



REVISED AGENDA

PRIORITIES AND FINANCE COMMITTEE

September 4, 2018, 8:30 AM

IN THE COUNCIL CHAMBER

Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor S. Keating (T&T Chair)
Councillor J. Magliocca (PUD Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)

1. CALL TO ORDER

2. OPENING REMARKS

3. CONFIRMATION OF AGENDA

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2018 July 17

5. POSTPONED REPORTS

(including related/supplemental reports)

None

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

6.1 Final Accountability Report for Action Plan, PFC2018-0988

6.2 2018 Mid-Year Capital and Operating Budget Revisions Report, PFC2018-0964

6.3 One Calgary 2019-2022. Corporate Introduction to Service Plan Previews, PFC2018-0974

6.4 *One Calgary 2019-2022. A Well-Run City – Service Plan Previews, PFC2018-1023*

Note: Members of the public wishing to address Committee on Report PFC2018-1023 may pre-register by contacting the City Clerk's office at 403-268-5861.

Note: Report PFC2018-1023 will include a Facilitated Session.

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS
None

7.2 NOTICE(S) OF MOTION
None

8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

9.2 URGENT BUSINESS

10. ADJOURNMENT



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**July 17, 2018, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor S. Keating (T&T Chair)
Councillor J. Magliocca (PUD Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)
*Councillor G-C. Carra
*Councillor P. Demong
*Councillor J. Farkas
*Councillor D. Farrell
*Councillor J. Gondek

ALSO PRESENT:

City Manager J. Fielding
Chief Financial Officer E. Sawyer
Deputy City Manager B. Stevens
General Manager S. Dalglish
General Manager M. Thompson
Acting City Clerk L. McDougall
Legislative Assistant T. Rowe

1. **CALL TO ORDER**

Mayor Nenshi called the Meeting to order at 9:30 a.m.

2. **OPENING REMARKS**

Mayor Nenshi provided opening remarks at today's Meeting.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Keating

That the Agenda for today's Meeting be amended by adding the following confidential items of Urgent Business:

- Personal Matter (Verbal), VR2018-0061; and
- Update on Negotiations with the Province (Verbal), VR2018-0062.

And further, that Report VR2018-0061 be brought forward to be heard as the first item of new business immediately following Confirmation of the Minutes.

MOTION CARRIED

Moved by Councillor Sutherland

That the Agenda for today's Meeting, as amended, be further amended by adding an item of Urgent Business, entitled Council Innovation Fund Application, Councillor Sutherland, Project: Community Court: Pilot Readiness, PFC2018-0925.

MOTION CARRIED

Moved by Councillor Chu

That the Agenda for the 2018 July 17 Regular Meeting of the Priorities and Finance, be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2018 June 28

Moved by Councillor Chu

That the Minutes of the Priorities and Finance Committee held on 2018 June 28, be confirmed.

MOTION CARRIED

5. POSTPONED REPORTS

None

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 6.1 2017 Audited Financial Statements for Business Revitalization Zones and Business Improvement Areas, PFC2018-0821

Moved by Councillor Woolley

That with respect to Report PFC2018-0821, the following be approved:

The Priorities and Finance Committee recommends that Council:

1. Receive for information the 2017 Audited Financial Statements for:

- a). Mainstreet Bowness BIA;
- b). Calgary Downtown Association;
- c). Chinatown District BIA;
- d). 4th Street South West BIA;
- e). Inglewood BIA;

- f). International Avenue BRZ;
- g). Kensington BRZ;
- h). Marda Loop BIA;
- i). Montgomery on the Bow BIA;
- j). 17th Avenue Retail & Entertainment District BIA;
- k). Victoria Park BIA; and

2. Keep Attachments 1 to 13 to this Report confidential subject to section 16 of the *Freedom of Information and Protection of Privacy Act*, for 15 years.

6.2 2017 Report on Reserves and Long Term Liabilities, PFC2018-0765

A PowerPoint presentation entitled "2017 Report on Reserves and Long Term Liabilities", dated 208 July 17, was presented during the Public portion of this Item.

Moved by Councillor Colley-Urquhart

That Committee move into Closed Meeting, at 11:01 a.m., in the Council Lounge, to discuss several confidential matters with respect to the Item 6.2, 2017 Report on Reserves and Long Term Liabilities, PFC2018-0765, subject to Sections 23 and 24 of *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

Committee moved into public session at 11:08 a.m. with Mayor Nenshi in the Chair.

Moved by Councillor Woolley

That Committee rise without reporting.

MOTION CARRIED

Administration in attendance during the Closed Meeting:

Clerk: L. McDougall. Observer: E. Sawyer, C. Male, G. Wiebe and D. Lee

Moved by Councillor Chu

That with respect to Report PFC2018-0765, Recommendation 1 be approved, **after amendment:**

That the Priorities and Finance Committee recommends that Council:

1. Receive the 2017 Report on Reserves and Long Term Liabilities (Attachment 1) for information.

Against: Councillor Sutherland and Councillor Woolley

MOTION CARRIED

Moved by Councillor Chu

That with respect to Report PFC2018-0765, the following be approved, **after amendment**:

That the Priorities and Finance Committee recommends that Council:

2. Keep the Closed Meeting discussions confidential subject to Sections 23 and 24 of the *Freedom of Information and Protection of Privacy Act*.

Against: Councillor Farkas

MOTION CARRIED

6.3 Pension Governance, PFC2018-0818

Moved by Councillor Colley-Urquhart

That with respect to Report PFC2018-0818, the following be approved:

That the Priorities and Finance Committee recommends that Council receive this Report for information.

MOTION CARRIED

6.4 Council Innovation Fund Application Council Sponsor: Councillor Gian-Carlo Carra, Ward 9 Internal Sponsor(s): Calgary Neighbourhoods Name of Project: Gender Equity and Diversity Baseline Assessment, PFC2018-0910

Moved by Councillor Carra

That with respect to Report PFC2018-0910, the following be approved, **after amendment**:

That the Priorities and Finance Committee recommends **that Council consider this application to utilize the Council Innovation Fund for the Gender Equity and Diversity Baseline Assessment in the amount of \$170,000.**

MOTION CARRIED

6.5 Discussion Regarding MDP and CTP 10-Year Review Timeline Options (PUD2018-0696 Referral), PFC2018-0867

Subject to Section 6(1) of Procedure Bylaw 35M2017, Section 78 (2)(a) be suspended by general consent in order that Committee may continue until 12:30 p.m.

Moved by Councillor Carra

That with respect to Report PFC2018-0867, the following be approved, **after amendment**, as follows:

That the Priorities and Finance Committee **recommends that Council adopt revised Option 1, as follows:**

"Original Timeline - Option 1:

The original timeline had Council approving a scoping report to confirm the project overview summarized above **no later than 2019 Q1** with proposed plan amendments going for approval to the current Council **no later than 2021 Q2**. Key points of consideration for this timeline include:

- 10 years of evidence-based experience - This timeline will build on information collected as part of the 2018 Monitoring Report but will not include a complete ten years of data from 2011-2021;
- Business Planning & Budget Cycle - Aligns with the 2021 budget adjustments (if required) and will inform the 2023-2026 business planning and budget cycle;
- Implementation – Allows for interim work to focus on strategies, investments and budgets to implement the current plan;
- Alignment with other policy work – Ongoing work may not be complete in time to inform review. Updated plans can provide input to the upcoming Calgary Metropolitan Region Growth Plan which is anticipated to be completed Q1 2021 ensuring strategic alignment;
- Election 2021 - Work will be completed within the next three years to ensure the current Council provides direction and work will be substantially complete before the next election campaign starts. The current Council will approve any proposed changes."

Against: Councillor Gondek

MOTION CARRIED

6.6 Status of Outstanding Motions and Directions, PFC2018-0800

Moved by Councillor Magliocca

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

MOTION CARRIED

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

None

7.2 NOTICE(S) OF MOTION

None

8. URGENT BUSINESS

8.1 Council Innovation Fund Application, Councillor Sutherland, Project: Calgary Community Court: Pilot Readiness, PFC2018-0925

Moved by Councillor Sutherland

That with respect to Report PFC2018-0925, the following be approved, **after amendment:**

That the Priorities and Finance Committee recommends **that Council consider this application to utilize the Council Innovation Fund for the Calgary Community Court Pilot Readiness project in the amount of \$250,000.**

MOTION CARRIED

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

9.2 URGENT BUSINESS

9.2.1 Personnel Matter (Verbal), VR2018-0061

Moved by Councillor Demong

That Committee move into Closed Meeting, at 9:32 a.m., in the Council Lounge, to discuss confidential matters with respect to the Item 9.2.1, Personal Matter (Verbal), VR2018-0061, subject to Section 17 of *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

Committee moved into public session at 9:37 a.m. with Mayor Nenshi in the Chair.

Moved by Councillor Gondek

That the Committee rise and report.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report VR2018-0061:

Clerk: L. McDougall. Observer: E. Sawyer

Moved by Councillor Sutherland

That with respect to Report VR2018-0061, the following be approved:

That the Priorities and Finance Committee direct that Verbal Report VR2018-0061 remain confidential subject to Section 17 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

9.2.2 Update on Negotiations with the Province (Verbal), VR2018-0062

Subject to Section 6(1) of Procedure Bylaw 35M2017, Section 78 (2)(a) be suspended by general consent in order that Committee complete the remained of today's Agenda prior to the 12:00 noon recess.

Moved by Councillor Colley-Urquhart

That Committee move into Closed Meeting, at 12:26 p.m., in the Council Lounge, to discuss confidential matters with respect to the Item 9.2.2, Update on Negotiations with the Province (Verbal), VR2018-0062, subject to Section 21, 23, 24 and 25 of *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

Committee moved into public session at 12:47 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Demong

That Committee rise and report.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2018-0821:

Clerk: L. McDougall, Advice: B. Stevens and O. Shyllon. Observer: E. Sawyer, K. Cote, J. Clarke and D. Corbin.

Moved by Councillor Demong

That with respect to Report VR2018-0062, the following be approved:

That the Priorities and Finance Committee direct that Verbal Report VR2018-0062 remain confidential subject to Sections 21, 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

10. ADJOURNMENT

Moved by Councillor Chu

That this meeting adjourn at 12:48 p.m.

MOTION CARRIED

THE FOLLOWING ITEMS HAVE BEEN FORWARDED TO THE 2018 JULY 30
COMBINED MEETING OF COUNCIL:

CONSENT

2017 Audited Financial Statements for Business Revitalization Zones and Business Improvement Areas, PFC2018-0821

2017 Report on Reserves and Long Term Liabilities, PFC2018-0765

Pension Governance, PFC2018-0818

Council Innovation Fund Application Council Sponsor: Councillor Gian-Carlo Carra,
Ward 9 Internal Sponsor(s): Calgary Neighbourhoods Name of Project: Gender Equity
and Diversity Baseline Assessment, PFC2018-0910

Discussion Regarding MDP and CTP 10-Year Review Timeline Options (PUD2018-0696
Referral), PFC2018-0867

Council Innovation Fund Application, Councillor Sutherland, Project: Calgary Community
Court: Pilot Readiness, PFC2018-0925

The next Regular Meeting of the Priorities and Finance Committee has been scheduled
for 2018 September 04 at 8:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-0988**

Final Accountability Report for Action Plan

EXECUTIVE SUMMARY

This Final Accountability Report for Action Plan informs Council of Administration's achievement of Action Plan 2015-2018 commitments during the first half of the year 2018.

In 2018, Council's Priorities and associated strategic actions are progressing as planned. 47 of the 48 strategic actions are on target with several having achieved significant milestones. Key achievements include: The enactment of The City of Calgary Charter in April and Administration continued work with the Government of Alberta to deliver on commitments to further regulatory change; the establishment of a new subsidiary to oversee the \$100 million Opportunity Calgary Investment Fund in partnership with Calgary Economic Development; and the sale of six land parcels for the development of affordable housing by three non-profit organizations. The strategic action with possible challenges identified concerns the protection and enhancement of The City's urban forest.

Several indicators show gradual economic improvements are underway in Calgary. The unemployment rate averaged 7.5 per cent in the first half of 2018 compared to 9.1 per cent in the first half of 2017. Net migration to the city has increased from 976 persons (2017 census year) to 11,588 persons (2018 census year).

This report includes a summary of progress on the Council Priorities and Leadership Strategic Plan, an overview of corporate operating and capital budgets, and highlights of departmental performance during the first half of this year. It also proposes that this report be the final report for Action Plan.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

- 1) Receive this report for information; and
- 2) Approve a one-time exemption to the Multi-Year Business Planning and Budgeting Policy (CFO004) to receive this mid-year report as the final accountability report for Action Plan.

PREVIOUS COUNCIL DIRECTION / POLICY

In 2005, Council approved the Multi-Year Business Planning and Budgeting Policy (CFO004), which states that Administration will provide mid-year and year-end reports to the Priorities and Finance Committee as the means by which Council is informed about the performance of the organization in relation to approved business plans and budgets.

In September 2014, Council approved the City Manager's Leadership Strategic Plan (C2014-0703), which includes a commitment to "timely and meaningful reporting of accomplishments".

BACKGROUND

Action Plan 2015-2018 is The City of Calgary's business plan and budget and describes how The City will respond to the needs and aspirations of citizens over the four-year period.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-0988**

Final Accountability Report for Action Plan

Accountability reports are presented to the Priorities and Finance Committee semi-annually to update Council on The City's progress towards commitments made in Action Plan. These reports ensure Administration remains accountable to Council and that Council is informed on the status of goals, performance measures and The City's financial situation.

Consistent with the four-year business plan and budget cycle, Council is currently developing the next four-year plans and budgets: One Calgary (2019-2022). Following its adoption, progress on One Calgary will be reported through a new service based format. In addition, Council will have the opportunity to make changes to the Service Plans and Budgets through annual and Mid-Cycle Adjustments.

This will be the final report of Action Plan, allowing focus on the transition to service-based plans and budgets in the One Calgary 2019–2022 Service Plans and Budgets. One Calgary reporting will commence with a Mid-Year Accountability Report in 2019.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Corporate Performance

In 2018, Administration continued to respond to the economic environment while delivering on the 48 strategic actions approved by Council. A few key accomplishments for 2018 are:

- Several construction milestones for the Bus Rapid Transit (BRT) system were achieved. Many stations are now complete and the network of enhanced facilities, including queue jumps and dedicated transit lanes are currently under construction. The routes are on track to start opening in the fall.
- To support an active transportation network, The Glenmore Reservoir regional pathway extension is now open for use after pathways were paved and a bridge completed in the spring.
- The Rocky Ridge YMCA celebrated its grand opening in January and has sold more than 16,000 memberships. Several upgrades to increase accessibility have been completed on existing City facilities including Village Square Leisure Centre, Southland Leisure Centre, Foothills Aquatic Centre and Calgary Soccer Centre.
- To help reduce the number of Calgarians living in poverty, over 36,000 people were approved through Fair Entry for access to multiple services and programs in the first half of 2018.

Administration continues to look for efficiencies within its operations and for ways to cut red tape for both businesses and citizens. Land use bylaw amendments were approved allowing secondary suites in all residential areas, making the application process more efficient by eliminating the need to re-designate a land use and to seek council approval. Another land use amendment was passed that will allow cannabis retail and production facilities to open for business as soon as cannabis is legalized.

Progress was made by the One Calgary Program (2019-2022 Service Plans and Budgets) towards implementing a service-based approach to planning. Service lines have been finalized with service owners, and operating and capital budgets are being identified for each. Indicative property tax rates and indicative rates for water, wastewater, stormwater and waste and

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-0988**

Final Accountability Report for Action Plan

recycling services were approved as well as indicative tax rates for further capital investments and direct incremental operating costs for new and actively developing communities.

The strategic action concerning the protection and enhancement of The City's urban forest has possible challenges. Key learnings from the ReTree YYC program in response to the 2014 September snowstorm were presented to Council earlier this year. While this program pruned and planted thousands of trees, progress is slow towards increasing the urban canopy to targets in the Municipal Development Plan.

Administration recommends that an exception be made to the usual reporting schedule in the Multi-Year Business Planning and Budgeting Policy (CFO004) and receive this report as the final accountability report for Action Plan, omitting a year-end report in 2018. Progress towards Council Priorities is on track for 2018 and with the transition to a service-based model underway, the focus of resources would be best placed on ensuring a successful implementation of One Calgary. Administration will resume accountability reporting with a mid-year report to Council in September 2019. Financial information will continue to be available in the Budget Revisions report, the Annual Report and the Report on Reserves and Long-Term Liabilities. Individual Council members will also continue to receive financial information through the monthly Executive Information Report (EIR).

Corporate Financial Results

The City achieved total savings of \$30.2 million in our tax supported programs. These savings were a combined effort of:

Business units' operating savings of \$14.4 million due in part from:

- Savings from the management of the workforce and staff vacancies.
- Lower than budgeted salary and wages cost, and contract & general services cost.
- Higher street use permits and plant sales, partially offset by lower excavation permit fees and higher vehicle and equipment expenses for street repairs.

Corporate programs' savings of \$15.8 million due in part from:

- Lower pension and retirement benefits, lower actuarial valuations on pensions and retirement benefits, lower recovery on the Corporate Workforce Strategy program and savings in other health benefits.
- Investment income in the form of realized capital gains on both bond and equity portfolios.

\$9.5 million of the business units' operating savings to date were added to the Operating Budget Savings Account (BSA) bringing the cumulative balance to \$57.5 million.

Stakeholder Engagement, Research and Communication

All City departments collaborated to produce one corporate voice to report on Council Priorities and to compile the information contained in the 2018 Mid-Year Accountability Report.

Strategic Alignment

Accountability reporting aligns with the City Manager's Leadership Strategic Plan and the commitment to "focus on results by establishing timely and meaningful reporting of

Chief Financial Officer's Report to
Priorities and Finance Committee
2018 September 04

ISC: UNRESTRICTED
PFC2018-0988

Final Accountability Report for Action Plan

accomplishments.” The report format incorporates Results-Based Accountability, which is a key component of The City’s performance management system. Further, the inclusion of cross-departmental reporting of accomplishments along with department-specific results reinforces the organizational values of collective accountability and individual responsibility

Social, Environmental, Economic (External)

The 2018 Mid-Year Accountability Report provides considerable detail on The City’s accomplishments and challenges in 2018, including social, environmental and economic impacts.

Financial Capacity

Current and Future Operating Budget:

No budget impacts as a result of this report.

Current and Future Capital Budget:

No budget impacts as a result of this report.

Risk Assessment

Providing accountability reports to Council twice per year helps to manage risk by ensuring that Council and senior management are aware of emerging issues and challenges in a timely manner and can react accordingly. The Accountability reports are complemented by twice-yearly updates to departmental and corporate risks, carried out by Administration.

REASON(S) FOR RECOMMENDATION(S):

- | |
|---|
| <ol style="list-style-type: none">1) Administration is providing this information as part of its commitment to provide timely and meaningful reporting of accomplishments and to comply with Council direction and policy (CFO004) relating to accountability reporting.2) Administration recommends this report be the final accountability report for Action Plan to focus resources on the transition to a service-based model through the implementation of One Calgary. |
|---|

ATTACHMENT(S)

Attach 1 – Final Accountability Report for Action Plan

Action Plan 2015-2018

Final Accountability Report for Action Plan



Accountability Reports

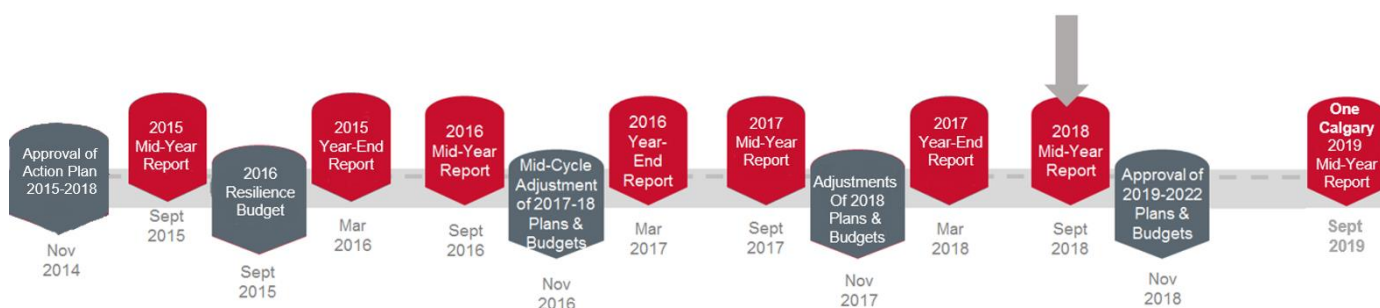


Action Plan 2015-2018 is The City of Calgary's (The City) business plan and budget and describes how The City will respond to the needs and aspirations of the citizens of Calgary over the four-year period.

Accountability Reports inform Council of The City's progress towards achieving the approved business plans and budgets. The reports provide an update on the status of all Council Priorities, major service initiatives, key accomplishments, challenges, and department budget performance.

Accountability Reports have been presented to the Priorities and Finance Committee semi-annually since the beginning of the business cycle. This will be the final report of Action Plan, allowing focus on the transition to service-based plans and budgets in the One Calgary 2019 – 2022 Service Plans and Budgets. One Calgary reporting will commence with a Mid-Year Accountability Report in 2019.

The timeline below illustrates when Council can expect to receive Accountability Reports and Adjustments related to Action Plan.



Final Accountability Report for Action Plan Table of Contents

Executive Summary	3	Transportation	24
Outlook for Calgary	4	Community Services	28
Council Priorities	5	Planning & Development.....	30
A prosperous city	6	Deputy City Manager's Office	36
A city of inspiring neighbourhoods	8	Chief Financial Officer's Department	40
A city that moves	10	Urban Strategy	44
A healthy and green city	12	Law & Legislative Services	46
A well-run city	14	City Manager's Office.....	50
Leadership Strategic Plan	16		
Operating Budget Overview	18		
Capital Budget Overview.....	19		
Utilities & Environmental Protection	20		

[Link to Council Priorities & Departmental Supplementary Information](#)

Executive Summary



The Action Plan is in its fourth and final year. At the start, the Calgary economy was in expansion with a record number of migrants to the city. A long and deep recession followed. Today, several economic indicators confirm economic improvement is underway. The unemployment rate averaged 7.5 per cent in the first half of 2018 compared to 9.1 per cent in the first half of 2017. Net migration to the city has increased from 976 persons (2017 census year) to 11,588 persons (2018 census year)

For the first half of 2018, The City has continued to make steady progress on Council Priorities. A few key achievements for the year thus far are:

- The *City of Calgary Charter, 2018 Regulation* came into force on April 5, providing expanded authority in recognition of distinct local challenges and opportunities. The City continues to work with the Government of Alberta to deliver on commitments to further regulatory change, as well as a new fiscal framework, by the fall of 2018.
- The establishment, in partnership with Calgary Economic Development, of a new wholly-owned subsidiary to oversee the \$100 million Opportunity Calgary Investment Fund. This subsidiary will distribute funds to qualified private sector companies or public institutions for investments that will help diversify Calgary's economic growth and create employment.
- Support for the creation of new affordable housing, through the sale of six parcels of land to three non-profit organizations for future development. This is the biggest non-commercial land sale in The City's history and will significantly advance the Corporate Affordable Housing Strategy.

The City continues to look for efficiencies within its operations and for ways to cut red tape for both businesses and citizens. Land use bylaw amendments were approved allowing secondary suites in all residential areas, making the application process more efficient by eliminating the need to re-designate to a different land use, requiring council approval. Other land use bylaw amendments were passed that will allow cannabis retail and production facilities to open for business as soon as cannabis is legalized.

Promoting healthy lifestyles by providing Calgarians with opportunities for recreation remained a priority. The Rocky Ridge YMCA celebrated its grand opening in January and has sold more than 16,000 memberships. A number of upgrades to increase accessibility have been completed on existing City facilities including Village

Square Leisure Centre, Southland Leisure Centre, Foothills Aquatic Centre and Calgary Soccer Centre.

Much progress has been made to prepare for the change to service-based plans and budgets for the 2019-2022 business cycle. This approach will enable Council to make more informed investment decisions based on service value. Service lines have been finalized with service owners, and operating and capital budgets are being identified for each. Indicative property tax rates and indicative rates for water, wastewater, stormwater and waste and recycling services were approved as well as indicative tax rates for further capital investments and direct incremental operating costs for new and actively developing communities.

The City achieved total savings of \$30.2 million in our tax supported programs. These savings were a combined effort of:

Business units' operating savings of \$14.4 million due in part from:

- Savings from the management of the workforce and staff vacancies.
- Lower than budgeted salary and wages cost, and contract & general services cost.
- Higher street use permits and plant sales, partially offset by lower excavation permit fees and higher vehicle and equipment expenses for street repairs.

Corporate programs' savings of \$15.8 million due in part from:

- Lower pension and retirement benefits, lower actuarial valuations on pensions and retirement benefits, lower recovery on the Corporate Workforce Strategy program and savings in other health benefits.
- Investment income in the form of realized capital gains on both bond and equity portfolios.

\$9.5 million of the business units' operating savings to date were added to the Operating Budget Savings Account (BSA) bringing the cumulative balance to \$57.5 million.

The first part of this report provides updates on each Council priority, followed by selected performance measures by Department. Supplementary information with greater detail can be found online.

Outlook for Calgary



To inform the creation of Action Plan 2015-2018, Administration completed an environmental scan and analysis of key trends affecting Calgary. This page provides a synopsis of more recent conditions – including changes in the economy and intergovernmental affairs – and their impact on The City of Calgary.

Economic activity in the Calgary Economic Region contracted in 2016 (-1.2 per cent) in response to lower oil prices and a resulting drop in business investments. After two years of contraction in 2015 and 2016, the Calgary economy improved by an estimated 3.0 per cent in 2017.

The local economy is gradually emerging from these two consecutive years of recession. During the recession, employment levels dropped and vacancy rates rose in various segments of the real estate market. The improving economic condition of Alberta and the Calgary Economic Region is connected to new capacity to export energy out of Alberta, and increasing global oil prices.

WTI crude oil prices in the first half of 2018 averaged \$US 65.50 per barrel, higher than in 2017 (\$US 50.80 per barrel over the first half of 2017). Lately WTI seems to have stabilized above \$US 65 per barrel range, however, Canadian producers are not fully benefiting from this. A barrel of West Canadian Select is trading for roughly US\$25 less than WTI due to transportation bottlenecks.

The 2018 civic census placed the city's population at 1,267,334 up 21,007 people from 2017. Natural increase contributed 9,419 to population growth, while net migration was estimated at 11,588 persons, a significant increase over 2017 when Calgary saw a net in migration of only 976 persons.

Housing stock continues to increase with an addition of 8,999 dwelling units, bringing the total number of dwellings in Calgary to 515,391, an increase of 1.77 per cent. The overall vacancy rate is down almost a full percent from last year to 3.86 per cent though vacancies in apartments and high-rise condos remain elevated at just under 8 per cent in 2018. The vacancy rate among single family homes dropped slightly to 1.86 per cent from 2.0 per cent last year.

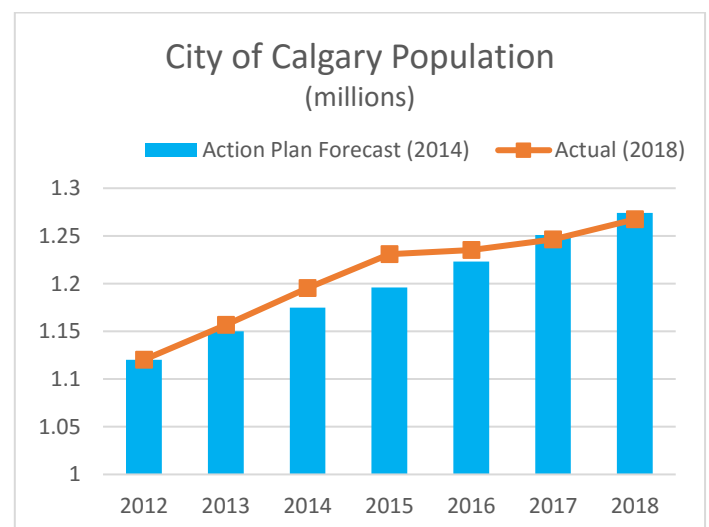
The unemployment rate in the first half of 2018 averaged 7.5 per cent compared to 9.1 per cent in the first half of 2017. The unemployment rate is expected to taper down to the 5 to 6 per cent range by mid-2020. The slow improvement in the unemployment rate is the result of multiple factors. First, at the end of a recession jobs tend to become available and people who exited the labour force tend to return and as a result unemployment rates tend to remain high even as the number of employed

people increase. Secondly, this recession saw the elimination of thousands of high paying jobs. The service economy that is responsible for most new jobs today does not pay as well and so people are reluctant to take those positions.

The wage inflation rate for the first 5 months of 2018 averaged 2.7 per cent compared to the first 5 months of 2017. Comparatively, there was no wage inflation in Alberta between the first 5 months of 2016 and the first 5 months of 2017. Significant wage increases occurred in service industries like; utilities, finance, insurance, health care accounting and legal services. Wages did not increase significantly in goods producing industries like energy.

The City continues to collaborate with regional partners and the Government of Alberta to establish a Growth Management Board in 2018. Once established, The City will need to be active partners in the development of a legislated Metropolitan Regional Growth Plan and a Metropolitan Regional Servicing Plan as these plans will have significant implications on The City.

To support the expanded authorities being provided through the City Charter and the Modernized Municipal Governance Act, The City continues to work with the Government of Alberta and The City of Edmonton to adopt a new fiscal framework that better reflects the roles and responsibilities of Alberta's two big cities.





These five Priorities set the direction for 2015 to 2018, describing the outcomes that are most important for the City of Calgary.

Council Priorities are founded on the 100-year community vision, long-term goals and aspirations articulated by Calgarians through imagineCalgary. They were also influenced by information on key trends and emerging issues anticipated in the next four years, the views of Calgarians as expressed through extensive citizen engagement and Council-approved long-term plans (specifically the Municipal Development Plan and the Calgary Transportation Plan). Council also took into account The City's financial projections, and funding opportunities and constraints.

Council Priorities include 48 strategic actions to provide direction to Administration on what is important for moving Calgary forward. To achieve these, Action Plan identifies over 1000 actions, including capital investments, during 2015-2018.

Reporting on the Council Priorities

For each of the first four Council Priorities, there are two pages. The first page describes desired community outcomes (or results) related to the Council Priority. These outcomes are bigger than any one program, service, department or level of government. The whole community including public and private partners are

needed in order to make a difference. The role and contribution of The City is important, but equally important is the story behind the data and the critical role of partners in achieving results.

This first page for each of the first four Council Priorities includes:

- A description of the priority;
- Selected quality of life indicators with explanations;
- Identification of some key partners; and
- Identification of The City's role and contribution to overall community well-being.

The second of the two pages is a performance page that shows the status of The City's performance on each of the Strategic Actions under the priority. It also includes highlights of noteworthy achievements and challenges that were experienced in the first half of 2018.

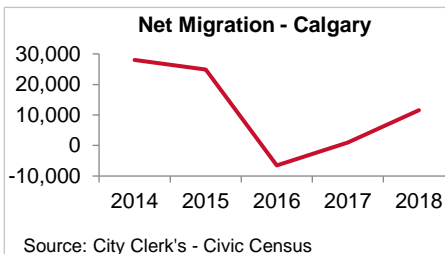
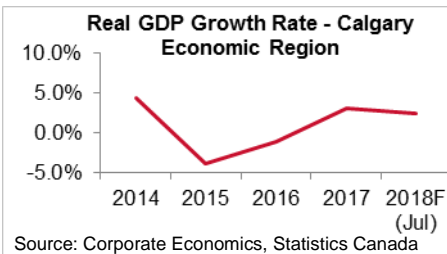
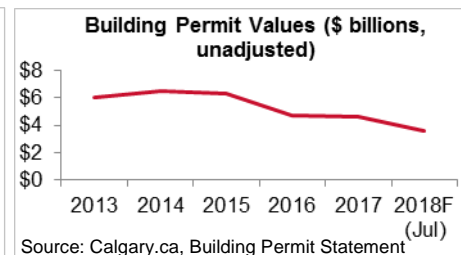
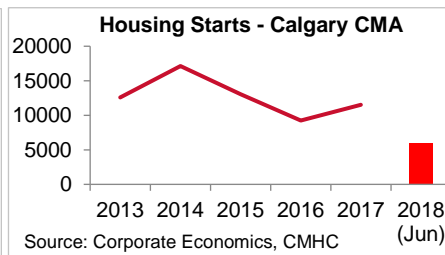
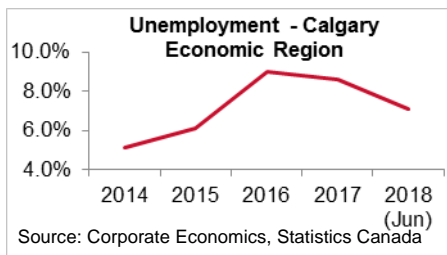
For the 'well-run city' Council Priority, the first page includes City-wide performance measures rather than quality of life indicators with the focus being The City of Calgary's performance. The second page provides a status update on each of the Strategic Actions under this priority as well as highlights of noteworthy accomplishments and challenges that were experienced in the first half of 2018.

A prosperous city



Prosperous cities offer economic opportunities across a range of industries, attracting talented people from all over the world. Prosperous cities strive to create a business environment where corporations, businesses, and entrepreneurs thrive. In prosperous cities, municipal government partners with local agencies to provide affordable housing, promote community wellbeing, and work to maintain the quality of life for citizens during challenging economic times.

How Is The Community Doing? Selected Indicators:



Some Partners Include:
 Calgary Arts Development Authority
 Calgary Chamber of Commerce
 Calgary Economic Development
 Calgary Public Library
 Government of Alberta
 University of Calgary

Story Behind the Indicators:

After reaching a peak of 10 per cent in October 2016, the unemployment rate in the Calgary Economic Region (CER) declined to 7.1 per cent in June 2018. Increased population growth and net migration resulted in a total of 11,534 housing starts in 2017 compared to 9,245 in 2016. There were 5,979 total housing starts through the first half of 2018, slightly ahead of the 5,525 housing starts through the first half of 2017. The combination of slow employment growth and higher interest rates is expected to soften future building permit values in 2018. The forecast for building permit value is \$3.6 billion in 2018, lower than previous years. Real GDP is estimated to grow at 2.5 per cent in 2018 after increasing 3.1 per cent in 2017 as economic activities adapt to an environment with lower energy prices. A total of 11,588 new residents to Calgary were as a result of net migration. The total population growth in 2018 was 21,007.

The City contributes to Calgary's prosperity in a number of different ways, including:

- Supporting the development and growth of Business Revitalization Zones and fostering a competitive tax environment for small business success.
- Working in partnership with the community and other levels of government to provide programs to youth, seniors, and low income Calgarians to promote individual and community wellbeing.
- Supporting a number of partners to advance economic development and tourism.
- Addressing affordable housing challenges by developing strategies to increase availability.
- Providing sound governance, financial, legal, security and risk management advice so that the economy and Calgarians can prosper.

Selected highlights of The City's performance as of 2018 June 30

Economic indicators for Calgary show positive trends. While this is encouraging, The City continues to invest in the economy and to support vulnerable populations as the economy improves. In June 2018, Council approved Calgary Economic Development's (CED) updated economic strategy, Calgary in the New Economy. This strategy focuses on four key elements that drive economic growth: to develop as a destination for talent, to be Canada's most livable city, to have a business-friendly environment, and to focus on innovation. **(P1)**

Towards the goal of increasing economic diversification and growth, CED has attracted 35 companies and created or retained 2,400 jobs in Calgary to date. CED met with 75 potential investors during two trade missions to China to showcase Calgary. CED allocated funds to support provincial programs to develop technical talent, partnered with the Information and Communications Technology Council to launch a technology talent gap analysis, and partnered with Rainforest Alberta to address a gap in local talent for software developers. **(P2)**

The City continues efforts to support a regulatory and tax environment that allows small business to succeed. In anticipation of the federal legalization of cannabis, The City created an online development permit application for cannabis retailers. This increased efficiency enabled The City to process over 300 online applications during the first day requests were accepted. Council passed land use amendments to allow cannabis retail and production facilities to open as soon as cannabis is legalized. Amendments to land use bylaws also helped streamline applications and made approvals easier for other business types, including reducing the requirements for an established restaurant to open an outdoor patio or cafe. **(P4)**

Significant actions were taken to advance the Corporate Affordable Housing Strategy. In the biggest non-commercial land sale in The City's history, six parcels of land were sold to three non-profit organizations to create new affordable housing developments. The City's Affordable Housing 10 Year Capital Plan was adopted in principle by Council. This establishes a long-term capital development plan for investing in affordable housing and positions Calgary to leverage provincial and federal funds to make affordable housing more readily available. **(P6)**

To help reduce the number of Calgarians living in poverty, over 36,000 people were approved through Fair Entry for access to multiple services and programs in the first half of 2018. Demand for the Transit Low Income Pass under the sliding scale price structure continues to grow, with 97,000 monthly passes sold in the first quarter of this year, an increase of over 90 per cent compared to the same time two years ago. **(P7)**

[Link to additional highlights and milestones available here](#)

Status	Strategic Actions
● *	P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
●	P2 Advance purposeful economic diversification and growth.
●	P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.
●	P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.
●	P5 Seek out partnerships with other governments and community partners to achieve community well-being.
● *	P6 Increase affordable and accessible housing options.
●	P7 Continue policies and programs to reduce the number of people living in poverty.
●	P8 Respond to the needs of an aging population.
●	P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.
●	P10 Expand our library system and enhance access to technology and information.
●	P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.
●	P12 Establish approaches and practices that welcome and support full participation of vulnerable populations in City activities.

● Progressing as planned

* Significant milestone(s)

▽ Possible challenges identified; mitigation measures being developed

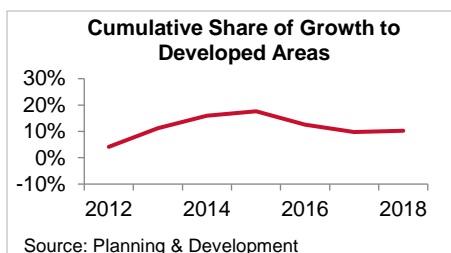
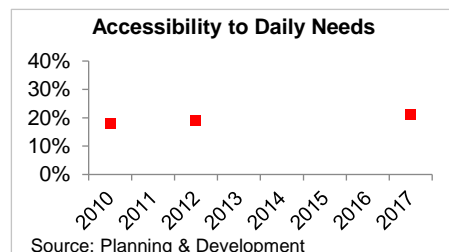
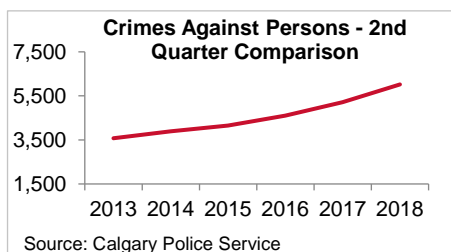
◇ One or more challenges materialized; mitigation measures underway.

A city of inspiring neighbourhoods



All neighbourhoods contribute in their own way to make a city great. As neighbourhoods evolve, so do their needs and neighbourhood and communities must be renewed so that citizens can participate in all facets of urban life. Citizens that live in inspiring neighbourhoods experience a sense of community pride, feel safe and secure, and enjoy great public spaces. Growth is promoted and well-managed, heritage sites are protected, and public safety and resiliency are high priorities.

How Is The Community Doing? Selected Indicators:



Some Partners Include:
 Community Associations:
 Government of Alberta
 Government of Canada
 Calgary Home Builders Association
 Urban Development Institute

Story Behind the Indicators:

The number of crimes against persons in the first six months of 2018 increased by 15 per cent over the same time last year and 40 per cent over the five-year average. Domestic and non-domestic related assaults account for the largest proportion of person crimes and inner-city communities have experienced increases in the volume of non-domestic related violence. The number of crimes against property remained stable compared to 2017 and registered 14 per cent higher than the five-year average. The number of car prowls and theft of vehicles have both stabilized. Break and enters, both house and commercial, continue to track slightly higher than the same time last year. Accessibility to daily needs is measured by the percentage of Calgarians living within Activity Centres, or within 600 metres of Main Streets. In 2017, 21 per cent of Calgary's population was living within an Activity Centre or Main Street. The MDP encourages a growth pattern that targets 33 per cent of all population growth from 2006-2039 to the Developed Areas. Between 2006 and 2018, 10.24 per cent of population growth occurred in Developed Areas. A number of initiatives are currently underway to progress toward the target. These include the Established Areas Growth and Change Strategy, Main Streets, Local Area Planning Strategy and the Industry/City Work Plan. Over 28,000 more residents currently live in the Developed Areas than in 2006.

The City contributes to the creation and maintenance of inspiring neighbourhoods by:

- Responding to community calls for service, conducting crime prevention, and criminal investigations through the Calgary Police Service.
- Enhancing plans to deal with emergencies.
- Supporting the development of complete communities by providing accessible and affordable transportation networks and services.
- Promoting increased use of public spaces to build closer community bonds.
- Working with stakeholders to encourage diversity in amenities, housing types, activities, and services to create places where all citizens can make choices about their quality of life.

Selected highlights of The City's performance as of 2018 June 30

The City continues to respond to a high demand for emergency response services and demand from opioid related calls remains high. Through ongoing optimizations and upgrades to call center technology, 99 per cent of 9-1-1 calls were answered within the 15 second target. For fire suppression incidents, The City surpassed its performance target, with emergency responders arriving within seven minutes 84 per cent of the time, well above the 76 per cent target. Faster travel times to emergencies were achieved through mapping enhancements made to the mobile data terminals on fire apparatus. In response to increasing property and person crime, nearly \$1.2 million was invested in crime prevention projects through the Crime Prevention Investment Plan. This funding was provided to fourteen organizations to deliver several one-time and ongoing crime prevention projects. **(N1)**

To strengthen The City's ability to respond to emergency situations, a new incident management system has been implemented to track and record emergency response information and decisions. This system will be used by both City and external organizations while the Emergency Operations Centre is open. The City also coordinated an advertising campaign to educate Calgarians on Alert Ready, the new mobile emergency alert system that sends public safety messages to compatible cellular phones in the potentially affected area. **(N3)**

The Anderson Station Transit Oriented Development Outline Plan and associated land use amendment applications were unanimously approved by Council in March. This site is planned as a mixed-use neighbourhood within walking distance of the Light Rail Train (LRT) station, retail and other community amenities. Detailed design and engineering for preliminary site grading is now underway. Also in March, Council passed land use bylaw amendments allowing secondary suites in all residential land use districts. This makes for a more efficient process and cuts red-tape for citizens by enabling them to make an application without going through a land use re-designation and council approval. **(N8)**

The City is committed to providing safe, clean, and vibrant public spaces that are welcoming to all. The City has promoted the use of City facilities to community and registered not-for-profit groups as venues for community events. Since January, 82 events have been hosted in the Municipal Complex, Atrium and Plaza. **(N9)**

To promote community standards, The City created a Good Neighbour Practices Reference Guide that provides an overview of municipal bylaws governing neighbourhood issues. The Guide is one of the educational tools Community Peace Officers use as they work with citizens to achieve voluntary compliance with bylaws pertaining to properties. The guide is available in English, French, Simple Chinese, Traditional Chinese, Punjabi and Tagalog. **(N12)**

Status	Strategic Actions
●	N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.
●	N2 Build resiliency to flooding.
● *	N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.
●	N4 Revitalize the role and ability of community associations, and use of community facilities.
●	N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.
●	N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.
●	N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.
● *	N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.
●	N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.
●	N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.
●	N11 Promotion of public safety through education, prevention, and partnerships.
● *	N12 Promote and strengthen community standards through facilitated compliance.

- Progressing as planned.
- * Significant milestone(s).
- ▼ Possible challenges identified; mitigation measures being developed.
- ◆ One or more challenges materialized; mitigation measures underway.

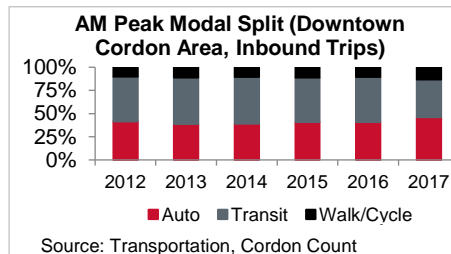
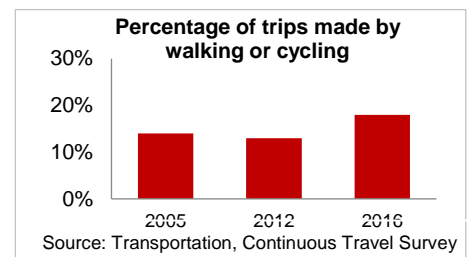
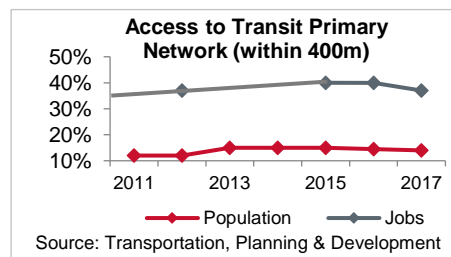
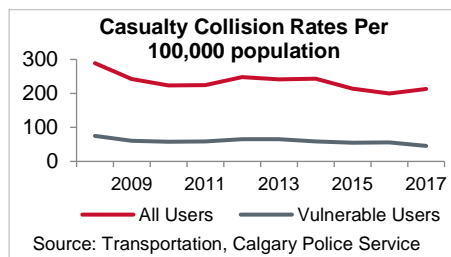
[Link to additional highlights and milestones available here](#)

A city that moves



The movement of people and goods throughout the city is made possible by providing a safe, efficient, and accessible transportation network used every day by citizens, commuters and visitors. Getting around is a top priority among citizens and influences daily quality of life. Efficient movement of workers and goods helps foster economic development in and around Calgary. Access to a variety of transportation options (including walking, cycling, public transit, driving, parking and taxis) that are affordable and convenient is critical to ensuring a city continues to move well. Effective emergency response depends on a safe and secure transportation system.

How Is The Community Doing? Selected Indicators:



Some Partners Include:

- Calgary Metropolitan Region Board
- Calgary Parking Authority
- Calgary Police Service
- Government of Alberta
- Government of Canada

Story Behind the Indicators:

The safety of all travellers is the top priority for The City and is integral to all projects, programs and everyday operations. Casualty collisions continue a long-term downward trend over the past ten years but saw a slight overall increase to 214 per 100,00 residents in 2017. Notable however, collisions involving vulnerable users (including pedestrians and cyclists) fell considerably to 45 per 100,000 residents.

The number of jobs that are served by the Primary Transit Network (PTN) has fallen to 37 per cent, largely due to fewer jobs in the downtown core which has high transit coverage. The number of residents that are served by Primary Transit is holding steady at 15 per cent. Calgarians have been choosing to walk and cycle more often for more of their travel needs. These trips have increased from 14 per cent of all trips in 2005 to 17 per cent in 2016. In contrast, changes in downtown employment levels have shifted travel choices during peak hours. While walking and cycling continue to increase, commuters are also taking advantage of lower congestion and choosing cars over transit. Annual data programs are captured in the spring and fall when travel patterns are most stable and reported annually at year end. Data for 2018 will be available in 2019.

