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CITY CLERK'S DEPARTMENT

2023-2026 Service Plans and Budgets



Table of Contents

Table of Contents	2	Parks, Recreation and Culture	131
Introduction	4	Arts & Culture	133
What's in this document	5	City Cemeteries	139
What We've Heard from Calgarians	6	Library Services.....	145
Organizational Culture	7	Parks & Open Spaces	151
Quality of Life	8	Recreation Opportunities	157
Council's Strategic Direction 2023-2026	9	Public Safety and Bylaws	163
Economic Resilience.....	11	Bylaw Education & Compliance.....	165
Social Resilience.....	14	Calgary 9-1-1	171
Shared Strategic Agenda	20	Emergency Management & Business Continuity.....	177
The City's Financial Position	28	Fire & Emergency Response.....	183
Emerging issues and financial pressures	30	Fire Inspection & Enforcement.....	190
City Revenues and Expenditure	31	Fire Safety Education	195
Debt and Debt Service Levels	32	Pet Ownership & Licensing	200
Budget Overview	33	Police Services.....	205
Operating Budget.....	33	Social Programs and Services	213
Capital Budget.....	36	Affordable Housing.....	215
Improving Service Performance	40	Community Strategies	221
Service Plans and Budgets	41	Neighbourhood Support	226
Building, Planning and Business	43	Social Programs	231
Appeals & Tribunals.....	45	Tax and Property Assessment	237
Building Safety.....	50	Property Assessment.....	239
Business Licensing.....	56	Taxation	245
City Planning & Policy	61	Transportation	251
Development Approvals	67	Parking.....	253
Economic Development & Tourism.....	73	Public Transit	259
Land Development & Sales	79	Sidewalks & Pathways	266
Real Estate	85	Specialized Transit	273
City Auditor's Office	93	Streets	279
City Auditor's Office.....	95	Taxi, Limousine & Vehicles-for-Hire	288
Information and Communication.....	101	Utilities and Environment	293
Citizen Engagement & Insights.....	103	Climate & Environmental Management.....	295
Citizen Information & Services.....	108	Stormwater Management	302
Records Management, Access & Privacy	114	Urban Forestry	308
Strategic Marketing & Communications	120	Waste & Recycling.....	314
Mayor and Council	125	Wastewater Collection & Treatment	320
Mayor & Council	127	Water Treatment & Supply.....	326

Enabling Services.....	333
Corporate Governance	335
Corporate Security	340
Council & Committee Support.....	346
Data, Analytics & Information Access	352
Executive Leadership.....	359
Facility Management	365
Financial Support.....	373
Fleet Management	379
Human Resources Support	385
Infrastructure & Engineering	391
Insurance & Claims	398
IT Solutions & Support.....	404
Legal Services.....	412
Municipal Elections.....	418

Organizational Health, Safety & Wellness	424
Procurement & Warehousing	430
Corporate Programs	437
Common Revenue.....	439
Corporate Costs & Debt Servicing	441
Appendix A: Planning, Monitoring and Improving Service Performance	443
Appendix B: Service Plans and Budgets Inputs and Process	447
Appendix C: Service Directors	455
Appendix D: Glossary	459
Appendix E: Organizational Structure.....	465

The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of ideas and opportunities naturally come together. Indigenous peoples have their own names for this area that have been in use long before Scottish settlers named this place Calgary. The Métis call the Calgary area Otos-kwunee. In the Blackfoot language, they call this place, Moh-kins-tsis. The Stoney Nakoda Nation refer to the Calgary area as Wicispa Oyade and the people of the Tsuut'ina nation call this area Guts-ists-i.

We would like to take this opportunity to acknowledge that we are on the traditional territories of the First Nations signatory in Southern Alberta to Treaty 7. This includes: the Blackfoot Confederacy, made up of the Siksika, Piikani, and Kainai First Nations; the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bears paw, and Wesley First Nations; and the Tsuut'ina First Nation. The City of Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3. We acknowledge all Indigenous urban Calgarians who have made Calgary their home.



