risks and maximizing opportunities:

- **Innovation** – The City will play an active role in the process of climate innovation.

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Guiding Principles for Climate Resilience

- **Inclusiveness** – The City will involve multiple stakeholders in planning and implementation at a city, regional and inter-governmental scale.
- **Integration** – The City will integrate both mitigation and adaptation considerations in all investments to improve energy use, reduce carbon emissions, reduce disaster risks and strengthen resilience for future climate conditions.
- **Relevance** – The City will develop locally-relevant solutions to address local climate-risks and vulnerabilities, and low carbon energy opportunities.
- **Commitment** – The City will provide strong governance to assess and sustain progress, adequately fund and ensure ongoing meaningful partnerships.

The draft set of guiding principles for Climate Change is included in attachment 1. These principles, if endorsed by Council will be incorporated as part of the Climate Resilience Strategy to be presented to Council in June 2018 and help guide final actions for input into OneCalgary.

Stakeholder Engagement, Research and Communication

Results from a 2015 Environics survey and focus groups of Calgarians and Edmontonians about climate change indicated that Calgarians want more information and leadership from The City. During December 2016 Environics Research conducted six focus groups with Calgary residents. Participants appreciated a message of 'leadership', which spoke to Calgary's can-do attitude, especially where Calgary could lead on a low-carbon economy. The City is also trusted to address the effects of climate change with local, practical solutions.

A set of principles developed by the United Nations was used as a starting point for discussion with, and input from stakeholders including the City's Corporate Risk Management Advisory Team, BILD Calgary, the Energy Futures Lab, Transportation Logistics, Utility Companies and Renewable Energy Companies to name a few.

Strategic Alignment

The Guiding Principles for Climate Change are aligned in achieving the outcomes of 100 Resilient Cities (100RC), OneCalgary and Council Directives. The 100RC approach identifies 7 qualities of a resilient city: a city that is reflective, resourceful, redundant, robust, flexible, inclusive, and integrated.'

The recently approved Council Directives for OneCalgary depicts Calgary as "A Healthy and Green City - Calgary is a leader in caring about the health of the environment and promotes resilient neighborhoods where residents connect with one another and can live active, healthy lifestyles".

"Furthermore, it emphasizes the need for climate change in OneCalgary: "Calgary needs to address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people. We need to lever incentives that focus on the economic benefits of addressing climate change (such as business diversification, job creation, opportunities for small businesses and all Calgarians) and align The City's climate change strategies with other orders of government and industry initiatives. Calgary and The City should become nationally and internationally competitive by embracing a low carbon economy, fostering alternative

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Guiding Principles for Climate Resilience

energies and developing strategies to reduce adverse impacts and vulnerabilities resulting from climate change.”

Social, Environmental, Economic (External)

The cost of inaction is greater than the cost of taking action on climate change. Climate-related risks to sites and infrastructure, costs more than preparing for these impacts (floods or hail damage). Developing greater resilience to climate impacts can help to avoid costs to municipalities and lead to savings in the costs of service provision which in return could see households and businesses have significant decrease in energy spending. The natural environment can also play a key role in developing resilience for example through tree canopy expansion or flood and/or drought alleviation. Capitalizing on growing the clean technology market, creating high quality local jobs and the attraction and retention of businesses are all areas that benefit from a low carbon economy.

Financial Capacity

Current and Future Operating Budget:

As per administrative protocol, programs/projects intended to build climate resilience are developed and evaluated, budgetary implications will be considered and brought forward as necessary. Climate related programs and projects will be included as part of OneCalgary. Any specific operating budget changes will be reported to ALT and Council as required.

Current and Future Capital Budget:

As per administrative protocol, programs/projects intended to build climate resilience are developed and evaluated, budgetary implications will be considered and brought forward as necessary. Climate related programs/projects will be included as part of OneCalgary. Any capital budget adjustments as a result of provincial, federal or other grants/funds will be reported to ALT and Council as required.

Risk Assessment

Climate change poses reputational, corporate and financial risks to The City. The City is at risk of not meeting its targets and adhering to federal and provincial regulatory requirements as per (UCS2017-0064). Climate change and severe weather are identified as a high risk requiring management effort. Risk management considerations that need to be addressed include: financial impact of changes required to adapt to and mitigate climate change; uncoordinated or insufficient plans for mitigation and adaptation; and/or insufficient or unbalanced resources being assigned to priority areas related to climate change.

The development of an integrated Climate Resilience Strategy encompasses a broader portfolio including mitigation and adaptation and guiding principles for decision-making.

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Guiding Principles for Climate Resilience

REASON(S) FOR RECOMMENDATION(S):

To ensure the integration of climate resilience into decision-making for City policies, programs and projects.