The City works to ensure a city that moves by:

- Providing a safe, customer-focused, efficient, and sustainable transportation network by developing plans, building infrastructure and delivering service.
- Developing an integrated transportation system that provides citizens with accessible and affordable mobility choices and connects communities.
- Prioritizing transportation capital projects including lifecycle maintenance and leveraging funding sources as they become available.
- Reviewing and enhancing regulation to promote safe and convenient taxi service.

Selected highlights of The City's performance as of 2018 June 30

The City's progress on new and existing infrastructure projects has contributed to a safe and efficient transportation network for Calgarians. Several construction milestones for the Bus Rapid Transit (BRT) system were met in the first half of 2018. Many stations are now complete and the network of enhanced facilities, including queue jumps and dedicated transit lanes are currently under construction. The routes are on track to start opening in the fall to provide citizens with quick and reliable service to major destinations across the city. Advancement was also made on the Green Line LRT project. In Q2 the Government of Canada reconfirmed its commitment of 1.53 billion dollars to fund the project. Enabling works, including relocating landfill sites and moving utilities, also continue on an ongoing basis. **(M1)**

The City has applied technology solutions to improve traffic flow in several priority areas. A permanent, lane reversal system was installed on Memorial Drive at Edmonton Trail N.E. The system consists of overhead lane control signals, vehicle gates and signage to advise motorists which left turn lanes are open in each direction on Memorial Drive. To improve traffic flow on ramps along Deerfoot Trail SE, construction was completed on 12 new traffic signals and four rectangular rapid flashing beacons (RRFBs). Throughout the city, an additional 12 signals were modified or reconstructed to support traffic flow along the new BRT network. **(M2)**

Several initiatives began in 2018 to improve existing transportation network infrastructure. Sixth Avenue west of 11th Street SW was widened, extending the north lane past the intersection to improve safety and utilization. Metis Trail twinning between 80th Avenue and 104th Avenue NE is underway with completion anticipated in the fall of 2018. A conversion of the ramp on the south side of Memorial Drive between the Baines Bridge and St. George's Drive was completed to support two-way traffic, improving access from the north to the south side of the Bow River. Light grid projects which establish communications in the streetlight system were completed in two communities. These improve monitoring and maintenance response time. Functional planning studies were completed for future interchanges at 25th Avenue at Macleod Trail and Richmond Road at Sarcee Trail. **(M3)**

The City continues to invest in cycling and pedestrian infrastructure as part of an active transportation network. The Glenmore Reservoir regional pathway extension is now open for use after pathways were paved and a bridge completed in the spring of 2018. This new pathway link strengthens the connection of a continuous public pathway around Glenmore Reservoir, benefiting both transportation and recreation in the area. In other efforts to support cyclists and pedestrians, community engagement and planning is underway for several Main Streets projects and bicycle parking amenities are being integrated into BRT stations as they are completed throughout the year. **(M4)**

[Link to additional highlights and milestones available here](#)

Status	Strategic Actions
● *	M1 Implement and accelerate Route Ahead as transit funding becomes available.
●	M2 Maximize the flow of traffic on the existing transportation network through the application of technology.
●	M3 Invest in strategic road improvements in priority growth areas as funding becomes available.
● *	M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.
●	M5 Improve the taxi system.

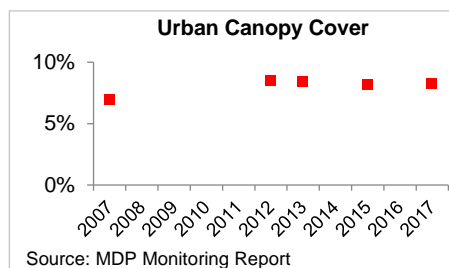
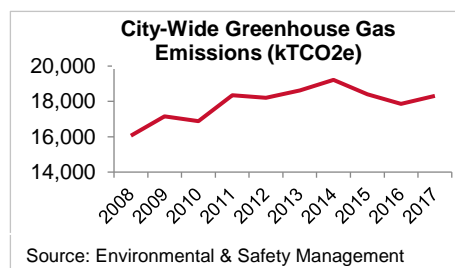
- Progressing as planned.
- * Significant milestone(s).
- ▼ Possible challenges identified; mitigation measures being developed.
- ◇ One or more challenges materialized; mitigation measures underway.

A healthy and green city



Environmental stewardship is a shared responsibility of government, business, communities, and individual citizens. Collectively they make decisions and take action to conserve energy and other resources, protect air and water quality, and minimize waste and pollution. A healthy and green city includes a well-planned and maintained mix of urban forest, parks, pathways, recreation amenities, and natural areas. Healthy lifestyles are supported through access to facilities and programs to promote health and well-being, and through services that enable active modes of travel and community engagement.

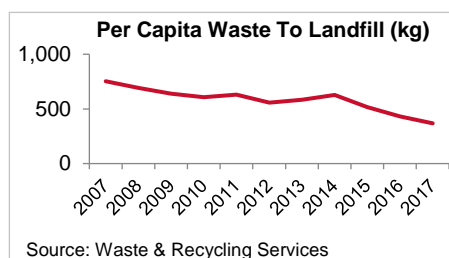
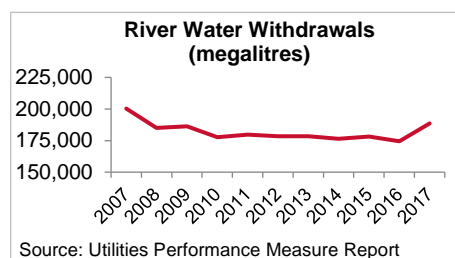
How Is The Community Doing? Selected Indicators:



Some Partners Include:

Government of Alberta
Government of Canada

Recycling Council of Alberta
YMCA



Story Behind the Indicators:

Economic growth, population growth and a colder winter all contributed to increased greenhouse gas emissions in 2017. These factors resulted in higher emissions through increased number of vehicles (gasoline and diesel consumption), increased energy use in buildings, and additional usage of municipal services. Trees provide many benefits, including cleaning the air, reducing erosion and creating wildlife habitats. Trees contribute to quality of life by providing privacy to residents and adding a sense of serenity and character to neighbourhoods. Planting trees on private and public property continues to promote the long-term growth of the urban canopy. River water withdrawals continue to meet the overarching goal in The Water Efficiency Plan to accommodate Calgary's future population growth with the same amount of water withdrawn from the river in 2003 (212,500 ML). This is a result of system efficiencies as well as the wise use of water by citizens, businesses and partners. Per capita waste to landfill has trended downward since 2007 and continues to decline due to lower tonnages from commercial customers, current economic conditions, and increased diversion. 2018 data on these indicators will be available in 2019.

The City has many contributions towards achieving a healthy and green city including:

- Reducing the environmental impact when delivering projects and services.
- Protecting and enhancing Calgary's natural environment and promoting active lifestyles.
- Working with the community and region to conserve, protect, and enhance the environment.
- Supporting energy reduction efforts by examining alternative sources, and communicating programs, information and successes to citizens and staff.
- Building public awareness and understanding of the shared responsibility to conserve and protect the environment.

Selected highlights of The City's performance as of 2018 June 30

The City held compost giveaway events for the first time in May at the Organics and Biosolids Composting Facility. Approximately 13,000 vehicles picked up 1.5 million kilograms of finished compost. Higher than projected volumes of food and yard waste continue to be collected through the Green Cart Program with results showing 24 per cent less waste going to landfills when compared to the same period in 2017. In addition to food and yard waste, The City has delivered 2,600 total dry tonnes of biosolids from the wastewater treatment plants. **(H1)**

The City's largest solar power plant project to date was completed at the Shepard Waste Management Facility. The project supplies approximately 20 per cent of the energy required for operations at the newly constructed Calgary Composting Facility. The project is anticipated to avoid an average of over \$80,000 a year in energy costs throughout the project's lifecycle while displacing over 800 tonnes of greenhouse gas emissions annually. In addition, The City is on track to achieve LEED Gold certification for the new Education and Administration Building located adjacent to the composting facility. **(H2)**

The City received \$13.5 million from the Alberta Community Resilience Program for flood mitigation projects including improved stormwater drainage for the communities of Hillhurst and Sunnyside and the construction of a Bow River flood barrier from Eau Claire to the Reconciliation bridge. Work is underway for the design of flood barrier projects in the communities of Sunnyside, Bowness and Pearce Estates. **(H3)**

Key learnings from the ReTree YYC program in response to the 2014 September snowstorm were presented to Council. While this program successfully pruned and planted thousands of trees, The City is challenged to meet long term targets to increase the urban canopy. **(H5)**

The Climate Resilience Strategy and Action Plans were approved by Council and will guide The City's plans to achieve immediate to long-term climate resilience objectives. In addition, The City hosted the first Calgary Climate Symposium in March. The Symposium was attended by 1,200 participants, and brought community leaders, entrepreneurs, prominent climate experts and City staff together to focus on improving energy management and reducing greenhouse gas emissions through mitigation measures, as well as implementing risk management measures to adapt to current and future climate impacts. **(H6)**

Rocky Ridge YMCA had its grand opening to the public in January, and to date, more than 16,000 memberships have been sold. Construction on the Seton YMCA continues on schedule. In addition to The City's investment in new facilities, upgrades have been completed on existing City facilities. to increase accessibility at Village Square Leisure Centre, Southland Leisure Centre, Foothills Aquatic Centre and Calgary Soccer Centre. **(H8)**

[Link to additional highlights and milestones available here](#)

Status	Strategic Actions
● *	H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.
●	H2 Encourage a broader range of innovative and clean energy technologies.
●	H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.
●	H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.
▽	H5 Protect and enhance our urban forest and natural landscape throughout Calgary.
● *	H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.
●	H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.
● *	H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.
●	H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.
●	H10 UEP Lead by example and manage regulatory risks to protect public health and the environment.

● Progressing as planned.

* Significant milestone(s).

▽ Possible challenges identified; mitigation measures being developed.

◇ One or more challenges materialized; mitigation measures underway.

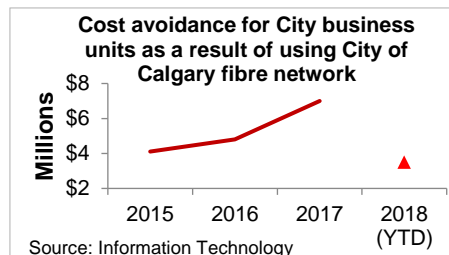
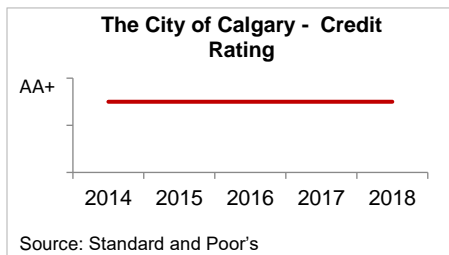
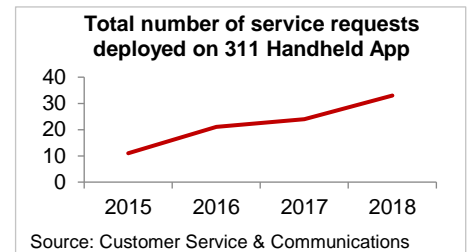
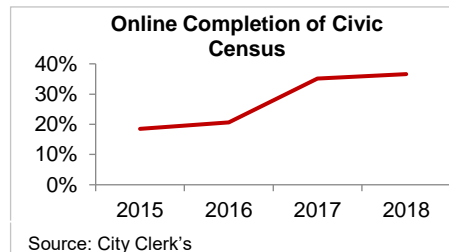
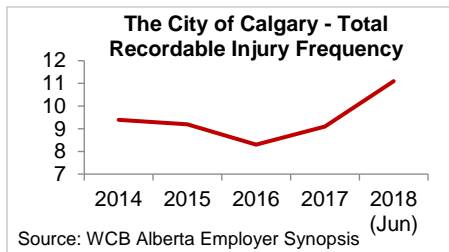
A well-run city

Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.



Calgary's government strives to be open, responsive, accountable, and transparent, delivering excellent services at a fair price. Public dollars are used wisely to provide quality public services that add value to citizens' lives. Citizens understand how and where tax dollars are spent and departments collaborate in new and effective ways. An enthusiastic and motivated workforce is attracted and retained, and employee safety is a priority. A well-run city is focused on the efficiency and effectiveness of its services and programs and plans for a sustainable financial future.

Organization-wide Performance Measures:



Story Behind the Measures:

Total Recordable Injury Frequency has been trending up due to slips and trips, contact with object/machinery, motor vehicle accidents and body positioning. The safety dashboard, launched in fall 2017 continues to provide real-time performance data and highlights focus areas to reduce operational impacts of hazards and incidents. The online safet reporting system was implemented in late 2016. The upward trend since 2017 likely reflects more accuracy in recording incidents. Improving safety remains a priority for the organization. In 2018, 36.6 per cent of census responses were completed online, nearly double the percentage completed online in 2015. The total response rate for the 2018 Census was 98.6 per cent, A total of 9 new service requests were deployed on the 311 Handheld App so far in 2018, of which 7 are inspection-related. Since introducing the 311 App, it has been used to submit 34,322 inspection requests to 311. Making these services available via the 311 App improves efficiency, provides better service to citizens and reduces phone calls to 311. Standard & Poor's reaffirmed Calgary's AA+ credit rating in 2018 reflecting the agency's view of The City's good financial and managerial strength. Using a City-owned fibre network in place of external providers achieved \$3.5 million in cost avoidance in the first half of 2018. Since 2015, use of the City-owned network has yielded \$19.4 million in cost avoidance.

The City works to ensure a well-run city by:

- Seeking opportunities to deliver programs and services more efficiently and effectively.
- Negotiating for a City Charter that provides expanded authority to respond to distinct local challenges and opportunities.
- Prudently managing public funds and assets to maintain a solid financial foundation.
- Providing customer-centric service delivery.
- Committing to strengthening and managing its workforce and safety culture.
- Using technology to support a commitment to safety through online reporting of corporate safety incidents, near misses and hazardous conditions.
- Establishing significant cross-corporate projects and programs like One Calgary, Infrastructure Calgary and AnalyticsCalgary.
- Maintaining public assets and infrastructure to provide maximum benefit and value to Calgarians.

Selected highlights of The City's performance as of 2018 June 30

Marking a significant achievement for The City, The City of Calgary Charter was enacted on April 5th, following extensive discussions with the Government of Alberta. This special legislative agreement with the Government of Alberta will provide The City with expanded authority to respond to, and act on, local challenges and opportunities. **(W1)**

The City is focused on finding cost savings by seeking efficiencies throughout the organization. Workforce planning efforts, including the suspension of the summer student program, delayed hiring and vacancy management, generated a savings of \$9.5 million that was transferred to the Budget Savings Account. At City water treatment plants, optimizing treatment processes resulted in reduced energy consumption and an approximate savings of \$30,000 so far in 2018. This continued practice is expected to result in a savings of \$80,000 by year end. **(W2)**

Administration remains committed to balancing service value with affordable taxes. The City exceeded all required quality standards for the 2018 property and business assessment rolls despite a two per cent increase in accounts. These rolls consist of over 549,000 accounts and total approximately \$314 billion in assessed value. For the Residential Green Cart Program, customers were transitioned to monthly billing based on Council's direction for a staggered implementation of fees. Council also approved reducing the 2018 disposal rate for basic sanitary waste from \$119 per tonne, as approved in Action Plan, to \$113 per tonne. This is intended to reduce the burden on businesses in Calgary. **(W4)**

To ensure open communication, The City engages regularly with citizens and stakeholders to inform service and business planning decisions. While some changes are coming as a result of an independent review of non-residential and complaint processes, extensive engagement with non-residential property and business owners during the last Advance Consultation Period (ACP) resulted in a 17 per cent decrease in the volume of assessment complaints from last year. The 2018 Transit Service Review also underwent a series of in-person and online engagements. The online portion garnered 4,339 individual contributions which helped The City plan efficient bus routes that link to the new BRT routes. **(W5)**

To better align budgets with service delivery, The City has moved away from department-based, to service-based, plans and budgets for 2019-2022. This approach will enable Council to make more informed investment decisions based on service value. Service lines have been finalized with service owners, and operating and capital budgets are being identified for each. (More outcomes towards the service-based plans and budgets are highlighted on the Strategic Leadership Plan pages of this report.) **(W8)**

To support succession planning at The City, The Emerging Leader pilot training program was developed in-house and delivered with successful results. A Leader Onboarding program has also been piloted to provide tools and resources for newly hired leaders at all levels. **(W9)**

[Link to additional highlights and milestones available here](#)

Status	Strategic Actions
● *	W1 Finalize a new City Charter with the province
●	W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
●	W3 Examine opportunities for alternative service delivery for competitiveness.
●	W4 Balance demand for quality City services with affordable taxes.
●	W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.
●	W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.
●	W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.
●	W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.
●	W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

- Progressing as planned.
- * Significant milestone(s).
- ▽ Possible challenges identified; mitigation measures being developed.
- ◇ One or more challenges materialized; mitigation measures underway.



The story behind the plan

The Leadership Strategic Plan (LSP), approved by Council in September 2014 (C2014-0703) is the organization's response to Council's and citizens' priorities. Consistent with our commitment to be publicly accountable, Administration provides LSP status updates in each Accountability Report. These two pages highlight accomplishments thus far in 2018.

1) Establish a cooperative and meaningful relationship with Council



- In February, The City Manager presented *Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022* to Council. These conversations represent the strategic framework between the Community, Council and Administration. The Community and Council set the vision for Calgary, Council and Administration develop the strategy to achieve the shared vision, and Administration provides value to the community through service delivery.
- Five Strategic Plan Principles were developed to guide the organization as it targets its efforts and resources to the areas that matter the most to citizens. The five principles approved by Council are:
 - Vision:** Address citizen needs and long-term quality of life aspirations.
 - Strategy:** Use a Council-driven and corporately integrated approach to planning for service delivery.
 - Value:** Focus on what matters most to citizens and customers and maximise their value for city services.
 - Accountability:** Monitor the value generated through services by using performance measures, and reporting.
 - Continuous Improvement:** Seek to improve services and processes and adjust on an ongoing basis.

- Initiated weekly communications updates to the Office of the Councillors on marketing, social media, and other communication campaigns. The Offices were also provided with media training and coaching including advanced training on social media.
- Hosted a *Working Together* session on the topic of Taxation with Councillors' assistants and Administration's executive advisors. This increased participants' knowledge of The City's tax processes, better allowing them to respond to citizen inquiries.

2) Cohesive leadership culture and collaborative workforce

- To emphasize the importance of a respectful workplace, the City Manager shared his *Putting People First* presentation with all departmental senior management teams, the Supervisory Leadership Development Program (SLDP) graduates, and Council.
- A training session was held for the Corporate Management Team to build awareness of the transformative change process, The City's direction and their role in change. This session explored how the organization is responding and adapting to constant change, including changing citizen and customer expectations, and shocks and stressors.
- New Code of Conduct training was rolled out to all employees. This online training module had a focus on value-based decision making.

3) Better serve our citizens, communities, and customers

- Progress was made by the One Calgary Program (2019-2022 Service Plans and Budgets) towards implementing a service-based approach to planning and budgeting. Accomplishments this year included:
 - Worked with Council to establish Council Priorities and Directives for 2019-2022.
 - Conducted public engagement and research with Calgarians, including targeted research with the business community, to better understand what they most value about City services.
 - Proposed indicative property tax rates and indicative rates for water, wastewater, stormwater and waste and recycling services, which were approved by Council. In addition, indicative rates approved for new and actively developing communities set the financial envelope for The City's portion of capital and the direct incremental operating costs for 2019 – 2022. Council also approved long-term tax support rates for user fee related services.



- Launched a Business Customer Research Panel with over 700 business leaders. This group is assembled to provide insights on issues that are important to Calgary businesses and their ongoing relationship with The City. The panel has been used to provide additional insight into citizen satisfaction and perception measures as well as provided support to the One Calgary program.
- Introduced Service Risk Registers to replace business unit risk registers. This aligns the identification and assessment of risks to service delivery across the organization. The Results Based Accountability evidence-based thinking process was also used to enhance risk analysis of services, including greater use of indicators and performance measures. A cross-corporate workshop, with representatives from all departments, identified common themes and connections between risk profiles amongst services lines, incorporating service level risks to City-wide strategic risks.
- Acquired the customer relationship management product Salesforce. This tool provides more effective monitoring of online conversations on The City's social media sites. This will enable The City to better listen and respond to online conversations and get ahead of trends and issues. Efficiencies realized by using this technology include improvements in 311 social media monitoring and faster turnaround for citizen inquiries due to collaboration functions requiring less staff time per issue.
- As a result of Information Technology's Zero Based Review (ZBR), the Right Device initiative is underway to ensure employees have the right technology, no more or less, to do their job. Annual, direct cost savings of \$786 thousand are expected with an additional productivity gain estimated at \$3.8 million. Efficiency opportunities were identified in Recreation's ZBR that, when fully implemented, are anticipated to bring tangible benefits. These include up to 843,000 new visits per year to Calgary Recreation facilities, forecast to generate an additional \$1.8 million in annual revenue, and savings up to \$375 thousand per year by aligning facility hours with customer usage.

4) Focus immediate and collective attention on planning and building a great city

- Launched the next phase of the *This is my Neighbourhood* (TIMN) online engagement and information website to gather community feedback from 14 Calgary neighbourhoods. TIMN provides opportunity for residents to partner with The City to

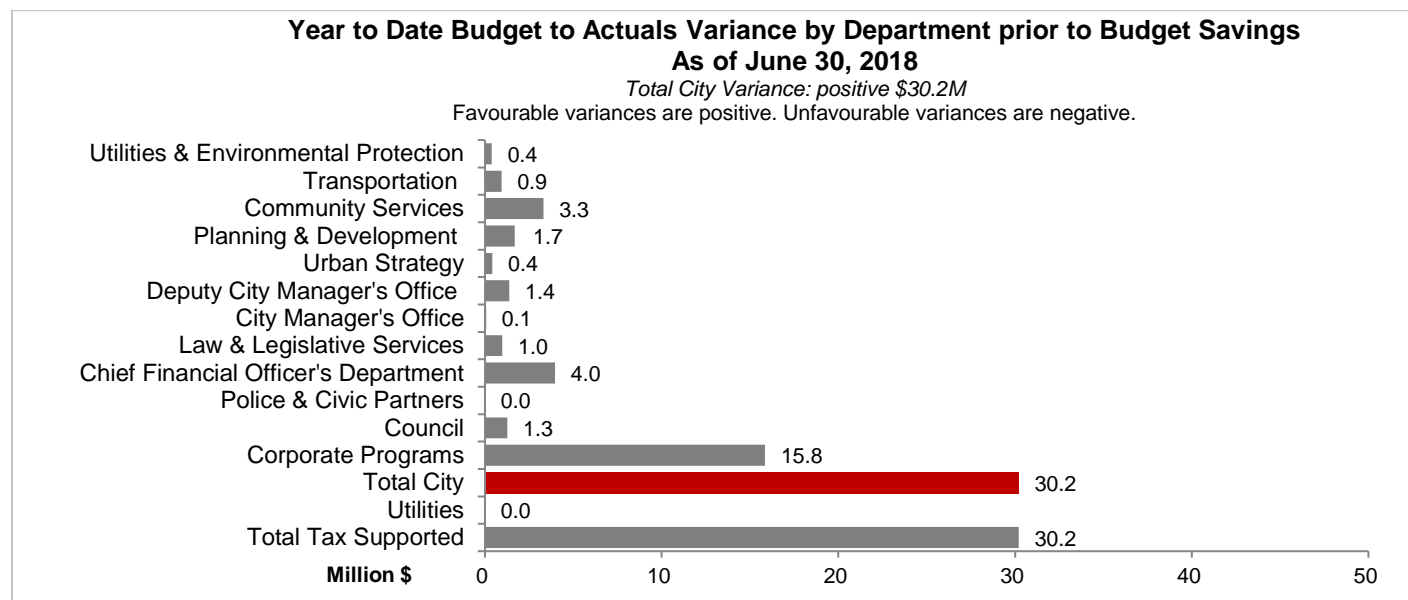
identify how their community could become an even better place to live, work and play.

- Established, in partnership with CED, a new wholly-owned subsidiary to oversee the \$100 million Opportunity Calgary Investment Fund (OCIF). The OCIF provides funds to support qualified private sector companies or public institutions make investments to catalyze and diversify economic growth, create employment, and increase the property tax assessment base.
- Developed an information package outlining The City's business friendly actions and initiatives which support business development in Calgary. This information will be used to support the Mayor and Council, CED, and other economic or business development stakeholders speak to the specific actions The City is taking to work with members of the business community.

5) Strengthen the Corporation's financial position

- To address the infrastructure funding gap and support needed investments in Calgary's communities, the Deputy City Manager has led *City Charter Fiscal Framework* negotiations with administrative counterparts at the Government of Alberta. The objective is to replace unpredictable capital grants with capital funding based on a share of defined provincial revenue. The new agreement is expected to be confirmed in provincial legislation and to come into force in 2022 once the current MSI capital grant program has concluded in 2021.
- The City released a refresh to the Capital Infrastructure Investment Strategy, now the Capital Infrastructure Investment Principles. New capital business cases for 2019-2029 have been scored and ranked according to a new set of corporate capital prioritization criteria, to optimize the allocation of limited capital with service requirements to achieve City priorities. New Capital business cases are now consolidated into a single, cross-corporate system (MS Project Online) to facilitate corporate oversight and reporting.

Operating Budget Overview



Figures may not add due to rounding.

The City of Calgary's tax supported favourable YTD variance of \$30.2 million, prior to BSA contribution, was a combined effect of:

Business units' operating favourable variance of \$14.4 million:

- Savings from various business units due to management of workforce and staff vacancies (\$9.5 million favourable);
- Savings in Councillors and Ward offices (\$1.0 million favourable);
- Lower than budgeted salary and wages cost, and contract & general services cost, partially offset by an unbudgeted increase in communication costs related to Secondary suites (\$1.1 million favourable).
- Higher street use permits and plant sales, partially offset by lower excavation permit fees and higher vehicle and equipment expenses for street repairs in Roads. (\$0.6 million favourable) There was draw of \$9.1 million in April 2018 from the Snow and Ice Control (SNIC) reserve to offset higher than expected costs for SNIC; and
- Sum of other savings from various business units (\$2.2 million favourable).

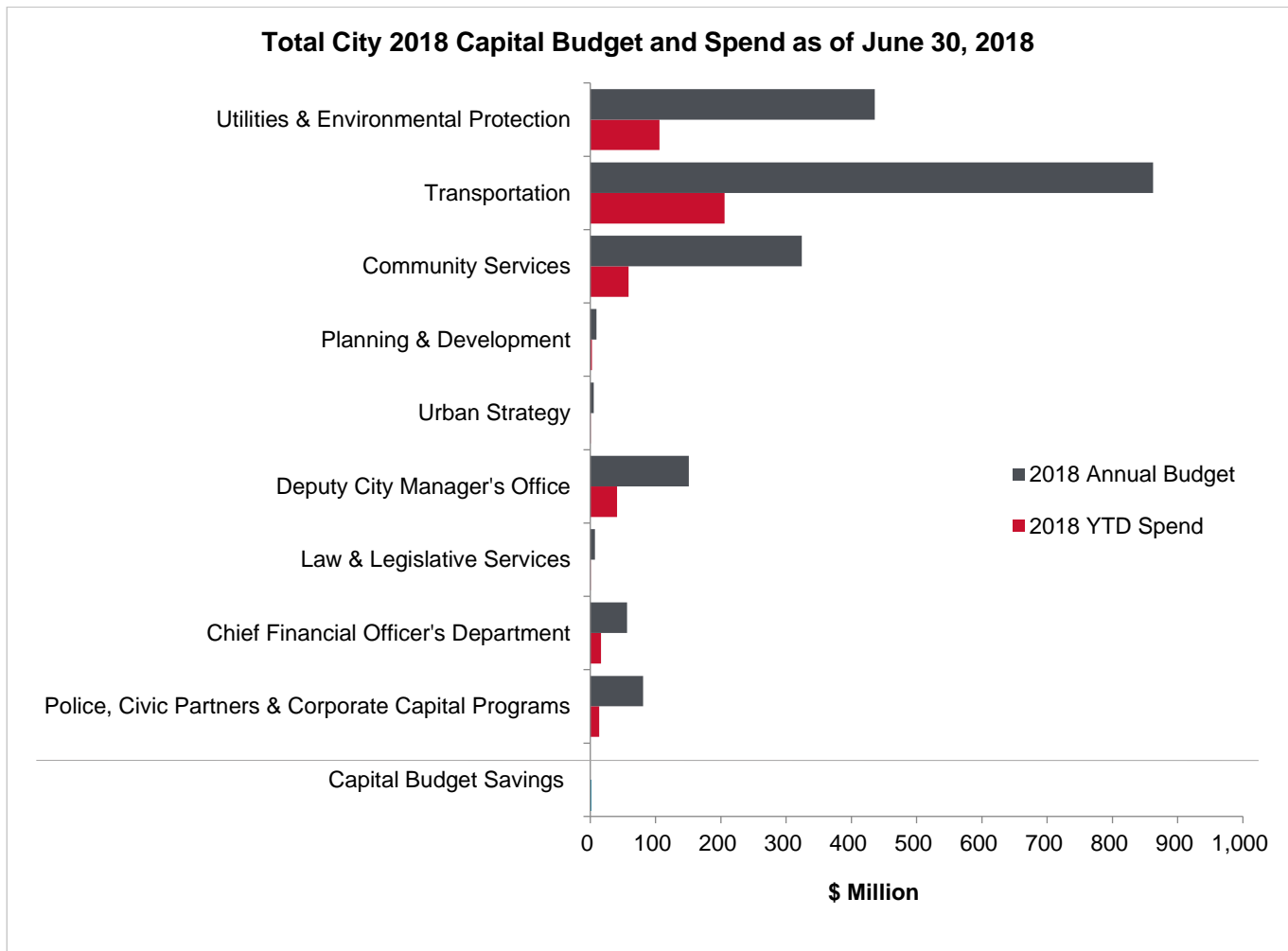
Corporate Programs' savings of \$15.8 million:

- Lower pension and retirement benefits, lower actuarial valuations on pensions and retirement benefits, lower recovery from the Corporate Workforce Strategy program and savings in other health benefits, partially offset by higher Workers Compensation Board (WCB) rate and lower fringe benefits recoveries (\$13.3 million favourable);
- Realized capital gains on both bond and equity portfolios (\$2.1 million favourable); and
- Sum of other variances (\$0.4 million favourable).

The cumulative balance in the Operating Budget Savings Account (BSA) is \$57.5 million with 2018 contribution to date totaling \$9.5 million which was attributed to management of workforce and staff vacancies.

Due to significant uncertainties around factors such as wage settlements that will impact expenditures, a year end projection is not available at this time. Financial projections will be available to Council members later in the year through the monthly Executive Information Report (EIR).

Capital Budget Overview



As at June 30, 2018, The City's capital investment was \$445 million (23.1 per cent of the \$1.931 billion budget). This represented a 34.9 per cent decrease from the \$672 million capital investment made in the same period in 2017. This decrease is largely explained by the substantial completion of the Organics & Biosolids Composting Facility in the Waste & Recycling Services business unit in June of 2017 combined with declining spending rates in Civic Partners, Calgary Recreation, and Real Estate and Development Services. The tax supported component of The City's 2018 investment represents approximately 22.7 per cent or \$349 million.

The cumulative balance in the Capital BSA program is \$197.6 million with 2018 contributions representing \$1.3 million. These savings have been included in the corporate capacity identified by Infrastructure Calgary. Please note that the majority of these savings does not appear in the BSA reserve due to restrictions on the funding sources.



OVERVIEW

UEP Business Units

Environmental & Safety Management (ESM)

Waste & Recycling Services (WRS)

Utilities - Water Resources and Water Services (UTIL)

Utilities & Environmental Protection (UEP) protects public health and the environment and helps all employees work safely. Services include: collection of residential waste; recycling services; composting and waste diversion programs; landfill management; contaminated site management; environmental and safety management; provision of safe, clean drinking water; treatment and disposal of wastewater; storm water management, and protection of our rivers and watercourses. UEP leads The Corporation for workplace health and safety and environmental performance. Through the Corporate Safety Strategy and environmental policies, UEP supports all City departments to continually improve safety performance and manage environmental risk.

MID-YEAR HIGHLIGHTS

- The Climate Resilience Strategy and Action Plans were approved by Council and will guide The City's plans to achieve immediate to long-term climate resilience objectives.
- The City held its first compost giveaway events every Saturday in May at the Calgary Compost Facility.
- The City Charter and updated Municipal Governance Act provide new legislative authorities to The City to strengthen its environmental stewardship role. Strategic direction will inform changes to The City's Environmental Policy.
- Expedited reviews with Alberta Environment & Parks Regulatory Approvals have allowed major upgrades at Bonnybrook wastewater treatment plant to proceed on schedule.
- Council approved continued advocacy for provincial approval of the Springbank Off-Stream Reservoir on the Elbow River and developing a scope of work for a bi-lateral task force to address The City's flood mitigation, policy and watershed management issues.

UEP aligns with the following Council Priorities:

A city of inspiring neighbourhoods

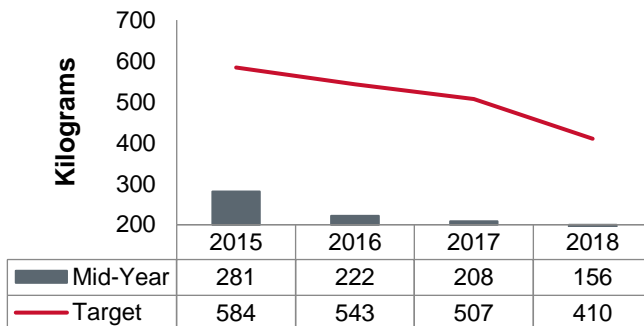
A healthy and green city

A well-run city

Utilities & Environmental Protection



H.PM2 Annual Waste Landfilled Per Capita



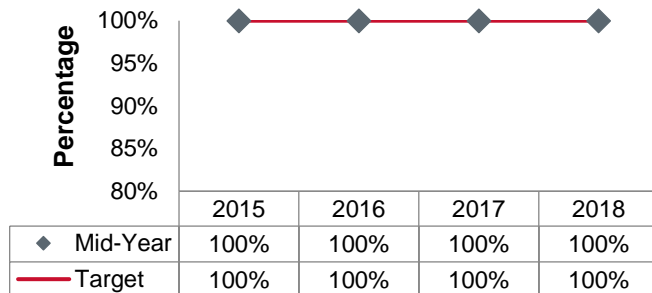
H.PM2 Annual Waste Landfilled Per Capita

Waste landfilled per capita measures the total amount of waste disposed at City landfills by all customer sectors and allocates an average amount (kilograms) to each Calgarian.

Mid-Year Update:

Waste landfilled per capita continues to trend downward due to lower tonnage from commercial customers, current economic conditions and increased diversion. With the implementation of new strategies and the continued success of the City-wide Green Cart Program, it is anticipated that this trend will continue.

H.PM5 Provincial Regulations Met for Treated Drinking Water Quality



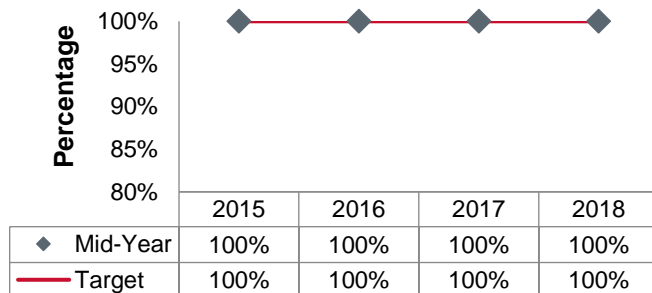
H.PM5 Provincial Regulations Met for Treated Drinking Water Quality

The Water Utility is committed to protecting public health and the environment, and treating drinking water in order to meet provincial regulations. This involves over 100,000 accredited laboratory tests per year on more than 150 water quality parameters.

Mid-Year Update:

Provincial regulations for treated drinking water quality were met 100 per cent of the time at The City's Water Treatment Plants.

H.PM6 Provincial Regulations Met for Treated Wastewater



H.PM6 Provincial Regulations Met for Treated Wastewater

The Water Utility's treated wastewater must meet standards set by the provincial operating approval and Federal Regulations that came into effect in January 2015. Regular tests are conducted to measure the quality of the treated water returning to the river.

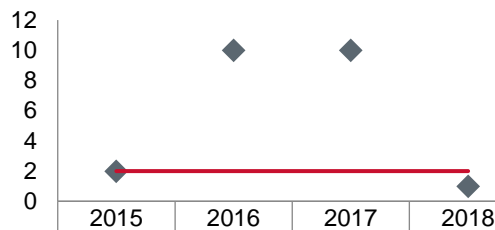
Mid-Year Update:

Federal and Provincial regulations for treated wastewater were met 100 per cent of the time at The City's Wastewater Treatment Plants.

Utilities & Environmental Protection



N.PM3 Number of City-Owned Brownfields Returned to Productive Community Use



	2015	2016	2017	2018
◆ Mid-Year	2	10	10	1
— Target	2	2	2	2

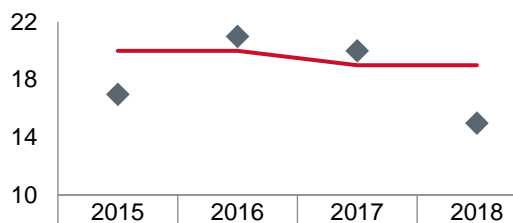
N.PM3 Number of City-Owned Brownfields Returned to Productive Community Use

The City encourages the return of productive use of City-owned brownfields. Redeveloping brownfields allows for the re-use of land, supports urban densification, and stimulates community revitalization.

Mid-Year Update:

The program has exceeded the overall corporate-wide target of eight and is currently finalizing the Urban Agricultural Project, which will increase green space in The City and improve local food security.

W.PM17 Annual Average Number of Days Lost Per Lost Time Claim Throughout the Corporation



	2015	2016	2017	2018
◆ Mid-Year	17	21	20	15
— Target	20	20	19	19

W.PM17 Annual Average Number of Days Lost Per Lost Time Claim throughout The Corporation

Reducing the number of days lost per Lost Time Claim supports employees and contributes to reducing Workers' Compensation Board claims costs. Supporting employees in their recovery through gradual increases in their duties and work hours reduces the number of days away from work and reduces costs.

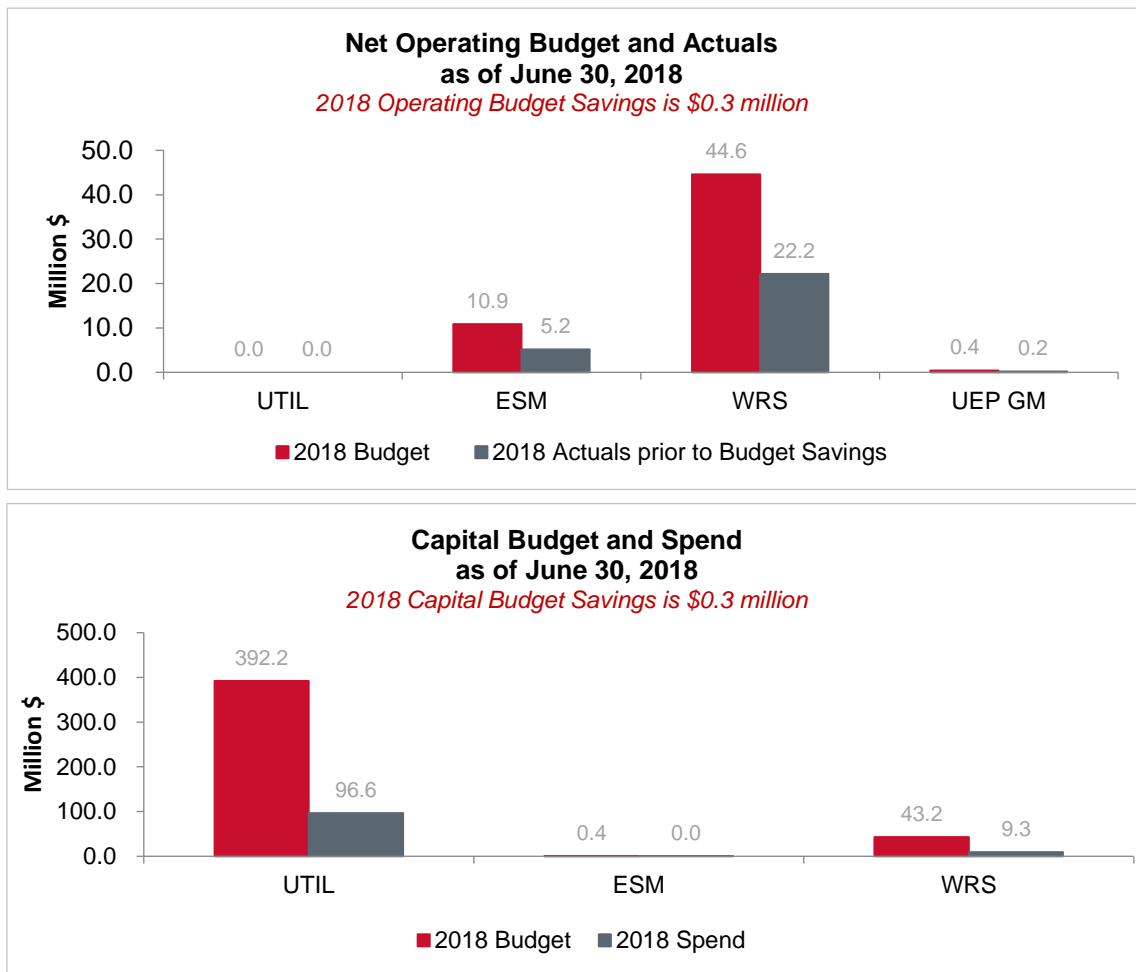
Mid-Year Update:

ESM and Human Resources are collaborating to provide employees opportunities to return to work as soon as they are medically cleared for accommodated duties and/or adjusted work hours. This effort has proven to be successful as the average number of days lost per lost time claim have decreased significantly in 2018 from previous years.



[Link to additional performance measures here](#)

Utilities & Environmental Protection



Operating Budget Summary

Tax-supported – ESM is \$25 thousand favourable mainly due to efficiencies from Contract & General Services and savings in Salary & Wages. ESM has contributed \$329 thousand to the BSA. Tax-supported operations in WRS were \$28 thousand favorable primarily due to lower expenditures in vehicle lease and maintenance. As planned, the savings realized in black cart collection due to every other week collection frequency are used to partially offset the costs of the green cart program. Self-supported - Utilities' year-to-date variance is zero after transferring the operating surplus of \$101.5 million to reserve. The reserve, used to fund capital expenditures and offset future borrowing, was larger than budget primarily due to growth in service accounts and savings in Salaries & Wages from delays in filling vacant positions. In self-supporting areas of WRS, revenue was \$7.5 million favorable mainly due to the tipping fees from the removal of waste at closed landfill sites to accommodate the GreenLine. This will be applied to the cost of waste removal for the GreenLine project and future maintenance and replacement of landfill infrastructure.

Capital Budget Summary

ESM – \$333 thousand budget was transferred to the BSA.

WRS - Federal Gas Tax funding of \$6 million has been used to fund a variety of environmental and facilities projects. The capital spend to-date is 22 per cent of budget. Utilities - the capital spend to-date is \$96.6 million, which is 25 per cent of budget. Investments in Bonnybrook Wastewater Treatment Plant are key to servicing growth and continuing to meet regulatory requirements. After challenging winter conditions early in the year, construction on this multi-year project has increased considerably since May with the start of the secondary treatment work package - the largest of the Plant D Expansion. The projected year-end spend for ESM, WRS, and Utilities is 90 per cent of budget.



Transportation Business Units

Calgary Transit (CT)

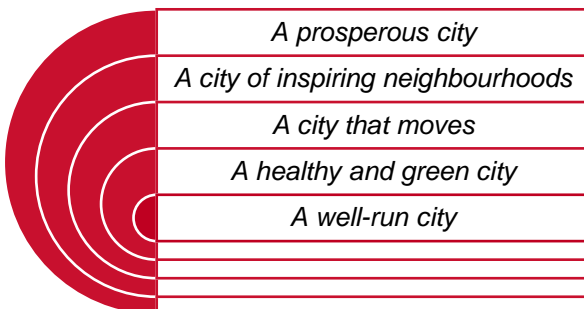
Green Line (GL)

Roads (RDS)

Transportation Infrastructure (TI)

Transportation Planning (TP)

Transportation aligns with the following Council Priorities:



OVERVIEW

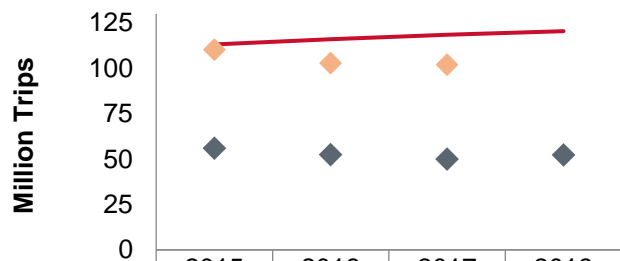
Transportation provides a comprehensive system of safe, efficient and customer-focused travel choices that keep Calgarians moving. The department works together and with partners to plan, design, build, operate and maintain a transportation network that supports walking, cycling, transit, goods movement and private motoring. Transportation focuses on constant improvement in safety, efficiency and effectiveness to enhance and support the growth of our city.

MID-YEAR HIGHLIGHTS

- New S200 CTrain cars continue to enter service improving reliability in the system and comfort for customers. 48 of 69 vehicles have now arrived in Calgary.
- The infrastructure supporting Calgary Transit's new BRT network is under construction with several elements nearing completion. Many stations are installed and construction of major elements like the 17 Avenue SE transitway is well underway. The system is on schedule to begin opening in late 2018.
- A constructability review of the Green Line is underway, preparing the project for future stages. Major behind-the-scenes work like land acquisition continues. The Treasury Board finalized its review of the project, and approved federal funding in Q2.
- Snow and ice clearing was particularly challenging after a long and snow filled winter. Spring road cleanup began later than usual but was completed in June with an optimized schedule.
- The Glenmore Reservoir regional pathway system was extended providing a new vital link for recreation and transportation.
- The lane reversal project at Memorial Dr and Edmonton Tr NE was opened, optimizing a busy link to the city centre.



M.PM5 Annual transit ridership (in millions)



	2015	2016	2017	2018
◆ Mid Year	55.9	52.4	50.0	52.2
■ Year End	110.3	102.9	101.9	
— Target	113.2	116.0	118.6	120.5

M.PM5 Annual transit ridership (in millions)

The number of trips taken on Calgary Transit each year is an indicator that people are choosing a more economically and environmentally sustainable modes of travel.

Mid-Year Update

Transit ridership is showing early signs of rebounding after three years of lower than expected due to a weakened economy. Transit ridership tends to lag economic downturns and recovery, suggesting that this increase will mirror a slow but sustained recovery. Care is still needed to maintain and support long-term ridership growth. Targets from Action Plan are quite high relative to current city growth and budget levels.