Introduction

Whether they're born and raised here, or being welcomed here for the first time, Calgarians know they can rely on The City to get them the services they need. It's rare that a city can be both affordable and livable, and Calgary is proud to be just that. Ranked as the third most livable city in the world by The Economist in 2022, Calgary has the second lowest cost of living of any major city in Canada, and we are proud to be an amazing place to make a living and to make a life. We provide Calgarians with world-class services each and every day that support a high quality of life.

While we are justifiably proud of this amazing place, Calgary, like the rest of the world, has experienced a lot of change in recent years. The COVID-19 pandemic had a profound impact on all our lives, and we are still experiencing the lingering impacts on City services and affordability. Our communities continue to change and evolve, as do their expectations of our services.

We continue to experience ongoing pressures from inflation. In 2022, Calgarians are expected to experience a 7.2 per cent increase in consumer prices due to inflation. And while we see positive changes in how Calgarians view our city, we know we can do better. Social issues have increased rapidly and are impacting Calgarians' perceptions of safety in their communities. Service satisfaction rates have shifted, with the largest drops in satisfaction on affordable housing for low-income Calgarians, Calgary 9-1-1 services and public transit. Local community and business leaders indicate their top three issues as being "infrastructure, traffic and roads," "crime, safety and policing" and "transit." We have also seen increased awareness and calls-to-action for municipalities to play a stronger part in addressing the growing challenge of climate change.

We expect to welcome approximately 88,000 new Calgarians to this city between 2022 and 2026. Population growth brings benefits for our economy, vibrancy and diversity, but it also drives increased municipal costs through increased use of City services.



What's in this document

This document details the 2023-2026 Service Plans and Budgets. For a high-level summary, see the 2023-2026 Service Plans and Budgets Highlights. In this document, you will find:

1. The results that Calgarians will experience from the recommended 2023-2026 Service Plans and Budgets.
2. The community indicators and performance measures The City will monitor and positively influence to ensure we are making progress towards our desired results..
3. The description and purpose of each of The City's 61 services, along with the context and detail for the recommended plan and budget for each service.

Altogether, we are working hard to respond to these pressures and continue delivering the services Calgarians rely on while maintaining affordability by keeping the projected increase in City expenses as low as possible. This budget aligns with Council's direction to keep expenditures in line with inflation plus population growth. All 61 City services will be maintained in the four-year cycle; however some services will receive a higher level of investment than others to reflect the particular areas of focus for the next four years. We are not recommending cuts to any service budgets.

The 2023-2026 Service Plans and Budgets are recommended to care for our community and ensure the success for our city, both today and in

the future. These plans and budgets are our best recommendations to balance multiple critical objectives: maintaining affordability by keeping City expenditures as low as possible, continuing to deliver the services Calgarians rely on and investing in Calgary to make it an even better destination and great place to live, work, grow and raise a family.

The 2023-2026 Service Plans and Budgets represent a public investment of \$4.8 billion average per year in for daily operation of services and \$10.2 million in infrastructure to serve Calgarians.

In the table below, recommended budgets are grouped by service categories according to their primary purpose, however many capital projects support multiple areas.

Table 1: Total 2023-2026 Expenditures by Services Category (\$millions):

Service Category	Operating				Capital Total
	2023	2024	2025	2026	
Building, planning and business	431	289	283	282	1,050
City Auditor's Office	3	3	4	4	-
Information and communication	31	31	31	31	14
Mayor and Council	12	12	12	12	-
Parks, recreation and culture	253	261	266	274	482
Public safety and bylaws	911	911	934	949	292
Social programs and services	103	103	102	103	239
Tax and property assessment	29	29	30	30	20
Transportation	812	857	869	880	5,490
Utilities and environment	1,101	1,102	1,121	1,141	1,570
Enabling services	329	336	350	342	1,001
Corporate programs	669	724	789	853	-
Grand Total	4,684	4,660	4,792	4,901	10,158



What We've Heard from Calgarians

Calgarians' input played an important role in helping determine The City's focus for the 2023 – 2026 Service Plans and Budgets. We leveraged engagement and research with Calgarians and identified several key themes heard through surveys, focus groups, and engagement initiatives over the past year.