ATTACHMENT(S)

1. Attachment 1: Guiding Principles for Climate Resilience



GUIDING PRINCIPLES FOR CLIMATE RESILIENCE

Innovation – The City will play an active role in the process of climate innovation.

Developing and deploying new, better, and more economically-viable climate-friendly solutions and incorporating natural assets and ecosystem functions, and remove barriers to innovation to build climate resilience.

Inclusiveness – The City will involve multiple stakeholders in climate planning and implementation at a city, regional and inter-governmental scale.

The City will involve city departments, partners, rightholders, indigenous people, stakeholders (such as the development and building industry) and communities (with particular attention to under-represented groups) in planning and implementation to enable climate risks and opportunities are understood, incorporated and applied.

Integration – The City will integrate both mitigation and adaptation considerations in all investments to improve energy use, reduce carbon emissions, reduce disaster risks and strengthen resilience for future climate conditions. The City will undertake comprehensive mitigation and adaptation of climate change across a range of sectors The Corporation, as well as support broader community and regional initiatives. Climate actions should be considered at all times. Services will appropriately reduce climate risks and greenhouse gasses over the short, medium and long term. Departments will be responsible for actions related to their services.

Relevance – The City will develop locally-relevant solutions to address local climate-risks and vulnerabilities, and low carbon energy opportunities. The City will propose cost-effective actions that can realistically be implemented by the actors involved, given local priorities, finances and capacities. It will include the development of implementation plans alongside policy to enable private sector and community implementation.

Commitment – The City will provide strong governance to assess and sustain progress, adequately fund and ensure ongoing meaningful partnerships. The City will lead in all its roles to the corporation and community to mitigate and adapt to climate change and lessons learned will be shared with industry and the community. In addition the City will lead climate education to all parts of the Calgary community. The City is committed to scientific knowledge, local understanding, and empirical inputs to inform decision-making.

Memo

2018 March 1

To: Mayor and Councillors

From: Laura M. Kennedy, City Clerk

RE: Response to Administrative Inquiry
2018 February 20 Council Meeting – Plebiscite
Submitted by Councillors Demong, Farkas, Chu and Magliocca

Administrative Inquiry:

"This would be a general inquiry as to the costs, timing and processes that would be required to put forward a plebiscite/referendum on an Olympic Bid."

Legislation

Rules for a plebiscite/referendum, referred to the municipal context as a vote by electors, are governed by section 236 of the *Municipal Government Act* ("MGA") and the conduct of this type of vote is governed by the *Local Authorities Election Act* ("LAEA"). The MGA provides that a municipality may conduct a vote of the electors, however, the legislation specifically indicates that the result of the vote does not bind Council.

Timing

Timelines to conduct this type of vote would ideally be a minimum of 6 months from Council's decision to commence. This timing would allow adequate time for Administration to find various locations across the City, complete hiring and training of 3000 workers and complete all legislated processes. The LAEA does not define a timeline for completion of this type of vote. It is my recommendation that the optimum time would be sometime in October as Calgarians are familiar with this month as the general election is held in that month.

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RE: Response to Administrative Inquiry
February 20, 2018 Council Meeting – Plebiscite
Submitted by Councillors Demong, Farkas, Chu and Magliocca

Processes to be Completed within the 6 months

- *Development of the Question and Summary of a “for and against” vote - 1+ month.* The LAEA s. 44 requires that Council formally determine the wording to be used on the ballot. The LAEA s. 35 (3) also requires that a reasonably complete summary of the question be accepted. The summary will be used to explain to a voter what a “for or against” vote means. In my experience, the question and summary is drafted by an external consultant who specializes in ensuring clarity of the question and summary. This helps mitigate a challenge to the results based on ambiguity.
- *Registration of scrutineers for the “for or against” campaigns - 1+ month.* The difficulty with this type of vote, is there is no formal nomination process. In my experience, it is advisable to have the Returning Officer accept registrations of scrutineers early in the process. The scrutineers would be the key individuals we would communicate with on legislated processes and direct the public to obtain more information from.
- *Vote preparation - 6 months.* This will ensure we can hire and train staff, find locations to hold the vote, supply preparation and distribution, develop communications (public education and legislated advertisements), and hold advance and election day votes.

Costs

To conduct a city-wide vote, the anticipated cost would be approximately \$1.96 million. These costs would include the following:

- hiring and training 3,000 workers for the various vote opportunities (\$1,000,000),
- rental of locations (\$80,000),
- purchasing and distribution of supplies (\$80,000),
- technology and related support (\$200,000),
- printing of ballots and legislated forms (\$100,000),
- legislative advertisement and public education information, household voter card and postage (\$400,000), and
- contingency (\$100,000).

Laura M. Kennedy
City Clerk