W.PM13 Cost Per Transit Trip



	2015	2016	2017	2018
◆ Mid Year	\$3.53	\$3.67	\$3.89	\$3.91
— Target	\$3.31	\$3.42	\$3.52	\$3.63

W.PM13 Cost Per Transit Trip

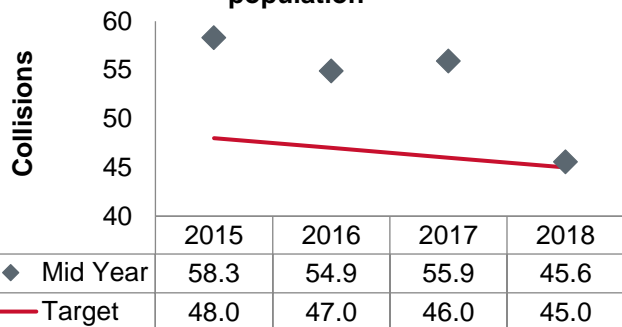
The cost per transit trip shows how much the average trip costs to provide. It is influenced by how many people ride, the various costs for operating and maintaining service, and fares.

Mid-Year Update

Cost per transit trip is holding steady in 2018 but is continuing to underperform compared to target. Some costs like fuel and parts are increasing, and volatility in those costs may be increasing. Fluctuating exchange rates and less fuel hedging has increased the risk of some cost increases. Revenues are also declining with increasing subsidy levels. Programs like the expanded low-income transit pass are giving more Calgarians in need access to transit at greater discounts. This program expansion has been highly successful with thousands of customers but the discounts offered has decreased the system's revenue position.



M.PM13 Vulnerable road user annual casualty collision rate per 100,000 population



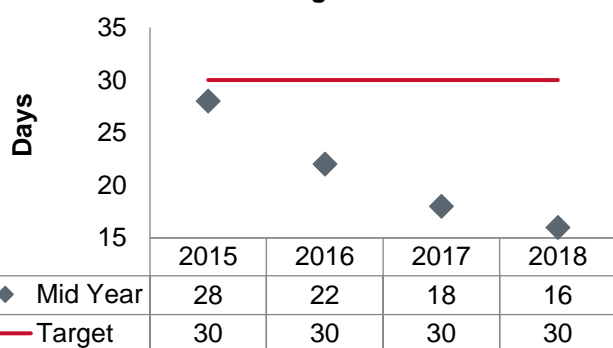
M.PM13 Vulnerable road user annual casualty collision rate per 100,000 population.

Annual casualty collision rates are an indicator of how safe it is to travel in Calgary. Vulnerable road users are comprised of people walking, biking and using motorcycles, who face disproportionate consequences in traffic collisions.

Mid-Year Update

After remaining relatively stagnant for the past two years, collision rates for vulnerable users is continuing a long-term decreasing trend. Safety is a primary driver of all decisions in the Transportation Department and targets are set to have year-over-year improvement, working towards a Vision Zero campaign.

N.PM4 Number of days to repair residential streetlight



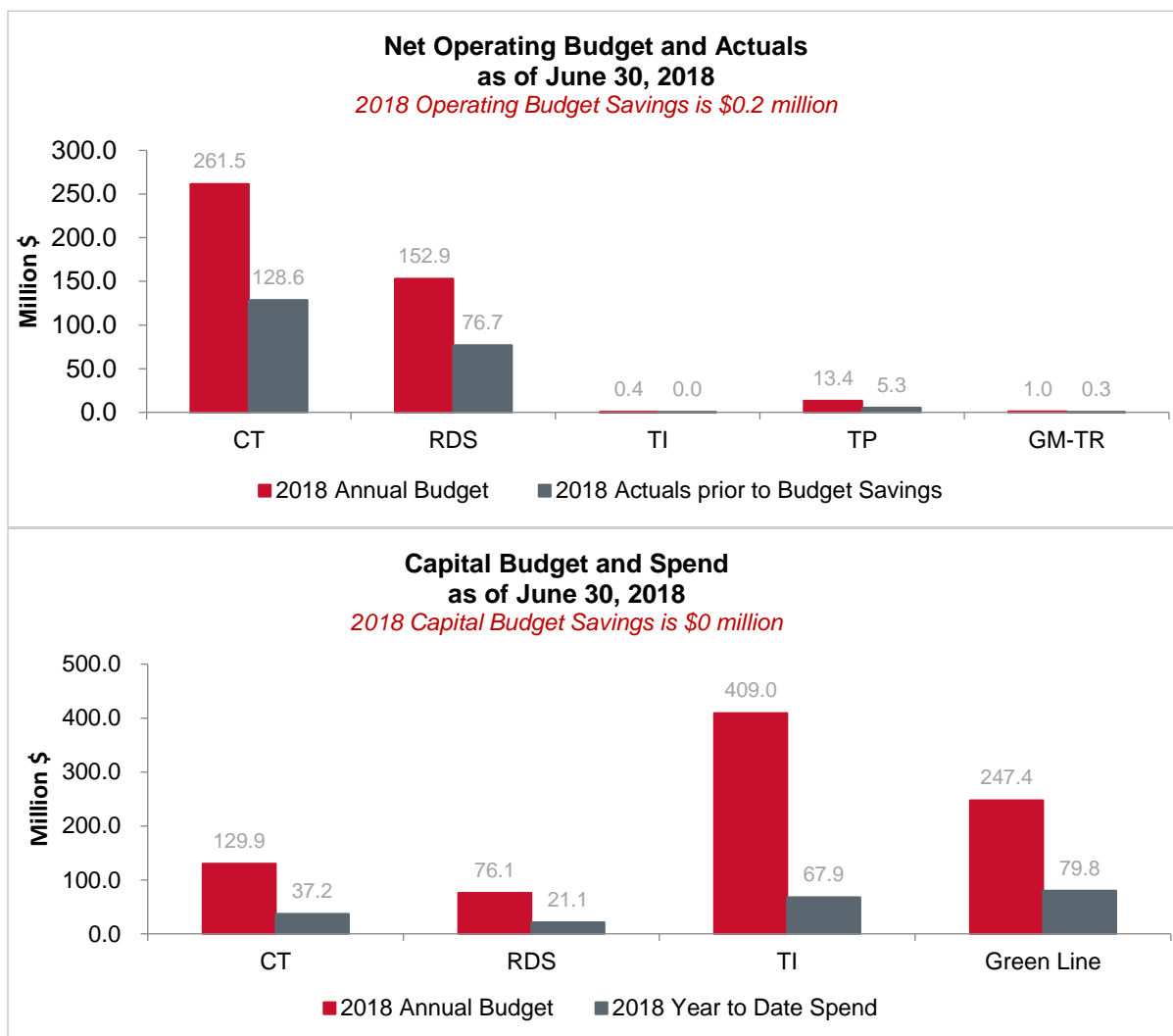
N.PM4 Number of days to repair residential streetlight

The number of days it takes The City to repair broken streetlights shows the reliability of the system and the responsiveness of City crews. Streetlights outages happen when light fixtures burn out or when underground electricity conduits are damaged. Streetlights are a key contributor to the safety of all roadway users, particularly those walking.

Mid-Year Update

Streetlight response times have improved significantly over the past four years, in tandem with the LED streetlight retrofit program. This shows that the investment has made the system more reliable, and has greatly improved the level of service for citizens. At an average of 15.5 days in the first half of 2018, response is almost twice as fast as 2015. A new streetlight reporting app was also launched making it easier for citizens to report light outages.

[Link to additional performance measures here](#)



Operating Budget Summary

After substantial decreases in ridership over the past two years Calgary Transit is in the early stages of recovery. Revenues for CT remain lower than budget but careful monitoring of service levels and expenditures throughout 2018 has controlled costs leading to a small unfavourable variance.

A busier than average winter in 2017/2018 lead to higher snow and ice control costs, but these were offset by higher than expected traffic revenues and recoveries for detours, street use permits and traffic signals construction.

Capital Budget Summary

As the busiest season for construction begins there are several major projects underway. These include BRT corridors, several Southwest Ring Road connectors, Crowchild Trail improvements, enabling works for Green Line and ongoing CTrain and bus purchases. Transportation is projected to reach 88 per cent capital spend rate by the end of 2018.

Community Services



CS Business Units

Calgary Community Standards (CCS)

Calgary Emergency Management Agency (CEMA)

Calgary Fire Department (CFD)

Calgary Housing (CH)

Calgary Neighbourhoods (CN)

Calgary Parks (PRK)

Calgary Recreation (REC)

CS aligns with the following Council Priorities:



OVERVIEW

Community Services (CS) is The City's most citizen-facing department. CS works with The City's Civic Partners and hundreds of other partner organizations to deliver programs and services that contribute to the well-being and quality of life of Calgarians.

Much of CS' work has a direct impact on Calgarians' quality of life and contributes to all five Council Priorities. CS and its partners lead 21 and support another 22 of Council's 48 Strategic Actions.

MID-YEAR HIGHLIGHTS

- In early 2018, Council approved the Community Services Prevention Investment Framework. This Framework was used to guide the allocation of \$3.0 million from the Fiscal Stability Reserve to support safe communities, youth and low income programs, and crime prevention.
- The Housing Incentive Program (HIP) continues to support non-profit organizations to build affordable housing. To date, 44 per cent of the budget has been spent with the remainder of the full program budget fully committed for approved applications. In Q1 2018, 47 applications for 37 different affordable housing projects across 15 organizations were approved.
- A renewed Sport for Life Policy was approved, demonstrating The City's commitment to a vibrant sport system. The Policy defines The City's various roles from direct delivery to infrastructure to support for partners, local sport organizations, and the private sector sport system.
- Since January 2018, Calgary 9-1-1 has provided emergency call response and dispatch services to the Tsuut'ina Nation. The new agreement not only provides valuable and life-saving service to Tsuut'ina residents but supports improved communication and awareness between regional first responder agencies.
- The Cannabis Legalization Work Group led a coordinated response to the upcoming legalization of cannabis in October 2018. This included the approval by Council of the Cannabis Consumption Bylaw, outlining the approach to the public consumption of cannabis.



H.PM3 Number of Calgarians in the Fee Assistance Program

60,000
50,000
40,000
30,000
20,000
10,000
0

	2015	2016	2017	2018
◆ Mid-Year	8,755	15,754	18,533	39,386
Annual	40,535	51,528	71,214	
— Target	26,200	26,700	27,200	27,800

H.PM3 Number of Calgarians in the Fee Assistance Program

At mid-year, Calgary Recreation has already surpassed its annual target for Number of Calgarians in the Fee Assistance Program. While this is an encouraging sign of success in how we work together through Fair Entry and make low-income programs available to Calgarians, it is also indicative of the trend towards greater need for low-income supports in our community.

Other evidence of this trend includes:

- Demand for the Transit Low Income Pass under the sliding scale price structure continues to grow.
- Aimed at low-income children and youth, programs offered through Calgary Recreation's Jumpstart (*I Love Cricket* and *Fun Buses*), provided more than 180 children with new sport and activity opportunities.
- Approximately 2,000 new affordable housing units have been supported through fee rebate and grants from the fully-committed Housing Incentive Program.

P.PM3 Number of dollars leveraged through partnerships for each \$1 invested in FCSS

\$8.50
\$8.25
\$8.00
\$7.75
\$7.50
\$7.25
\$7.00

	2015 Year End	2016 Year End	2017 Year End	2018 Mid- Year
◆ Actual	\$8.05	\$8.31	\$8.27	\$8.27
— Target	\$7.72	\$7.72	\$7.72	\$7.72

P.PM3 Number of dollars leveraged through partnerships for each \$1 invested in FCSS

The City of Calgary has participated in the Family & Community Support Services (FCSS) program, a joint municipal-provincial funding initiative, since its inception in 1966.

A call for one-time capacity building funds was held for existing FCSS participants to help increase their organizational capacity and to proactively respond to emerging issues.

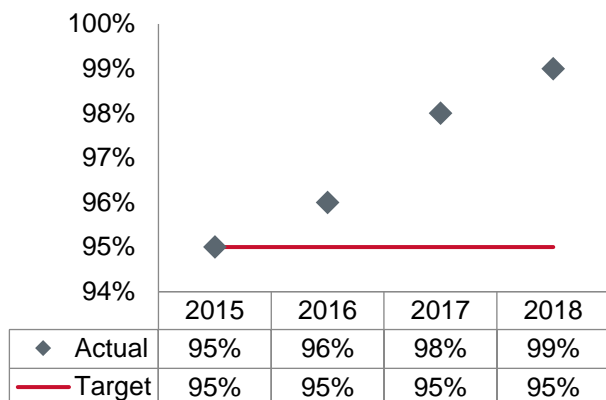
In addition to FCSS funding, in 2018 CS implemented the Community Service Prevention Investment Framework to guide \$3 million in one-time funding for prevention activities. This funding invested in programs and initiatives across all seven Community Services business units, spanning different target groups including refugees, members of the Indigenous community, youth and seniors.

Prevention activities for Mid-Year 2018 include:

- Recreation partnered with Calgary Police Service to roll out Positive Ticketing, a program designed to recognize and encourage positive behavior in youth.
- Initial work towards the Youth Fire Intervention Referral and Education Service and fire safety education.
- Additional investment through the Crime Prevention Investment Plan to support crime prevention initiatives.



N.PM1 Per cent of Public Safety Answering Point 9-1-1 calls answered within 15 seconds



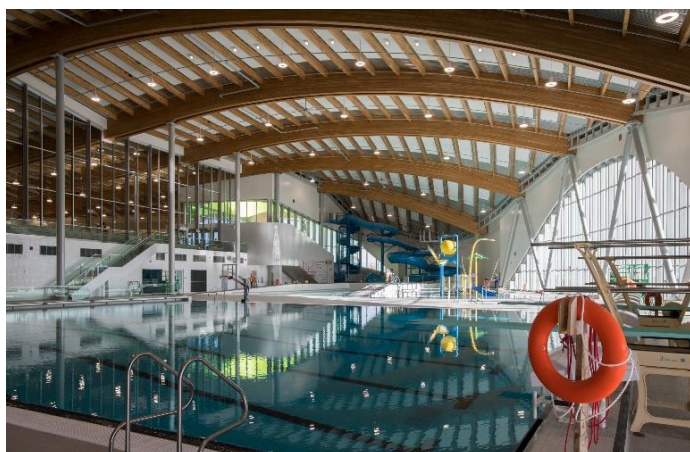
N.PM1 Per cent of Public Safety Answering Point 9-1-1 calls answered within 15 seconds

Protective services continue to be able to quickly respond to emergency incidents. In the first half of 2018, Calgary Fire exceeded its targets for both first-in fire suppression (N.PM2) and emergency medical incidents (N.PM3).

Calgary Fire is increasingly challenged with an almost 11 per cent increase in fire incidents over 2017, and May 2018 having more fire incidents in a single month than any other month in the past 5 years, leading to a longer average response time.

Ensuring public safety goes beyond reacting to emergency situations; it is also about preparing and planning in advance.

Festival and event days are increasingly collaborative events, drawing on resources from Calgary Recreation, Calgary Police Service and Calgary Emergency Management Agency to ensure that events are vibrant *and* safe. Significant preparation and advanced planning is required for large-scale events. The rapid increase in vehicle attacks around the world is one major example of the additional supports required to enhance public safety for large-scale events. These supports include bringing together Calgary Emergency Management Agency, other City business units and external organizations for collaborative advanced planning and exercises for major events, as well as having a protective services presence at major events.

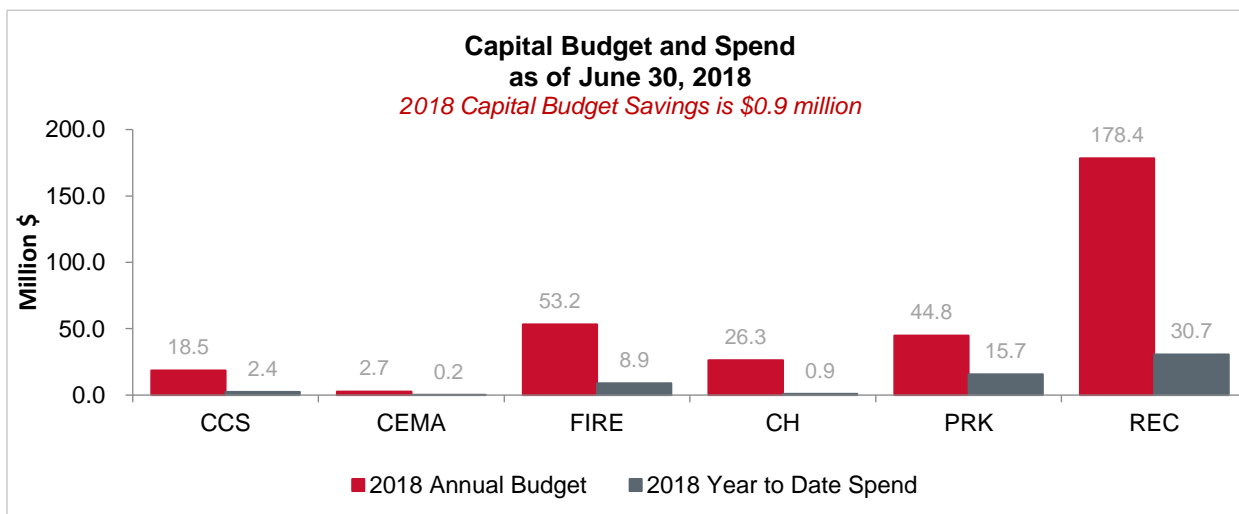
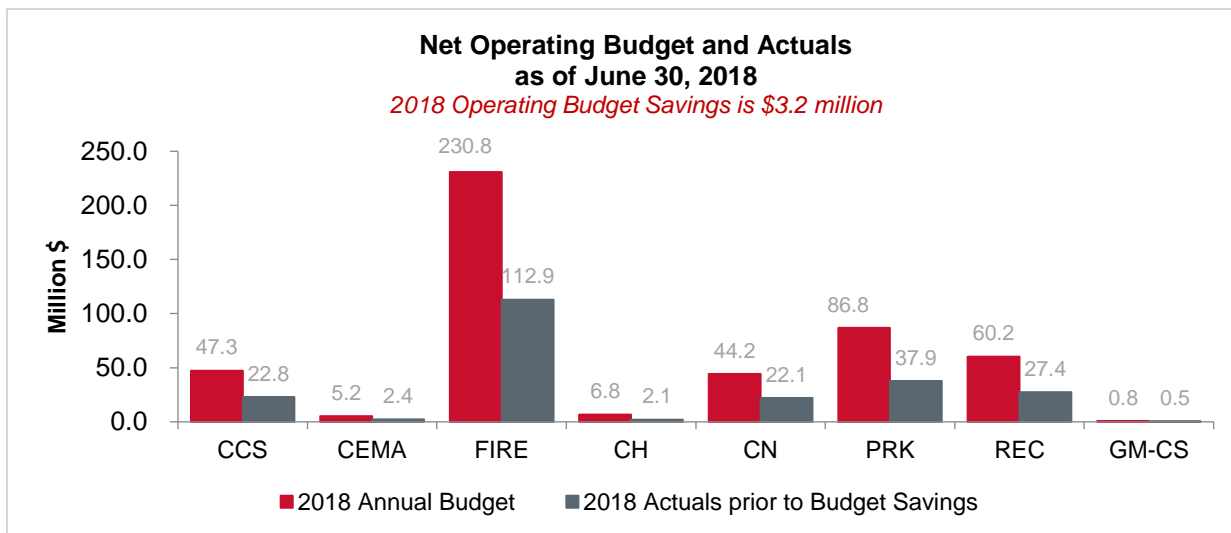


[Link to additional performance measures here](#)

OTHER HIGHLIGHTS

- A one-year pilot initiative accommodating new market entrants such as Transportation Network Companies (TNC) concluded, adding 3,500 new TNC drivers providing 2.3 million trips.
- Reader Rock Garden was designated as a National Historic Site.
- The City's Emergency Operations Center (EOC) was opened three times since January 2018 to respond to significant events impacting citizens.
- The Shane Homes YMCA at Rocky Ridge opened to the public in January 2018. To date, over 16,000 memberships have been sold.
- Calgary Fire delivered dementia awareness training to all Calgary Fire staff to support families.
- The Community Representation Framework project continued work on three focus areas: community involvement, support and resources, and representation structure.
- The City and Imperial Oil Limited have collaborated to address the contamination at the former Imperial Oil Refinery site. This site is aligned with the Green Line City Shaping Framework and will support opportunities for large, vibrant festivals and events, accommodating over 30,000 attendees.

Community Services



Operating Budget Summary

As of 2018 June 30, CS is on budget.

Intentional management of workforce and other resources has offset the impacts of decreased revenues, associated with the economic downturn, in revenue-generating business units such as Recreation.

Capital Budget Summary

CS spent \$58.8 million, achieving an 18.2 per cent spend rate with the active construction season ahead. Highlights of these investments include:

- Accessibility enhancement renovations to four Calgary Recreation facilities including Village Square Leisure Centre, Southland Leisure Centre, Foothills Aquatic Centre and Calgary Soccer Centre.
- Two new affordable housing developments are underway that will add 64 units. Wildwood (48 units) is scheduled to be completed by the end of 2018 and Rosedale (16 units) in 2019.
- The Riley Park Entertainment Shell provides a large, acoustically designed timber structure based on a historical bandstand once found in the park.



OVERVIEW

Planning & Development's (PD) mission is to plan and enable building a great Calgary. Planning & Development strives to meet the aspirations of communities through great planning, while ensuring Calgarians have safe buildings in which to live and work. We develop plans and policies and deliver services that support land use and development throughout Calgary and in the surrounding region. The department's three key result areas are: Advancing the Municipal Development Plan (MDP) Vision, Realizing Development, and Ensuring Building Safety.

MID-YEAR HIGHLIGHTS

Municipal Development Plan (MDP) is advanced: The 4-year review of the MDP ("the Plan") was completed, which identified both progress made and supplementary tracking measures which were developed. The review showed an increase in housing diversity, and improved community design which resulted in higher densities to support public investments including transit. A new, district-based approach to local area planning is being implemented through a pilot in the Green Line North communities. This district approach provides a broader community perspective and enables The City to provide contemporary plans more frequently. The New Community Growth Strategy will provide a comprehensive growth strategy for new communities in alignment with the MDP, market demand and financial capacity.

Development is Realized: From January 1 to June 30, 2018 PD facilitated decisions on 2,442 development applications, 87 land use amendments, 10 outline plans, and closed 44 development agreements. PD continues to work with the development industry to improve communication, processes, and transparency throughout the development approval process.

Buildings are safe: In the first half of 2018 PD issued 2,091 building permits, and 24,295 related safety code permits, and also performed 9,880 building related inspections, along with 49,690 trade related inspections. PD responded to 249 urgent response service requests, and 87 infill (unsafe construction) service requests to the end of June 2018, attending incidents where unsafe conditions were identified.

PD Business Units

Calgary Growth Strategies (CGS)

Calgary Approvals Coordination (CAC)

Community Planning (CP)

Calgary Building Services (CBS)

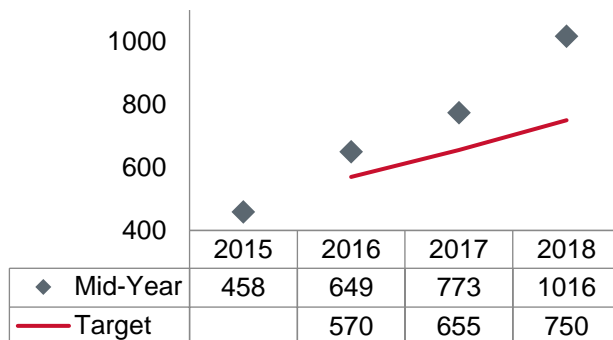
PD aligns with the following Council Priorities:



Planning & Development



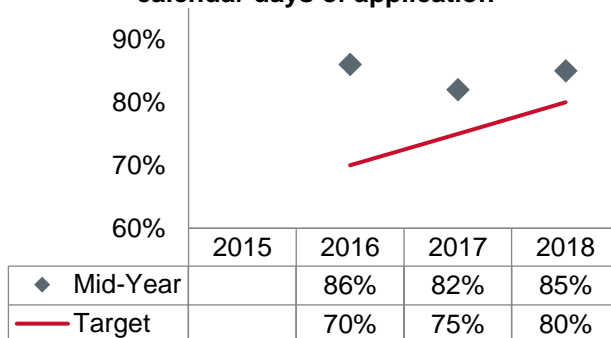
P.PM1 Total number of suites on The City's Secondary Suite Registry



P.PM1 Total number of suites on The City's Secondary Suite Registry

This performance measure demonstrates the number of legal and safe secondary suites in the city. Substantial growth in registered suites has been steady and can be attributed to ongoing changes to making it easier to apply and receive approval while still meeting all safety and planning requirements. The target of 750 was successfully exceeded due to changes in the approach for managing secondary suites. These changes include development permit exemption for permitted use suites, Land Use Bylaw amendment to extend suites to more houses and extending the amnesty program to June 2020.

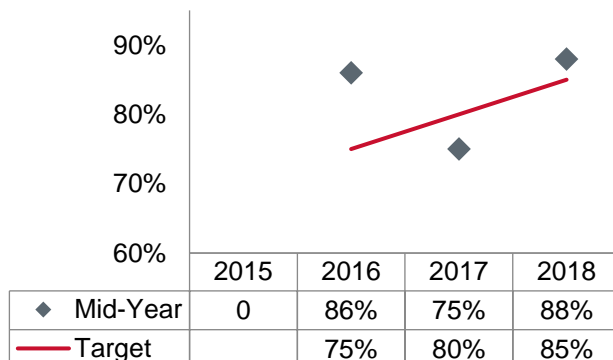
N.PM6 Per cent of development permit decisions made for low density residential infill applications within 90 calendar days of application



N.PM6 Per cent of development permit decisions made for low density residential infill applications within 90 calendar days of application submission

This performance measure provides a level of certainty for customers, enabling predictable approvals to support construction timelines. The number of applications for infills and major additions continue to increase year-over-year (as of June 2018 PD has received a total of 453 applications), while PD's performance continues to be on track to meet or exceed the 2018 target. Over the past six months, PD has been working diligently to collaborate with customers to customize timelines, to meet their needs and ensure that they conduct the appropriate studies or obtain provincial consent as required.

W.PM8 Per cent of building permits for new low density residential dwellings issued within 21 calendar days of application submission

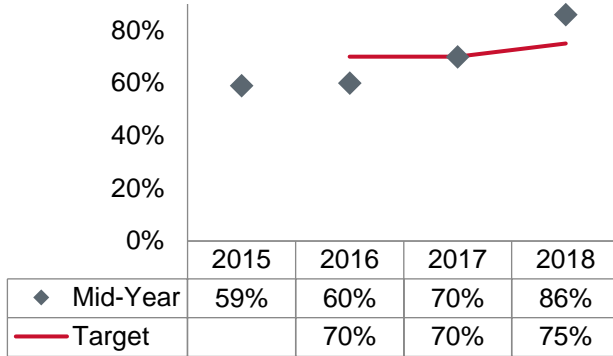


W.PM8 Per cent of building permits for new low density residential dwellings issued within 21 calendar days of application submission

The City recognizes that new residential development is important to Calgarians and has worked diligently to improve process times of new home applications. Staff were cross trained to allow greater mobility of resources in addressing workload requirements, and some internal process were simplified to create additional efficiencies. Greater utilization of the online permitting system by customers has also allowed for permits to be issued more efficiently.



W.PM7 Per cent of building permits for tenant improvements to commercial and multi-family development issued within 21 calendar days of application submission



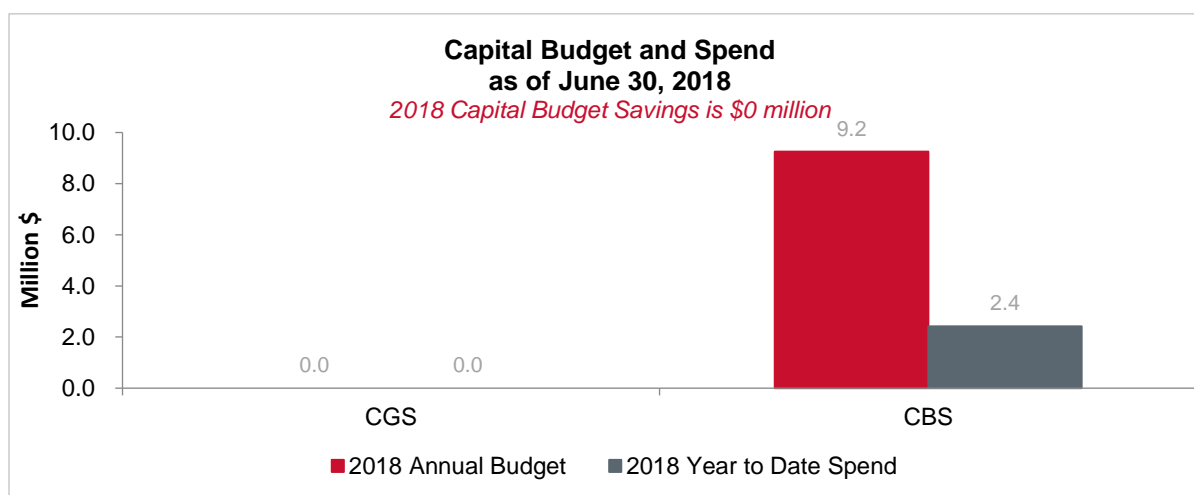
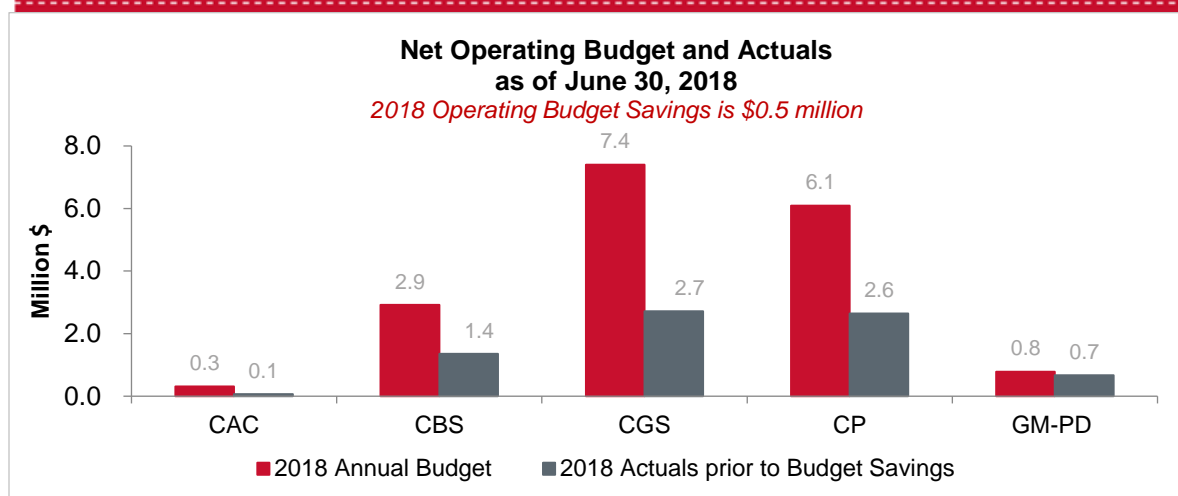
W.PM7 Per cent of building permits for tenant improvements to commercial and multi-family development issued within 21 calendar days of application submission

Many small business owners require alterations to the space they occupy to operate their business and require a building permit to do so. The City works hard to enable businesses by issuing interior alteration permits within 21 days of receiving an application by strategically prioritizing files while some internal and external processes have been streamlined to remove bottlenecks and ensure a quicker overall review time. Certain simple application types have also been fast tracked to be reviewed and released within 3 days.



[Link to additional performance measures here](#)

Planning & Development



Planning & Development (PD) includes four business units and the General Manager's Office (GMO). The GMO which is tax supported, Calgary Building Services (CBS) is primarily self-supported and Calgary Approvals Coordination (CAC), Calgary Growth Strategies (CGS) and Community Planning (CP) which are a mix of tax and self-supported.

Operating Budget Summary:

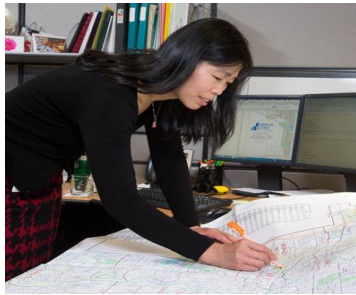
PD's favourable variance of \$1.7 million before contributing \$0.5 million to the Budget Savings Account is mainly a result of salary and wage savings from efficient staff and vacancy management. PD continues to align and prioritize our key deliverables with our organizational structure and key result areas.

Capital Budget Summary:

As at June 30, 2018, PD capital expenditures totaled \$2.4 million (or 26 per cent) of its 2018 capital budget of \$9.2 million. A planned increase in activity during the second half of the year is expected to result in closer alignment to year end budget.

PD has focused on capital projects including Work Space Initiatives (the 3rd floor Planning Services Counter renovation), Business Technology Sustainment (conversion of systems to support external services and enable on-line application and payment) and Capital Asset Acquisition (e.g. vehicles and lifecycle replacement of computer equipment).

Deputy City Manager's Office (DCMO)



DCMO Business Units

Corporate Analytics & Innovation (CAI)

Facility Management (FM)

Fleet Services (Fleet)

Real Estate & Development Services (RE&DS)

Resilience and Infrastructure Calgary

Supply Management

OVERVIEW

The DCMO collaborates with all departments to manage data, assets and relationships within the organization and with other levels of government. Through innovative problem solving, new coordinated approaches to managing the organization's capital, information and assets have been identified and implemented.

MID YEAR END HIGHLIGHTS

Infrastructure Calgary released the Capital Infrastructure Investment Principles. New capital business cases for 2019-2029 have been scored and ranked to optimize the allocation of capital with service requirements to achieve City priorities.

ResilientYYC submitted Calgary's Preliminary Resilience Assessment to Council and 100 Resilient Cities (100RC).

Facility Management established the Integrated Civic Facility Planning Program, which allows business units to collaborate and plan the right facilities at the right time.

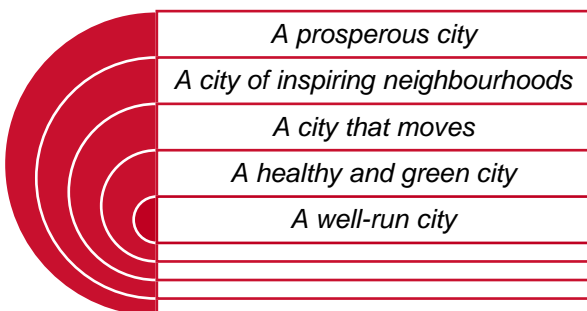
CAI's Sustainable Infrastructure program completed The City's largest solar photovoltaic project at Shepard Calgary Landfill. This achievement provided over 20 per cent of the annual electricity load to the Calgary Composting Facility and contributed to the achievement of a LEED Gold certification.

RE&DS constructed a necessary storm trunk connection at Metis Trail. Without this, the comprehensive residential and mixed use development of lands in the city's north east known as "Saddle Ridge Cell D" could not be developed.

Fleet Services assessed the viability of an electric refuse truck to support Waste & Recycling and found that there would be savings on fuel and maintenance costs over the lifetime of the vehicle vs. conventional internal combustion trucks although the unit was unable to meet the needs of Waste & Recycling in the area of capacity and drive time.

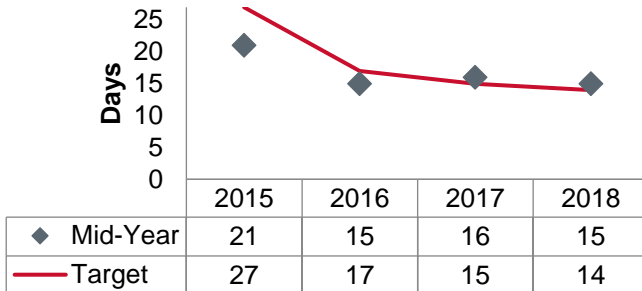
Supply has developed and implemented an Employee Development Framework to encourage employees to acquire new or advanced skills, knowledge, and view points, by providing learning opportunities. This program goes beyond training for current job requirements and focuses on employee growth and future performance.

DCMO aligns with the following Council Priorities:





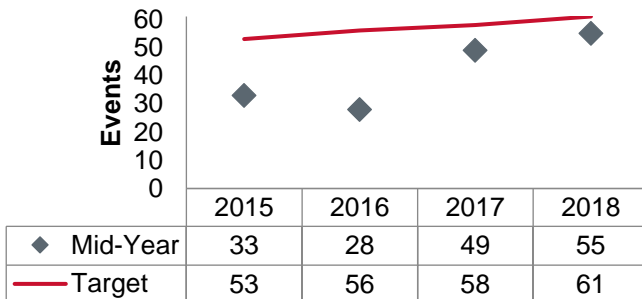
P.PM3 Customer wait times for approved encroachment agreement/letter



P.PM3 Customer wait times for approved encroachment agreement/letter

To date, Encroachment Agreements take an average of 16.3 business days to process from the time the application is received to the time the agreement is mailed out. This number continues to trend towards the target, despite resource restrictions and increased file complexity.

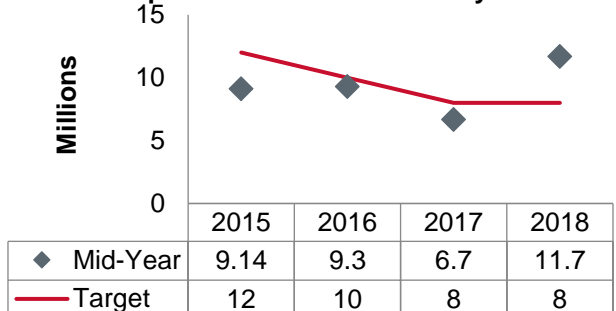
N.PM4 Number of events utilizing the Municipal Complex Atrium and Plaza



N.PM4 Number of events utilizing the Municipal Complex Atrium and Plaza

Facility Management (FM) continues to work with registered, not-for-profit and community groups to promote the Municipal Complex Atrium and Plaza as a public space for citizens to participate in community events. Success is evident by the year-over-year increase in events held. As of mid-2018, community groups have hosted 55 events in the Municipal Complex Atrium and Plaza which is up 13 percent over mid-year 2017.

W.PM14 Revenue From General Surplus Parcels Sold Annually



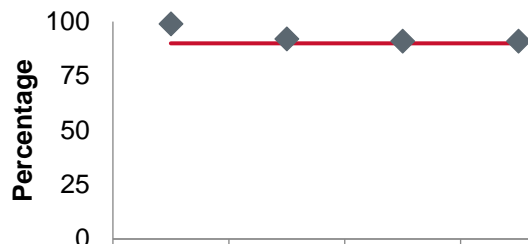
W.PM14 Revenue From General Surplus Parcels Sold Annually

The first half of 2018 saw sales of general surplus parcels of land reaching \$11.7 million, which exceeds the target of \$8 million for the entire year. There has been a total of 6 transactions during this time. One transaction took a lot of time and effort to complete, but in the end that transaction amounted to \$6.6 million. Overall, RE&DS achieved the 2018 target and is working diligently to continue selling general surplus parcels.

Deputy City Manager's Office (DCMO)



W.PM3 Percentage of Collection Service Units Available for Operational Use

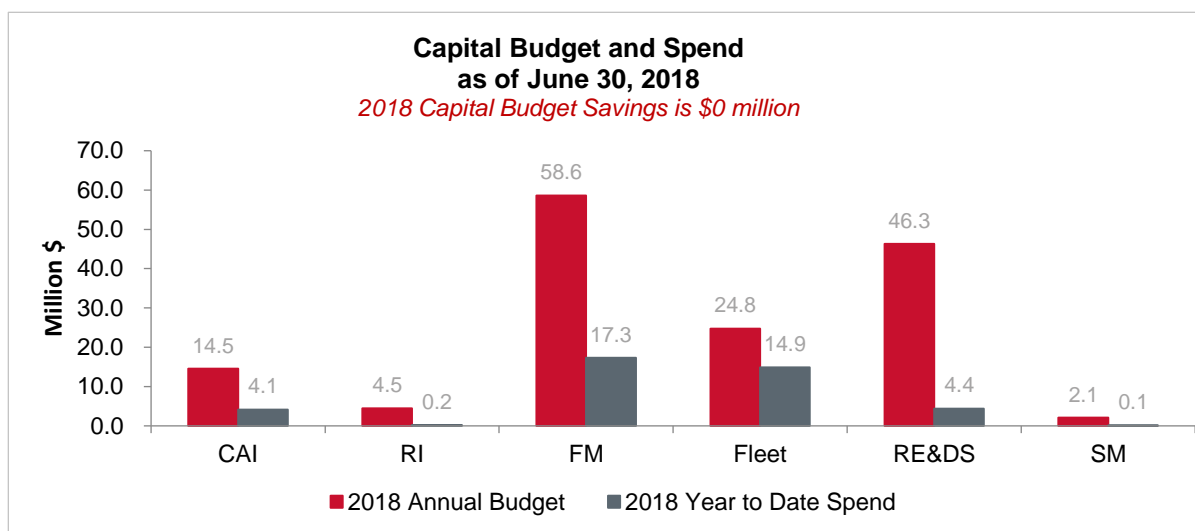
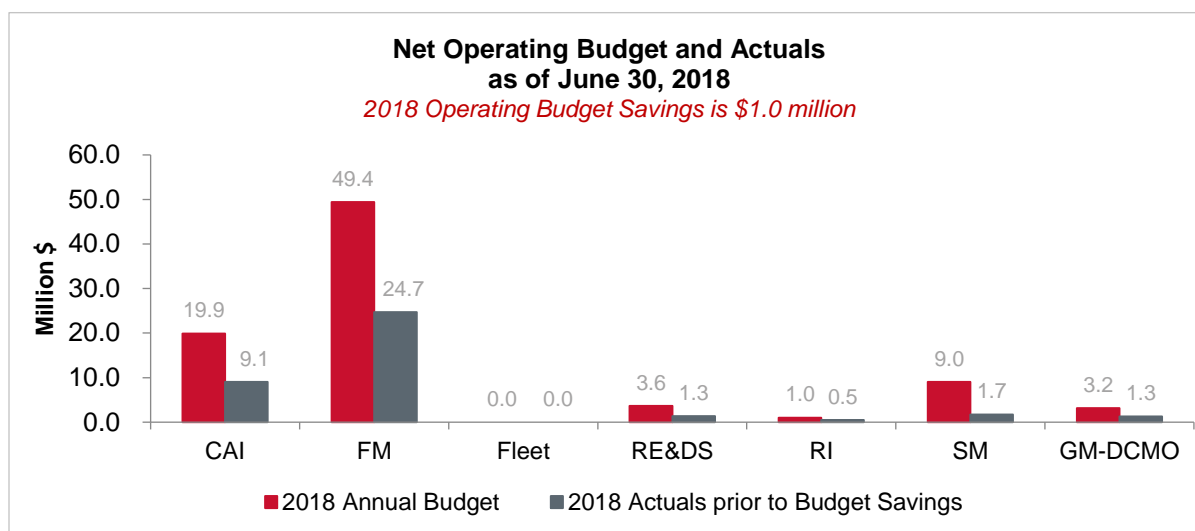


W.PM3 Percentage of Collection Service Units Available for Operational Use

Fleet exceeded its target for availability by 1 per cent, similar to the result in 2017. The availability is measured by satellite location and the best in 2018 so far has been East Calgary at 92 per cent. This measure includes the new green cart trucks.

[Link to additional performance measures here](#)

Deputy City Manager's Office (DCMO)



Operating Budget Summary

The Deputy City Manager's Office favourable variance of \$1.4 million, prior to budget savings contributions, is mainly attributed to intentional workforce management and lower spending in business and contractual expenses. In addition, the favourable variance includes higher than budgeted administration fees received by Supply Management for vehicle sales through their investment recovery program.

Capital Budget Summary

The DCMO capital budget is 27 per cent spent as of 2018 June 30.

Facility Management continues to make considerable progress on the rehabilitation of Historic City Hall; milestones include sourcing of envelope components, ongoing masonry restoration and electrical lighting improvements. Corporate Analytics & Innovation (CAI) completed the City's largest solar PV project to date located at the Shepard Calgary Landfill, providing up to 20 per cent of the annual electricity load of the Calgary Composting Facility, while also contributing to helping achieve a LEED Gold certification target for the new Education & Administration Building located adjacent to the Composting Facility. This project is anticipated to avoid over \$80,000 a year in operating costs while displacing over 1,300 tons of GHG emissions annually.



CFOD Business Units

Assessment (ASMT)

Corporate Initiatives (CI)

Customer Service & Communications (CSC)

Finance (FN)

Information Technology (IT)

Human Resources (HR)

CFOD aligns with the following Council Priorities:



OVERVIEW

The Chief Financial Officer's Department (CFOD) collaborates with internal and external partners to provide financial leadership, annual market value assessments, technology solutions, human resources strategies, customer and communication services as well as strategic leadership and coordination of corporate-wide initiatives.

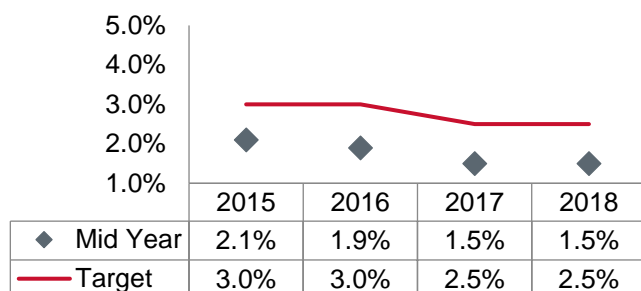
MID-YEAR HIGHLIGHTS

- The Compassionate Tax Penalty Relief Program was approved by Council to provide tax penalty relief to property owners under extraordinary circumstances.
- The City's municipally-owned Internet of Things (IoT) wireless network project was awarded the 2018 Minister's Award for Municipal Excellence in the Larger Municipalities category. This IoT infrastructure gives The City control over the network and sensor devices, reducing operating costs and providing secure access to internal users and partners.
- Extensive engagement with non-residential property and business owners during Assessment's last Advance Consultation Period (ACP) has resulted in a 17 per cent decrease in 2018 assessment complaints.
- Workforce planning efforts resulted in \$9.5 million in savings. In addition, by using internal talent acquisition resources as opposed to external search agencies, executive and hard-to-fill recruitments resulted in \$654 thousand in cost savings.
- With the new "Top-of-mind" widget, site visitors for Calgary.ca now have the ability to quickly find popular tasks. The widget uses predictive and real-time analytics to display the top tasks of the day, reducing task completion time for users by 7 per cent and decreasing their likelihood of leaving the site early by 47 per cent.
- Approximately \$27 million in annual financial gains have been realized through the Zero-Based Review Program as of December 2017. The City is on track to meet the goal of reviewing services that account for 80 per cent of gross operating budget by 2020.
- Code of Conduct mandatory training is underway and human resources policies were updated to reflect legislative changes.