- Calgarians continue to report a high quality of life and they are also reporting an increasingly positive perception of the economy in Calgary.
- Perceptions of Calgary being a 'great place to make a living' have statistically increased since Spring 2022 and the current result is the highest recorded since 2015.
- COVID-19 is now less of a concern for Calgarians and is declining as a priority issue and as a perceived threat to mental health, physical health and personal financial situations.
- Although satisfaction with the overall level and quality of City programs and services has declined slightly since spring 2022, it remains high at 66 per cent, which is on par with fall 2021.
- Key priority areas for Calgarians include infrastructure, traffic and roads, crime, safety and policing and transit. Additionally, the top priorities for additional investment include affordable housing for low-income Calgarians, public transit

including bus and C-Train service, and social programs for individuals such as seniors or youth.

- Perceptions of value for tax dollars are stable. And while more Calgarians (compared to 2021) prioritize tax increases over service cuts, there has also been a shift toward wanting tax increases kept to the rate of inflation instead of beyond it.
- Perspectives shared through public engagement are summarized in the following themes (not in priority sequence):
 - o Equity and inclusion are important to consider when making decisions about services and service delivery that impact all Calgarians.
 - o Calgarians have high expectations about fiscal responsibility and receiving value for services provided through a balance of property taxes and user fees.
 - o Calgarians expect The City to seek out efficiencies and cost reductions without lowering overall service levels, as service levels are connected with quality of life.
 - o Calgarians understand that sustainable growth and change will support increased service efficiency.
 - o Collectively as a city, social wellbeing is important and Calgarians expect services to reflect safety, access to services and connections to create a sense of belonging.

Additional data on Calgarians' perceptions can be found in the [Research and Engagement Library](#).

Organizational Culture

Our Vision:

Calgary: a great place to make a living, a great place to make a life.

Our Purpose:

Making life better every day.

We are striving for a One City, One Voice culture. We want our citizens and customers to experience us as one organization. We are truly at our best when we are working together and collectively focused on meaningful results for our citizens.

Our Shared Values:

Our shared values provide a basis to help us to make decisions and guide our actions. They give us a clear idea of what we need to do to be successful, both individually and collectively.

Individual responsibility

I act responsibly, perform my duties to the best of my ability and present myself as a positive ambassador for The City.

Collective accountability

We work together for the benefit of the people of Calgary.

The 4C's

**COMPETENCE
CHARACTER
& COMMITMENT
COLLABORATION**



Quality of Life

Calgarians value many things about living in Calgary. Through ongoing conversations, research and engagement, Calgarians have told us they value a city that is inclusive, prosperous, innovative and safe. They want to enjoy good health, get around easily and enjoy the natural environment around them.

Quality of Life Results are aspirational statements that describe the long-term, enduring well-being of children, adults, families and communities in Calgary. Advancing quality of life in Calgary is not the responsibility of any single government, organization or group. It requires the joint effort of many partners — including governments, community groups,

organizations, schools, private sector groups, and even individuals — working together towards these common results. The City of Calgary has a substantial role, which is reflected through Council's leadership and the delivery of services to our community.

Service plans and budgets serve as the foundation for understanding our service delivery, the value it provides, and how this contributes to the quality of life in our community. In 2021, Council approved an established set of [Multi-Year Service Planning and Budgeting Principles](#) which guides our decision-making process over multiple four-year cycles and informs general practice across all different aspects of planning and budgeting activities. The enduring principles of multi-year service planning and budgeting are: Accountable, Aspirational, Equitable, Integrated, and Value for Money.





Council's Strategic Direction 2023-2026

Resilient Calgary: Council's Strategic Direction 2023-2026 provides the foundations, guiding principles and focus areas needed for Administration to create service plans and budgets for the next four years so that we can collectively make Calgary a great place to make a living and a great place to make a life.

Council Foundations

CALGARY IS A RESILIENT CITY

- Economic resilience
- Social resilience
- Climate resilience

To understand how the community is doing, we will continue to monitor a wide range of community indicators. We have chosen three community indicators to influence positively – one in each resilience area. These are: restoring the total downtown assessed value, improving overall perceived safety, and reducing community-wide greenhouse gas emissions. These are the areas where The City can make an impactful contribution through the services, initiatives and programs we deliver and our collaboration with partners.