Chief Financial Officer's Department



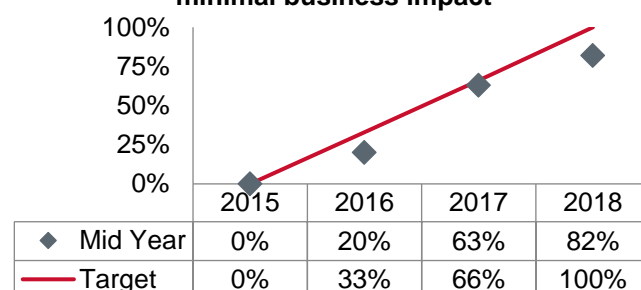
W.PM38 The ratio of total accounts and inquiries received during the Customer Review Period (CRP)



W.PM38 The ratio of total accounts and inquiries received during the Customer Review Period (CRP)

Assessment's Customer Review Period was held from 2018 January 4 to 2018 March 12. During this time customers made over 95,000 website visits, which was up by over 4.0 per cent from last year, and 8,100 direct inquiries, which was up by 3.8 per cent from last year. During the 2015-2018 timeframe the number of assessment accounts has consistently increased by approximately 2-3 per cent each year. This performance measure shows a generally decreasing trend, a proxy for improving assessment roll quality, which in turn should lead to lower tribunal losses.

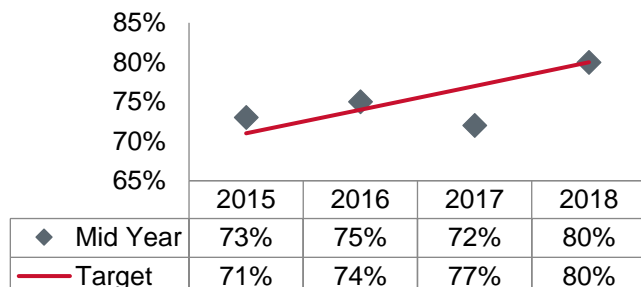
N.PM3: Percentage of business critical systems that can sustain an unscheduled data centre service interruption with minimal business impact



N.PM3: Percentage of business critical systems that can sustain an unscheduled data centre service interruption with minimal business impact

In collaboration with CEMA and all business units, Information Technology has identified a list of essential business applications that would be moved to resilient infrastructure. This new infrastructure is designed so critical systems can continue to function or recover quickly in the event of a facility or component failure. The City is on track to migrate substantially all of the identified essential business systems to the redundant and resilient infrastructure by end of 2018.

P.PM9 Percentage of website visitors who are able to complete their task online via Calgary.ca



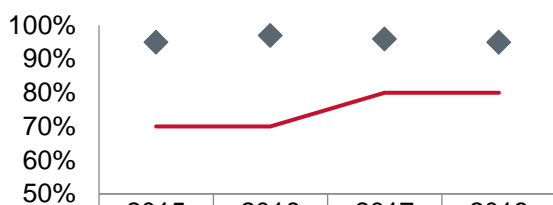
P.PM9: Percentage of website visitors who are able to complete their task online via Calgary.ca

The City is on target with the online task completion score at mid-year. This score was influenced by two high-performing tasks in early 2018 - Census Online and Waste/Recycling information. A return to normal levels of task completion (72-77 per cent) is expected towards the end of the year. While the ability to understand information on the website is relatively high, the experience within applications continued to negatively impact overall user experience. Customer Service and Communications is committed to working with application owners to explore options to improve the overall online experience for Calgary.ca.

Chief Financial Officer's Department



W.PM17: Job applicant satisfaction with on-line experience



◆ Mid Year	2015	2016	2017	2018
— Target	95%	97%	96%	95%
	70%	70%	80%	80%

W.PM17: Job applicant satisfaction with on-line experience

Job applicant satisfaction with on-line experience remained strong, well above the 80 per cent annual target. Improvements implemented in early 2018 to enhance the hiring experience include removing the open-ended screening questions and providing clearer messaging when an applicant attempts to withdraw their application.

W.PM6: Tax Installment Payment Plan Accounts (TIPP) participation



◆ Mid Year	2015	2016	2017	2018
— Target	59%	59%	59%	59%
	59%	59%	59%	60%

W.PM6: Tax Installment Payment Plan Accounts (TIPP)

TIPP is a popular program that allows customers to pay their property taxes monthly instead of annually. Automatic bank payments make budgeting easier and eliminate the risk of late payment and associated penalties. Higher participation results in a more reliable income stream which reduces cash flow volatility and short term borrowing by The City. Participation in the program is influenced by many factors such as the level of promotion, economic conditions, and ease of enrollment. Customers can join the program at any time during the year. Calgary's participation rate has remained constant over the years as the number of accounts continue to increase, pointing to the program's enduring popularity. Calgary's TIPP participation rate continues to lead the country.

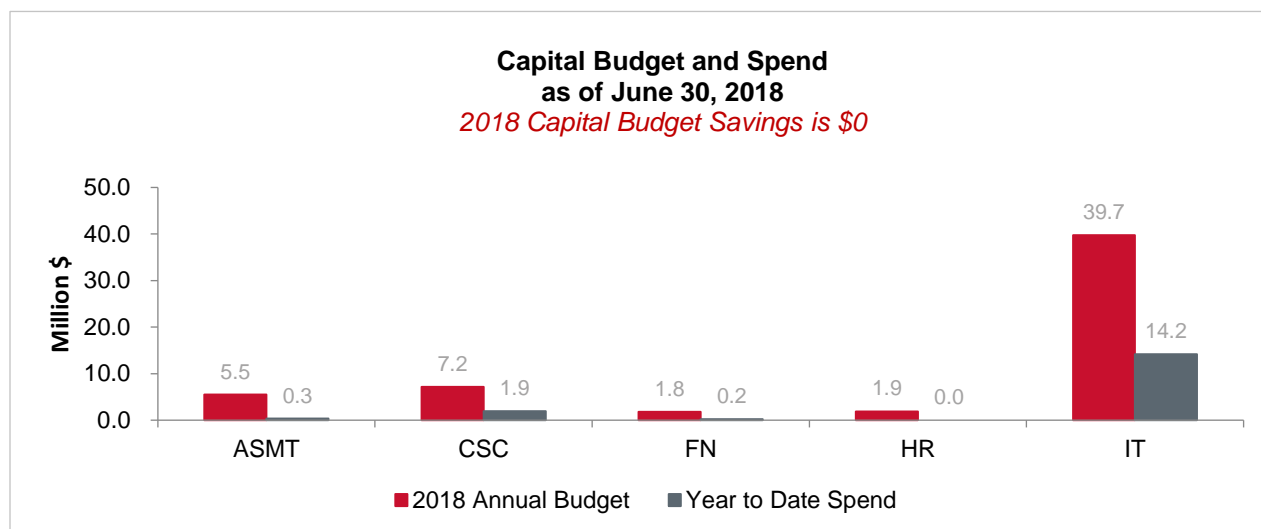
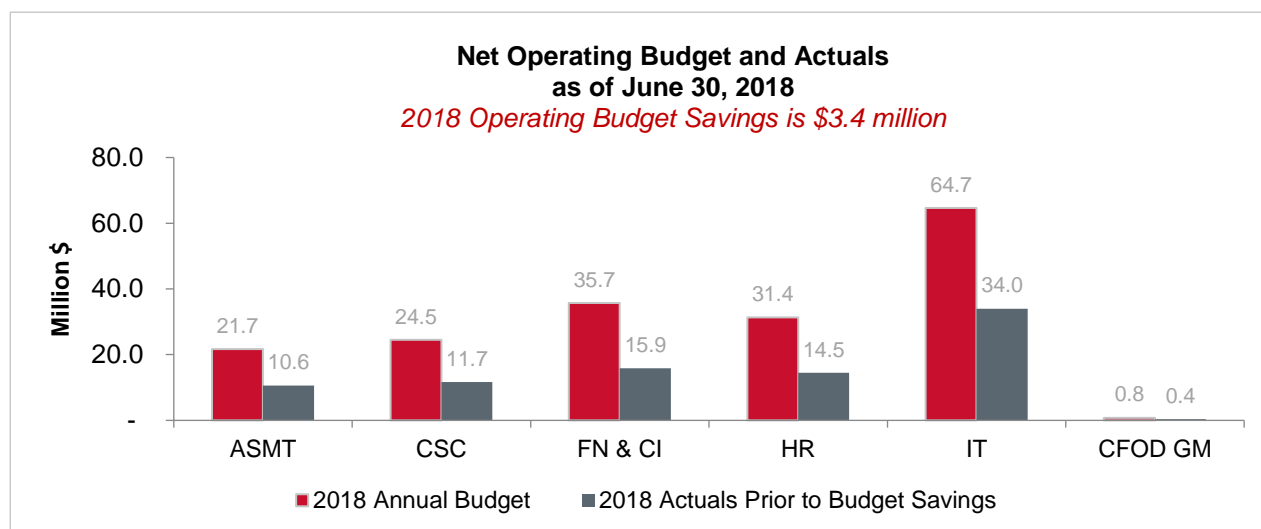
OTHER HIGHLIGHTS

- The City delivered Unconscious Bias, Inclusive Leadership, Human Rights and Respectful Workplace workshops, as well as Corporate Inclusion events and initiatives to employees. Human Resources, in partnership with Community Neighbourhoods, are in the process of chartering the project for the development and delivery of Indigenous Awareness Training.
- As part of City of Calgary Charter negotiations, The City continues to work with the Government of Alberta to further regulatory change, as well as develop a new fiscal framework.
- The 2018 Civic Census was successfully completed in June. The completion rate was over 98 per cent, and more than one out of three residences submitted online.
- The online services platform for both home and business applicants was extended. Homeowners can now apply for permits and book inspections online for all their home improvement projects. Business owners can now apply for permits, upload their digital document, submit payment online and create certificates of compliance without applying in person at the counter.



[Link to additional performance measures here](#)

Chief Financial Officer's Department



Operating Budget Summary

The Chief Financial Officer's Department favourable variance of \$4 million, prior to budget savings contributions, is mainly attributed to savings from intentional workforce management and lower spending in business expenses. This is partially offset by higher than anticipated software maintenance and subscription costs for The City.

Capital Budget Summary

The Chief Financial Officer's Department capital budget is 30 per cent spent as of 2018 June 30.

Major projects completed to date include an upgrade to the 311 phone system that allows better analysis of calls and the Hyperion Capital Budget implementation that automates budget revision requests and enhances capital planning. Major capital projects underway include: Assessment's CIAO+ program that will help maintain the quality and accuracy of property assessments; Hyperion Operating Budget implementation that will support the creation of a service based view of the budget to support the move to Service Plans and Budgets for the next business cycle; PTWeb upgrades to ensure The City continues to bill, collect and recover property taxes consistent with governing legislation; Payment Card Industry system upgrades to ensure continued compliance; and several projects to maintain and optimize Calgary.ca.

Urban Strategy (US)



OVERVIEW

In partnership with other City Departments and the private and public sectors, Urban Strategy (US) seeks to effectively realize and attract redevelopment potential. US is focused on four key result areas: the 24 Main Streets identified in the Municipal Development Plan (MDP), the vision of the Centre City, urban spaces that are active and animated, and the implementation of a comprehensive vision through Strategic Corporate Coordination.

Main Streets:

- US has secured capital funding to improve the public realm along priority Main Streets areas. Work continues on the streetscape master plans for the first 8 Main Streets.
- US has initiated work on land use policy amendments and redesignations for the 2nd round of Main Streets. Public engagement has been completed for Bowness and 17th Avenue S.E. and is ongoing for Marda Loop.
- US has coordinated with Planning & Development on an approved project charter for the North Central Green Line communities.

Centre City:

- After a successful pilot of experiential lighting on the 1st Street SW corridor improvement project, the remainder of the streetscape has been installed in collaboration with the Victoria Park BRZ.
- Construction of the West Eau Claire Park has begun and will continue into 2018.
- Eau Claire Promenade construction is underway which includes flood mitigation, mobility and environment improvements.

Urban Animation:

- US contributed to the 17th Avenue SW street hockey tournament to help businesses attract customers during construction.
- US and the University of Calgary installed Calgary's first pop up plaza in Marda Loop to create a more vibrant community gathering space.

Strategic Corporate Coordination:

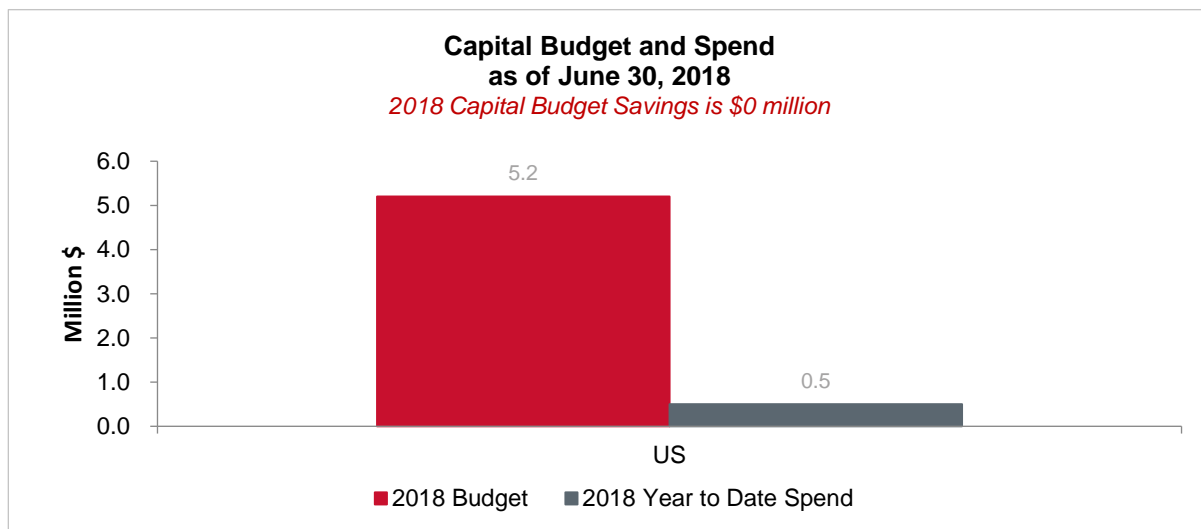
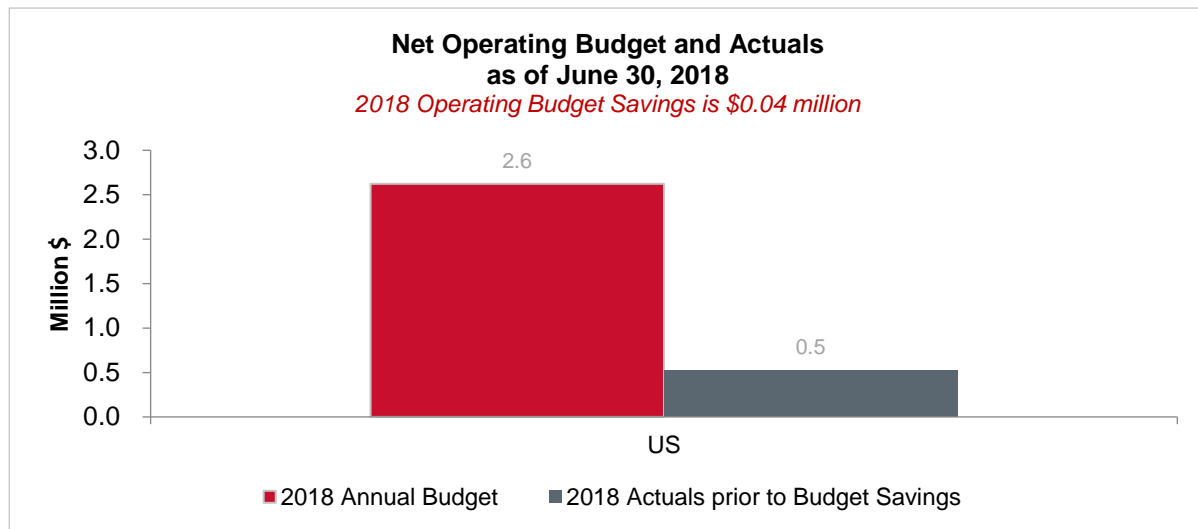
- A community engagement session was held for the community of Saddleridge to create a vision for each area to inform development applications.

Urban Strategy Units

Urban Strategy (US)

US aligns with the following Council Priorities:





Operating Budget Summary

Urban Strategy consists of a mix of tax-supported and self-supported operations. As at 2018 June 30, the tax-supported operation has a favourable variance of \$0.4 million from savings in consultants and salaries & wages from vacancy management. Savings (\$0.3 million) from vacancy management and one-time funded projects in the self-supported operation is fully offset by reduced contribution from reserve to a net zero impact.

Capital Budget Summary

As at 2018 June 30, Urban Strategy has spent \$0.5 million (or 10 per cent) of its 2018 capital budget of \$5.2 million primarily on phase I of Streetscape Masterplan Development for research and site analysis, schematic design, concept development and stakeholder engagement in areas, such as, Marda Loop, Bridgeland, 17 Ave SW and 37 St SW.



LLS Business Units

City Clerk's Office (CCO)

Corporate Security (SEC)

Law (LAW)

LLS aligns with the following
Council Priorities:

	<i>A prosperous city</i>
	<i>A city of inspiring neighbourhoods</i>
	<i>A city that moves</i>
	<i>A healthy and green city</i>
	<i>A well-run city</i>

OVERVIEW

Law and Legislative Services (LLS) provides direct service to the public as well as providing enabling services to other areas of The City. The CCO serves Calgarians by providing advice, expertise and support to ensure open, accessible, transparent, and impartial government. Law provides legal counsel and advocacy, insurance, risk management and claims, and issues management services to help ensure the timely delivery of Council priorities, corporate objectives and City services within acceptable risk tolerances. SEC is responsible for the security of City employees, infrastructure, assets, and visitors to City facilities.

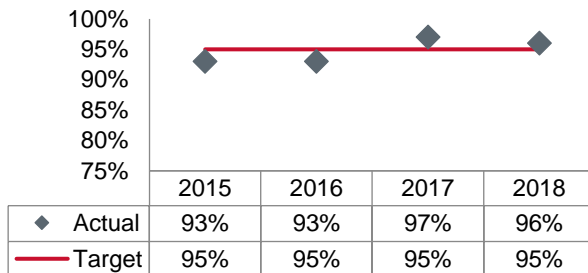
MID-YEAR HIGHLIGHTS

- Law is participating in the multi-disciplinary team preparing for the legalization of cannabis including working on motions arising from Council's deliberations.
- Corporate Security's Information Security team worked with Calgary Recreation on the successful implementation of their new booking software system.
- A new high was reached for online participation in the municipal census. 36.1 per cent of households submitted their information online.
- Law supported the creation of amendments to the Livery Transport Bylaw, adopted by Council in Q2 2018, which refined the methodology to calculate the fees payable by Transportation Network Companies.
- Corporate Security's Technical Operations and Physical Security team enhanced access control of, and made improvements to, closed circuit television camera systems at all recreation facilities.
- The Legislative Services division of the City Clerk's Office contributed to a "We Should Know City Hall" public outreach session on the topic of Boards, Commissions and Committees.
- The City Solicitor and General Counsel chaired Recreation's Zero Based Review.
- Law supported Calgary Growth Strategies and their multi-disciplinary team in the New Community Growth Strategy work that went to Council on July 30.

Law and Legislative Services



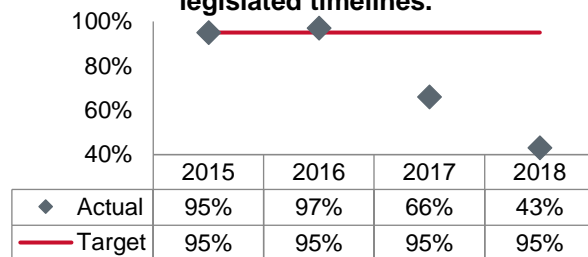
W.PM1 Percentage of LLS' 311 service requests completed within the target timelines.



W.PM1 Percentage of LLS' 311 service requests completed within the target timelines.

In the first six months of 2018, LLS received a total of 1,554 service requests. Of these, 96 per cent, or 1,497, were completed on time. This is well above The City's 311 on-time target of 80 per cent, as well as surpassing the department's Action Plan performance target of 95 per cent.

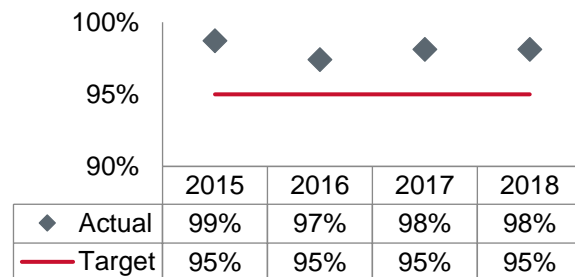
W.PM28 Percentage of Freedom of Information and Protection of Privacy (FOIP) requests completed within legislated timelines.



PM28 Percentage of Freedom of Information and Protection of Privacy (FOIP) requests completed within legislated timelines. Note: All City business units contribute to this Performance Measure.

In the first six months of 2018, 93 out of 216 FOIP requests were completed within legislated timelines, an on-time rate of 43.1 per cent, well below the target of 95 per cent on time. The increasing complexity and volume of work have required the City Clerk's Office to increase staffing to improve the FOIP Office's ability to respond to customer service expectations. When required, extensions are requested of the Office of the Information and Privacy Commissioner and the City Clerk is exploring ways to ensure greater success in meeting the timelines.

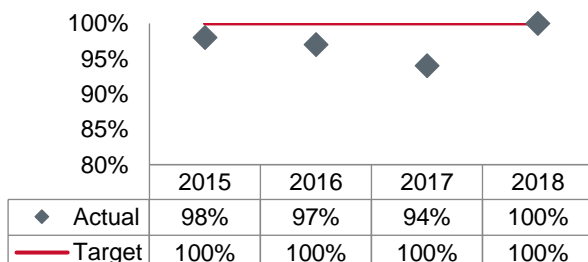
W.PM27 Response rate from citizens during the Civic Census.



W.PM27 Response rate from citizens during the Civic Census.

The 2018 Civic Census was conducted from April 2 to June 3, 2018. Information was collected from 508,218 out of 515,391 dwellings resulting in a 98.61 per cent completion rate. This is up from the 2017 completion rate of 98.22 per cent and exceeds the 95 per cent target.

W.PM34 Percentage of City Clerk's-supported Committee minutes posted on time



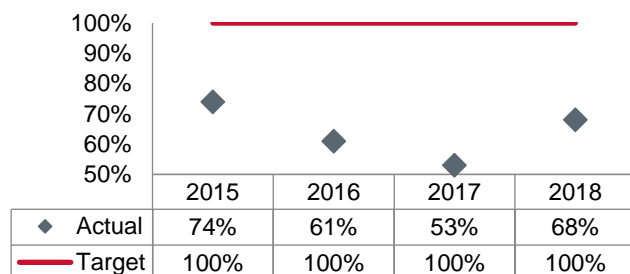
W.PM34 Percentage of City Clerk's-supported Committee minutes posted within two business days after the end of the meeting.

For the first half of 2018, 58 out of 58 sets of Committee minutes were published on time, representing 100 per cent on-time performance, which meets the target, and is an increase from the 94 per cent mark recorded in 2017.

Law and Legislative Services



W.PM33 Percentage of Council decisions and minutes posted online within three business days after the meeting.



W.PM33 Percentage of Council decisions and minutes posted online within three business days after the meeting.

For the first half of 2018, 13 out of 19 Council minutes were published on time, resulting in a 68.4 per cent on-time performance, below the 100 per cent on time target. Publication delays were caused by complicated minutes, enhanced review processes, increased workload and eScribe software-related publishing issues.

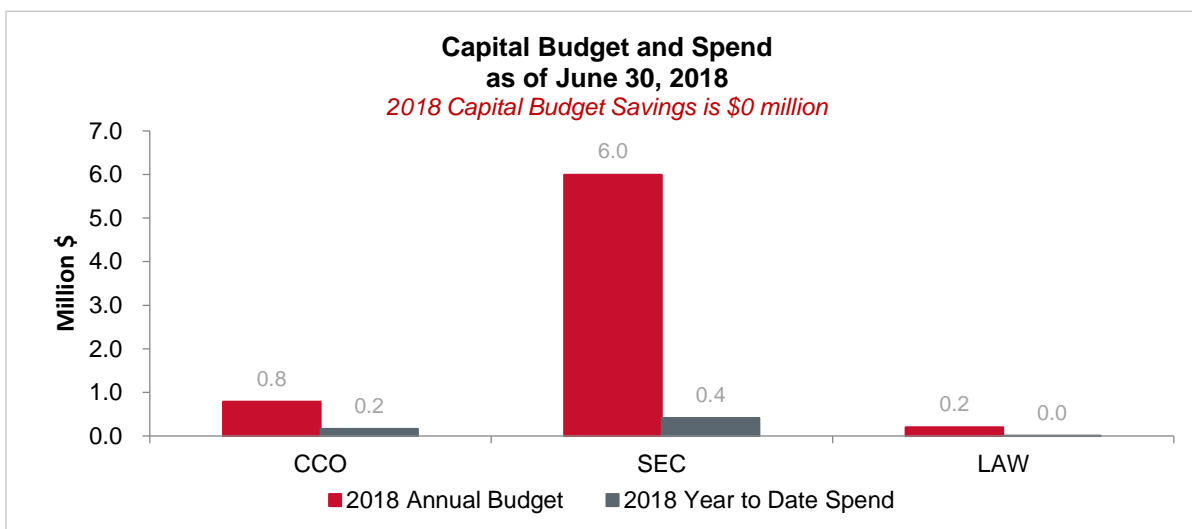
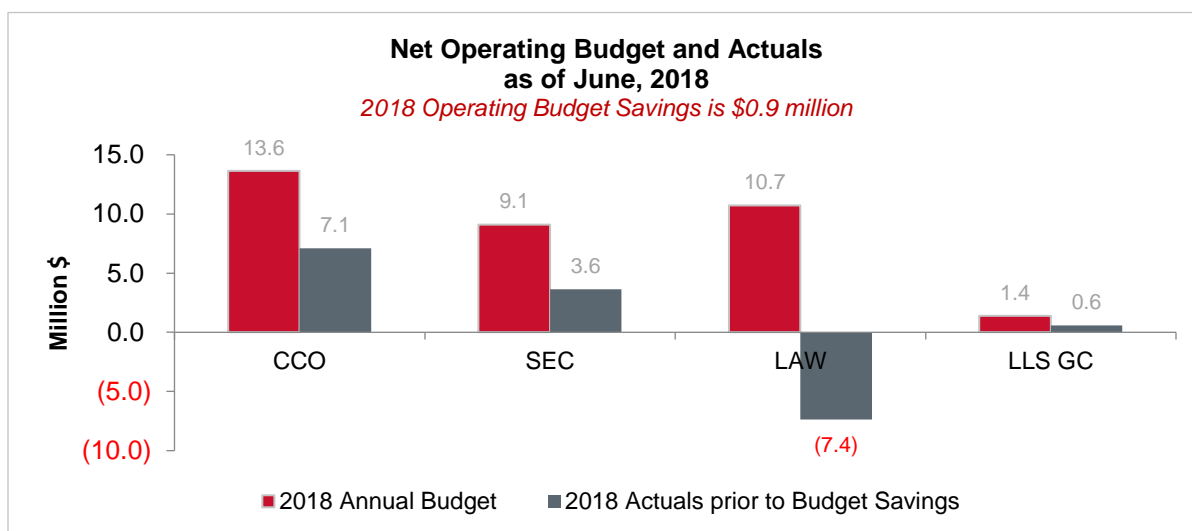
ADDITIONAL MID-YEAR HIGHLIGHTS

- Led by the CCO and implemented by Information Technology, enhancements to the door-to-door census mobile collection software were completed in time to be used for the 2018 municipal census.
- Law conducted focus groups on corporate employee survey results to determine ways to further enhance employee engagement and satisfaction in the business unit.
- The Citizen Recognitions and Protocol team in the CCO supported a number of high profile events including the recognition of Calgary-based team members that were part of the 2018 Olympic and Paralympic Winter Games, and the Reconciliation Bridge re-naming. The new Recognitions by Council policy was approved in April.
- Law is participating in the multi-disciplinary team assessing the viability of regulating short term rentals and are monitoring the legislative frameworks of other jurisdictions.
- LLS continues to provide professional development opportunities to staff, including: corporate training, position-specific skill maintenance, conference attendance, webinars, and support for additional education and certifications.
- Corporate Security's Technical Operations and Physical Security team standardized the security video management and access control systems for the new central library.
- The CCO introduced more regularized employee feedback and formalized communication approaches as part of its commitment to improving employee satisfaction and engagement.

[Link to additional performance measures here](#)



Law and Legislative Services



Operating Budget Summary

The LLS favourable variance of \$980 thousand before budget savings contributions is mainly attributable to intentional workforce management and lower spending in business and contractual expenses. Law's operating budget for mid-year is reflected in a credit position due to the timing of when insurance premiums are collected from business units and when actual expenditures are incurred.

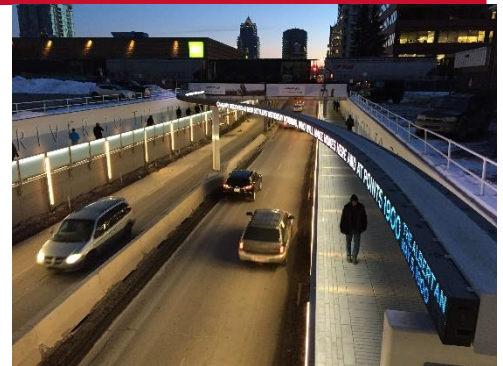
Capital Budget Summary

LLS' capital budget is 8 per cent spent as of 2018 June 30.

CCO – 2018 capital expenditures to date include audiovisual upgrades to legislative meeting rooms. Corporate Records' Content Suite Phase 2 work has been delayed due to a required upgrade to Content Server. The Assessment Review Board's paperless hearing pilot project is ongoing, while proposed enhancements to the eCourt software and the investigation of a new evidence submission portal are both in the planning stage.

SEC – 2018 capital investments include physical and information security projects. SEC is forecasting a 70 per cent spend rate of Action Plan budget by the end of 2018, subject to securing enhanced procurement timelines and successful proof of concept evaluations. Projects continue to be reviewed, stage gated and prioritized with remaining budget and project initiatives moved into 2019 and completed by Q3.

City Manager's Office



CMO Business Units

CMO

CMO aligns with the following Council Priorities:

	<i>A prosperous city</i>
	<i>A city of inspiring neighbourhoods</i>
	<i>A city that moves</i>
	<i>A healthy and green city</i>
	<i>A well-run city</i>

OVERVIEW

The City Manager is the administrative head of the municipality, ensuring the policies and programs of the municipality are implemented, advising and informing Council on the operation and affairs of the municipality, and performing the duties and functions assigned by the Municipal Government Act and Council. The City Manager's Office (CMO) team supports the City Manager to lead a well-run organization and enable the delivery of quality public services. CMO provides the City Manager and the Administrative Leadership Team the support they need to lead the organization effectively, helping give employees line of sight to the organization's vision, purpose and values in their everyday work and providing clear corporate direction on goals and priorities.

MID-YEAR HIGHLIGHTS in addition to those listed in as part of the Leadership Strategic Plan update pages.

2018 United Way Campaign Leadership

- In May 2018, the City Manager was announced as the Executive Sponsor for The City's 2018 Employee United Way Campaign. This year marks the 40th anniversary of The City's employee fundraising campaign.

2026 Olympic and Paralympic Winter Games

- The City Manager has been named as the Administrative lead for the 2026 Olympic and Paralympic (OPWG) bid exploration. Since taking on the lead role in May, the City Manager, his executive team, and the OPWG project team have worked with Council to implement a revised governance structure for the project, establish a Terms of Reference and work plan for the 2026 OPWG Assessment Committee, refine and streamline project information on Calgary.ca for increased transparency, and update Council and the public as information becomes available.

Opportunity Calgary Investment Fund (OCIF)

- In partnership with Calgary Economic Development, The City established a new wholly-owned subsidiary to oversee the \$100 million OCIF. The OCIF will make funds available to support qualified private sector companies or public



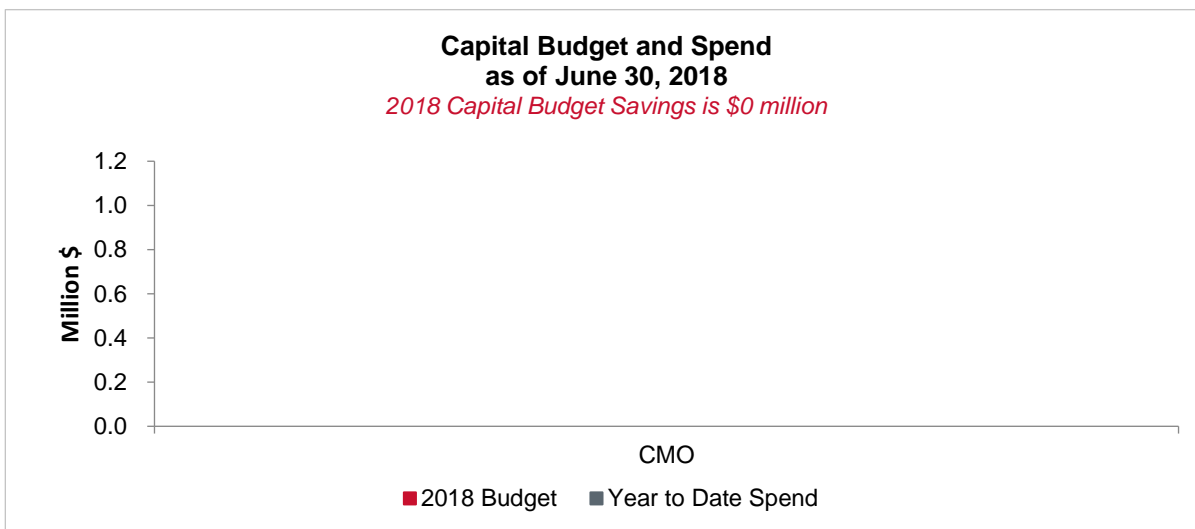
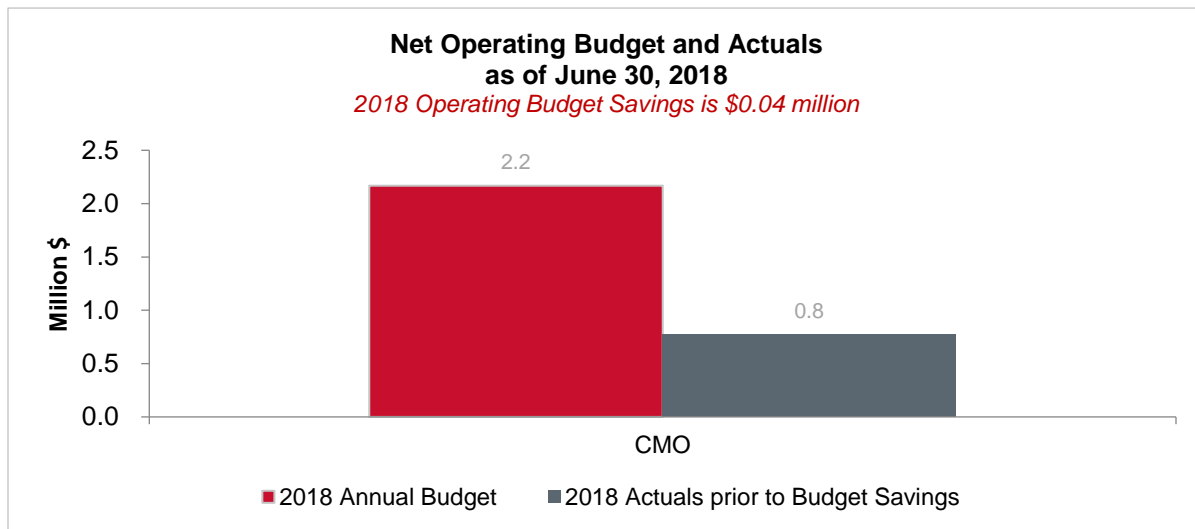
institutions, making investments to catalyze economic growth, retain and diversify the economy, create employment, and increase the property tax assessment base.

Business Friendly Actions and Initiatives

- The CMO led the development of an information package outlining The City's business friendly actions and initiatives, which aim to support business development in Calgary. This information can be used to support the Mayor and Council, our colleagues at Calgary Economic Development, and other economic/business development stakeholders to better be able to speak to the specific actions The City is taking to work with members of the business community and continue to be business-friendly.

External Speaking Engagements

- City Manager, Jeff Fielding, spoke at a number of events to promote The City as a place to do business, a place of employment, and an innovative organization in Calgary. These events included the Partnering with Industry Symposium, Building Industry and Land Development Association (BILD) Calgary Region membership event, National Association for Industrial and Office Parks (NAIOP) Board and Government Affairs Committee, Urban Land Alberta Institute's (ULI) Canadian City Catalyst Council, Calgary Economic Development's Calgary CEO Roundtable, and an ENMAX Leaders Forum.



Operating Budget Summary

The CMO's favorable variance of \$61 thousand, before budget savings contributions, is mainly attributed to intentional management of salary and wage and business expenditures.

2018 MID-YEAR CAPITAL AND OPERATING BUDGET REVISIONS REPORT

EXECUTIVE SUMMARY

This report informs Council of Administration's approved net operating budget revisions for the period of 2018 January 01 to 2018 June 30. This report also includes capital budget revisions for the period of 2018 April 01 to 2018 June 30 that have been previously approved or require Council approval.

ADMINISTRATION RECOMMENDATION(S)

That the Priorities and Finance Committee recommends that Council:

1. Approve capital budget revisions, as identified in Attachment 1
2. Receive for information:
 - a. Attachment 2 – Capital Budget Revisions – Previously approved
 - b. Attachment 3 – Capital Budget Revision Summary
 - c. Attachment 4 - 2018 Operating Net Budget Changes
 - d. Attachment 5 - Council Decisions/Referrals Having Actual or Potential Future Year Operating Budget Impacts

PREVIOUS COUNCIL DIRECTION / POLICY

Council approved the 2015-2018 capital and operating budgets in the 2014 November 24 Special Meeting of Council (C2014-0863). Council subsequently received for information revisions to the capital and operating budgets contained in Mid-year and Year-end revision reports.

On 2006 February 27, Council approved Budget Reporting Policy CFO006 which authorizes administration to approve net departmental changes up to \$200,000 (FSC2006-08).

BACKGROUND

The purpose of the revision reports is to provide Council with consolidated information on all changes to budgets in order to maintain continuity and transparency with both the operating and capital budgets. In this report, only Attachment 1 contains changes that require Council approval. All other changes have been previously approved by Council or are within Administration's discretion to approve under the Budget Reporting Policy CFO006.

Capital

On 2018 May 28, Council approved the 2018 January 01 to 2018 March 31 capital budget revisions and received for information the 2017 budget carry-forward calculated at 2018 March 31 (PFC2018-0541).

This report requests approval of the capital budget revisions for the period of 2018 April 01 to 2018 June 30 and provides for information the revisions previously approved by Administration during this period.

2018 MID-YEAR CAPITAL AND OPERATING BUDGET REVISIONS REPORT

Operating

This report informs of changes to the 2018 Net operating budget between 2018 January 01 and 2018 June 30. For this period, net operating budget changes had a net departmental impact below \$200,000 which is within Administration authorization limit as per the Budget Reporting Policy CFO006. This information is presented to Council for information in this report.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Capital

Attachment 1 contains the budget revisions that require Council Approval including increases, relinquishments and net-zero transfers for the period from 2018 April 01 to 2018 June 30. The net impact of the capital budget revisions requiring Council approval is an overall decrease of \$41.6 million over the period 2018 – 2022 (\$33.9 million budget relinquishments by Calgary Parking Authority (CPA) in 2018 and \$15.7 million budget relinquishments by Facility Management in 2019 – 2022 offset by \$8.0 million total budget increase requests by CPA, Calgary Parks, and Roads in 2018).

Attachment 2 outlines the budget revisions that have been approved by Administration (revisions with a net departmental impact under \$200,000). For the period from 2018 April 01 to 2018 June 30, Administration approvals included relinquishments due to project completion and to reflect updated capital plans, as well as a transfer between projects for critical cost requirements with no impact on the business units' budgets. Attachments 1 and 2 have been enhanced from previous reports to describe specific capital funding sources and more detailed project information.

Attachment 3 provides a summary by business unit of the budget as of 2018 March 31 (per the last revision report PFC2018-0541), revisions included in Attachments 1 and 2 and the revised budget after these changes. As a result of the changes noted above, the 2018 capital budget has decreased from \$2,026.7 million to \$2,000.6 million.

Operating

Attachment 4 shows the changes to the 2018 net operating budget between 2018 January 01 and 2018 June 30. Council approval is not required for Attachment 4 as these changes have either been previously approved by Council or are within the scope of Administration to authorize as per Council Policy. This is provided to inform Council of the changes that have occurred in the period due to either Council or Administration approvals. For the period of 2018 January 01 and 2018 June 30, there was no change to the total City net budget, and the main changes were as follows:

- Transfers from corporate to business unit budgets for previously approved growth positions as part of the Corporate Workforce Planning initiative,
- Transfers between business units due to organizational changes, and
- Net zero adjustments.

Attachment 5 lists Council decisions and referrals which have an actual or potential future year operating budget impact. This is provided to meet the requirement of NM2008-53 to track Council decisions and referrals.

2018 MID-YEAR CAPITAL AND OPERATING BUDGET REVISIONS REPORT

Stakeholder Engagement, Research and Communication

Department budget actions are predicated on directions received from Council during the 2015-2018 Action Plan deliberations. Actions also reflect subsequent Council directions and actual spending patterns.

Strategic Alignment

This report summarizes budget revisions that align with direction and priorities established in the approved 2015 – 2018 business plans and budgets. The revision processes allow Administration to adapt to changes in economic conditions and the external environment, incorporate additional information that is available, and allow long term objectives to be met and support Council's priorities of a Well Run City and a Prosperous City.

Social, Environmental, Economic (External)

The economic situation has significantly weakened in Calgary from the time Action Plan was approved in 2014 November. Revisions to the capital and operating budgets reflect changes that have been made to respond to the economic downturn.

Financial Capacity

Current and Future Operating Budget:

There is no net impact to the operating budget. Operating budget revisions reflect recommended changes based on Council and Administrative directions.

Current and Future Capital Budget:

Capital budget revisions for Council approval result in a net decrease of \$25.9 million to the 2018 capital budget and \$15.7 million in 2019-2022. Previously approved capital budget revisions resulted in a net decrease of \$182 thousand in 2018.

Risk Assessment

Not approving the proposed capital budget revisions could impact the timely delivery of projects.

REASON(S) FOR RECOMMENDATION(S):

- Administration is requesting revisions included in Attachment 1 to align budgets with work plans and priorities
- Administration is providing Attachments 2-5 of this report to Council for information.

ATTACHMENT(S)

1. Capital Budget Revisions – For Approval
2. Capital Budget Revisions – Previously Approved
3. Capital Budget Revision Summary
4. 2018 Operating Net Budget Changes
5. Council Decisions/Referrals Having Actual or Potential Future Year Operating Budget Impacts

**CAPITAL BUDGET REVISIONS - FOR APPROVAL
FOR THE PERIOD 2018 APRIL 1 TO JUNE 30
(\$000s)**

Budget ID	Project Descriptions	2018 Increase/ (Decrease)	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
Relinquishments							
<u>CALGARY PARKING AUTHORITY</u>							
106-002	City Centre Parkade	(4,207)	-	-	-	-	(4,207)
106-005	James Short Parkade	(519)	-	-	-	-	(519)
106-006	Surface Lots	(10,889)	-	-	-	-	(10,889)
106-007	Parking Enforcement	(537)	-	-	-	-	(537)
106-009	Centennial Parkade	(1,288)	-	-	-	-	(1,288)
106-012	Signage	(803)	-	-	-	-	(803)
106-013	Information technology infrastructure	(1,011)	-	-	-	-	(1,011)
106-021	Security system and parts	(850)	-	-	-	-	(850)
106-028	Impound Lot	(2,762)	-	-	-	-	(2,762)
106-029	ParkPlus	(10,346)	-	-	-	-	(10,346)
106-032	Convention Centre Parkade	(645)	-	-	-	-	(645)
	Total	(33,857)	-	-	-	-	(33,857)
Total approved project budgets of \$76.154 million. Relinquish \$33.857 million to reflect updated capital plans funded by CPA's Capital Reserves.							
<u>FACILITY MANAGEMENT</u>							
769-001	Tomorrow's Workplace	-	-	(3,100)	-	-	(3,100)
776-712	Richmond Green Satellite Redevelopment	-	(12,570)	-	-	-	(12,570)
	Total	-	(12,570)	(3,100)	-	-	(15,670)
Total approved project budgets of \$39.790 million. Relinquish \$12.570 million due to loss of expected funding from contingent land sale funded by Facility Management's Reserve for Future Capital. Relinquish \$3.1 million due to lower budget requirements than initially forecasted, funded by the Reserve for Future Capital.							
Total Relinquishments		(33,857)	(12,570)	(3,100)	-	-	(49,527)

Increases

<u>CALGARY PARKING AUTHORITY</u>							
106-018	McDougall Parkade						
	Previously Approved Budget	489	-	-	-	-	489
	New Request	311	-	-	-	-	311
	Revised Budget	800	-	-	-	-	800
Budget request of \$0.311 million for the McDougall Parkade funded by CPA's Capital Reserves.							
<u>CALGARY PARKS</u>							
500-008	Park Lifecycle	15,847	21,535	15,000	19,300	-	71,682
500-004	Park Development	1,456	-	-	-	-	1,456
		1,200	-	-	-	-	1,200
	Total New Request	2,656	-	-	-	-	2,656
	Revised Budget	18,503	21,535	15,000	19,300	-	74,338
Budget request of \$2.656 million for unforeseeable project costs on Century Gardens lifecycle project for \$1.456 million funded by the Parks Endowment and Sustainment Reserve and on Haskayne Regional Park development project for \$1.2 million funded by the Legacy Parks Reserve.							
<u>ROADS</u>							
128-100	Streetlight Upgrade & Maintenance						
	Previously Approved Budget	3,221	-	-	-	-	3,221
	New Request	5,000	-	-	-	-	5,000
	Revised Budget	8,221	-	-	-	-	8,221
Budget request of \$5 million for critical streetlight maintenance and repairs funded by the LED Street Light Re-Lamping Reserve.							
Total Increases		7,967	-	-	-	-	7,967

**CAPITAL BUDGET REVISIONS - FOR APPROVAL
FOR THE PERIOD 2018 APRIL 1 TO JUNE 30
(\$000s)**

Budget ID	Project Descriptions	2018 Increase/ (Decrease)	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
Transfers							
<u>CALGARY BUILDING SERVICES</u>							
061-002	Capital Asset Acquisitions	(577)	-	-	-	-	(577)
064-001	Working Space Initiative	(1,909)	-	-	-	-	(1,909)
067-002	Business Technology Sustainment	2,486	-	-	-	-	2,486
	Total	-	-	-	-	-	-
	Transfer of \$2.486 million to reprioritize budget toward critical requirements in Program 067 (previously approved budget \$3.685 million) in response to recommendations from Council's Zero Based Review funded by the CBS and CCS Business License Sustainment Reserve.						
<u>CALGARY HOUSING</u>							
489-BGD	Bridgeland	(500)	-	-	-	-	(500)
489-014	Lifecycle Maintenance	500	-	-	-	-	500
	Total	-	-	-	-	-	-
	Transfer of \$0.5 million to fund critical housing lifecycle maintenance (previously approved budget \$3.057 million) funded by the Corporate Housing Reserve.						
<u>INFORMATION TECHNOLOGY</u>							
741-190	Software Lifecycle Replacement	(250)	-	-	-	-	(250)
744-011	Business Intelligence	250	-	-	-	-	250
	Total	-	-	-	-	-	-
	Transfer of \$0.250 to advance Business Intelligence and Advanced Analytics (previously approved budget \$0.380 million) funded by the Pay-As-You-Go Reserve.						
<u>TRANSPORTATION INFRASTRUCTURE</u>							
151-001	Glenmore & Ogden Interchange	(3,000)	(2,000)	-	-	-	(5,000)
573-001	194 Avenue S Slough Crossing & CPR Grade Separation	-	(3,000)	-	-	-	(3,000)
738-C01	West LRT: Downtown - 69 St W	-	(1,113)	-	-	-	(1,113)
<u>ROADS</u>							
129-204	Development of Access Roads	3,000	6,113	-	-	-	9,113
	Total	-	-	-	-	-	-
	Transfer of \$9.113 million due to change in project stewardship to construct 128 Ave NW between 37 Street NW and Symons Valley Road funded by MSI.						
Total Transfers		-	-	-	-	-	-
Total Revisions for Approval		(25,890)	(12,570)	(3,100)	-	-	(41,560)

**CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED
FOR THE PERIOD 2018 APRIL 1 TO JUNE 30
(\$000s)
For information**

Budget ID	Project Descriptions	2018 Increase/ (Decrease)	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
-----------	----------------------	---------------------------------	---------------------------------	---------------------------------	---------------------------------	---------------------------------	----------------------------------

Previously Approved by Administration

Relinquishments

CALGARY PARKING AUTHORITY							
106-001	Replacement of vehicles and equipment	(26)	-	-	-	-	(26)
106-004	City Hall Parkade	(141)	-	-	-	-	(141)
	Total	(167)	-	-	-	-	(167)
Total approved project budget of \$2.511 million. Relinquishment of \$0.167 million to reflect updated capital plans funded by CPA's Capital Reserves.							
CALGARY PARKS							
932-002	Flood Parks Buildings	(170)	-	-	-	-	(170)
932-003	Flood Major Parks	(170)	-	-	-	-	(170)
	Total	(340)	-	-	-	-	(340)
Total approved project budgets of \$14.669 million. Relinquishment of \$0.340 million due to project completion funded by 2013 Flood Funding.							

Total Relinquishments	(507)	-	-	-	-	-	(507)
------------------------------	--------------	----------	----------	----------	----------	----------	--------------

Increases

CALGARY PARKS							
500-008	Park Lifecycle						
	Previously Approved Budget	15,721	13,066	-	-	-	28,787
	New Request	125	-	-	-	-	125
	Revised Budget	15,846	13,066	-	-	-	28,912
Budget request of \$0.125 million for Jack Long Park project currently underway with a commitment to construct in 2018 funded by Private Contributions.							
CALGARY RECREATION							
519-002	Needs & Preferences						
	Previously Approved Budget	188	-	-	-	-	188
	New Request	200	-	-	-	-	200
	Revised Budget	388	-	-	-	-	388
Budget request of \$0.2 million for external consulting to conduct a regional recreational study funded by Other Provincial Grants.							

Total Increases	325	-	-	-	-	-	325
------------------------	------------	----------	----------	----------	----------	----------	------------

**CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED
FOR THE PERIOD 2018 APRIL 1 TO JUNE 30
(\$000s)
For information**

Budget ID	Project Descriptions	2018 Increase/ (Decrease)	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
Transfers							
<u>CALGARY PARKS</u>							
932-901	Flood Resiliency	-	(812)	-	-	-	(812)
888-001	Capital Corporate Programs	-	812	-	-	-	812
	Total	-	-	-	-	-	-
	Relinquishment and transfer to Capital Budget Savings Account of \$0.812 million due to completed resiliency projects (previously approved budget of \$2.192 million) funded by the Fiscal Stability Reserve.						
<u>CALGARY RECREATION</u>							
507-630	Mobile SkatePark	(150)	-	-	-	-	(150)
507-633	SkatePark Amenities	150	-	-	-	-	150
	Total	-	-	-	-	-	-
	Transfer of \$0.150 million due to cost requirements in SkatePark amenities (previously approved budget of \$1.744 million) funded by the Lifecycle Maintenance and Upgrade Reserve.						
<u>CALGARY RECREATION</u>							
507-004	Silver Springs Outdoor Pool	(0)	-	-	-	-	(0)
888-001	Capital Corporate Programs	0	-	-	-	-	0
	Total	-	-	-	-	-	-
	Relinquishment and transfer remaining budget to Capital Budget Savings Account of \$0.268 thousand due to project completion funded by the Lifecycle Maintenance and Upgrade Reserve.						
<u>ENVIRONMENTAL & SAFETY MANAGEMENT</u>							
815-12F	Technology	(275)	-	-	-	-	(275)
815-14F	Environmental Programs	(58)	-	-	-	-	(58)
888-001	Capital Corporate Programs	333	-	-	-	-	333
	Total	-	-	-	-	-	-
	Relinquishment and transfer to Capital Budget Savings Account of \$0.333 million for projects not proceeding as planned (previously approved budgets of \$0.848 million) funded by the Pay-As-You-Go Reserve.						
Total Transfers		-	-	-	-	-	-
Total Previously Approved by Administration		(182)	-	-	-	-	(182)

2018 - 2022 CAPITAL BUDGET REVISION SUMMARY
(\$000's)
For information

Department/Business Unit	As at 2018 March 31 (PFC2018-0541)		Revisions (2018 April 1 to June 30)				As at 2018 June 30	
	2018 Budget	2019-2022 Budget	2018 Revisions for Approval (Att 1)	2018 Revisions for Information (Att 2)	2019-2022 Revisions for Approval (Att 1)	2019-2022 Revisions for Information (Att 2)	2018 Revised Budget	2019-2022 Revised Budget
COMMUNITY SERVICES								
Calgary Community Standards	12,135	1,053	-	-	-	-	12,135	1,053
Calgary Emergency Management Agency	2,706	-	-	-	-	-	2,706	-
Calgary Fire Department	45,564	60,598	-	-	-	-	45,564	60,598
Calgary Housing	22,924	36,709	-	-	-	-	22,924	36,709
Calgary Parks*	9,123	77,902	2,656	(215)	-	(812)	11,564	77,090
Calgary Recreation	167,558	22,351	-	200	-	-	167,758	22,351
TOTAL COMMUNITY SERVICES	260,010	198,613	2,656	(15)	-	(812)	262,651	197,801
DEPUTY CITY MANAGER'S OFFICE								
Corporate Analytics & Innovation	14,527	1,928	-	-	-	-	14,527	1,928
Resilience & Infrastructure Calgary	-	-	-	-	-	-	-	-
Facility Management	39,672	44,047	-	-	(15,670)	-	39,672	28,377
Fleet Services*	24,766	88,868	-	-	-	-	24,766	88,868
Real Estate & Development Services	46,328	205,993	-	-	-	-	46,328	205,993
Supply	2,077	2,067	-	-	-	-	2,077	2,067
TOTAL DEPUTY CITY MANAGER'S OFFICE	127,371	342,903	-	-	(15,670)	-	127,371	327,233
PLANNING & DEVELOPMENT								
Calgary Growth Strategies	-	-	-	-	-	-	-	-
Calgary Building Services	9,249	281	-	-	-	-	9,249	281
TOTAL PLANNING & DEVELOPMENT	9,249	281	-	-	-	-	9,249	281
URBAN STRATEGY	674	-	-	-	-	-	674	-
TRANSPORTATION								
Calgary Transit	129,865	33,880	-	-	-	-	129,865	33,880
Roads	76,064	840	8,000	-	6,113	-	84,064	6,953
Transportation Infrastructure*	340,997	317,280	(3,000)	-	(6,113)	-	337,997	311,167
Green Line	247,436	344,729	-	-	-	-	247,436	344,729
TOTAL TRANSPORTATION	794,362	696,729	5,000	-	-	-	799,362	696,729
UTILITIES & ENVIRONMENTAL PROTECTION								
Environmental & Safety Management	683	165	-	(333)	-	-	350	165
Waste & Recycling Services	43,155	7,579	-	-	-	-	43,155	7,579
Utilities (Water Resources & Water Services)	380,040	679,971	-	-	-	-	380,040	679,971
TOTAL UTILITIES & ENVIR. PROT.	423,878	687,715	-	(333)	-	-	423,545	687,715
CALGARY POLICE SERVICE	52,518	8,000	-	-	-	-	52,518	8,000
CHIEF FINANCIAL OFFICER'S DEPARTMENT								
Assessment	5,478	7,972	-	-	-	-	5,478	7,972
Customer Service & Communications	7,191	4,860	-	-	-	-	7,191	4,860
Finance	1,787	300	-	-	-	-	1,787	300
Human Resources	1,889	-	-	-	-	-	1,889	-
Information Technology	39,733	21,338	-	-	-	-	39,733	21,338
TOTAL CFO	56,079	34,470	-	-	-	-	56,079	34,470
LAW AND LEGISLATIVE SERVICES								
City Clerk's Office	784	1,178	-	-	-	-	784	1,178
Corporate Security	2,427	-	-	-	-	-	2,427	-
Law	200	200	-	-	-	-	200	200
TOTAL LAW AND LEGISLATIVE SERVICES	3,411	1,378	-	-	-	-	3,411	1,378
CORPORATE CAPITAL PROGRAMS	194	59,914	-	333	-	812	527	60,726
CIVIC PARTNERS								
Capital Investment in Civic Partner	1,593	5,427	-	-	-	-	1,593	5,427
Calgary Public Library	3,243	-	-	-	-	-	3,243	-
Calgary Telus Convention Centre	-	-	-	-	-	-	-	-
Calgary Zoological Society	480	-	-	-	-	-	480	-
Cultural Related Infrastructure	3,928	-	-	-	-	-	3,928	-
Fort Calgary	1,890	-	-	-	-	-	1,890	-
Recreation Culture Artifact	179	265	-	-	-	-	179	265
2013 Flood Civic Partners	3,377	-	-	-	-	-	3,377	-
Sage Hill Library	-	5,000	-	-	-	-	-	5,000
TOTAL CIVIC PARTNERS	14,690	10,692	-	-	-	-	14,690	10,692
CALGARY PARKING AUTHORITY	85,947	19,642	(33,546)	(167)	-	-	52,234	19,642
Confidential Reports (Infrastructure Calgary Implementation Plans)	198,324	68,104	-	-	-	-	198,324	68,104
TOTAL CITY	2,026,707	2,128,441	(25,890)	(182)	(15,670)	-	2,000,635	2,112,771

*In accordance with CFO006, authorized overspends have been deferred to the year in which budget resides.

2018 Operating Net Budget Changes from 2018 January 01 to 2018 June 30 (\$000s)
For Information

PFC2018-0964
Attachment 4

Business Unit	2018 Net Operating Budget as at 2017 Dec 31	2018 Net Operating Budget as at 2018 June 30	Change	Comments
UTILITIES & ENVIRONMENTAL PROTECTION				
Environmental & Safety Management	10,862	10,862	-	• No changes.
Waste & Recycling Services	44,579	44,579	-	• No changes.
Utilities (Water Resources and Water Services)	(0)	(0)	-	• Administration approved: * Net zero adjustment for realignment of UEP IT billing mechanism.
GM - Utilities & Environmental Protection	421	421	-	• No changes.
TOTAL UTILITIES & ENVIRONMENTAL PROTECTION	55,862	55,862	-	
TRANSPORTATION				
Calgary Transit	261,489	261,489	-	• No changes.
Roads	152,733	152,875	142	• Administration approved \$142 transfer from Transportation Planning due to Transportation Planning design reorganization.
Transportation Infrastructure	0	361	361	• Administration approved \$361 transfer from Transportation Planning due to Transportation Planning design reorganization
Transportation Planning	13,857	13,354	(503)	• Administration approved (\$142) transfer to Roads and (\$361) to Transportation Infrastructure due to Transportation Planning design reorganization
GM - Transportation	1,021	1,021	-	• No changes.
TOTAL TRANSPORTATION	429,100	429,101	-	

Business Unit	2018 Net Operating Budget as at 2017 Dec 31	2018 Net Operating Budget as at 2018 June 30	Change	Comments
COMMUNITY SERVICES				
Calgary Community Standards	49,865	47,333	(2,532)	<ul style="list-style-type: none"> • Administration approved: <ul style="list-style-type: none"> * \$820 transfer from Corporate Costs Program for the previously approved 2018 growth FTEs and budgets as approved in regards to Corporate Work Force Planning. * (\$800) transfer to Calgary Recreation for Department reorganization. * (\$1,818) transfer to Calgary Neighbourhoods for department strategy reorganization. * (\$734) transfer to Facility Management for Corporate Coordinated Operations & Maintenance (CCOM) reorganization.
Calgary Emergency Management Agency (CEMA)	5,177	5,177	-	<ul style="list-style-type: none"> • No changes.
Calgary Fire Department	233,769	230,849	(2,920)	<ul style="list-style-type: none"> • Administration approved: <ul style="list-style-type: none"> * \$3,000 transfer from Corporate Costs Program for the previously approved 2018 growth FTEs and budgets in regards to Corporate Work Force Planning. * \$410 of Fire union settlement allocation on the previously approved growth FTEs. * (\$6,330) transfer to Facility Management for Corporate Coordinated Operations & Maintenance (CCOM) reorganization.
Calgary Neighbourhoods	42,833	44,151	1,318	<ul style="list-style-type: none"> • Administration approved: <ul style="list-style-type: none"> * \$1,818 transfer from Calgary Neighbourhoods for department strategy reorganization. * (\$500) transfer to Civic Partners in regards to the Vibrant Cities Calgary relationship management.
Calgary Parks	88,414	86,764	(1,650)	<ul style="list-style-type: none"> • Administration approved (\$1,650) transfer to Facility Management for Corporate Coordinated Operations & Maintenance (CCOM) reorganization.
Calgary Recreation	55,920	60,220	4,300	<ul style="list-style-type: none"> • Council approved: <ul style="list-style-type: none"> * \$1,000 one-time budget from Fiscal Stability Reserve for Calgary Bid Exploration Committee 2026 Olympic Bid, which is part of \$2,000 that Council approved on 2017 November 20. * \$2,500 one-time budget from Fiscal Stability Reserve for Calgary Bid Exploration Committee 2026 Olympic Bid. • Administration approved: <ul style="list-style-type: none"> * \$800 transfer from Calgary Community Standards for Department reorganization.
Calgary Housing	8,199	6,834	(1,365)	<ul style="list-style-type: none"> • Administration approved: <ul style="list-style-type: none"> * (\$1,365) transfer to Civic Partners in regards to Silvera's relationship management.
GM - Community Services	843	843	-	<ul style="list-style-type: none"> • No changes.
TOTAL COMMUNITY SERVICES	485,021	482,171	(2,849)	

Business Unit	2018 Net Operating Budget as at 2017 Dec 31	2018 Net Operating Budget as at 2018 June 30	Change	Comments
CIVIC PARTNERS	93,693	95,558	1,865	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * \$500 transfer from Calgary Neighbourhoods in regards to the Vibrant Cities Calgary relationship management. * \$1,365 transfer from Calgary Housing in regards to Silvera's relationship management.
CALGARY POLICE SERVICE	401,070	401,070	-	<ul style="list-style-type: none"> No changes.
PLANNING & DEVELOPMENT				
Calgary Approvals Coordination	3,500	309	(3,191)	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * (\$113) transfer to City Clerk's Office for reorganization of the clerking function for Calgary Planning Commission. * (\$3,078) transfer to other business units within Planning & Development for budget realignments.
Calgary Building Services	110	2,917	2,807	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * \$2,807 transfer from other business units within Planning & Development for budget realignments.
Calgary Growth Strategies	453	7,401	6,948	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * \$7,101 transfer from other business units within Planning & Development for budget realignments. * (\$153) transfer to Finance for reorganization to support a finance portfolio.
Community Planning	12,919	6,089	(6,830)	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * (\$6,830) transfer to other business units within Planning & Development for budget realignments.
GM - Planning & Development	780	780	-	<ul style="list-style-type: none"> No changes.
TOTAL PLANNING & DEVELOPMENT	17,762	17,497	(266)	
DEPUTY CITY MANAGER'S OFFICE				
Corporate Analytics & Innovation	19,892	19,892	-	<ul style="list-style-type: none"> No changes.
Facility Management	40,120	49,384	9,264	<ul style="list-style-type: none"> Administration approved the budget transfers from following Business Units for Corporate Coordinated Operations & Maintenance (CCOM) reorganization: <ul style="list-style-type: none"> * \$734 from Calgary Community Standards * \$6,330 from Calgary Fire Department * \$1,650 from Calgary Parks * \$550 from IT
Fleet Services	-	-	-	<ul style="list-style-type: none"> No changes.
Real Estate & Development Services	3,619	3,619	-	<ul style="list-style-type: none"> No changes.
Resilience & Infrastructure Calgary	1,025	1,025	-	<ul style="list-style-type: none"> No changes.
Supply Management	9,033	9,033	-	<ul style="list-style-type: none"> No changes.
GM - Deputy City Manager's Office	3,177	3,177	-	<ul style="list-style-type: none"> No changes.
TOTAL DEPUTY CITY MANAGER'S OFFICE	76,866	86,129	9,264	

Business Unit	2018 Net Operating Budget as at 2017 Dec 31	2018 Net Operating Budget as at 2018 June 30	Change	Comments
URBAN STRATEGY	2,623	2,623	-	• No changes.
LAW & LEGISLATIVE SERVICES				
City Clerk's Office	13,524	13,637	113	• Administration approved \$113 transfer from Calgary Approvals Coordination for reorganization of the clerking function for Calgary Planning Commission.
Corporate Security	9,101	9,101	-	• No changes.
Law	10,384	10,709	325	• Administration approved \$325 transfer from General Counsel Office for better alignment of budget.
GC - Law & Legislative Services	1,719	1,394	(325)	• Administration approved (\$325) transfer to Law for better alignment of budget.
TOTAL LAW & LEGISLATIVE SERVICES	34,728	34,841	113	
CITY MANAGER'S OFFICE	2,168	2,168	-	• No changes.
CHIEF FINANCIAL OFFICER'S DEPARTMENT				
Assessment	21,700	21,700	-	• No changes.
Customer Service & Communications	24,529	24,529	-	• No changes.
Finance	35,594	35,747	153	• Administration approved \$153 transfers from Calgary Growth Strategies for reorganization to support a finance portfolio.
Human Resources	31,357	31,357	-	• No changes.
Information Technology	65,230	64,680	(550)	• Administration approved (\$550) transfer to Facility Management for Corporate Coordinated Operations & Maintenance (CCOM) reorganization.
GM - CFOD	809	809	-	• No changes.
TOTAL CHIEF FINANCIAL OFFICER'S DEPARTMENT	179,219	178,822	(397)	
COUNCIL				
Audit Committee	749	749	-	• No changes.
City Auditor's Office	2,914	2,914	-	• No changes.
Mayor's Office	1,941	1,941	-	• No changes.
Office of the Councillors	9,156	9,156	-	• No changes.
TOTAL COUNCIL	14,760	14,760	-	

Business Unit	2018 Net Operating Budget as at 2017 Dec 31	2018 Net Operating Budget as at 2018 June 30	Change	Comments
CORPORATE PROGRAMS - COMMON REVENUES				
Franchise Fees	(236,713)	(236,713)	-	• No changes.
General Revenue	(140,243)	(143,743)	(3,500)	• Council approved: * Release of an additional (\$1,000) of Fiscal Stability Reserve out of (\$2,000) that Council approved on 2017 November 20 for Calgary Bid Exploration Committee 2026 Olympic Bid. * One-time budget (\$2,500) from Fiscal Stability Reserve for Calgary Bid Exploration Committee 2026 Olympic Bid.
Investment Income & Financial Charges	(30,500)	(30,500)	-	• No changes.
Taxation	(1,870,487)	(1,870,487)	-	• No changes.
TOTAL CORPORATE PROGRAMS - COMMON REVENUES	(2,277,943)	(2,281,443)	(3,500)	
CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING				
Capital Financing Costs	334,848	334,848	-	• No changes.
Civic & Intergovernmental Affairs	387	387	-	• No changes.
Corporate Costs	155,713	151,483	(4,230)	• Administration approved: * (\$3,000) transfer to Calgary Fire Department for the previously approved 2018 growth FTEs and budgets in regards to Corporate Work Force Planning. * (\$410) of Fire union settlement allocation on the previously approved 2018 growth FTEs. * (\$820) transfer to Calgary Community Standards for the previously approved 2018 growth FTEs and budgets in regards to Corporate Work Force Planning.
Employee Benefits	(6,900)	(6,900)	-	• No changes.
Gas, Power and Telecom. Committee	950	950	-	• No changes.
Scholarships	73	73	-	• No changes.
TOTAL CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING	485,071	480,841	(4,230)	
TOTAL CORPORATE PROGRAMS	(1,792,872)	(1,800,602)	(7,730)	
TOTAL CITY	-	-	-	
Total City (without Corporate Programs)	1,792,872	1,800,602	7,730	
Corporate Programs	(1,792,872)	(1,800,602)	(7,730)	
Total City	-	-	-	

Council Decisions/Referrals Having Actual or Potential Future Year Operating Budget Impacts

Provided to meet the requirement of NM2008-53 to track decisions or referrals that Council has made between 2018 January 01 to 2018 June 30 which have an actual or potential future year budget impact.

DATE	REPORT #	TITLE	DESCRIPTION	POTENTIAL BUDGET IMPACT (\$000s)
25-Jun-2018	PFC2018-0717	Council Innovation Fund Application - Springbank Hill Community Park	Council adopted the recommendation: 1. That Council approve the application to utilize the Fiscal Stability Reserve for the Springbank Hill Community Park in the amount of \$250,000; and 2. That Council direct Administration to engage with Council around the possibility of developing a fund to support community driven projects similar to this application and report back through Priority and Finance Committee with an update no later than Q1 2019.	TBD

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-0974**

One Calgary 2019-2022. Corporate Introduction to Service Plan Previews

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.

The 2019-2022 plan and budget is being developed in an environment of constrained resources and less flexible funding sources, including both operational and capital funding, when compared to previous business cycles that were approved during more positive economic times. Administration continues to work to integrate operating and capital budgets and balance the next four-year budget within the indicative tax rate range set by City Council on 2018 April 25.

Regardless of the financial context, a high performing organization must always strive to develop strategies that maximize value and return on investment and provide strategic focus, building on direction from City Council, citizens, communities and customers.

The result of this work – partly already completed during the summer months, partly still ongoing – will result in a 2019-2022 corporate strategic plan and budget that identifies areas of investment emphasis and reduced emphasis in accordance with Council Directives, The City's long-term policies and plans, and citizen expectations.

Acknowledging that we are still eight weeks away from deliberations of the 2019-2022 service plans and budgets in November, Administration seeks to engage City Council in a series of successive conversations throughout September to support Council's expressed desire to be strategic about resource decisions. These conversations are not designed for Council members to make final decisions. Rather, throughout September Council will receive information on all 61 City services, and a preview of their intended emphasis and preliminary service level for 2019-2022. Council will also receive an update on the financial outlook for context and will be asked to provide feedback on the September preview, which will be used to shape the ongoing conversation through the fall toward approval of the 2019-2022 service plans and budgets in November.

On 2018 September 04 Priority and Finance Committee will receive two reports from Administration:

1. A corporate introduction to the 2019-2022 plan and budget which is the focus of this report; and
2. A preview consisting of information for the services grouped under the citizen priority "A Well-Run City", and a service-by-service overview with the intended emphasis and preliminary service level for each service (PFC2018-1023).

The preview of the 2019-2022 plan and budget suggests a certain investment focus while staying within the set indicative tax rate range. Additionally, Administration was able to identify some opportunities for efficiencies to support the goal of The City covering service growth up to \$15 million each year for the next four years.

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-0974**

One Calgary 2019-2022. Corporate Introduction to Service Plan Previews

ADMINISTRATION RECOMMENDATION:

That the Priority and Finance Committee:

- (1) receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

Please note that, for legibility purposes, only previous Council direction from the last three months are listed below. Additional Council direction/policy related to One Calgary that predate April 2018 is listed in Attachment 1.

On 2018 April 23 (PFC2018-0445), Council approved The City's Strategic Plan Principles, which introduce a set of five overarching principles and associated value dimensions for One Calgary which will guide the development of the 2019-2022 service plans and budgets.

On 2018 April 25 (C2018-0489) Council approved the indicative property tax rate and the indicative rates for the Waste & Recycling service. At the same meeting, Council referred the decision on indicative rates for Water Utilities (Water, Wastewater and Stormwater) to the 2018 June 18 Strategic Council Meeting.

On 2018 May 16 (C2018-0586) Council approved the long-term tax support rates, and the deferral of long-term tax support rates for Appeals and Tribunals to the 2019 service plans and budgets adjustment process.

On 2018 June 18 (C2018-0755) Council approved the application "Improving Budget Transparency" to the Council Innovation Fund. Also, on 2018 June 18 (C2018-0787) Council approved indicative rates for the Water Utility (Water, Wastewater, and Stormwater).

On 2018 July 30 (C2018-0900) Council – with regard to the New Community Growth Strategy – approved that (a) as part of One Calgary 2019-2022 four year plan and budget, a property tax rate increase of up to 0.75% in 2019 to fund the capital and direct incremental operating budgets necessary to support development of 14 new communities; approved that (b) as part of One Calgary 2019-2022 four year plan and budget, a water utility rate increase of up to 0.5% per year to fund the specific capital budget necessary to support development of these communities; confirmed (c) its intention to provide, through 2023 and future years' capital and operating budgets, the necessary public infrastructure and services to serve and support these communities; and approved to (d) in 2022, use the Fiscal Sustainability Reserve (FSR), to a maximum of \$4 Million, to fund the cost of capital for the New Community Growth Strategy included in the One Calgary 2019-2022 budget, if required; and approved to (e) use the capacity that is created from the use of the FSR to fund, on a one time basis, the shortfall in operating cost in 2022 attributable to South Shepard.

Planning & Development Report to
Priorities and Finance Committee
2018 September 04

ISC: UNRESTRICTED
PFC2018-0974

One Calgary 2019-2022. Corporate Introduction to Service Plan Previews

BACKGROUND

The journey to service-based plans and budgets

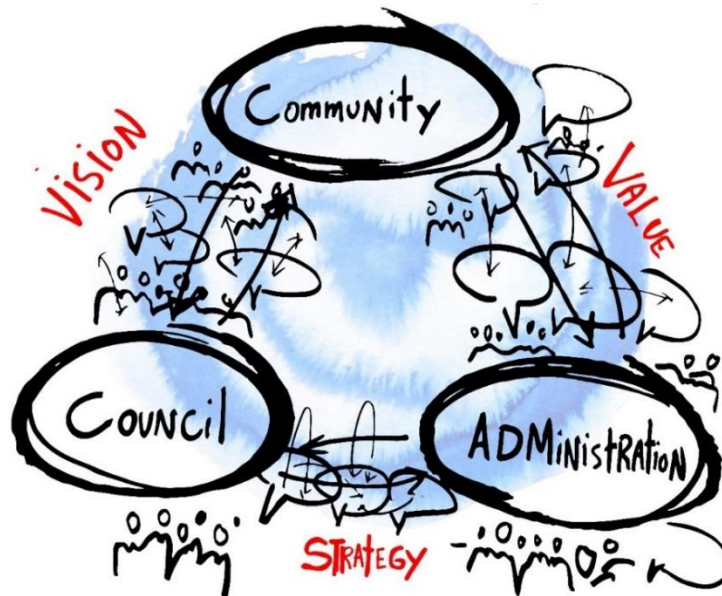
In 2014, Administration embarked on a journey to shift the focus of our four-year business plan from who delivers services and how, to *what* we deliver, *how well*, and *why*. Developing The City of Calgary's first service-based plan and budget for 2019-2022— instead of the traditional department-based approach — will lead to better serving our citizens, communities and customers. It will also enable Council to make decisions about service levels and expectations, as well as service value and costs. This means a transformational change within the organization to create a public service culture and focus on investment and value.

Developing the service portfolio was a cross-corporate, collaborative effort between business units over the course of two years. The result is a made-in-Calgary list of 61 services, based on industry best practice, input from other cities' findings on similar initiatives and Calgary's unique perspective. The list of services, of which 43 are public facing and 18 are internal facing was presented to Council in 2017 (C2017-0375). The change to service-based plans and budgets is significant and the journey is an ongoing one. The list of services, and our understanding of them, will continue to evolve during the 2019-2022 cycle and beyond.

The program and processes of One Calgary to date have allowed The City to develop a more thorough understanding not only of its services, but also the interaction and interdependencies between these services. For the One Calgary 2019-2022 plan and budget everything has been centered around the 61 services The City provides. Both operating and capital budgets have been integrated along these services, as well as growth considerations for Calgary's actively developing and new communities. Prioritization of operating and capital investments has been determined according to service needs and in the context of anticipated continued resources that are also more restrictive in their application to service support. Additionally, One Calgary has applied, and helped to embed, our growing culture of collaboration across departmental and organizational structures. This will lead to better integrated service delivery, which in turn responds to the expectations set by Council's Five Guidelines to Administration.

Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022 is the foundation for the development of the service plans and budgets. The three conversations, as illustrated below, outline the relationship and related expectations between the Community and Council (vision), Council and Administration (strategy), and Community and Administration (value).

One Calgary 2019-2022. Corporate Introduction to Service Plan Previews



Financial context for 2019-2022

On 2018 April 25 (C2018-0489), Council approved indicative tax rates of 2.65 per cent to 3.45 per cent for 2019, and 2.5 per cent to 3.0 per cent for 2020-2022. Within this rate range are dedicated amounts of operating and capital for actively developing and new communities of 1.85 per cent to 2.15 per cent in 2019, and 0.4 per cent for 2020-2022.

In addition, Administration is committed to continue its ongoing efforts to identify efficiencies throughout the 2019-2022 budget cycle, and to cover service growth up to \$15 million per year for the next four years in this way (C2018-0586).

It is essential to understand the economic and fiscal context within which the 2019-2022 plan and budget is being developed. While the indicative tax rate approved by Council, and the efficiencies Administration is committed to generate, will provide some capacity for investment decisions, the 2019-2022 budget can be characterized as a budget of constrained resources, including both operational and capital funding, when compared to previous business plan and budget cycles that were approved during more positive economic times.

Process toward 2019-2022 plan preview – from turf to trust

For the 2019-2022 plan and budget, Council's service and funding decisions will be made in the context of a more constrained spending. Service demands that include previous commitments will need to be balanced with new requirements identified by citizen expectations and Council Directives, and emerging funding needs. The transition to service-based plans and budget has allowed Administration better articulate the value each service offers for citizens, communities and customers, and supports our efforts to continually increase that value.

Administration's approach to developing the 2019-2022 service plans and budgets maximizes our capacity to deliver on Council's and citizens' expectations. This includes:

- a 2019 budget starting point equivalent to 2018 base funding less one-time budget,
- integration of operating and capital planning,

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-0974**

One Calgary 2019-2022. Corporate Introduction to Service Plan Previews

- prioritization and funding to align investments by service,
- optimizing funding source eligibility to capital plans,
- targeting ongoing efficiencies, and
- a citizen centric focus that supports improved effectiveness within and across services.

Given the 2019 budget starting point, each of the 61 services was asked to develop a strategy of what to do less of, more of, and stop doing. In some cases, this results in a need to find efficiencies or absorb cost increases through service reductions. In some cases, certain service level reductions will be required to balance the budget in our constrained revenue environment.

The preview presented to Committee at 2018 September 04 PFC meeting and subsequent committee meetings reflects the best available knowledge to date about what these services will be able to deliver over the next four years with regard to citizen priorities, Council Directives, The City's long-term plans and policies and citizen service expectations. Work is continuing to refine the service plans and budgets.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The information and associated material provided in this report suggest a strategic focus for the service plan for 2019-2022. Considering citizen priorities and Council Directives, The City's long-term plans and policies, and what citizens value, Administration reviewed The City's 61 services during July and August 2018. The integration and prioritization of operating and capital budgets, as well as considerations of the cost of growth in actively developing and new communities for these services led to emerging cross-corporate strategies. These strategies are listed below. The strategies not only combine different services but also deliver on multiple Council Directives making them excellent tools to focus the next four-year service plan and budget, create multi-dimensional benefits, and maximize the creation of service value for citizens.

Additionally, the strategies showcase the power of One Calgary which lies in the integration of, and "cross-pollination" between, services. It becomes clear that the aspirations behind each citizen priority cannot be achieved by only the service that most closely aligns with that priority. Services offered collaboratively across citizen priorities will together achieve the long-term goals and aspirations of each of the citizen priorities and the Council Directives that have been established to guide The City's service delivery for the next four years.

Emergent cross-corporate strategies are (in alphabetical order):

- Build a resilient transportation network that supports all modes of streets, walkways and pathways;
- Build a more resilient and sustainable city;
- Develop a dynamic and diversified economy;
- Develop strategies to manage greenhouse gas emissions and reduce climate change risks and vulnerabilities;
- Foster diversified communication and engagement with all Calgarians;
- Increase accessibility to Transit for Calgarians;
- Manage growth in a way that achieves the best possible social, environmental and economic outcomes within financial capacities;
- Protect historic resources and promote arts and culture;

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-0974**

One Calgary 2019-2022. Corporate Introduction to Service Plan Previews

- Provide sufficient supply of affordable housing;
- Reduce corporate risks and strengthen safety and insurance;
- Strengthen indigenous relations; and
- Support the delivery of City of Calgary services through enabling services.

Work is ongoing to integrate operating and capital budgets and prioritize investment for certain City services.

Council will be engaged in a series of Standing Policy Committee (SPC) meetings during September that have been designed to flow as one ongoing conversation. The first five meetings (September 04 Priorities and Finance Committee, September 05 Community and Protective Services Committee, September 06 Transportation and Transit Committee, September 12 Utilities and Corporate Services Committee and September 13 Planning and Urban Development Committee) will each focus on one Citizen Priority and the services related to that Priority. Attachment 2 provides an overview of the schedule, including the services under each priority and the respective service owners.

The sixth meeting – 2018 September 17 special Priorities and Finance Committee – will provide an opportunity to hear from Civic Partners. Seventeen Civic Partners, that receive operating funding, leverage The City's investment to support the delivery of eight City services included in One Calgary. Civic Partners are invited to present to Committee and provide an overview of their alignment with the One Calgary 2019-2022 preliminary service plans. The Partners will provide detailed information about their priorities and actions for the next four years, and how they align with citizen priorities and Council Directives, performance measures, operating and capital budget projections, and key risks and challenges.

The September service plan preview is completed by the presentation of The City's Enabling Services during the Strategic Council Meeting (currently scheduled for 2018 September 19) and culminates in a strategic discussion during this meeting to review the input and themes from the first six meetings and receive guidance from Council to inform the plan and budget deliberations ahead.

Each September SPC meeting will follow a similar format. The meetings will begin with a presentation from Administration outlining the draft 2019-2022 Service Plans. The public will then have an opportunity to give feedback and provide comments. The meeting will then shift into a facilitated conversation for Council Members, focused on a few key questions.

Importantly, the September service plan preview is not a budget conversation. Financial information will not be presented until the proposed One Calgary 2019-2022 plan and budget is tabled in November. The September conversation is also not a decision-making process. Rather, Council Members are asked to provide feedback on the 2019-2022 service plans and have a strategic discussion about whether the degree of alignment between Administration's direction of travel and Council's expectations.

Given the strategic nature of the September Preview discussions, One Calgary has engaged an external facilitator to guide the conversation. This will allow all Members of Council to fully participate and enable a more 'workshop' style format to the discussion.

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-0974**

One Calgary 2019-2022. Corporate Introduction to Service Plan Previews

The feedback gathered during the September service plan preview will be used to determine which of The City's 61 services in principle meet Council's expectations and which require further discussion. One Calgary is suggesting an extra Strategic Council Meeting in October to provide Council with a final opportunity to provide feedback before the 2019-2022 plan and budget is tabled in November. The purpose of this October meeting would be to "in principle" agree on those services that don't need further conversation (similar to a consent agenda, based on the Service Plans identified as meeting expectations during the September Preview conversations) and also strategize how to address those services that do not meet expectations, as well as fund investment initiatives that are currently unfunded. This approach will help to free up valuable time during the budget deliberation week in November to provide City Council with the opportunity for more in-depth conversations on potentially controversial issues.

On 2018 November 14 Administration will release the draft 2019-2022 plan and budget to City Council and the public. This release is followed by budget deliberation from 2018 November 26 to 2018 November 30. The budget will include service plans and budgets for all 61 City services with detailed information about the service, research and engagement results, benchmarking and performance measures, how the service is performing and strategies what to do more of, less of and stop doing, and the operating and capital budgets per service for approval.

Stakeholder Engagement, Research and Communication

An important part of determining The City's focus for the 2019-2022 service plans and budget is gathering citizen input from the Community's conversations with Council, and Administration's conversations with the Community. One Calgary has developed a unique citizen engagement strategy that is woven throughout the entire development of the next four-year service plan and budget. The ongoing effort to involve citizens is continued during the September preview of the draft services plans at each Standing Policy Committee. Citizens have been invited to provide strategic feedback on the service plan previews. The input gathered will inform Committee as they provide feedback to Administration.

Internally, the work of One Calgary involved service leaders from every City department and engaged on a regular basis with service owners for all 61 services lines. Results from the One Calgary public engagement and market research conducted to date were used throughout the Service Leaders Forum deliberations and considered throughout the decision-making process. Communication about the process in general and specific aspects were provided to service owners and city staff on a regular basis.

Strategic Alignment

The One Calgary program implements The City's strategic plan "Three Conversations, One Calgary" and follows Council's Five Strategic Plan Principles (PFC2018-0445). The program directly addresses the commitment to service-based plans and budgets and contributes to Council's Five Guidelines to Administration approved by Council on 2018 February 28 (C2018-0201): integrated service delivery, engaged leadership, trust and confidence, investment and value, and cooperative alliances.

The draft One Calgary 2019-2022 plan as presented during the September preview includes strategies that advance all of the Citizen Priorities and Council Directives and contribute to

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-0974**

One Calgary 2019-2022. Corporate Introduction to Service Plan Previews

multiple directives where similar outcomes are sought. In addition, the recommendation includes several strategies to help advance The City's long-term plans and policies.

Social, Environmental, Economic (External)

Financial Capacity

Operating and capital budgets have been integrated under the umbrella of One Calgary.

Current and Future Operating Budget:

The service levels that will be recommended in November for the 2019-2022 service plans and budgets will be expected to be attainable within the indicative tax rate range set by Council on 2018 April 25. Due to ongoing work to balance the operating and capital budgets, specific budget information will not be provided during the September service plan previews.

Current and Future Capital Budget:

Infrastructure Calgary is currently reviewing capital investment requests and working to optimize the capital funding resources available for the 2019-2022 plan and budget cycle. The recommended capital budget will be presented to Council in November.

Risk Assessment

The One Calgary 2019-2022 service plan and budget has to be considered in the context of realistic external changes that can have a significant impact on The City's financial capacity. The areas of focus and strategies captured within this report and the attached material should be part of a long-range plan with focus on a four-year increment. It will be important to ensure sufficient contingency and resiliency within the next four-year plans and budget for The City to react to changes due to a potential new provincial government, ever-fluctuating natural resources prices and other external factors.

Risk management has been a consideration throughout the implementation of the One Calgary program. By providing Council and the public with a preview of service plans in September, ahead of deliberations in November, Council and the public become more familiar with the service-based approach and the service plans and budgets that will be presented for decision in November. Integration of risk management supports the organization by including proactive identification and assessment of risks into the planning process. Risks will continue to be evaluated in an ongoing manner throughout the business planning and budgeting cycle.

REASON(S) FOR RECOMMENDATION(S):

The September 2018 preview of service plans allow Administration to gather feedback from City Council that will be used to guide the finalization of the One Calgary 2019-2022 service plans and budgets which will be tabled for approval in November. As such no decision is required from Council during this preview.

It is suggested to committee members to keep this report for future reference at the subsequent Standing Policy Committee meetings throughout September.

Planning & Development Report to
Priorities and Finance Committee
2018 September 04

ISC: UNRESTRICTED
PFC2018-0974

One Calgary 2019-2022. Corporate Introduction to Service Plan Previews

ATTACHMENT(S)

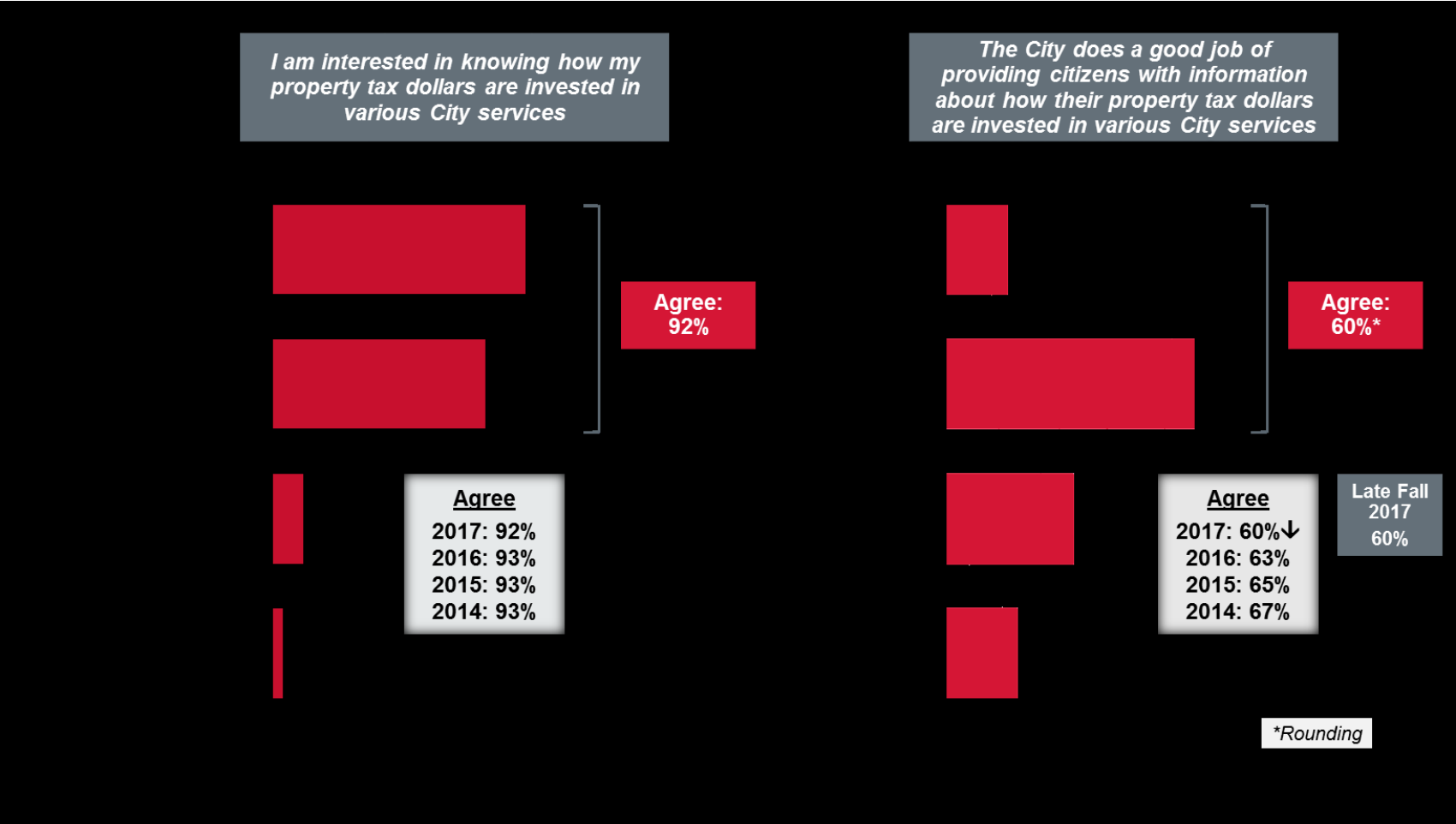
1. Attachment 1 – Corporate overview presentation
2. Attachment 2 – September Schedule
3. Attachment 3 – Public Input Journey
4. Attachment 4 – Previous Council Direction

A wide-angle photograph of the Calgary skyline across the Bow River. In the foreground, the red, curved structural elements of the Peace Bridge are visible on the left. The river flows towards the city, with a small boat visible. The skyline includes several high-rise buildings under a blue sky with scattered white clouds.

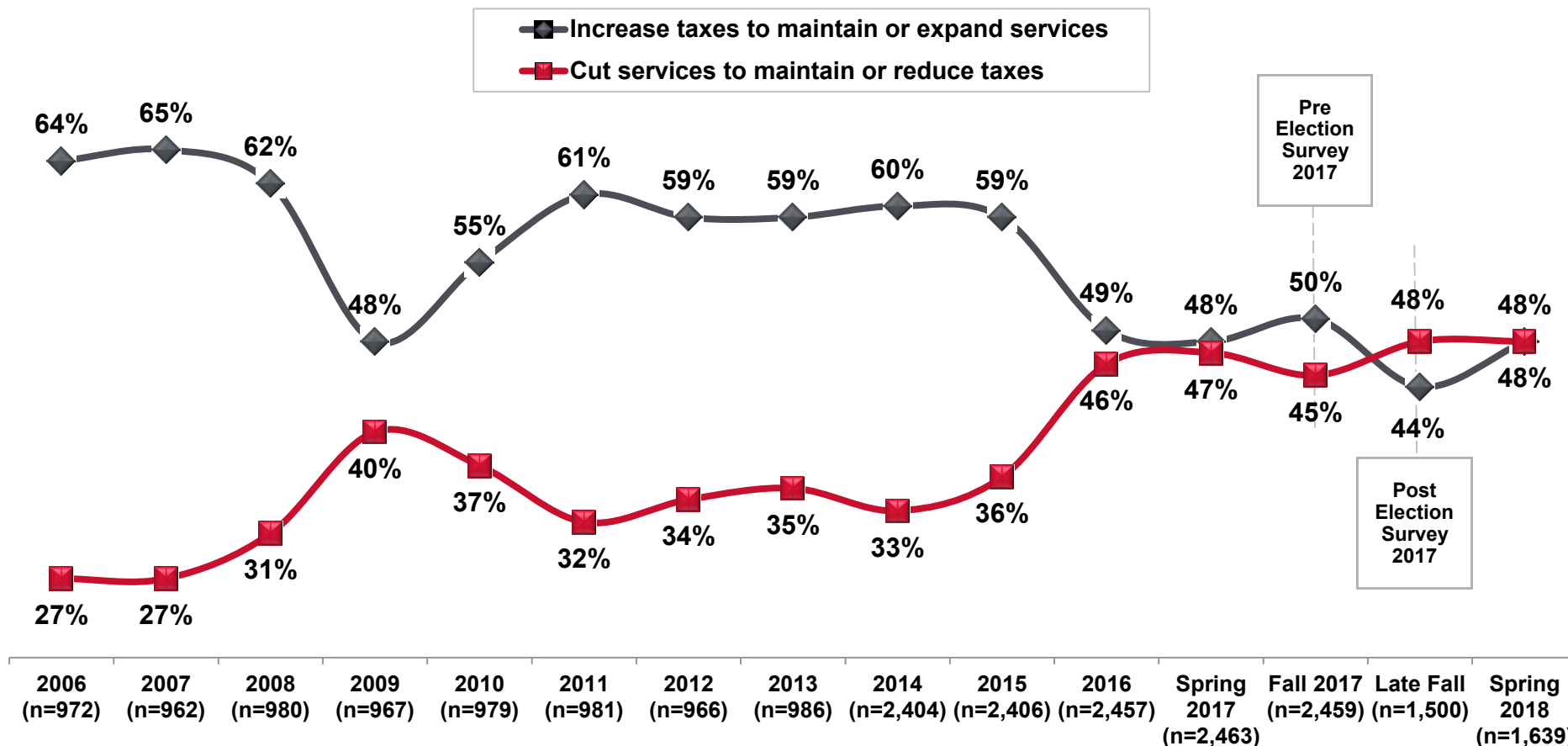
One Calgary – Service Plan Preview

Priorities & Finance Committee (PFC2018-0974)
September 4, 2018

Increasing transparency for citizens



Tracking Balancing Taxation and Service Delivery Levels: Increase Taxes versus Cut Services



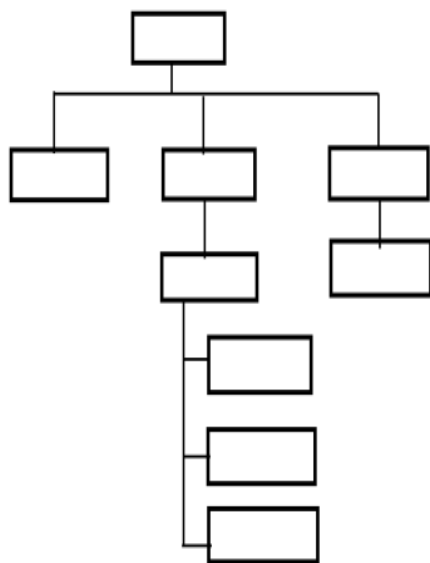
Municipal property taxes are the primary way to pay for services and programs provided by The City of Calgary. Due to the increased cost of maintaining current service levels and infrastructure, The City must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like The City to pursue?

Base: Valid respondents

*Rounding

Focusing our plans and budgets on what matters most to citizens

Intentional shift in focus from **how** we do things and **who** does them, to **what** services citizens are receiving and **why**

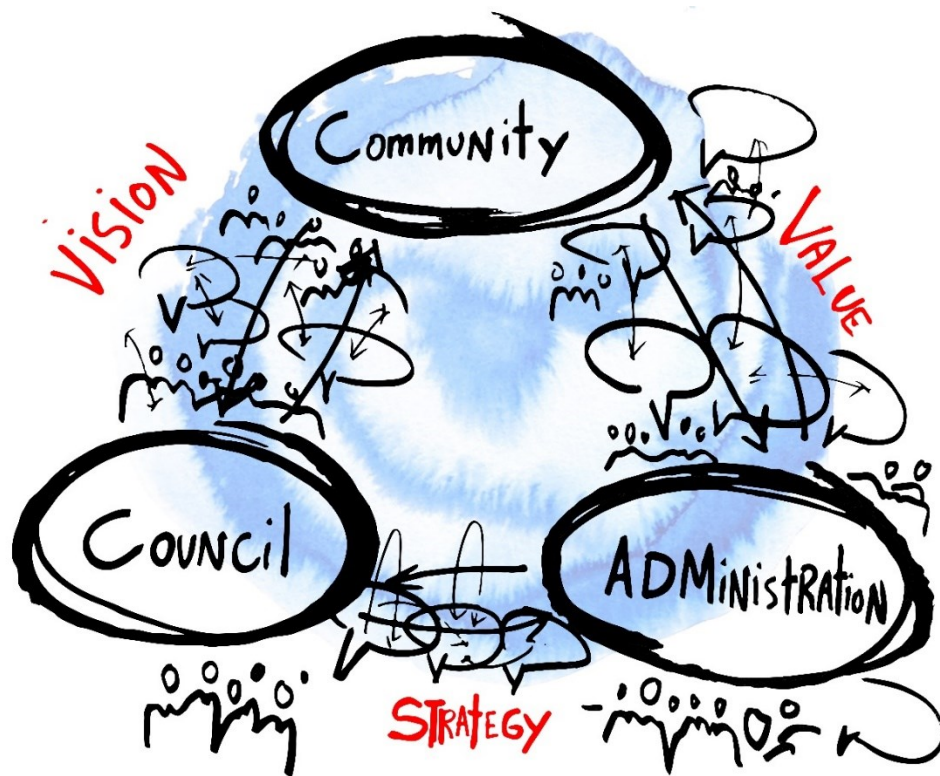


Organizational Focus:

E.g. Two business units: Roads, Parks

Service Focus:

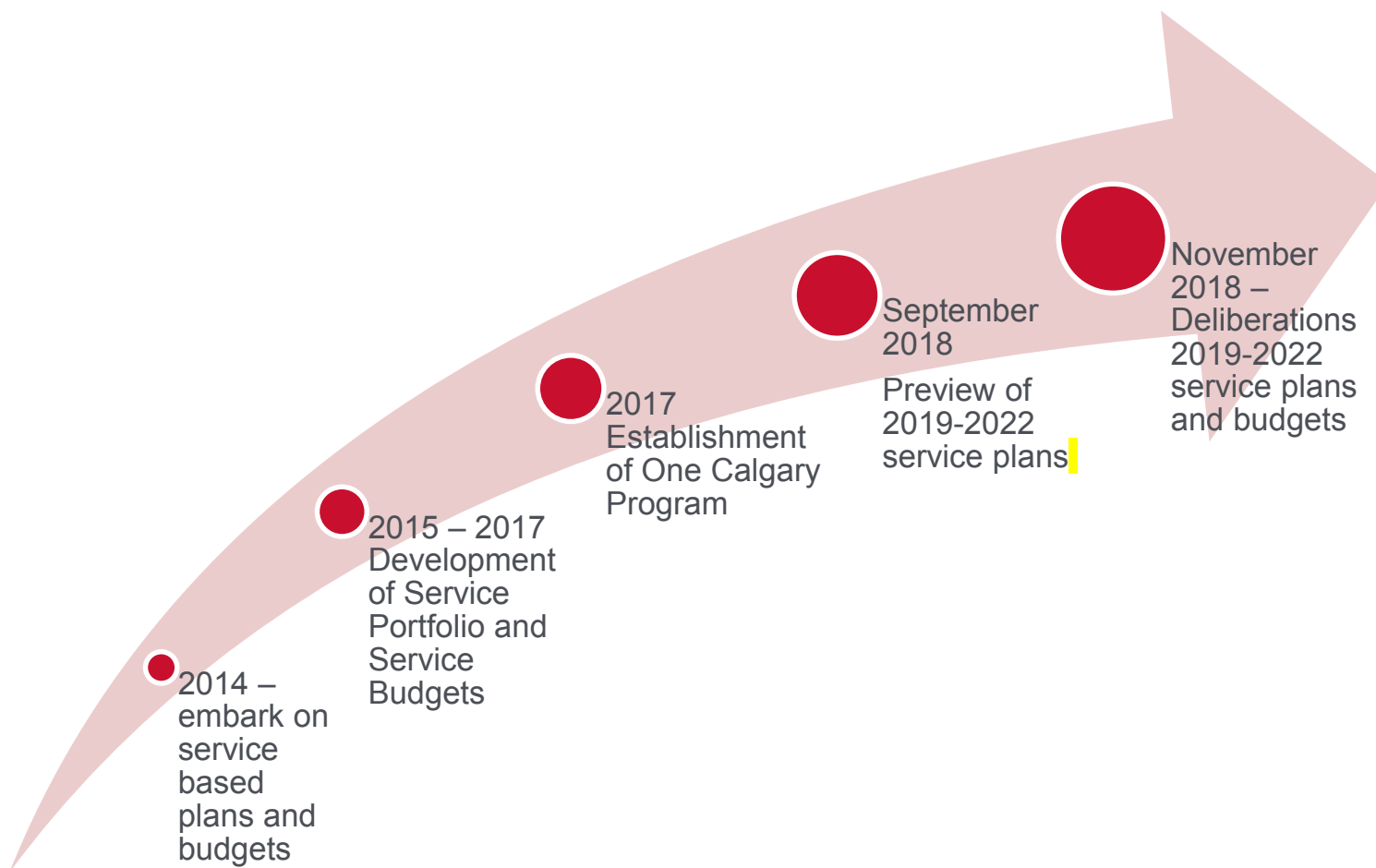
E.g. One service: Sidewalks & Pathways



Three Conversations, One Calgary

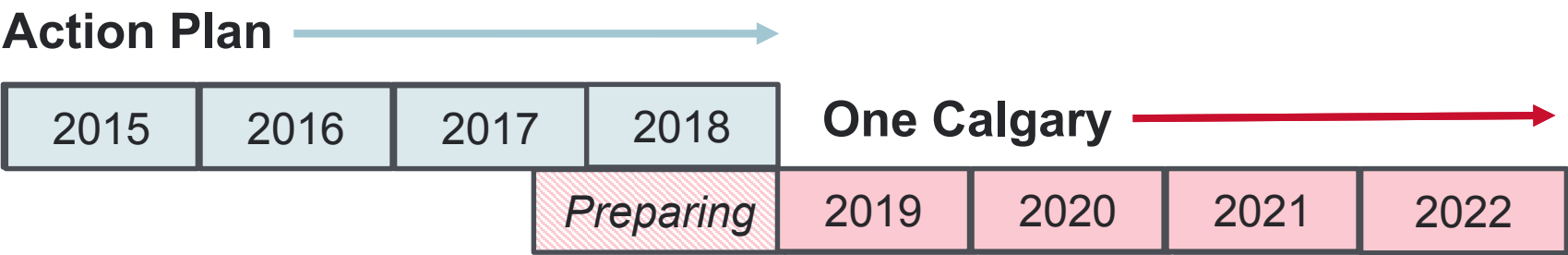
Framework that will guide the
development of **The City's Strategic
Plan for 2019-2022**

Journey to service-based plans and budgets



From Action Plan to One Calgary

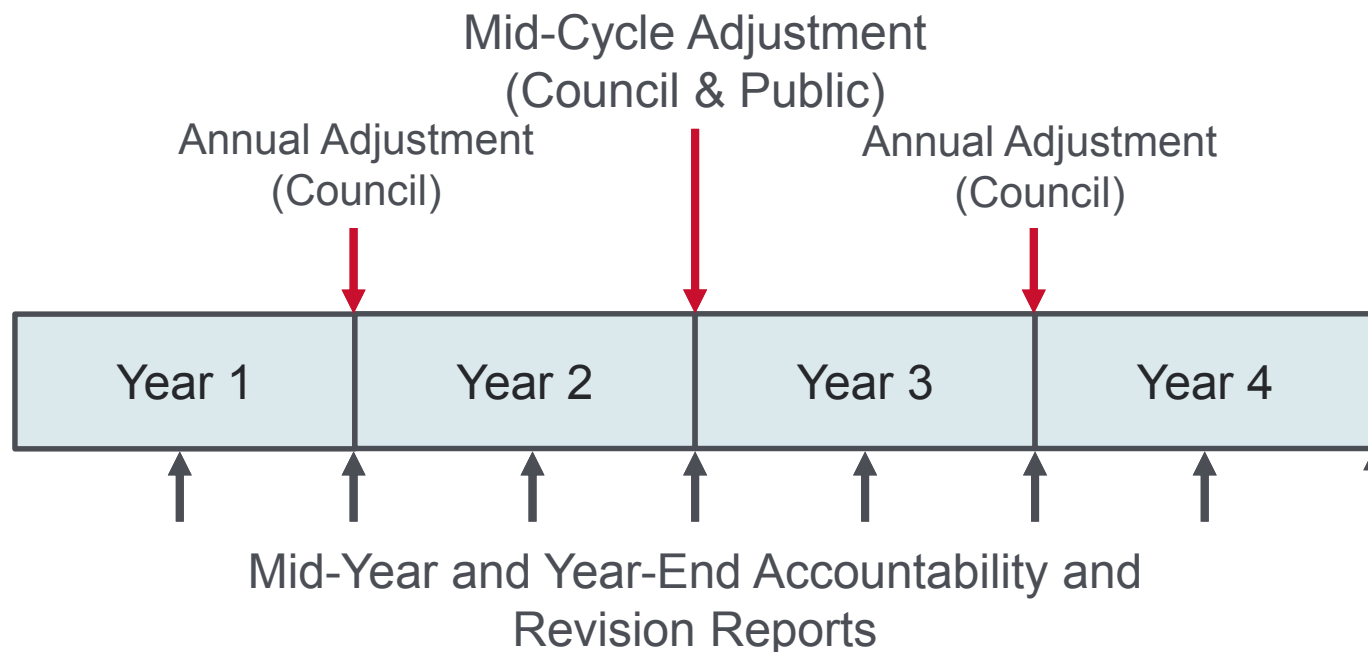
Moving to service-based plans and budgets



Multi-year budget cycle principles do not change

- Approval, monitoring, reporting, adjustment

The Four Year Cycle



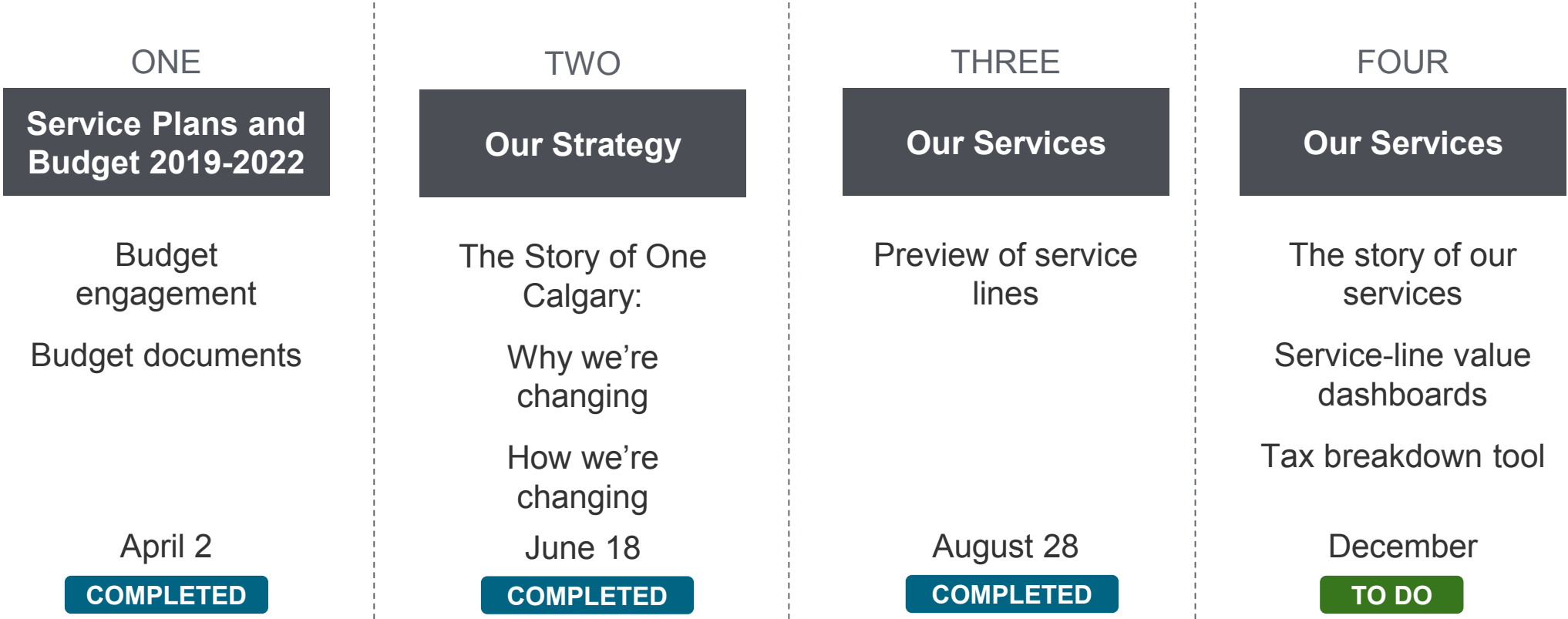
Once plans & budgets approved, there are opportunities to make changes during:

- Annual adjustments
- Mid-Cycle adjustment
 - Review plans, revisit Council Priorities, engage citizens



Innovation Fund Update – Telling the Service Story on Calgary.ca

Project Phases





Calgary.ca Service Pages

Our Services

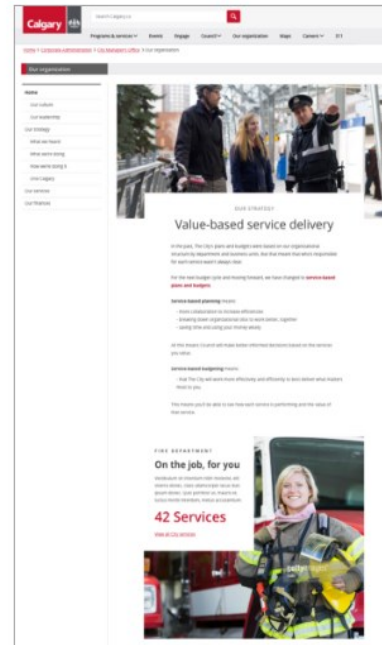
FIRE DEPARTMENT

On the job, for you

Vestibulum sit interdum nibh molestie, elit viverra donec, class ullamcorper lacus dui ipsum donec. Quis porttitor ut, mauris et, luctus morbi interdum, metus accusantium.

42 Services

[View all City services](#)



Highlighting our services



1 Select service categories

Service category: - Select service -

2 Service line information



Affordable Housing

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sit amet, consectetur adipiscing elit integer.



Environment

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sit amet, consectetur adipiscing elit integer.



Water

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sit amet, consectetur adipiscing elit integer.

3 View service

Primary button >

Primary button >

Primary button >



Transit

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sit amet, consectetur adipiscing elit integer.




Roads

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sit amet, consectetur adipiscing elit integer.



Recycling

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sit amet, consectetur adipiscing elit integer.




[Programs and services](#)
[Events](#)
[Engage](#)
[Council](#)
[Our Organization](#)
[Maps](#)
[Careers](#)
[311](#)

[Home](#)
[Corporate Administration](#)
[City Manager's Office](#)
[Fire & Emergency Response](#)

OUR ORGANIZATION

[Home](#)
[Our culture](#)
[Our leadership](#)
[Our strategy](#)
[What we heard](#)
[What we're doing](#)
[How we're doing it](#)
[One Calgary](#)
[Our services](#)
[Our finances](#)



Fire & Emergency Response

Responds to fires, emergencies, accidents, hazards & specialized rescues

[Back to Our services](#)

Service description

Fire & Emergency Response addresses public safety and medical risks. We protect and reduce damage to property and the environment. We contribute to safe communities and adapt to ever-changing needs and risks, serviced by 41 fire stations, over 1,200 firefighters, and providing life-saving emergency assistance to 1.2 million Calgarians and visitors across 848 square kilometres. We handle fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues (water/aviation), calls for public service assistance, and fire prevention activities.

Most requested services

[Calgary Fire Department](#)
[Fire Dept - Station Tour Request](#)

[Calgary Fire Stations](#)
[Firefighter Recruitment](#)

[Fire Bars and Advisories](#)
[Fire Dept - Incident Report](#)

[Fire Dept - Station Tour Request](#)
[Request](#)

[Firefighter Recruitment](#)
[Fire Dept - Compliments / Thank You / Recognition](#)

What we heard

You've said you want safe public spaces and neighbourhoods, with maintaining or increasing current investment levels in Fire & Emergency Response. You've said our response time of 7.6 minutes is a reasonable time to respond. The vast majority of Calgarians say our service is important, and feel that this service is good value. You've said that Fire employees are courteous, professional, trustworthy and knowledgeable, and believe that interactions with Calgary Fire made you feel safe.

2018 Citizen Satisfaction Survey

[View survey result](#)

Council direction

Council has directed Fire & Emergency Response in several priorities:

- reduce risk and improve the safety of Calgarians (including seniors and the disabled)
- improve the protection and enhancement of heritage assets
- work with partners to address social issues impacting older Calgarians
- ensure all communities are complete
- shift our understanding and focus from how services are delivered to why services are delivered
- provide equitable access to services for all Calgarians

Have feedback about this service?

[Contact 311](#)

- One Calgary is developing a campaign to promote these new, more engaging tools and the information new available to citizens on Calgary.ca
- It will follow the release of the finalized 2019-2022 service plans and budgets and will be live December and January



Financial Overview and Update

Population growth will increase in 2019-2022, but still slower than before the downturn

Economic Projections (April 2018) Updated for 2018 Population numbers

Socio-Economic Indicator	2018	2019	2020	2021	2022	Trend
Population ¹ (000s)	1,259 1,267	1,272	1,285	1,303	1,323	↑
Population Growth (%)	0.9	1.0	1.1	1.4	1.4	↑
Housing Starts (000s)	4.4	4.1	5.9	8.0	9.6	↑
Unemployment Rate (%)	7.8	7.3	6.6	6.3	5.9	↓

1. Population for 2018 has been updated since April 2018 with the 2018 Census data. All projections above will be updated in the fall Economic Outlook.

The increasing cost of goods and services has an impact on the cost to deliver City services

Economic Projections (April 2018)

Socio-Economic Indicator	2018	2019	2020	2021	2022	Trend
Calgary Consumer Price Index (CPI)	2.0	2.0	2.0	1.8	2.2	Stable
Municipal Price Index (MPI) (%)	2.4	1.4	2.1	2.0	2.1	Stable
Natural Gas Price (\$Cdn/Gigajoule)	2.4	2.5	2.9	3.1	3.3	↑
Oil Prices - WTI (\$US/barrel)	58.7	57.9	59.7	61.1	62.1	↑
Oil Prices - WCS (\$US/barrel)	40.5	44	48	51.6	52.5	↑



Indicative Tax Rate Approved for 2019-2022 – Updated for Growth decisions since April 25, 2018

Proposed Rate Range Per Year	2019	2020-2022
Indicative Tax Rate Range without inflation	1.3% to 1.6%	1.3% to 1.6% per year
Indicative Tax Rate Range inflation	0.8% to 1%	0.8% to 1% per year
WRS Financial Policy change	(1.3%) base impact in 2019	---
Total Proposed Indicative Tax Rate Range without Growth	0.8% to 1.3%	2.1% to 2.6% per year
Indicative Rate for Actively Developing Communities *	1.4% base impact in 2019	0.4% per year
Indicative Rate for New Communities*	0.45% to 0.75% base impact in 2019	---
Total Proposed Indicative Tax Rate Range with Growth	2.65% to 3.45% 2.95%	2.5% to 3% per year

Indicative tax rate will focus on maintaining service levels as much as possible in services that are aligned to Council's priorities

* Growth tax rate is based on July 30, 2018 Council decision

Budget constraints

- The approved indicative tax rate, along with our efficiencies and effectiveness strategies, allow for an operating budget that is mainly focused on maintaining current level of service for most of the services. Anything above this requires more investments decisions.
- Service level reductions in some services are required to balance within the indicative tax rate and some reductions are required in order to be redirected to higher priority services
- Some services will see an overall decrease in their operating budget over the next four years
- Significant Council commitments that have been already made that must be afforded in the non-inflation indicative tax rates (e.g. BRT, CADA, Main Streets impacted the investment decisions)
- Due to a constrained capital budget, not all essential capital asks can be funded. Infrastructure Calgary has worked with the organization to ensure the most essential capital investments are recommended (meet legislative, regulatory, public safety, critical infrastructure etc).



New Community Growth Strategy

Funding Direction for Approved New Communities (2019 -2022)*

Tax Rate Increase Approved	Up to 0.75% base increase in 2019
Water Utility Rate Increase Approved	Up to 0.5% annual increase
Additional Funding	Up to \$4 million in 2022 to fund the cost of capital
# of Communities Supported	14 communities
Total Infrastructure Capital Investment Supported	\$266 million
Tax-Funded City Share of Capital Investment Supported	\$40 million
Tax- Funded Operating Budget	\$14 million

*Approved at 2018 Jul 30 Combined Meeting of Council, “New Community Growth Strategy 2018 – Further Review and analysis Directed Through PFC2018-0678”, C2018-0900.

**Only the Direct Incremental Operating Costs are funded from the tax rate

27 Actively Developing Communities

Funding Direction for Actively Developing Communities (2019-2022)*

Indicative Tax Rate Approved	1.4% in 2019 0.4% per year, 2020 - 2022
# of Communities Supported	27 communities
Total Infrastructure Capital Investment Supported	\$119 million
Tax-Funded City Share of Capital Investment Supported	\$58 million
Tax- Funded Operating Budget	\$77 million


*Approved at 2018 Apr 25 Strategic Meeting of Council, “One Calgary: Setting Indicative Rates for 2019-2022”, C2018-0489.

** Only the Direct Incremental Operating Costs are funded from the tax rate

Unfunded Initiatives potentially impacting 2019-2022 plan and budget

Unfunded initiatives

- Affordable Housing (partial funding recommended)
- Arts Commons
- BMO Convention Centre
- Event Centre
- Fieldhouse
- Green Line (operating budget)
- 2026 Olympic and Paralympic Winter Games
- Snow and Ice Control – Enhanced Sidewalks
- Additional resources to support growth strategy review and update

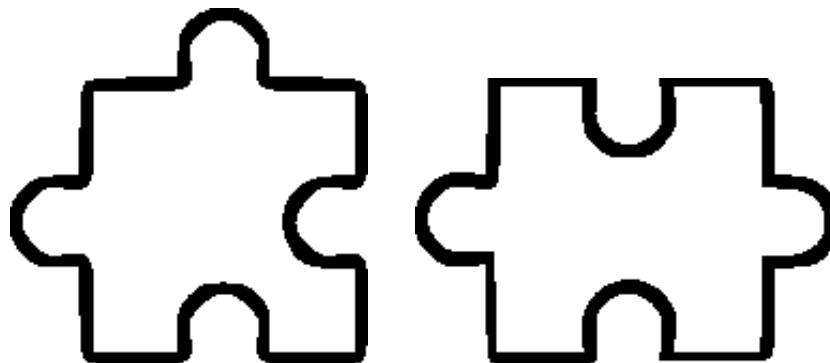


Investment desires
beyond the set
indicative tax rate –
currently unfunded

How do we respond to these funding challenges?

*e.g. Indicative Tax rate
approved April 25, 2018
Decision - November*

REVENUE TOOLS
within our control



Council May 16

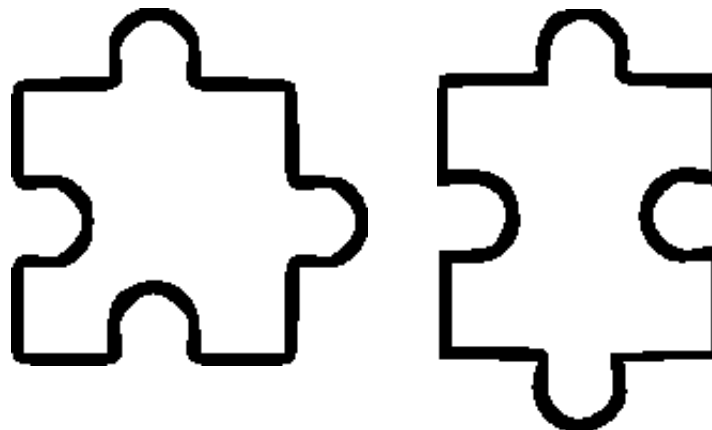


Continued emphasis
on **EFFICIENCY**

GROWTH STRATEGY
decisions



*Growth Strategy
approved July 31, 2018*



SERVICE LEVEL
choices (+/-)



*Initial discussions – September
Decision - November*



One Calgary Approaches

Cross-corporate service plan strategies





Cross-corporate service plan strategies

- Build a resilient transportation network
- Build a more resilient and sustainable city
- Develop a dynamic and diversified economy
- Develop strategies to manage greenhouse gas emissions and reduce climate change risks and vulnerabilities
- Foster diversified communication and engagement with all Calgarians
- Increase accessibility to Transit for Calgarians
- Manage growth in a way that achieves the best possible social, environmental and economic outcomes within financial capacities
- Protect historic resources and promote arts and culture
- Provide sufficient supply of affordable housing
- Reduce corporate risks and strengthen safety and insurance
- Strengthen indigenous relations
- Support the delivery of City of Calgary services through enabling services



Capital budget

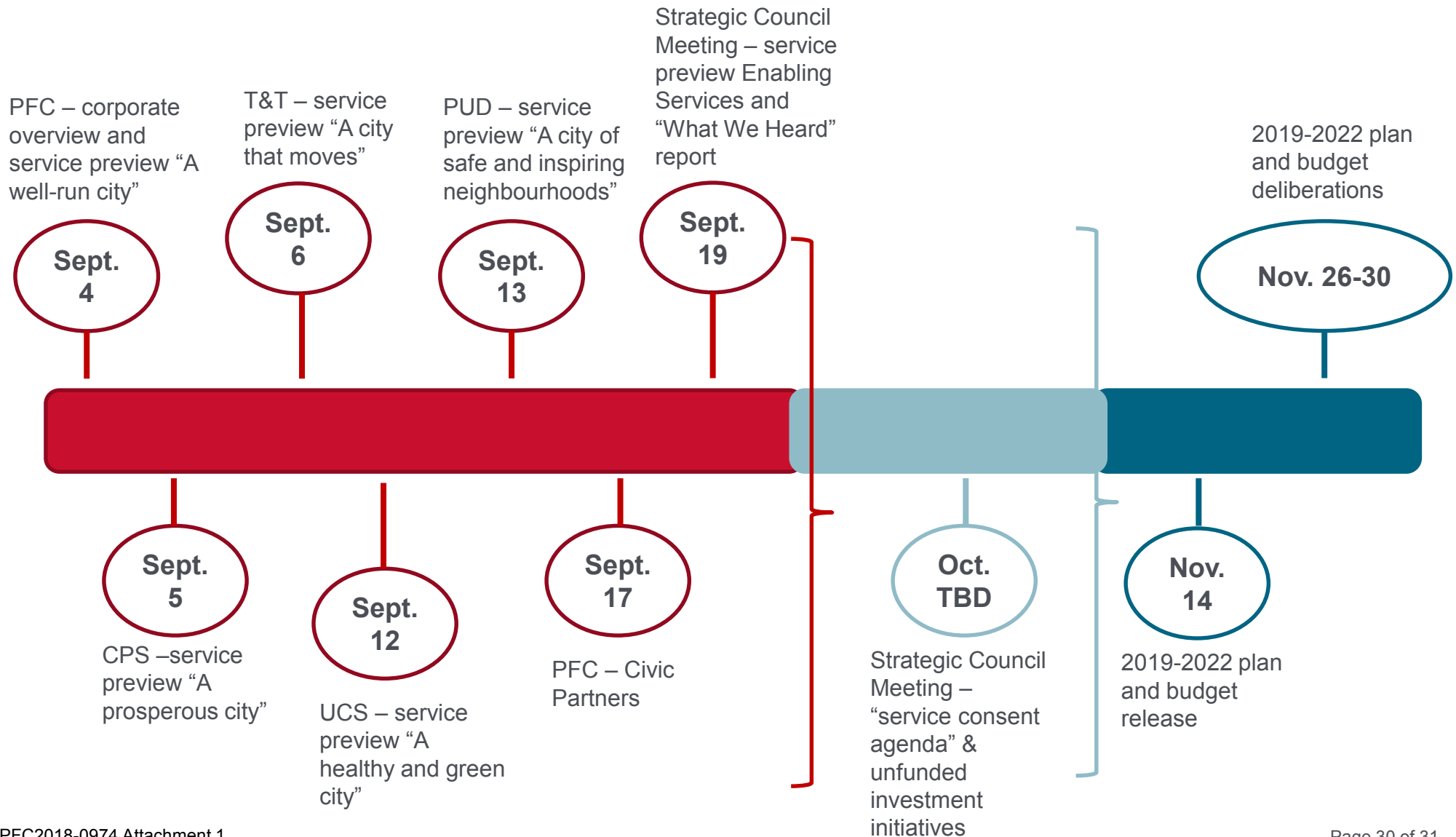
- Infrastructure Calgary introduced a new corporate capital investment management process that uses an **integrated and coordinated approach to capital planning, prioritization and funding.**
- Administration was proactive in assessing the essential nature of the capital investment ask to support service based delivery. Capital asks are segmented according to essential, current and enhanced.
- This approach helps coordinate and align investments by service, identify efficiencies and achieve economies of scale, **optimizing funding and value to citizens.**



The conversation with Council



Story arch September preview – November deliberations



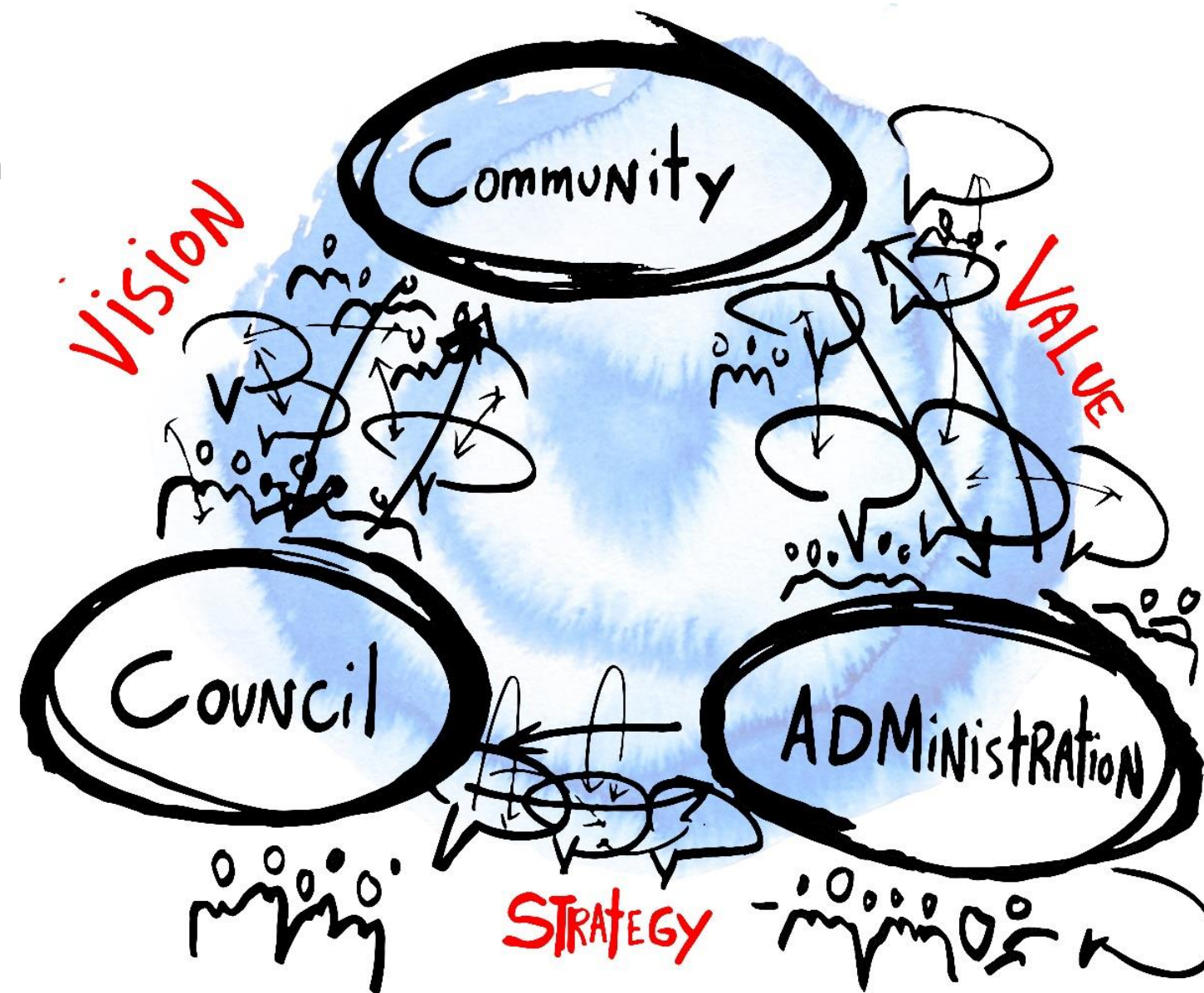
One Calgary: Services (and Service Owners) by Citizen Priority

Priorities & Finance Committee September 4	SPC on Community & Protective Services September 5	SPC on Transportation & Transit September 6	SPC on Utilities & Corporate Services September 12	SPC on Planning & Urban Development September 13
A Well-Run City	A Prosperous City	A City That Moves	A Healthy & Green City	A City of Safe & Inspiring Neighbourhoods
<ul style="list-style-type: none"> • Appeals & Tribunals (<i>Laura Kennedy</i>) • Citizen Engagement & Insights (<i>Krista Ring</i>) • Citizen Information & Services (<i>Clarke Bellamy</i>) • City Auditor's Office (<i>Kathy Palmer</i>) • Corporate Governance (<i>Brad Stevens</i>) • Council & Committee Support (<i>Laura Kennedy</i>) • Executive Leadership (<i>Jeff Fielding</i>) • Mayor & Council (<i>Patty Orr</i>) • Municipal Elections (<i>Laura Kennedy</i>) • Property Assessment (<i>Nelson Karpa</i>) • Records Management, Access & Privacy (<i>Laura Kennedy</i>) • Taxation (<i>Mike Perkins</i>) 	<ul style="list-style-type: none"> • Affordable Housing (<i>Sarah Woodgate</i>) • Arts & Culture (<i>James McLaughlin</i>) • Business Licensing (<i>Kent Pallister</i>) • Community Strategies (<i>Melanie Hulsker</i>) • Economic Development & Tourism (<i>Lori Kerr</i>) • Land Development & Sales (<i>Chad Blash</i>) • Library Services (<i>Lori Kerr</i>) • Social Programs (<i>Cynthia Busche-Hiebert</i>) 	<ul style="list-style-type: none"> • Parking (<i>Glen Furtado</i>) • Public Transit (<i>Doug Morgan</i>) • Sidewalks & Pathways (<i>Troy McLeod</i>) • Specialized Transit (<i>Doug Morgan</i>) • Streets (<i>Troy McLeod</i>) • Taxi, Limousine & Vehicles-for-Hire (<i>Kent Pallister</i>) 	<ul style="list-style-type: none"> • Environmental Management (<i>Christopher Collier</i>) • Parks & Open Spaces (<i>Kyle Ripley</i>) • Recreation Opportunities (<i>James McLaughlin</i>) • Stormwater Management (<i>Rob Spackman</i>) • Urban Forestry (<i>Todd Reichardt</i>) • Waste & Recycling (<i>Rick Valdarchi</i>) • Wastewater Collection & Treatment (<i>Dan Limacher</i>) • Water Treatment & Supply (<i>Nancy Stalker</i>) 	<ul style="list-style-type: none"> • Building Safety (<i>Marco Civitarese</i>) • Bylaw Education & Compliance (<i>Alvin Murray</i>) • Calgary 9-1-1 (<i>Doug Odney</i>) • City Cemeteries (<i>Bashir Jamal</i>) • City Planning & Policy (<i>Joachim Mueller</i>) • Development Approvals (<i>Darren Lockhart</i>) • Emergency Management & Business Continuity (<i>Tom Sampson</i>) • Fire & Emergency Response (<i>Steve Dongworth</i>) • Fire Inspection & Enforcement (<i>Ken Uzeloc</i>) • Fire Safety Education (<i>Ken Uzeloc</i>) • Neighbourhood Supports (<i>Cheryl Joynt</i>) • Pet Ownership & Licensing (<i>Alvin Murray</i>) • Police Services (<i>Paul Cook</i>)
Strategic Meeting of Council September 25				
Enabling Services (foundational to all five Citizen Priorities)				
<ul style="list-style-type: none"> • Corporate Security (<i>Owen Key</i>) • Data Analytics & Information Access (<i>Bruce Cullen</i>) • Facility Management (<i>Darrel Bell</i>) • Financial Support (<i>Carla Male</i>) • Fleet Management (<i>Sharon Fleming</i>) 	<ul style="list-style-type: none"> • Human Resources Support (<i>Leslie Shikaze</i>) • Infrastructure Support (<i>Steve Wyton</i>) • Insurance & Claims (<i>Fazal Ashraf</i>) • IT Solutions & Support (<i>Heather Reed-Fenske</i>) • Legal Counsel & Advocacy (<i>Jill Floen</i>) 	<ul style="list-style-type: none"> • Organizational Health, Safety & Wellness (<i>Christopher Collier</i>) • Procurement & Warehousing (<i>Sarah Aspinall</i>) • Real Estate (<i>Doug Cassidy</i>) • Strategic Marketing & Communications (<i>Aisha Sinclair</i>) 		

Three Conversations, One Calgary

Working together as One for Calgary: The City of Calgary works with many partners to make life better for Calgarians every day. To do this, The City focuses on three important conversations to determine our **vision**, the **strategy** to support that vision, and results that provide service **value** to Calgarians.

1. The conversation between our Community and Council in support of the long-term vision for Calgary.



3. The conversation between Administration and the Community focused on the value The City provides for citizens.

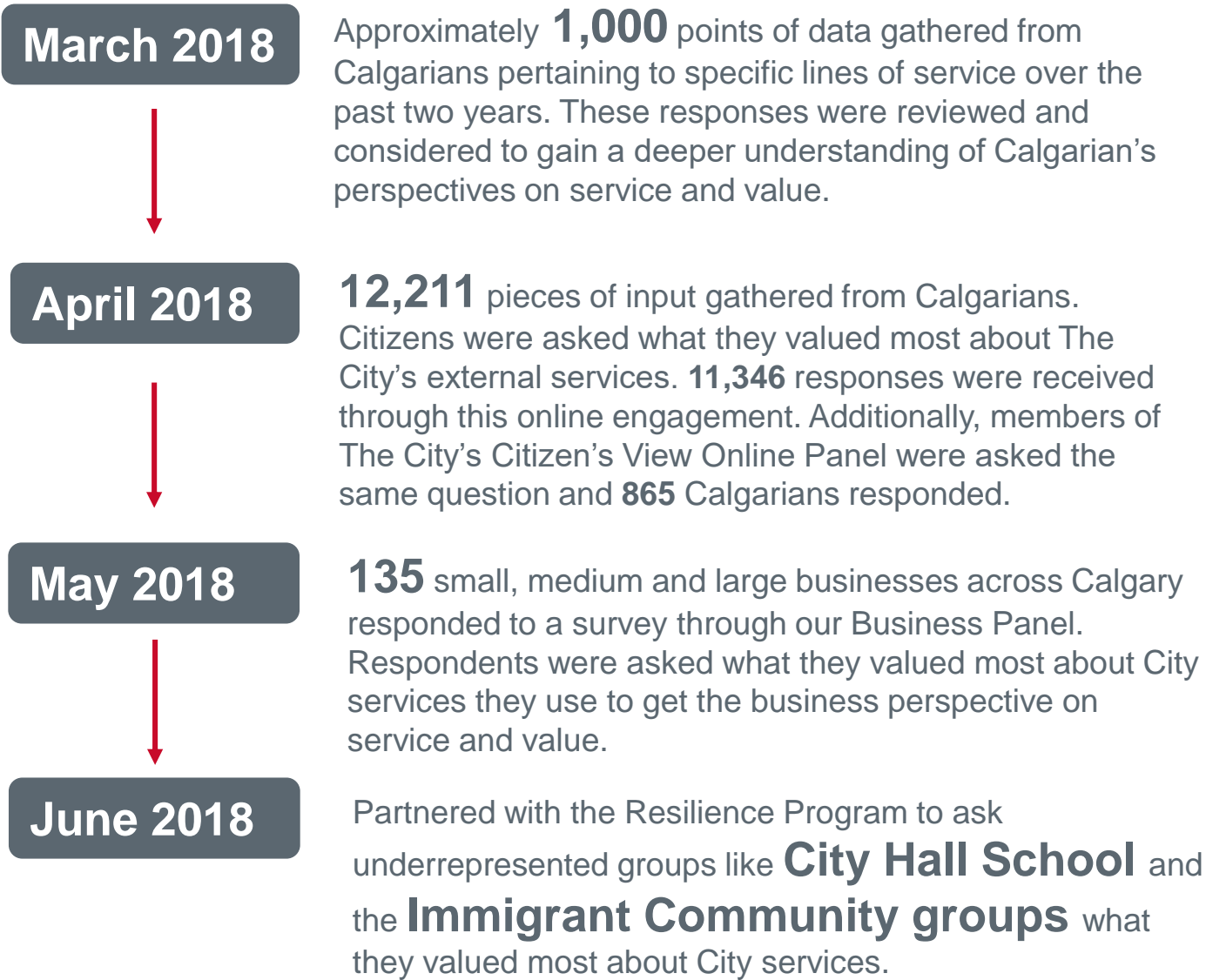
2. The conversation between Council and Administration (The City of Calgary) around the strategy to deliver on this long-term vision.

Informing the next four years: What we heard from Calgarians

2019-2022 Service Plans and Budgets: An important part of determining our focus for the next four years and in preparing our plans and budgets is gathering citizen input from the Community’s conversations with Council, and Administration’s conversations with the Community.

Between Community and Council Supporting *vision*, informing *strategy*

Between Community and Administration Informing *Service Plans and Budgets*, ensuring service *value*



These inputs help shape The City of Calgary’s next four years, ensuring a strong focus on Calgarians and the services they value.

Previous Council Direction: One Calgary

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 2008 April 28, Council Approved the User Fees and Subsidies Policy (CFO010) and later, on 2012 February 27, amended it (FCS2008, PFC2012-16) to provide a framework for decisions related to user fees.

On 2011 April 5, Council approved principles for setting indicative tax rates (C2011-31). These were updated on 2018 March 21 (C2018-0304).

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 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.

On 2018 February 28, Council adopted amendments to the 2019-2022 Council Directives (C2018-0201) and approved "Three Conversations, One Calgary" as the framework that will guide the development of The City's Strategic Plan for 2019-2022 (C2018-0224).

On 2018 March 19 (PFC2018-0200), Council directed Administration to report back to Council, through the Priorities and Finance Committee in Q2 2018, with strategic growth recommendations that increase the level of City commitment and investment in new communities. Beginning with the 2019-2022 budget cycle, Administration was further directed to prioritize future growth areas, including financial implications for 2019-2022, future budget cycles, and how any funding gaps for operating and capital would be funded using property tax.

On 2018 March 21 (C2018-0304), Council approved the updated principles for setting indicative tax rates and the updated Capital Infrastructure Investment Strategy. Council renamed this document the Capital Infrastructure Investment Principles. With respect to report C2018-0304, Council adopted the Motion Arising to direct Administration to return to the April 10 Priorities and Finance Committee with updated principles reflecting the incorporation of elements of value to citizens.

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-1023**

One Calgary 2019-2022. A Well-Run City – Service Plan Previews

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. One Calgary continues to work to integrate operating and capital budgets and balance the 2019-2022 plan and budget within the indicative tax rate set by City Council on 2018 April 25.

On 2018 September 04 Priorities and Finance Committee will be presented with the preliminary results of this work with regards to the citizen priority “A well-run city” and the City services that have been grouped under this priority. These services are an integral part of the overall corporate strategy that forms the comprehensive One Calgary 2019-2022 plan and budget.

Please note that services have been grouped according to the Council directives and priorities that they align closest with. In some cases, the alignment may appear as somewhat artificial. The services were grouped in this manner to improve the presentation to Committee and so as not to overwhelm each Committee session. This approach allows for a more in-depth and structured conversation with Committee on a limited amount of services, as opposed to discussing all City services at once. It is also acknowledged that there is overlap between services and various priorities; more services than appear under each priority contribute to that priority and the respective Council Directives.

ADMINISTRATION RECOMMENDATION:

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

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.

On 2018 February 28, Council adopted amendments to the 2019-2022 Council Directives (C2018-0201) and approved “Three Conversations, One Calgary” as the framework that will guide the development of The City’s Strategic Plan for 2019-2022 (C2018-0224).

On 2018 April 23 (PFC2018-0445), Council approved The City’s Strategic Plan Principles, which introduce a set of five overarching principles and associated value dimensions for One Calgary which will guide the development of the 2019-2022 service plans and budgets.

On 2018 April 25 (C2018-0489) Council approved the indicative property tax rate and the indicative rates for the Waste & Recycling service. At the same meeting, Council referred the decision on indicative rates for Water Utilities (Water, Wastewater and Stormwater) to the 2018 June 18 Strategic Council Meeting.

On 2018 May 16 (C2018-0586) Council approved the long-term tax support rates, and the deferral of long-term tax support rates for Appeals and Tribunals to the 2019 service plans and budgets adjustment process.

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-1023**

One Calgary 2019-2022. A Well-Run City - Service Plan Previews

BACKGROUND

2018 September 04 Priorities and Finance Committee is the first meeting of a series of successive conversations throughout September to support City Council's expressed desire to be strategic about resource decisions for the 2019-2022 plans and budget.

Acknowledging that we are still eight weeks away from presenting the 2019-2022 plan and budget in November, these conversations are not designed for Council members to make final decisions. Rather, Council will receive information on all of The City's 61 services throughout the September preview, and will be asked to provide feedback which will be used to determine required changes to finalize the 2019-2022 service plans and budgets.

On 2018 September 04 One Calgary will present to the Priorities and Finance Committee, after the One Calgary 2019-2022 corporate introduction (PFC2018-0974), the service plan previews of the services for the "A well-run city" citizen priority. Administration seeks to gather feedback from Committee members if the overall focus of the services responds appropriately to the aspiration of the citizen priority as a whole, and whether the intended emphasis and the preliminary service levels for each of the services meet the expectations set by Council Directives, the City's long-term plans and policies, and by Calgarians.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Citizen priority "A well run city"

The aspiration for this citizen priority is described as follows:

"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."

City Council provided the following directives for this priority:

Council and Administration need to speak in a collective voice that improves communication with Calgarians to help them understand: the services The City delivers; how their taxes are invested; that their municipal government functions to serve Calgarians; and that their municipal government is well-run and efficient. We need to learn from Calgarians through meaningful engagement to fully understand and respond to their service requirements and needs.

We need to shift our understanding and focus from how services are delivered to why services are delivered. The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing. Beyond removing barriers, The City must move to a culture that actively promotes businesses.

We need to validate those rules and processes that support community engagement and activism while eliminating impediments to citizens who are trying to help make improvements in their communities.

We need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. We need to create a culture that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve.

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-1023**

One Calgary 2019-2022. A Well-Run City - Service Plan Previews

The City must develop a positive, strong and enduring relationship with Treaty 7 First Nations, Métis Nation of Alberta Region 3, and all urban Indigenous Calgarians. Council is committed to developing a new vision of Truth and Reconciliation that acknowledges historical issues and challenges and focusses on a future of trust and mutual respect. We recognize that true reconciliation is only possible within an ethical space of engagement and understanding of Indigenous-Canadian history. We will build capacity amongst City staff and all Calgarians to foster cultural humility and competency, understanding and sensitivity to support true partnership Indigenous partners.

Service plan previews

Committee will be presented with a preview of the following services that most closely align with this priority:

- Appeals & Tribunals
- Citizen Information & Services
- Citizen Engagement & Insights
- City Auditor's Office
- Corporate Governance
- Council & Committee Support
- Executive Leadership
- Mayor & Council
- Municipal Elections
- Property Assessment
- Records Management, Access & Privacy
- Taxation

The services under “a well-run city” strive to ensure that The City functions as a modern form of local government, that interactions between citizens and The City are as transparent and seamless as possible, and that overall good customer service is achieved. Citizens will most likely experience interaction with these services when The City engages with Calgarians on large projects, The City surveys residents about City services, when citizens vote during municipal elections, or when property values are assessed, and citizens receive their tax bills. The services that contribute to the priority of “A well-run City” may therefore not be experienced on an every-day-life basis, but during special occasions. While several of the services under this priority were not included in recent public engagement initiatives, citizens are of the opinion that services such as Municipal Elections, Property Tax Management, and Corporate Citizen Engagement (a combination of the two citizen related services mentioned above) are very important. The City's information service 3-1-1 is highly appreciated amongst citizens and they would like to see the same or more investment in this service as well as in Citizen Engagement.

Attachment 1 includes the draft of the first two pages of the 2019-2022 plans and budgets for each service. The information contained in these two pages includes a description of each service and its customers, the value proposition for the service in question, some key measures such as benchmarks, key highlights and performance measures, and context for the service such as the Council directive that is related to the service, research & engagement results and risks.

Council will be presented information about the intended emphasis for each service and a preliminary assessment of the service level as part of the report presentation. This information is still being finalized and could therefore not being included in this report. It should be noted that “service emphasis” needs to be understood in the broader context of One Calgary. Focus and emphasis can be achieved in different ways, only one of which is actual monetary investment.

One Calgary 2019-2022. A Well-Run City - Service Plan Previews

Other opportunities include collaboration and support between services (many-to-many relationships), efficiencies and effectiveness that provide a more focussed approach to service delivery (concentrate on what matters most to citizens) or a reprofiling of how a service is delivered.

Stakeholder Engagement, Research and Communication

The work of One Calgary involves service leaders from across the organization and engaged with service owners for all 61 services lines on a regular basis. Results from the One Calgary public engagement and market research conducted throughout the program were used to guide the development of the 2019-2022 plans and budgets to date. Communication about the process in general and specific aspects in particular were provided to service owners, City staff and the public on a regular basis.

Strategic Alignment

The One Calgary program implements The City's strategic plan "Three Conversations. One Calgary" and follows Council's Five Strategic Plan Principles (PFC2018-0445). The program directly addresses the commitment to service-based plans and budgets and contributes to Council's Five Guidelines to Administration approved by Council on 2018 February 28 (C2018-0201): integrated service delivery, engaged leadership, trust and confidence, investment and value, and cooperative alliances.

Social, Environmental, Economic (External)

The One Calgary 2019-2022 service plans and budget consider the social, environmental and economic environment during the business planning and budgeting process. The plans and budget 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

Operating and capital budgets have been integrated under the umbrella of One Calgary.

Current and Future Operating Budget:

The service levels that will be recommended in November for the 2019-2022 plans and budgets will be expected to be attainable within the indicative tax rate range set by Council on 2018 April 25. Due to ongoing work to balance the operating and capital budgets, specific budget information will not be provided during the September service plan previews.

Current and Future Capital Budget:

Infrastructure Calgary is currently reviewing capital investment requests and working to optimize the capital funding resources available for the 2019-2022 plan and budget cycle. The recommended capital budget will be presented to Council in November.

One Calgary 2019-2022. A Well-Run City - Service Plan Previews

Risk Assessment

The One Calgary 2019-2022 service plans and budget must be considered in the context of realistic external changes that can have a significant impact on The City's financial capacity. The areas of focus and strategies captured within this report and the attached material should be seen as part of a long-range plan with focus on a 4-year increment. It will be important to ensure sufficient contingency and resiliency within the next four-year plans and budget for The City to react to changes due to a potential new provincial government, ever-fluctuating natural resources prices and other external factors.

REASON(S) FOR RECOMMENDATION(S):

The September 2018 preview of service plans allow Administration to gather feedback from City Council that will be used to guide the finalization of the One Calgary 2019-2022 service plans and budgets which will be tabled for approval in November. As such no decision is required from Council during this preview.

ATTACHMENT(S)

1. Attachment 1 – First two pages of One Calgary 2019-2022 service plans and budget pages for A Well-Run City.

Calgary



Attachment 1: Service Plan Preview

September 4, 2018

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



Contents

Introduction.....	2
Appeals & Tribunals	4
Citizen Engagement & Insights.....	6
Citizen Information & Services.....	8
City Auditor's Office	10
Corporate Governance	12
Council & Committee Support	14
Executive Leadership	16
Mayor & Council	18
Municipal Elections.....	19
Property Assessment	21
Records Management, Access & Privacy.....	23
Taxation.....	25
Appendix 1: Council Directive Reference	27

Introduction

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

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

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

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

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

Please note:

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

Appeals & Tribunals

Description:

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

Customers:

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

What is delivered to customers:

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

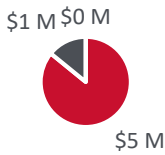
Partners:

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

Service Need (Value Proposition):

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

Current State Service Value

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



What we've heard and service outlook

What we heard: Research & Engagement Results

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

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

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

What are we watching

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

Benchmarking



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

What matters to Calgarians

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

Citizen Engagement & Insights

Description:

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

Customers:

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

What is delivered to customers:

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

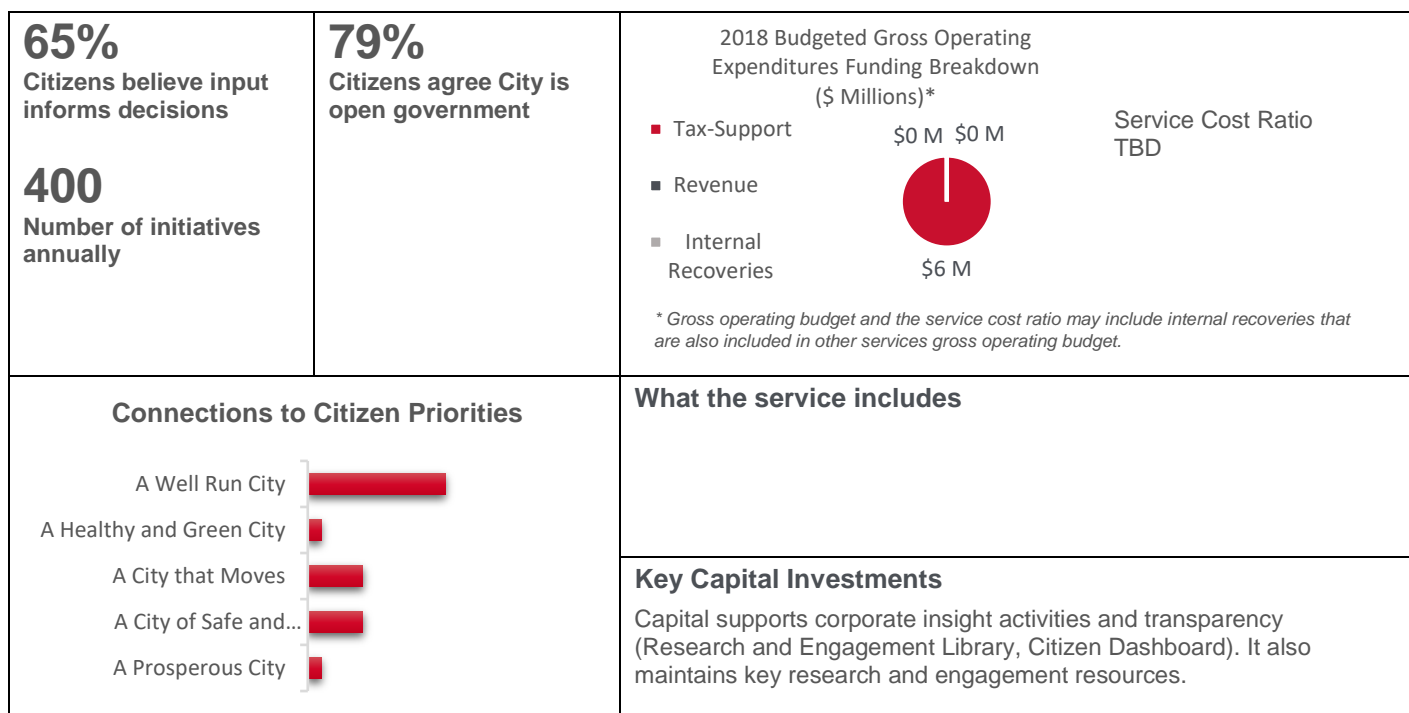
Partners:

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

Service Need (Value Proposition):

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

Current State Service Value





What we've heard and service outlook

What we heard: Research & Engagement Results

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

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

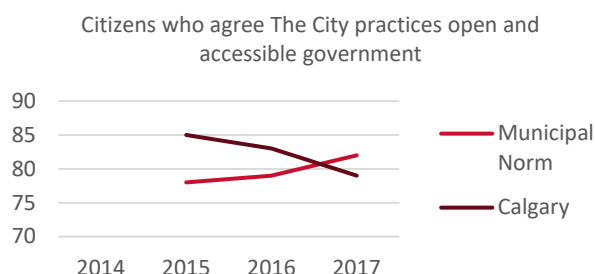
As reflected in the Engage Policy, this service has been directed by Council to engage citizens. Additional direction from Council related to this service includes the following contributions to Council Directives:

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

What are we watching

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

Benchmarking



The City scored higher than the municipal norm in 2015 and 2016, but fell below the national average in 2017.

Perceptions of open and accessible government may have been impacted by Calgary's recent economic challenges and the desire for greater transparency.

Through this service line, The City provides an opportunity for citizens to provide input, and reports back with information on how this input is used by decision makers. Perceptions of openness and accessibility should increase as we introduce more effective engagement strategies and a stronger focus on reporting back to citizens.

What matters to Calgarians

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

Citizen Information & Services

Description:

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

Customers:

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

Indirect: Council, City Manager, Administrative Leadership Team, and visitors.

Partners:

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

Service Need (Value Proposition):

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

What is delivered to customers:

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

Current State Service Value

<p>1.2 million 311 calls received in 2017</p> <p>59% 2017 calls in 30 seconds or less</p>	<p>16.2 million Visits to calgary.ca in 2017</p> <p>73% Task completion on calgary.ca in 2017</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <div> <div>Tax-Support</div> <div>Revenue</div> <div>Internal Recoveries</div> </div> <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p>	<p>What the service includes</p> <p>311 - \$9,417 Web and Digital - \$1,959</p> <p>Key Capital Investments</p> <p>2018 capital investments include funding for upgrades to the 311 platform, 311 customer service tools, and technology. Capital also supports tools, technology and salaries for the sustainment and maintenance of calgary.ca.</p>	



What we've heard and service outlook

What we heard: Research & Engagement Results

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

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

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

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

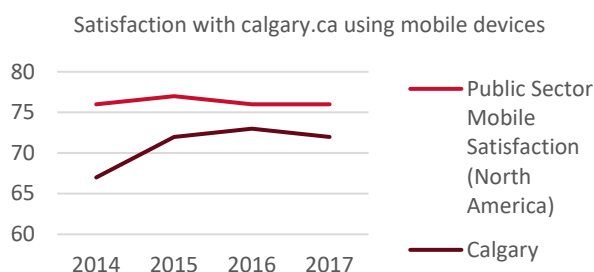
By supporting a culture of innovation and continuous improvement through promoting digital service delivery, and providing citizen data to inform service improvements, this service also relates to Council Directives W2 and W4.

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

What are we watching

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

Benchmarking



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

What matters to Calgarians

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

City Auditor's Office

Description:

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

Customers:

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

What is delivered to customers:

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

Partners:

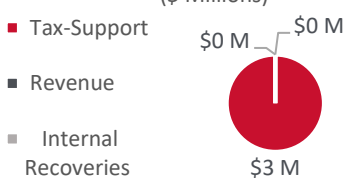
N/A

Service Need (Value Proposition):

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

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

Current State Service Value

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



What we've heard and service outlook

What we heard: Research & Engagement Results

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

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

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

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

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

What are we watching

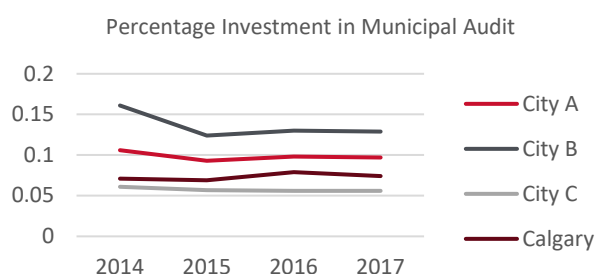
The 2018 North American Pulse of Internal Audit Report stated added value is provided when audit shops are agile in anticipating disruptive risks and opportunities, make full use of technology and innovation, and acquire and develop talent for tomorrow's risks. There are three significant risks that impact our ability to add value in the delivery of our mandate:

Service Risk – Our audit universe (all City services) is increasingly complex, which requires expert resources to efficiently and reliably assess risk mitigation and provide assurance.

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

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

Benchmarking



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

What matters to Calgarians

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

Corporate Governance

Description:

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

Customers:

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

What is delivered to customers:

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

Partners:

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

Service Need (Value Proposition):

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

Current State Service Value

<div>81%</div> <div>Citizen satisfaction with administration</div> <div>67%</div> <div>Staff with ethical issue know resources</div>	<div>76%</div> <div>Citizen service delivery satisfaction</div>	<div>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</div> <div><div><div>Tax-Support</div><div>Revenue</div><div>Internal Recoveries</div></div><div><div>\$5 M</div><div>\$0 M</div><div>\$12 M</div></div><div><div>Service Cost Ratio TBD</div></div></div> <div><div>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</div></div>
<div>Connections to Citizen Priorities</div> <div><div>A Well Run City</div><div>A Healthy and Green City</div><div>A City that Moves</div><div>A City of Safe and Inspiring...</div><div>A Prosperous City</div></div>		<div>What the service includes</div> <div>Corporate Strategy - Resilience & Infrastructure Calgary / Intergovernmental and Corporate Strategy - \$3,456K</div> <div>Administrative Governance - \$13,509K</div> <div>Key Capital Investments</div>



What we've heard and service outlook

What we heard: Research & Engagement Results

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

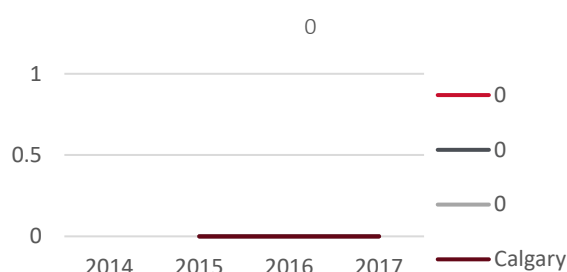
What council has directed: Council's Directives related to the service

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

What are we watching

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

Benchmarking



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

What matters to Calgarians

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

Council & Committee Support

Description:

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

Customers:

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

What is delivered to customers:

A legislative meeting or protocol activity.


Partners:

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

Service Need (Value Proposition):

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

Current State Service Value

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



What we've heard and service outlook

What we heard: Research & Engagement Results

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

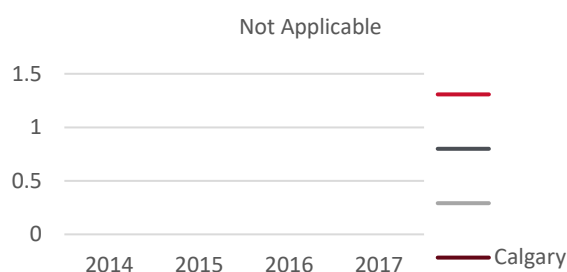
What council has directed: Council's Directives related to the service

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

What are we watching

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

Benchmarking



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

What matters to Calgarians

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

Executive Leadership

Description:

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

Customers:

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

What is delivered to customers:

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

Partners:

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

Service Need (Value Proposition):

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

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

Current State Service Value

<div>81%</div> <div>Calgary is a great place to make a life</div>	<div>82%</div> <div>Calgary is on track to be a better city</div>	<div>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</div> <div><div><div>Tax-Support</div><div>Revenue</div><div>Internal Recoveries</div></div><div><div>\$0 M</div><div>\$1 M</div><div>\$12 M</div></div></div> <div>Service Cost Ratio TBD</div> <div><div>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</div></div>
<div>85%</div> <div>Proud to work at The City of Calgary</div>		<div>AA+</div> <div>The City of Calgary's Credit Rating</div>
<div>Connections to Citizen Priorities</div> <div><div>A Well Run City</div><div>A Healthy and Green City</div><div>A City that Moves</div><div>A City of Safe and...</div><div>A Prosperous City</div></div>		<div>What the service includes</div> <div>The Executive Leadership Service is made up of the offices of The City's General Managers (\$6,038), the City Manager's Office (\$1,993) and Corporate Initiatives (\$4,748).</div> <div>Key Capital Investments</div> <div>IT systems required for data management to support organization-wide processes, including strategic planning and accountability reporting.</div>



What we've heard and service outlook

What we heard: Research & Engagement Results

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

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

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

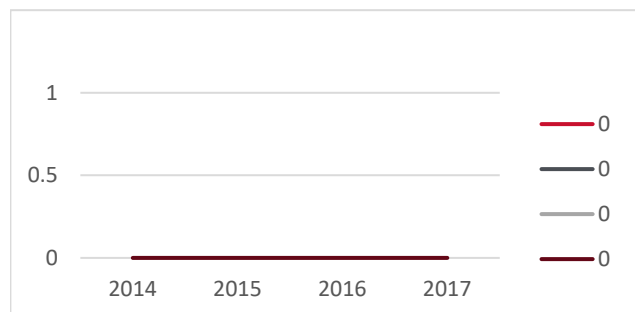
- this service has a very important role in speaking with a collective voice that improves communication with Calgarians and employees to build trust and confidence,
- this service has a key role in shifting the organizational culture to become a more citizen-centric and service-oriented organization,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

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

What are we watching

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

Benchmarking



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

What matters to Calgarians

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

Mayor & Council

Description:

Mayor and Council are elected representatives responsible for creating the vision for Calgary and working with Administration to execute that vision and deliver services to Calgarians.

Audit Committee oversees the integrity of the City's annual financial statements; internal control processes; integrated risk management; Whistleblower Program and the performance of internal and external auditors.

Integrity and Ethics Office ensures Members of Council meet the highest standards of conduct when carrying out their public functions, including acting with integrity; avoiding conflicts of interest and improper use of influence; and arranging private affairs in a way that promotes public confidence.

Customers:

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

What is delivered to customers:

The Mayor and Council are elected to serve Calgarians and advocate for the best interests of the city.

Audit Committee supports the City's commitment to increasing accountability and transparency.

Integrity and Ethics Office ensures Members of Council meet the highest standard of conduct when carrying out public functions.

Partners:

Council partners with citizens, businesses, civic partners and community groups to provide direction to Administration on delivering services to Calgarians.

Audit Committee partners with the City Auditor's Office, external auditors and civic partners.

Integrity and Ethics Office partners with Members of Council to provide advice and guidance on matters of conduct or review complaints received.

Service Need (Value Proposition):

Mayor and Council are elected to serve the interests of Calgarians. They are integral to the governance of the City and setting the directives and priorities, based on public engagement.

Citizens expect Mayor and Council to meet the highest standards of conduct when carrying out their public functions, a service need supported by the Integrity and Ethics Office.

Members of Council are able to serve constituents and the public in a conscientious and diligent manner, while acting with integrity; avoiding conflicts of interest and improper use of influence; and, arranging private affairs in a way that promotes public confidence and will bear close public scrutiny.

Audit Committee provides the oversight to ensure the integrity of the City's annual financial statements; internal control processes; integrated risk management; and Whistle Blower Program.

Current State Service Value

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

Municipal Elections

Description:

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

Customers:

- Voters;
- Candidates;
- Media.

What is delivered to customers:

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

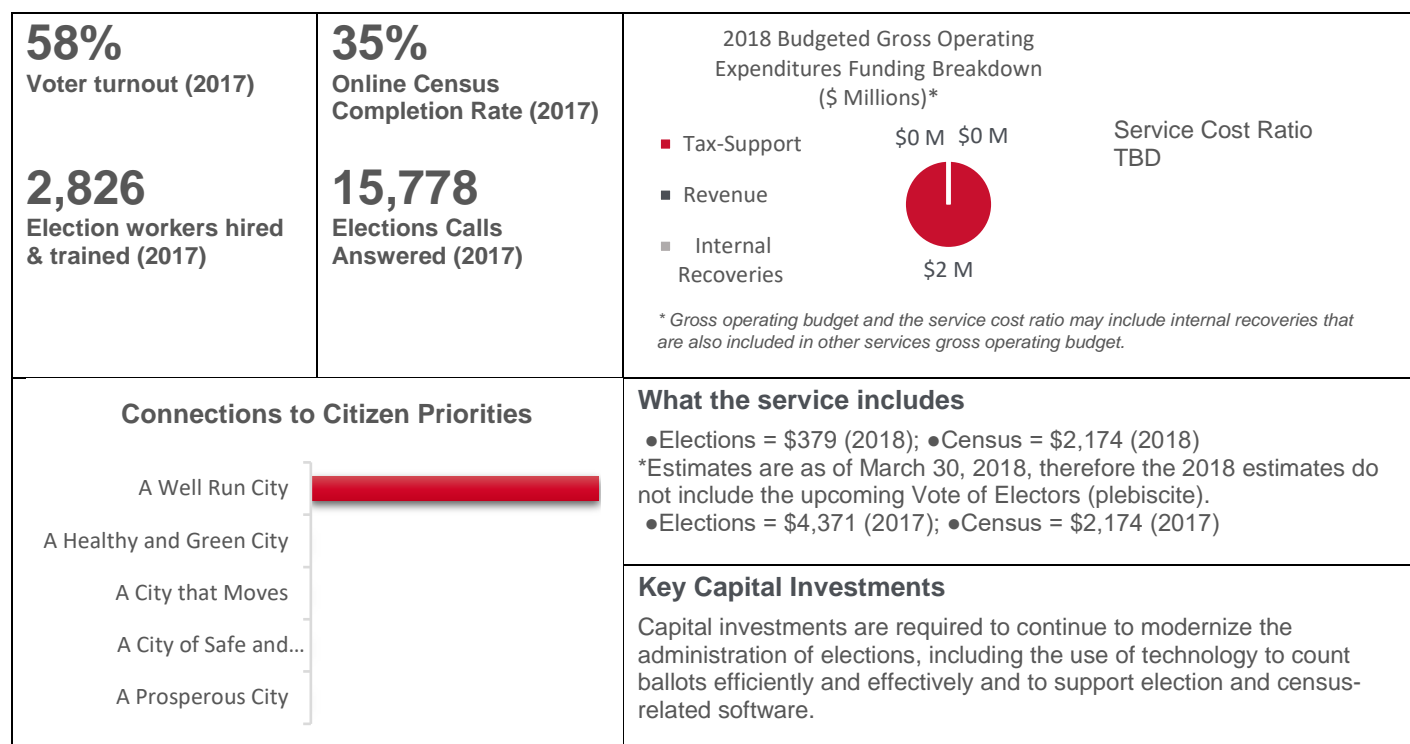
Partners:

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

Service Need (Value Proposition):

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

Current State Service Value





What we've heard and service outlook

What we heard: Research & Engagement Results

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

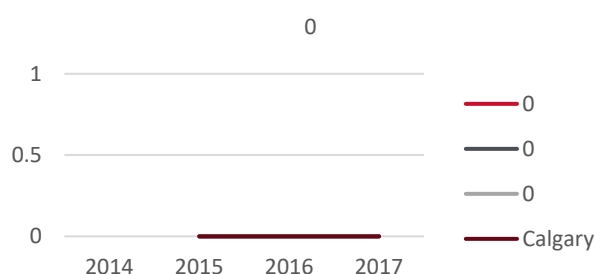
What council has directed: Council's Directives related to the service

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

What are we watching

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

Benchmarking



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

What matters to Calgarians

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

Property Assessment

Description:

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

Customers:

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

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

What is delivered to customers:

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

Partners:

Property Assessment's primary partners are:

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

Service Need (Value Proposition):

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

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

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

Current State Service Value

<p>522,225 2018 Annual Property Assessment Accounts</p> <p>7,573 2018 Customer Review Period Inquiries</p>	<p>50% Property Taxes as % of City Op. Revenues</p> <p>3,003 2018 Annual Tribunal Property Complaints</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <div> <div> <div>Tax-Support</div> <div>Revenue</div> <div>Internal Recoveries</div> </div> <div> <div>\$0 M</div> <div>\$0 M</div> <div>\$22 M</div> </div> </div> <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> <div> <div>A Well Run City</div> <div>A Healthy and Green City</div> <div>A City that Moves</div> <div>A City of Safe and Inspiring...</div> <div>A Prosperous City</div> </div>		<p>What the service includes</p> <p>The Property Assessment service does not break down into any further sub-services.</p> <p>Key Capital Investments</p> <p>Preparing, communicating, and defending over half a million property assessments across Calgary is only possible via sophisticated computer software. Capital investments in the Property Assessment service focus entirely on this software.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

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

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

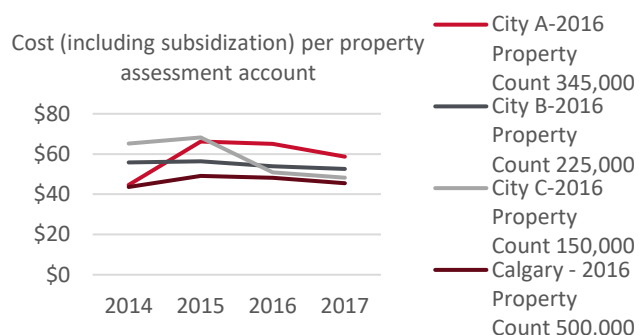
The Property Assessment service aligns primarily with directives contained within the 'A Well Run City' Council Priority which notes 'Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning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

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

What are we watching

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

Benchmarking



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

What matters to Calgarians

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

Records Management, Access & Privacy

Description:

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

Customers:

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

What is delivered to customers:

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

Partners:

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

Service Need (Value Proposition):

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

Current State Service Value

<p>97.9% FOIP On-Time Rate (2016)</p> <p>95% Records Management Training satisfaction</p>	<p>14 FOIP training volume (2017)</p> <p>1,022 Records Management Training Volume</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <div> <div> <div>Tax-Support</div> <div>Revenue</div> <div>Internal Recoveries</div> </div> <div> <div>\$0 M</div> <div>\$0 M</div> <div>\$3 M</div> </div> </div> <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> <div> <div>A Well Run City</div> <div>A Healthy and Green City</div> <div>A City that Moves</div> <div>A City of Safe and...</div> <div>A Prosperous City</div> </div>		<p>What the service includes</p> <ul style="list-style-type: none"> •Records Management = \$1,521; •Archives = \$804; •Information Access = \$702; •Privacy = \$365. <p>Key Capital Investments</p> <p>Capital funding will allow the Corporation to better manage electronic records, including developing and implementing processes and procedures, training users, and developing effective document repositories.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

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

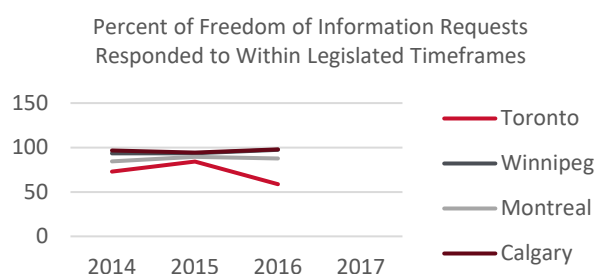
What council has directed: Council's Directives related to the service

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

What are we watching

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

Benchmarking



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

What matters to Calgarians

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

Taxation

Description:

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

Customers:

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

What is delivered to customers:

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

Partners:

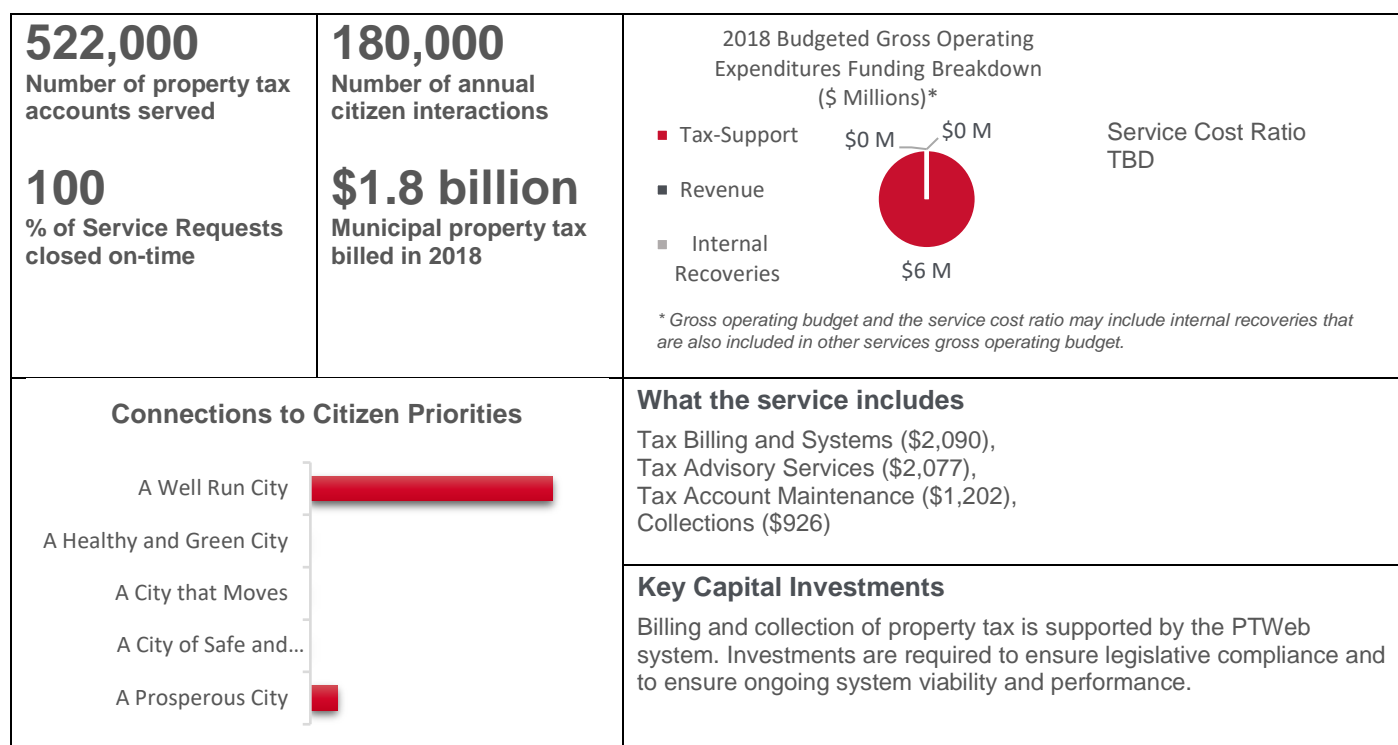
Finance
Information Technology
Customer Service & Communications
Business Improvement Areas
Assessment

Service Need (Value Proposition):

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

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

Current State Service Value





What we've heard and service outlook

What we heard: Research & Engagement Results

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

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

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

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

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

What are we watching

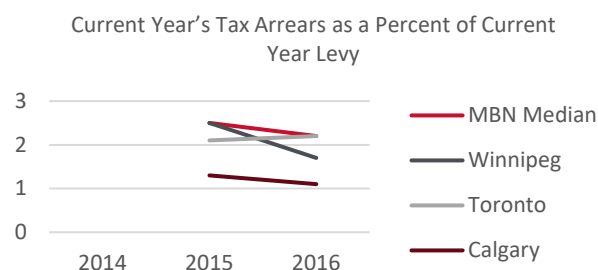
There are a number of external trends that Tax is monitoring and responding to as appropriate:

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

Risk Section

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

Benchmarking



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

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Sustainability	Tax bill payments are received in a timely manner
Reliability	Tax bills are timely and accurate
Responsiveness	Tax bill inquiries are resolved in a timely manner
<input type="checkbox"/>	
<input type="checkbox"/>	

Appendix 1: Council Directive Reference

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

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

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

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

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

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

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

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

Established Area Growth and Change Strategy – Scoping Report

EXECUTIVE SUMMARY

Calgary's existing communities play an important role in the overall balance and sustainability of the city as it grows and changes. The Developed Area of the Municipal Development Plan is comprised of 205 communities at a variety of life-cycle stages and levels of growth and change. A strategy to support existing communities through growth and change is important to help meet Calgary's long term goals of a prosperous economy, shaping a more compact urban form, creating great communities, and connecting the city.

This report presents scoping results for an Established Area Growth and Change Strategy (Strategy), as directed by Council on 2018 March 19. This work will build a comprehensive strategy that will support existing communities through their growth and change. The Strategy will support the coordination of City investment priorities, balanced with The City's financial capacity, and support the development industry (Industry) and citizens in helping to build the city that is envisioned in the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP).

The Strategy will be multi-faceted and complex given the context of growth and change in existing communities. There are many City initiatives that are related to this work. The unique aspect of this Strategy is that it is positioned to recommend planning and financial tools to align and deliver on policy, investment, and strategic outcomes that other projects are working towards. Building from the foundation of the New Community Growth Strategy (NCGS), three fundamental factors will form the basis of the Strategy: Strategic Alignment with the MDP and CTP, Market Demand, and Financial Capacity. The concept of redevelopment readiness will be considered as part of or in addition to these factors to reflect the unique context of Established Area growth and change. Like the New Community Growth Strategy, this work will support growth through investment recommendations for market-supported infrastructure and amenities in the Established Area that further the objectives of the MDP and CTP.

This scoping report identifies a fundamental question for the work: to enable community growth and change in the Established Area, what level and location of investment is required, and how and when should it be funded? To answer this question, Administration will collaborate with external and internal stakeholders in pursuit of eight deliverables. These deliverables are targeted for milestone dates through 2018-2020 (Attachment 1), however, there may be opportunities to pilot financial and planning tools in the interim. External stakeholders include citizens of existing communities, Federation of Calgary Communities, members of business associations, members of Industry, BILD Calgary Region, and NAIOP Commercial Real Estate Development Association Calgary (Attachment 1).

Administration recommends an update report be brought to Committee and Council by 2019 May, with the goal of delivering investment recommendations for Council's consideration in the 2020 November Mid-Cycle budget adjustments for the One Calgary 2019-2022 four year service plan and budget (Attachment 1).

Established Area Growth and Change Strategy - Scoping Report

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council direct Administration to undertake the Established Area Growth and Change work in accordance with the scope identified in Attachment 1 (PFC2018-0891).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 March 19, through report PFC2018-0200, Council adopted the following recommendation:

5. Direct Administration to bring a report to Council, through the Priorities and Finance Committee, no later than Q3 2018, with findings and recommendations toward the development of an Established Areas Growth Strategy, including funding and timing considerations, that complements the New Community Growth Strategy.

On 2018 January 22, Administration presented report PUD2018-0021, which provided a progress update on the Established Area Initiative of the Industry/City Work Plan, and outlined the actions that are prioritized for 2018 work.

On 2016 March 7, Council approved a Motion Arising, as follows:

With respect to Report CPC2016-045 Council, direct City Administration, in conjunction with further work on the Off-Site Levy Bylaw, to report back to Council on appropriate methods to enable public realm enhancements with respect to the Banff Trail Area Redevelopment Plan and North Hill Area Redevelopment Plan.

Administration combined this work with the Industry/City Work Plan - Established Area Initiative.

On 2016 January 11, through report C-2016-0023 Council adopted the following recommendation:

3. Direct Administration to implement the key deliverables of the 2016 work plan to address issues that arose through this process, as outlined in Attachment 3.

Attachment 3 included the 2016 Industry/City Work Plan Initiatives, which has since been updated to the 2018 work plan actions.

BACKGROUND

Calgary's existing communities play an important role in the overall balance and sustainability of the city as it grows and changes. A starting point for defining the geographic scope of this work is the Developed Area of the Municipal Development Plan, which is comprised of 205 communities at a variety of life-cycle stages and levels of growth and change. These communities can be generally categorized by the decade of construction, creating four rings with similar characteristics (Attachment 2). A strategy to support existing communities through growth and change is important to help meet Calgary's long term goals of a prosperous economy, shaping a more compact urban form, creating great communities, and connecting the city. A formal geographic definition for this work will be determined, with stakeholders, early on in the timeline.

Under the Industry/City Work Plan directed by Council in 2016 January, Administration worked with BILD Calgary Region and representatives of Industry to undertake a New Community

Established Area Growth and Change Strategy - Scoping Report

Growth Strategy (NCGS) that resulted in process changes and investment recommendations for new community growth in Calgary. However, balanced investment between new and existing communities is important to achieve the goals of the Municipal Development Plan and the Calgary Transportation Plan. Correspondingly, on 2018 March 19 Council directed a complementary investment strategy that focuses on supporting growth and change within existing communities in the Established Area. While the MDP/CTP policies support sensitive intensification of existing communities, a strategy is needed to link strategic investment decisions related to community growth and change, using appropriate financial tools and sustainable funding sources.

This report scopes desired deliverables to be achieved through 2018-2020 as a strategy for the Established Area (Attachment 1). This strategy will complement the New Community Growth Strategy using the same three fundamental factors as considerations in investment recommendations. The background analysis that supported the NCGS will also provide the model for a strategy for existing communities, including data on market trends and capacity, analyses of operating costs, capital investment, and ongoing analysis of the financial capacity of The City.

Engagement and Improvement Initiatives Related to the Established Area

There is an active collaborative relationship with Industry and cross-departmental representatives that provides additional background information for this work. This was formalized through the Industry/City Work Plan with the creation of the Established Area Working Group.

Since 2016, the Established Area Working Group has collaborated to reduce financial and technical barriers to redevelopment. The development of this Strategy will leverage the group's expertise, efforts, and background discussions. This group of Industry members has provided candid input about strategic market locations of interest and demand, identified technical challenges to redevelopment and opportunities for improvement, discussed potential funding tools to leverage private investment and developer contributions towards community amenities, and has provided important feedback on policy work affecting existing communities. Through this work, the Working Group is supporting a sophisticated understanding of market trends within the Established Area.

There are many City initiatives that have been recently completed or are currently underway that are related to this work (Attachment 3). These initiatives can leverage information and coordinate on engagement, and can align recommendations to advance project outcomes. The unique aspect of the Strategy is that it is positioned to recommend planning and financial tools to deliver on the policy, investment, and strategic outcomes that other projects are working towards.

Investment in the Established Area

Through the 2015-2018 Action Plan budget, a substantial portion of investment was dedicated to infrastructure and amenities that can be described as new/enhanced and that described as life-cycle/maintenance. Attachment 4 provides a breakdown of the approximate amount and types of Action Plan funding dedicated to the Established Area over the past four years, with example projects to highlight the kind of upgrade and growth investments that were prioritized. Established area investment was further reinforced as a priority in 2017 through the Capital Investment Plan (C2016-0863) when Council directed another \$10.2M towards growth-related

Established Area Growth and Change Strategy - Scoping Report

utility and amenity capital projects in key areas experiencing redevelopment and densification. These infrastructure projects included park and pathway upgrades that leveraged partnerships with communities and local developers, and utility upgrades related to timely higher density node redevelopment. Development of the Strategy will be informed by that prioritization process, which was done in collaboration with stakeholders, and will consider the range of projects where investment can be leveraged with other city-building interests.

One Calgary, The City's 2019-2022 four year service plan and budget is currently under development and will be brought forward for Council's consideration in 2018 November. Administration is currently considering the level and type of investment that supports the Established Area, and will provide information about this as part of Administration's service plan and budget recommendations. This will help demonstrate planned investment while also informing the future investment recommendations of this comprehensive strategy, by recognizing current and additional investment that can support growth and change in the Established Area.

The Purpose of a Comprehensive Strategy

Through a comprehensive investment strategy for growth and change for the Established Area, The City can better coordinate corporate investment priorities balanced with financial capacity, support existing communities through their lifecycle growth and change, link existing policy and current policy efforts, and support developers in helping build the city that is envisioned in the MDP/CTP. The strategy will help align The City's efforts to meet the goals of the MDP/CTP, and reflect the important role that the Established Area plays in the dynamic growth and change of the whole city. Recommendations for investment will recognize the value of investing and reinvesting in the Established Area, infrastructure lifecycle and asset management, critical community amenities, financial tools to disperse investment, and reduce financial barriers for developers. This type of investment prepares Calgary for future growth by supporting housing supply, choice, and affordability.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Administration has proposed a fundamental question that can focus this work, which is: to enable community growth and change in the Established Area, what level and location of investment is required, and how and when should it be funded? A data-based understanding of growth patterns, community change, and market trends for the area will be important in answering this question. Understanding where growth is occurring and how it aligns with existing housing stock will help inform strategic investment recommendations and identify appropriate planning and financial tools to support community growth and change. To support this scoping report, Administration completed a preliminary analysis of population and housing trends in the Established Area (Attachment 2).

Over the past 10-15 years, population has declined in the Established Area, particularly in communities built between 1950 and 1980 (defined as the Middle Ring category in Attachment 2). Generally speaking, the population in this area is aging, except for the Centre City which is trending younger. Apartment units have made up the vast majority of new building permits leading to an overall increase in dwelling unit density across the Established Area. Despite an increase in dwelling units, lower person-per-unit rates means that the population growth has not kept pace with unit growth in the Established Area. By community category as shown on Attachment 2, Inner City and Middle Ring communities have the most diverse mix of housing

Established Area Growth and Change Strategy - Scoping Report

types. Centre City and Third Ring communities are more homogeneous in their housing types, with apartment units being predominant in the Centre City and single detached units being predominant in the Third Ring communities. The Developing Area is expected to have a greater diversity of housing units based on existing land use.

The area considered as 'established' for the purposes of this report will need to be carefully defined. The area identified on the MDP maps as "Developed Area" will be Administration's starting point (Attachment 5), including the Centre City, but excluding Industrial Areas. Administration will analyze community similarities and how to best distinguish infrastructure and amenity needs related to growth and change that are typical of each community type. In these communities, the original infrastructure and amenities exist in most cases, but are aging. Communities are changing through their life cycle: demographics, socio-economic factors, and lifestyles are changing, and the desire for amenities within communities is evolving. These changes form the context around which this work will build community investment recommendations. Attachment 2 provides a map showing a preliminary categorization of communities within the Developed Area, based primarily on the decade in which they were built.

Three Factors of the Strategy

To complement the New Communities Growth Strategy, the three following factors will form the basis for this strategic work. In the context of the Established Area, these factors will have distinct differences that will be important to understand. Market drivers, existing context, demographics, employment trends, housing mix and affordability, services, existing investment, and policy are important drivers in the Established Area in different ways than in new communities.

The concept of redevelopment readiness is a unique consideration in existing communities. It can be described as an evaluation that reflects the readiness of an area to receive growth and change, and includes land use capacity of existing land use districts, a high occurrence of under density developments, existing Council approved policy, market attractiveness, community readiness, and knowledge of local infrastructure conditions. As the development of this strategy progresses, it is important to define how this fits within or in addition to these three factors.

- **MDP/CTP Strategic Alignment**
 - Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan, including a prosperous economy, shaping a more compact urban form, creating great communities, urban design, connecting the city, and greening the city.
- **Market Demand**
 - In the Established Area, this factor has complexity related to community life-cycle, existing residents and changing demographics. To comprehensively understand market trends, factors such as market interest, market demand, and the history of redevelopment all need to be included in the development of this guiding factor.
- **The City of Calgary's Financial Capacity**
 - Enabling a growth pattern that is financially sustainable and minimizes identified financial impacts, including but not limited to capital costs, operating costs, funding sources, debt management, and additional revenue through property tax

Established Area Growth and Change Strategy - Scoping Report

uplift. This factor will also explore the changes to operating costs related to investment in existing communities.

Eight Project Deliverables

The ultimate deliverable of this work is anticipated to be a set of investment recommendations that can be considered as part of the Mid-Cycle budget adjustments in 2020, and this has been identified as Deliverable 8. To achieve this, an engagement plan including representatives of communities, Business Improvement Associations, and the development industry will be coordinated to work through seven deliverables that ultimately support the Deliverable 8. Deliverables 1-4 below will create critical supporting information by November 2018. Deliverables 5-7 capture the strategic work that would form a project update to Committee and Council anticipated for 2019 May.

Developing Supporting Information:

1. Set the context for the work through definition of the area, data analysis, and influencing factors;
2. Complete best practice research on area redevelopment and investment programs from other cities;
3. Identify what infrastructure, amenities, and planning and strategic outcomes are critical to enabling community growth and change in the Established Area;
4. Develop options for sustainable financial tools to enable development that supports MDP/CTP goals and delivers on community identified needs.

Developing a Strategic Approach:

5. Develop an evidence-based consideration and evaluation process that supports MDP/CTP aligned growth and responds to market demand;
6. Outline a strategy that supports Established Area growth and change, and that aligns with the 2019-2022 Mid-Cycle adjustment process (subject to financial considerations), and that is integrated with the New Community Growth Strategy for the 2023-2026 business cycle;
7. Identify opportunities to leverage other public and private opportunities to support growth and change in communities to achieve strategic goals.

Developing Established Area Growth and Change Recommendations:

8. By Q2 2020 – Recommend strategic actions across the Established Area that meaningfully supports community growth, change and quality of life.

Prior to investment recommendations in 2020 (Deliverable 8) there may be opportunity to amend policy to allow for exploring and piloting some programs and financial tools including potential value capture from local redevelopment for reinvestment, an enhanced program for heritage conservation in communities experiencing redevelopment, a flexible city-wide tool to facilitate bonus density financial contributions to support local capital projects, and city-initiated land use changes to more growth-enabling land use districts. Connecting with stakeholders on the potential for pilot opportunities will be part of exploring their feasibility and application.

As this work progresses there will be many additional considerations that will inform recommendations for One Calgary mid-cycle budget adjustments in 2020. Previous and current capital budgets, sustainability of funding sources, financial tools and changing legislation, and

Established Area Growth and Change Strategy - Scoping Report

the process by which investment decisions will be arrived at are important aspects that will influence recommendations.

Stakeholder Engagement, Research and Communication

Input from Established Area community associations, citizens, and businesses, The Federation of Calgary Communities, the broader development industry, and members of Council will be sought as the strategy develops, and engagement opportunities with existing projects will be leveraged. In addition to collaborating with local stakeholders, research on investment strategies and financial tools from other municipalities will form an important component to this work. The Established Area Working Group has reviewed the deliverables identified in this report, and previous discussions with the group will be leveraged to develop the Strategy. A letter from BILD – Calgary Region is included as Attachment 6. Internally, strong connections with cross-department stakeholders identified in Attachment 1 will be important for alignment of outcomes of related projects. This work will also be guided internally by the Directors Integrated Growth Committee (DIGC), and the General Managers Strategic Growth Committee (GMSGC).

Strategic Alignment

This work supports moving Calgary towards outcomes identified in Sections 2.2, 3.5, and 5.2.4 of the Municipal Development Plan. Section 2.2 guides a city-wide approach to shaping a more compact urban form; Section 3.5 contains policies specifically about the Developed Residential Areas; and Section 5.2.4 and Volume 2, Part 3: The Developed Areas Guidebook supports the intensification of the Developed Areas. The Calgary Transportation Plan supports the delivery of the MDP through policies that encourage transportation investment in response to intensification of areas and the creation of transportation choice.

In 2016, Council endorsed the Industry/City Work Plan, creating a collaborative working group with Industry that is working to reduce barriers to redevelopment. There is close alignment between this work and several other current projects that support existing communities (Attachment 3). This includes the This is My Neighbourhood program, which partners with community residents to improve neighbourhoods for life, working, and play.

Social, Environmental, Economic (External)

Social

Facilitating growth in the Established Area supports the vibrancy and diversity of existing communities by sustaining public infrastructure and amenities to support a changing demographic and a range of housing density that includes mid-density options. Investment in infrastructure supports housing variety and affordability that increases the opportunities for populations that are diverse both demographically and economically.

Environmental

This work supports the goals of Calgary's Municipal Development Plan to foster a compact urban form. This limits the environmental footprint of the city by creating a more efficient use of land and infrastructure services. A more compact population supports infrastructure that provides mobility choices and the policies supporting modal split within the Calgary

Established Area Growth and Change Strategy - Scoping Report

Transportation Plan. Investment in amenities such as open space helps sustain healthy spaces for citizens to connect to the environment.

Economic (External)

Investment in existing communities supports the development industry's ability to identify development opportunities that cater to market needs and provide a return on City investment through tax uplift and other benefits like job creation. Investing in existing infrastructure supports prudent asset management and may create operating cost efficiencies for The City. Housing affordability can increase with the provision of greater housing options and supply. Certain financial tools may be able to reduce financial risks in redevelopment projects.

Financial Capacity

An analysis of the reliability of tax-supported investment in the Established Area will form a component of the work through to budget recommendations for the Mid-Cycle budget adjustments in November 2020. There is no immediate impact to the City's financial capacity associated with this scoping report; however, the 2020 Mid-Cycle budget recommendations will have impacts that will require sustained funding sources for potentially both capital and operating investments to be identified within future reporting.

Current and Future Operating Budget:

At this time, there are no recommendations in this report that affect the current operating budget. To properly resource this work, and in conjunction with other Corporate growth strategy work, an operating budget increase will be made in the One Calgary 2019-2022 service plan and budget in 2018 November.

Further, it is anticipated that the first Established Area Growth and Change Strategy budget-related recommendations towards implementation will be prepared for the One Calgary Mid-Cycle adjustment in 2020. As this Strategy will consider investment in both new and existing infrastructure, these recommendations are expected to impact operating budgets and need sustained funding sources. For example, recommendations for policy changes may be required for the allocation of property tax uplift for localized investment.

Current and Future Capital Budget:

At this time, there are no recommendations in this report that affect the current capital budget or the anticipated One Calgary 2019-2022 four year service plan and budget. However, it is anticipated that the first Established Area Growth and Change Strategy budget-related recommendations towards implementation will be prepared for the One Calgary Mid-Cycle budget adjustment in 2020. As this Strategy will consider investment in both new and existing infrastructure, these recommendations are expected to impact capital budgets.

Risk Assessment

This project includes a number of risks. There exists a possible mandate confusion risk between ongoing related projects or corporate programs and trying to address a wide range of outstanding issues simultaneously. Administration may be asking for the same corporate resources to support this work that are supporting other similar projects. Additional resources may be required. The project timelines outlined in Attachment 1 are aggressive for work that is required, and there is a risk of project delay.

Established Area Growth and Change Strategy - Scoping Report

Further, collaboration with stakeholders may take greater time and effort than anticipated in Attachment 1, as it will depend on volunteer availability, and the suggested strategic approach to engagement may be found insufficient to gain agreement on the process of prioritizing investment opportunities. There is a risk in achieving agreement on city-wide prioritization for future capital funding, given the focus of this strategy on an area consisting of approximately 200 existing communities, and an agreed upon evaluation process for investment recommendations.

Supporting existing communities through investment is something that will take time for project selection and delivery, and there is a longer-term risk of unknown economic change. The economic and financial context for requesting investment funds at the Mid-Cycle budget adjustment in 2020 is unknown.

REASON(S) FOR RECOMMENDATION(S):

This work will complement the New Community Growth Strategy 2018 and The City's overall strategic growth planning by helping to support growth and change in the Established Area. Striking a balance between long term investments in areas all areas of the city is critical to helping Calgary meet the goals of the MDP/CTP and build great communities.

This report aims to initiate work for the Established Area that will identify funding tools and sources, and ultimately identify strategic investments that align with the three key factors (MDP/CTP alignment, Market Demand, and Financial Capacity). Filling this gap will help to realize the vision for the city articulated in the MDP/CTP.

This scoping report outlines the work that will be undertaken in a collaborative way with stakeholders through 2018 and 2019 to form a strategy and budget recommendations for One Calgary 2019-2022 Mid-Cycle review. In the interim, investment in the Established Area continues to be a priority in supporting community growth and change.

ATTACHMENT(S)

- Attachment 1 – Proposed Project Deliverables, Timelines, and Stakeholders
- Attachment 2 – Preliminary Trend Analysis for the Established Area
- Attachment 3 – Policy and Financial Initiatives with Impact for the Established Area
- Attachment 4 – Action Plan 2015-2018 Investment in the Established Area
- Attachment 5 – Established Area Growth and Change Strategy Preliminary Boundary
- Attachment 6 – Letter from BILD – Calgary Region

Proposed Project Deliverables, Timelines and Stakeholders

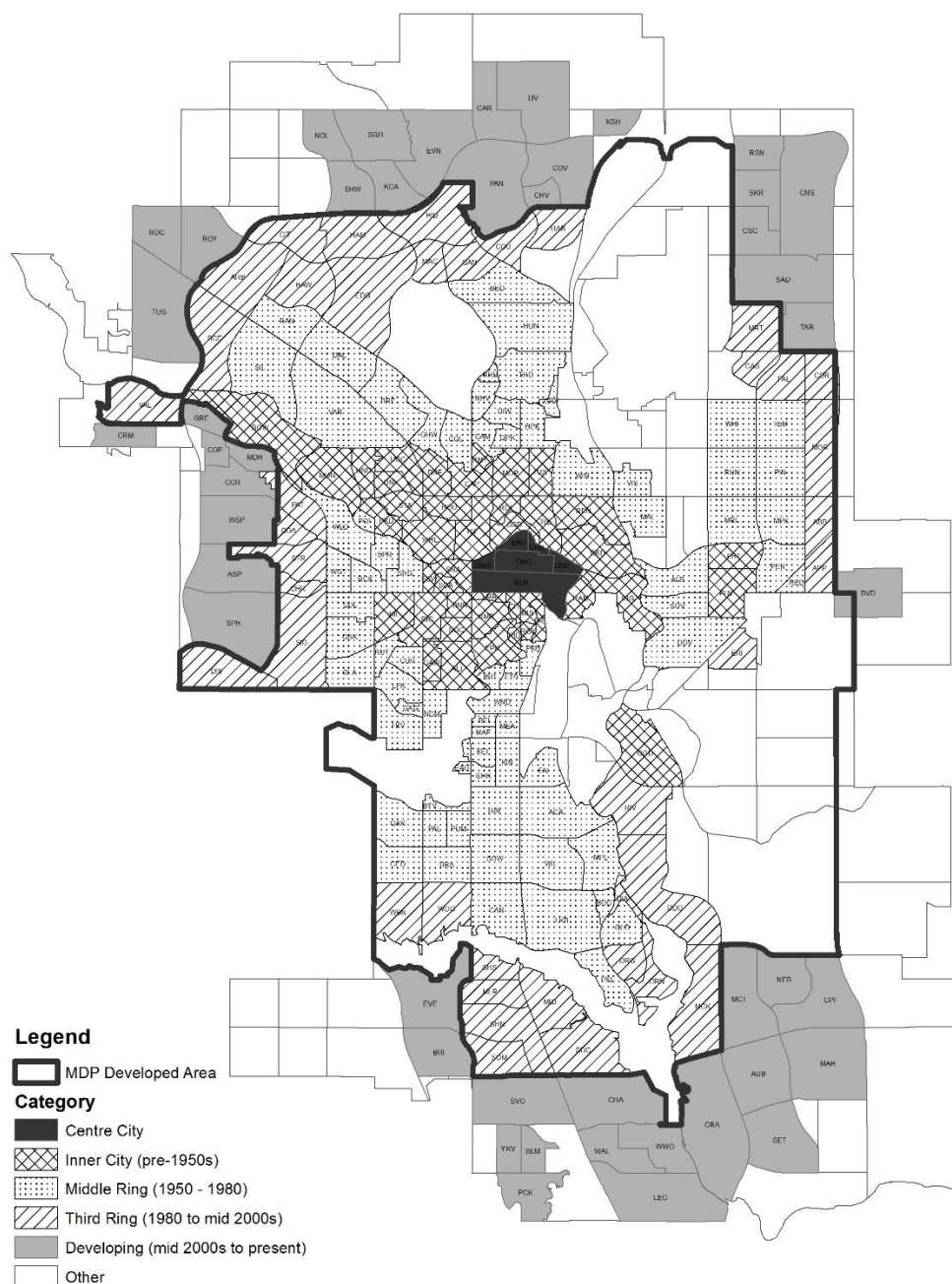
PFC2018-0891
ATTACHMENT 1

Deliverables and Timelines						
March 2018	Sept 2018	November 2018	February 2019	May 2019	November 2019	March 2020
New Community Growth Strategy Council Report Recommendation	Priorities and Finance Committee (PFC) & Council			Priorities and Finance Committee (PFC) & Council		Mid-Cycle Budget Adjustments
D E L I V E R A B L E S	Direction received from Council	Scoping Report	1. Set the context for the work through definition of the area, data analysis, and influencing factors	3. Identify what infrastructure, amenities, and planning and strategic outcomes are critical to enabling community growth and change in the Established Area	7. Identify opportunities to leverage other public and private opportunities to support growth and change in communities to achieve strategic goals	8. Recommend strategic actions across the Established Area that meaningfully support community growth, change and quality of life
			2. Complete best practice research on area redevelopment programs from other cities	4. Develop options for sustainable financial tools to enable development that supports MDP/CTP goals and delivers on community identified needs	5. Develop an evidence-based consideration and evaluation process that supports MDP/CTP aligned growth and responds to market demand	
					Update Report on Strategy to PFC	

Stakeholder Breakdown Structure					
Community Members	Business Improvement Associations (BIAs)	Development Industry	Internal Departments	Council	Governance Committees
Federation of Calgary Communities, Inner City Coalition, Community Groups, Community Representation Framework Steering Committee, Citizens	All BIAs within the Established Area	BILD - Calgary Region, NAIOP Commercial Real Estate Association Calgary, Established Areas Working Group, Developer Advisory Committee	Planning & Development, Finance, Law, Water Resources, Transportation, Calgary Fire Department, One Calgary, Engage, Infrastructure Calgary, Urban Strategy, Deputy City Manager's Office (Facility Management), Community Services	Mayor and Council	DIGC Technical Subcommittee (DTS), Directors Integrated Growth Committee (DIGC), General Managers Strategic Growth Committee (GMSGC)

A preliminary trend analysis of housing, population, and building permits using a decade of build out approach is shown in a series of charts below. Data shows present-day breakdowns, 10-15 year trends, or 50 year trends. This work provides an overview of several trends, and more in-depth analysis will form a part of Deliverable 1 of the Established Area Growth and Change Strategy work.

The following map shows 205 communities within the Developed Area of the MDP that have been categorized by similar type determined primarily by the decade of construction. See page 6 of this attachment for a list and number of communities within each category.



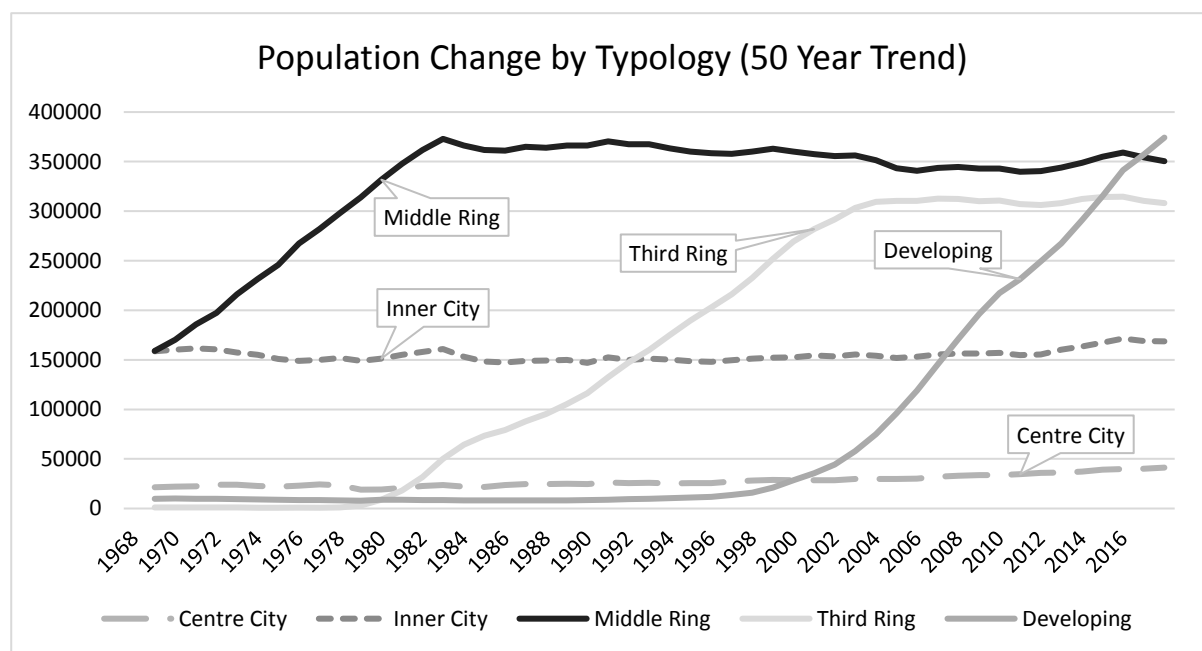
Population Analysis

While population in the Centre City and Developing Areas continue to climb, populations in the Inner City, Middle Ring and Third Ring are declining. Notably, in Middle Ring suburbs (typically built between 1950 and 1980), population has dropped over 6% from its peak. This is largely due to natural life-cycling of communities with aging populations.

Families with children tend to be attracted to the Developing Area. The Centre City attracts a large number of residents aged 20 to 44, while the Middle Ring suburbs house the largest share of residents aged 65 and older.

Population Change by Category

	Centre City	Inner City	Middle Ring	Third Ring	Developing
Population (2017)	41,250	168,666	350,287	308,018	374,259
Peak Population	41,250	171,466	372,971	314,622	374,259
Year of Peak Population	2017	2015	1982	2015	2017
Decline from Peak Population	-	(2,800)	(22,684)	(6,604)	-
Percent Decline from Peak Population	0.0%	-1.6%	-6.1%	-2.1%	0.0%



Population Age Distribution within Category (2016)

	Centre City	Inner City	Middle Ring	Third Ring	Developing
Age 0 - 19	9%	18%	21%	25%	31%
Age 20 - 44	63%	48%	38%	33%	43%
Age 45 - 64	18%	23%	26%	31%	20%
Age 65+	10%	11%	14%	12%	6%

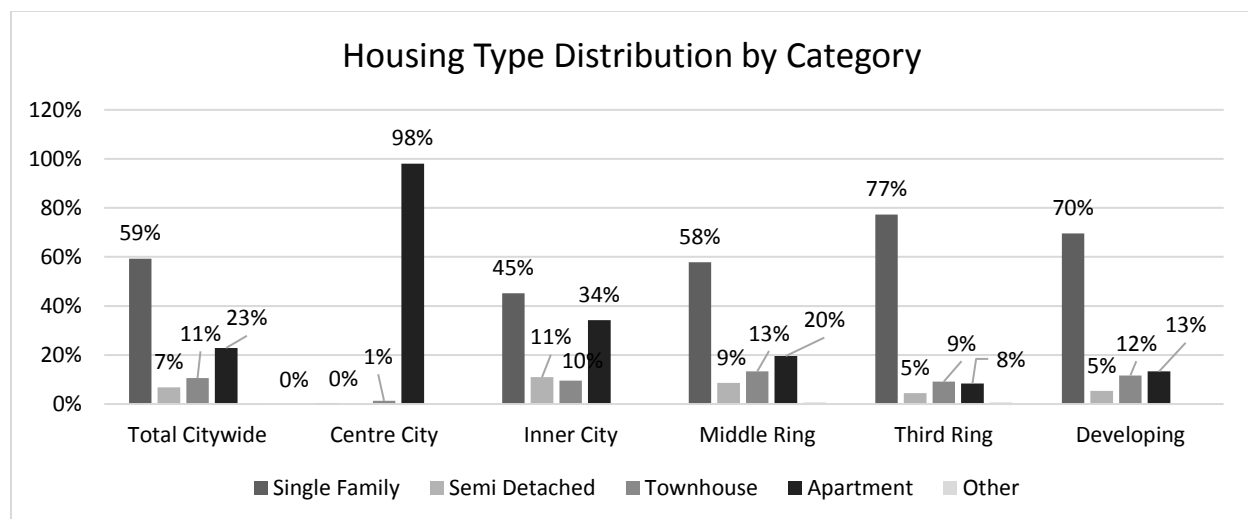
Housing Analysis

Middle Ring, Third Ring, and Developing suburbs have approximately the same amount of single detached homes (~85,000), however Middle Ring and Developing show a greater diversity of housing type. Centre City, Inner City, and Middle Ring Suburbs each have approximately 30,000 apartments. Total housing units in the Centre City and Inner City have increased gradually over time. Housing units in the Middle Ring suburbs were built quickly between 1950 and 1980, followed by a plateau and a gradual increase. Housing unit growth in the Third Ring suburbs occurred between 1980 and 2000. After 2000, growth in the Third Ring suburbs plateaued and growth occurred mainly in the Developing communities.

Housing Type Totals by Category					
	Centre City	Inner City	Middle Ring	Third Ring	Developing
Single Detached	133	38,798	86,695	84,241	87,870
Semi-Detached	7	9,403	12,857	4,907	6,756
Townhouse	395	8,217	19,950	9,987	14,755
Apartment	30,212	29,363	29,395	9,149	16,756

Centre City and Third Ring Suburbs tend to be the most homogenous in terms of housing type distribution, with 98% of units in the Centre City being apartments and 77% of units in the Third Ring being Single Detached Dwellings.

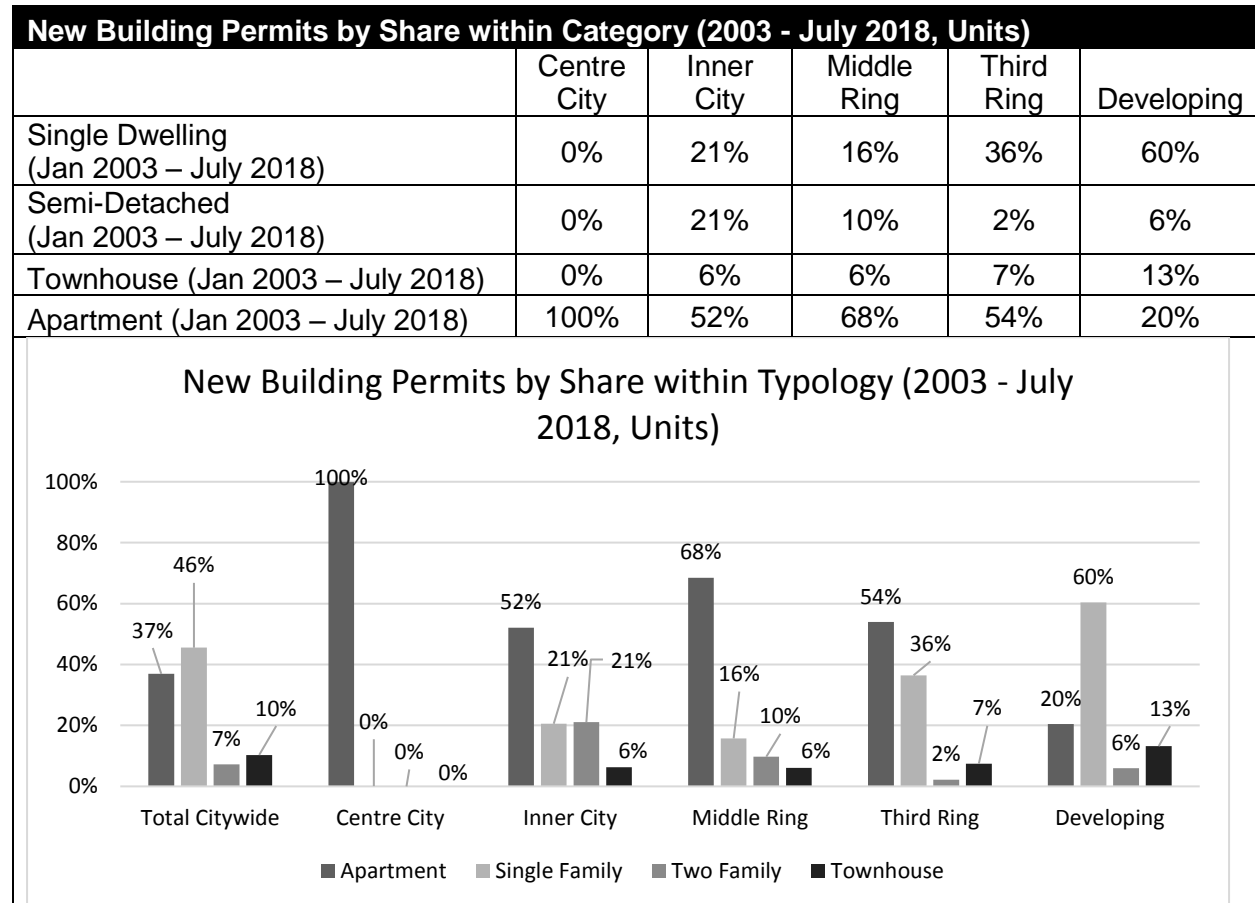
Housing Type Distribution Share by Category					
	Centre City	Inner City	Middle Ring	Third Ring	Developing
Single Detached	0%	45%	58%	77%	70%
Semi-Detached	0%	11%	9%	5%	5%
Townhouse	1%	10%	13%	9%	12%
Apartment	98%	34%	20%	8%	13%



Residential Building Permits Analysis

Over the period 2002-2018, the majority of new residential building permits were for apartment units, except for in the Developing Area where Single Dwelling units are the majority. The overall majority of new Building Permits are captured in the Developing Areas.

In terms of Building Permit value, the Developing Areas have captured most of the total construction value (71.9%), unsurprising due to the amount of new construction. However, the Inner City has made impressive gains in total values, capturing 12.5% of the total.



New Residential Building Permit Estimated Construction Valued by Category (2003 - July 2018)					
	Centre City	Inner City	Middle Ring	Third Ring	Developing
\$ Billions, Jan 2003 – July 2018	\$3.68	\$6.30	\$2.59	\$1.59	\$36.27
(% of citywide share)	(7.3%)	(12.5%)	(5.1%)	(3.2%)	(71.9%)

Summary

The Inner City captures a disproportionately high share of total construction value in relation to total share of dwelling unit growth, likely because the new units being built are of high value. Population growth remains strong in Developing Areas, and disproportionately low in in Middle Ring and Third Ring communities.

Summary Share of Citywide Totals (2003 – 2017)					
	Centre City	Inner City	Middle Ring	Third Ring	Developing
Estimated Residential Building Permit Construction Value share of total (2003 – 2017)	7.3%	12.5%	5.1%	3.2%	71.9%
Population Change, share of total (2003 – 2017)	3.5%	4.5%	-0.3%	-0.4%	92.8%
Dwelling Unit Change, share of total (2003 – 2017)	5.9%	4.0%	4.7%	5.4%	80.0%

Communities by Category (as shown on the map on page 1 of this attachment):

Centre City (6)	Inner City (42)	Middle Ring (74)	Third Ring (40)	Developing (43)	Other (0)
BELTLINE	ALTADORE	ACADIA	ABBEYDALE	ASPEN WOODS	NONE
CHINATOWN	BANFF TRAIL	ALBERT PARK/RADISSON HEIGHTS	APPLEWOOD PARK	AUBURN BAY	
DOWNTOWN COMMERCIAL CORE	BANKVIEW	BAYVIEW	ARBOUR LAKE	BELMONT	
DOWNTOWN EAST VILLAGE	BOWNESS	BEDDINGTON HEIGHTS	CASTLERIDGE	BELVEDERE	
DOWNTOWN WEST END	BRIDGELAND/RIVER SIDE	BEL-AIRE	CHRISTIE PARK	BRIDLEWOOD	
EAU CLAIRE	CAPITOL HILL	BONAVISTA DOWNS	CITADEL	CANADA OLYMPIC PARK	
	CLIFF BUNGALOW	BRAESIDE	COACH HILL	CARRINGTON	
	CRESCENT HEIGHTS	BRENTWOOD	CORAL SPRINGS	CHAPARRAL	
	ELBOW PARK	BRITANNIA	COUNTRY HILLS	CITYSCAPE	
	ERLTON	CAMBRIAN HEIGHTS	DEER RIDGE	COPPERFIELD	
	FOREST HEIGHTS	CANYON MEADOWS	DEER RUN	CORNERSTONE	
	FOREST LAWN	CEDARBRAE	DIAMOND COVE	COUGAR RIDGE	
	GARRISON WOODS	CHARLESWOOD	DISCOVERY RIDGE	COUNTRY HILLS VILLAGE	
	HILLHURST	CHINOOK PARK	DOUGLASDALE/G LEN	COVENTRY HILLS	
	HOUNSFIELD HEIGHTS/BRIAR HILL	COLLINGWOOD	EDGEMONT	CRANSTON	
	INGLEWOOD	CURRIE BARRACKS	ERIN WOODS	CRESTMONT	
	KILLARNEY/GLENGA RRY	DALHOUSIE	FALCONRIDGE	EVANSTON	
	LOWER MOUNT ROYAL	DOVER	HAMPTONS	EVERGREEN	
	MISSION	EAGLE RIDGE	HARVEST HILLS	GREENWOOD/GREEN BRIAR	
	MONTGOMERY	ELBOYA	HAWKWOOD	KEYSTONE HILLS	
	MOUNT PLEASANT	FAIRVIEW	HIDDEN VALLEY	KINCORA	
	OGDEN	GARRISON GREEN	MACEWAN GLEN	LEGACY	
	PARKDALE	GLAMORGAN	MARTINDALE	LIVINGSTON	
	RAMSAY	GLENBROOK	MCKENZIE LAKE	MAHOGANY	
	RENFREW	GLENDALE	MIDNAPORE	MCKENZIE TOWNE	
	RICHMOND	GREENVIEW	MILLRISE	MEDICINE HILL	
	RIDEAU PARK	HAYSBORO	MONTEREY PARK	NEW BRIGHTON	
	ROSEDALE	HIGHLAND PARK	PATTERSON	NOLAN HILL	
	ROSEMONT	HIGHWOOD	RIVERBEND	PANORAMA HILLS	

Preliminary Trend Analysis for the Established Area

PFC2018-0891
ATTACHMENT 2

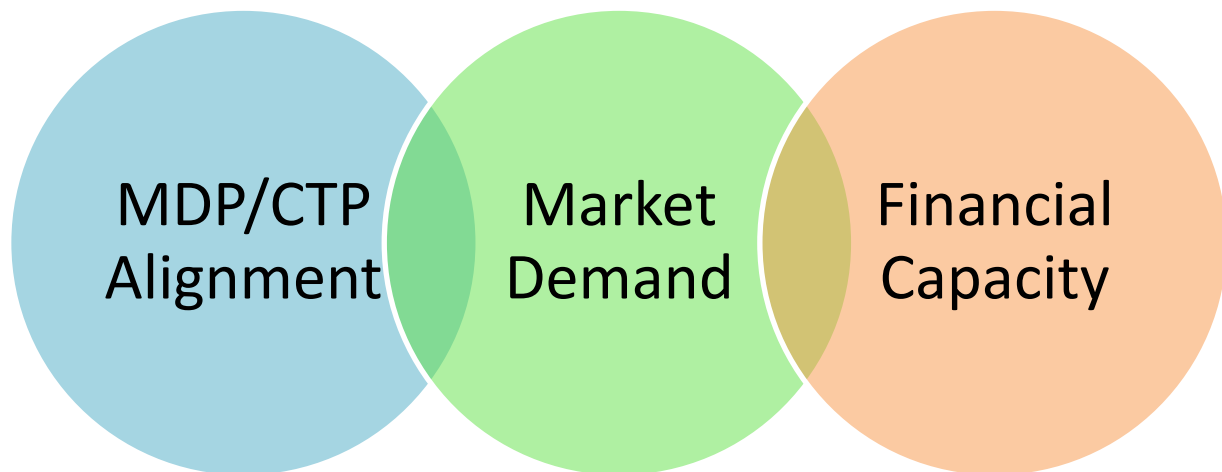
Centre City (6)	Inner City (42)	Middle Ring (74)	Third Ring (40)	Developing (43)	Other (0)
	ROXBORO	HUNTINGTON HILLS	SANDSTONE VALLEY	PINE CREEK	
	SCARBORO	KELVIN GROVE	SCENIC ACRES	REDSTONE	
	SCARBORO/ SUNALTA WEST	KINGSLAND	SHAWNEE SLOPES	ROCKY RIDGE	
	SOUTH CALGARY	LAKE BONA VISTA	SHAWNESSY	ROYAL OAK	
	ST. ANDREWS HEIGHTS	LAKEVIEW	SIGNAL HILL	SADDLE RIDGE	
	SUNALTA	LINCOLN PARK	SOMERSET	SAGE HILL	
	SUNNYSIDE	MAPLE RIDGE	STRATHCONA PARK	SETON	
	TUXEDO PARK	MARLBOROUGH	SUNDANCE	SHERWOOD	
	UNIVERSITY DISTRICT	MARLBOROUGH PARK	VALLEY RIDGE	SILVERADO	
	UNIVERSITY HEIGHTS	MAYFAIR	WOODBINE	SKYVIEW RANCH	
	UNIVERSITY OF CALGARY	MAYLAND HEIGHTS	WOODLANDS	SPRINGBANK HILL	
	UPPER MOUNT ROYAL	MEADOWLARK PARK		TARADALE	
	WEST HILLHURST	NORTH GLENMORE PARK		TUSCANY	
		NORTH HAVEN		WALDEN	
		NORTH HAVEN UPPER		WEST SPRINGS	
		OAKRIDGE		WOLF WILLOW	
		PALLISER		YORKVILLE	
		PARKHILL			
		PARKLAND			
		PENBROOKE MEADOWS			
		PINERIDGE			
		POINT MCKAY			
		PUMP HILL			
		QUEENS PARK VILLAGE			
		QUEENSLAND			
		RANCHLANDS			
		RED CARPET			
		ROSSCARROCK			
		RUNDLE			
		RUTLAND PARK			
		SHAGANAPPI			
		SILVER SPRINGS			
		SOUTHVIEW			
		SOUTHWOOD			
		SPRUCE CLIFF			
		TEMPLE			
		THORNCLIFFE			

Preliminary Trend Analysis for the Established Area

PFC2018-0891
ATTACHMENT 2

Centre City (6)	Inner City (42)	Middle Ring (74)	Third Ring (40)	Developing (43)	Other (0)
		VARSITY			
		VISTA HEIGHTS			
		WESTGATE			
		WHITEHORN			
		WILDWOOD			
		WILLOW PARK			
		WINDSOR PARK			
		WINSTON HEIGHTS/MOUNT VIEW			

There are many City initiatives that have recently been completed or are currently underway that impact the Established Area. These initiatives can leverage information and coordinate engagement, and can align recommendations to advance project outcomes.



- **Residential Infill Improvements***
- **Community Representation Framework***
- **Developed Areas Guidebook Review***
- **Local Area Planning Strategy***
- Corporate Land Strategy
- City-wide Transit Oriented Development Strategy
- Climate Resilience Strategy 2018
- Local area planning related to Green Line stations
- Corporate Facility Portfolio Plan
- Calgary's Cultural Plan
- **MDP/CTP Review***
- Centre City Plan Refresh
- **This is My Neighbourhood***
- **Established Area Working Group***
- Developed Areas growth and Change Report
- **Enterprise District***
- MDP Monitoring
- Corporate Capital Prioritization Criteria
- **One Calgary 2019-2022 four year service plan and budget***
- Opportunity Calgary Fund
- **Main Streets***
- City Charter – Fiscal Framework
- Corporate Investment Plan 2017
- Centre City Mobility Fund*
- City Shaping Implementation Strategy
- **Infrastructure Calgary***

* **Bolded** initiatives are further described on page 2.

Initiative	Description of Initiative and it's Impact to the Established Area
Residential Infill Improvements	Development of a framework to explore changes to the land use bylaw to enable successful infill development.
Developed Areas Guidebook Review	Amendments to the DAG to provide clearer direction on local area planning and the compatibility of infill developments within the Developed Areas.
Municipal Development Plan / Calgary Transportation Plan Review (MDP/CTP)	The 10-year review will build on the MDP/CTP Progress Report to analyze the factors contributing to MDP/CTP progress to date as well as updates to new legislative changes such as the adoption of a City Charter.
Local Area Planning Strategy	Comprehensive planning update to local area planning and policies and land use districts. 200+ planning documents will be reduced to around 50 plans over the next 10 years.
Community Representation Framework	Development of a framework to enhance the effectiveness of community groups to contribute to the representation of the diverse interests and perspectives within their communities.
Enterprise District	Amendments to the land use bylaw where certain rules and processes have been suspended in the Centre City Area to increase retail and office activities.
Established Areas Working Group	Collection of City and Industry representatives focused on reducing barriers to redevelopment related to costs of redevelopment, utility infrastructure information, funding growth, policy implications, and application processes.
Main Streets	Working with local residents, business owners, and developers to develop plans for 24 mains street areas that are well suited for long-term growth.
Centre City Mobility Fund	A fund that focuses on supporting walking, cycling, and transit upgrades in the City Centre.
One Calgary 2019-2022 four year service plan and budget	The framework of The City's Strategic Plan for 2019-2022 that focuses on service-based plans and budgets compared to previous department-based plans and budgets. This Plan implements Council's approved directives and provides a shared vision and priorities for the City of Calgary and Calgarians for the next four years.
Infrastructure Calgary	City team focused on the intentional management of the City's capital investments across all departments with a goal of strengthening decision making to maximize value for Calgarians.
This Is My Neighbourhood	This program provides opportunities for residents to partner with The City to identify ways to help make their neighbourhood a better place to live, work and play through small scale infrastructure improvements and micro-grants to support resident led initiatives.

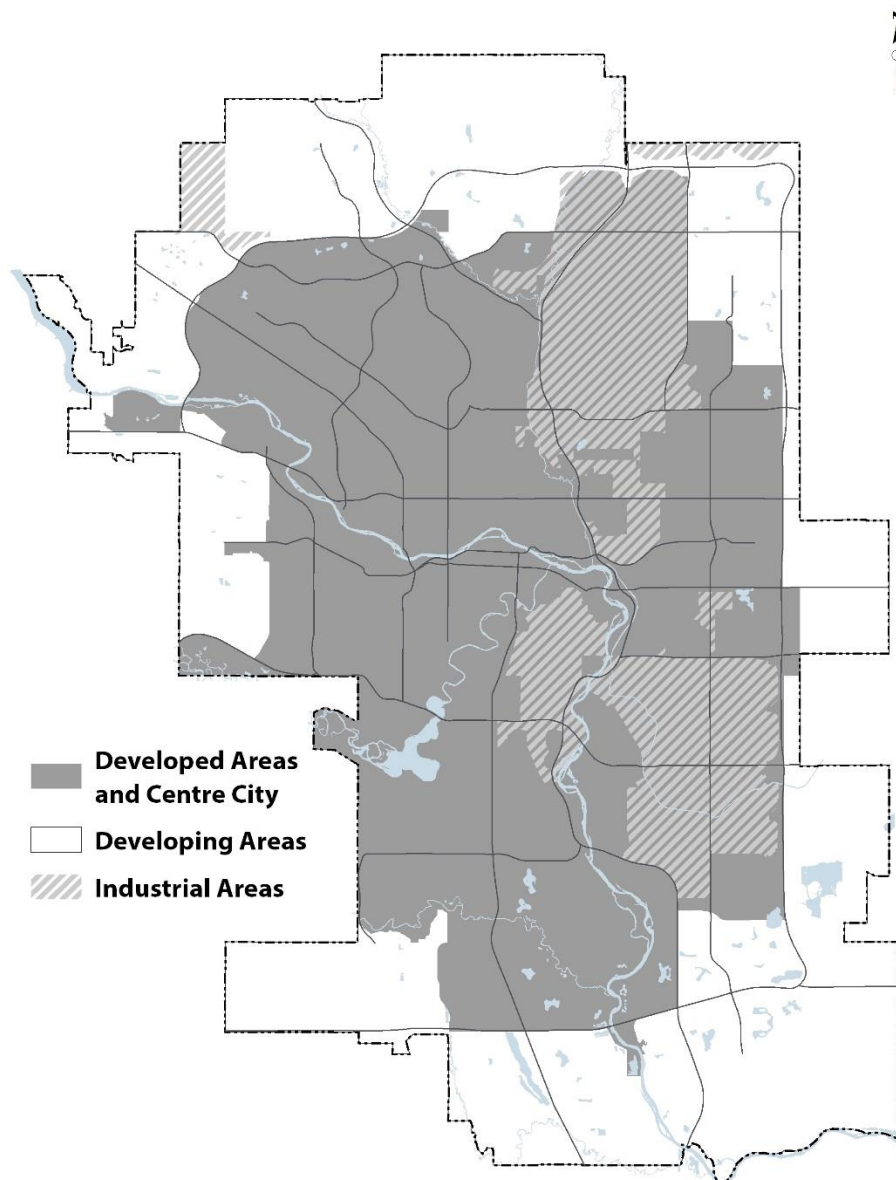
The 2015-2018 Action Plan budget provided for a range of investment projects in the Established Area over the past four years. Looking forward, the One Calgary (2019-2022) four year service plan and budget prioritization and evaluation is ongoing. The investment plan that results from this work will be finalized during the November budget discussions. The Established Area Growth and Change Strategy will help prioritize and align direct investment through the One Calgary budget cycle with recommendations for consideration at the time of mid-cycle budget adjustments.

Examples of Investments in the Established Area from Action Plan 2015-2018 Business Cycle

Investment Category:	Example Projects:
Upgrade	<ul style="list-style-type: none"> • Sports Field and Open Space Lifecycle and Upgrades • Bowness Park Redevelopment • Established Communities Open Space Upgrade • Acadia Aquatic Centre Upgrade • Drainage Facilities & Network
Growth	<ul style="list-style-type: none"> • Inglewood Bird Sanctuary – Phase 1 • Varsity Fire Station Replacement • Calgary Transit Westbrook Building • Railway Crossing Upgrades • McKnight Road Widening • Glenmore & Ogden Road Widening • Pedestrian Bridge Replacement and Upgrading • RouteAhead Rapid Transit Corridors • Chinook TOD Infrastructure • U of C TOD (Banff Trail/Stadium) • Centre City Mobility Program
Maintenance	<ul style="list-style-type: none"> • Downtown Improvement Fund – public improvements

For the purposes of this scoping report, the area of consideration for the Established Area Growth and Change Strategy is the Developed Areas as defined in the Developed Areas Guidebook, and also includes the Centre City as defined in the Centre City Guidebook. At this time, the Strategy is not proposed to include Industrial Areas. Administration will continue to engage with stakeholders to determine the most appropriate geography for the Strategy.

The Strategy for the Established Area complements work recently completed for the Developing Areas (New Community Growth Strategy), and ongoing work focused on the Industrial Areas within the Industry/City Work Plan Initiative.





August 27, 2018

Priorities & Finance Committee
All Members of City of Calgary Council
The City of Calgary
PO Box 2100, Station M
Calgary, AB T2P 2M5

Dear Priorities & Finance Committee Members, All Members of Council:

Re: PFC 2018-0891, Established Area Growth & Change Strategy Scoping Report

BILD Calgary Region (BILD) and its members have been working successfully with Administration on the New Community Growth Strategy and we appreciate and acknowledge the strong support and bold leadership of Council in recently advancing new communities.

As work on the New Community Growth Strategy reaches fruition, we are very pleased with and supportive of Council's direction to Administration to begin work on the **Established Areas Growth and Change Strategy**.

At the time of this writing, the Report to PFC has not been finalized, and therefore we cannot comment on details. However, Administration has shared with BILD that there are **eight (8) outcomes** referenced in the Report and has described those outcomes in advance of the Report's completion.

As well, we are aware that the Report references 3 factors for developing the Strategy - which are comparable to those used in creating the New Community Growth Strategy. Through much discussion with the City/Industry's Work Plan Established Areas Working Group and other of our BILD members investing in Established Areas, we are very supportive of the addition of a 4th factor for the Established Areas Growth & Change Strategy. The factor of "**Redevelopment Readiness**" recognizes the unique distinctions between the developing area and established areas growth strategies – which includes public engagement, community readiness and infrastructure readiness, to accept additional growth and new neighbours.

This is desperately important for developers in order that they have a high level of confidence and certainty when they are investing. Perhaps it is the most important factor because without Redevelopment Readiness, sufficient development and growth will not take place to ensure the City's dollars invested in supporting infrastructure yield a much-desired return on the City's investment.

Accordingly, BILD would be very supportive of **Redevelopment Readiness as the fourth factor** by which the Established Areas Growth and Change Strategy will be guided and informed.

As well, BILD would be supportive of a parallel initiative to create a thorough **Industrial Development Growth Strategy**.

With the New Community Growth Strategy, a completed Established Area Growth & Change Strategy as well as an Industrial Development Growth Strategy, City Administration and Council would be in the most favourable position of having a fully integrated and comprehensive strategy for growth City-Wide in time for the mid-cycle budget review in 2020.

Respectfully,
BILD Calgary Region



Guy Huntingford
Chief Executive Officer

c.c. Stuart Dagleish, General Manager, Planning & Development, City of Calgary
 Kathy Davies Murphy & Lesley Kalmakoff, Growth and Strategic Services, City of Calgary
 Established Areas Work Plan Working Group
 BILD CR Urban Redevelopment Committee
 BILD CR Inner City Committee