Council's Guiding Principles

- Strengthen relationships with Calgarians
- Deliver the right services
- Build strong communities
- Invest in infrastructure
- Finance our future

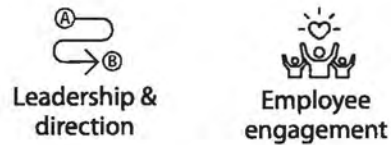
Council Focus Areas

What Council wants to focus on for the community



Administration's Rethink to Thrive Focus Areas

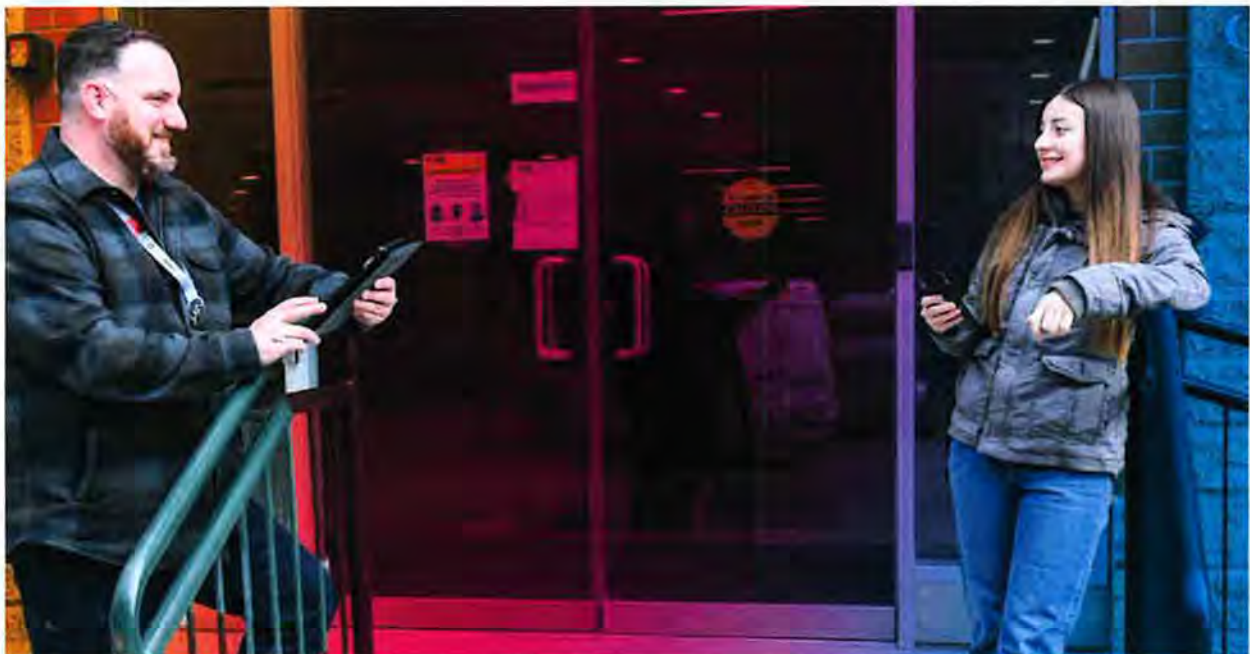
How the organization works together to achieve Council's Focus Areas



We will focus on becoming a future-ready and resilient organization where our employees are adaptable, agile and able to anticipate and respond to the evolving needs of our city, residents, businesses and employees.

The City applies evidence-based decision making to better understand the impact we are making on Calgarians through the services we deliver. Each service has identified the most important performance measures that allow us to monitor our progress in achieving results and demonstrate accountability to Calgarians and Council. For each focus area, we have listed examples of performance measures from Services.

The following pages provide highlights on the planned initiatives for each focus area, along with what success looks like for those initiatives.





Economic Resilience

“A city where everyone participates in a strong, diverse economy. We remove barriers for business success, enabling businesses to start, grow and invest in our city. We are an incredible destination and a great place to live, work, grow and raise a family.”

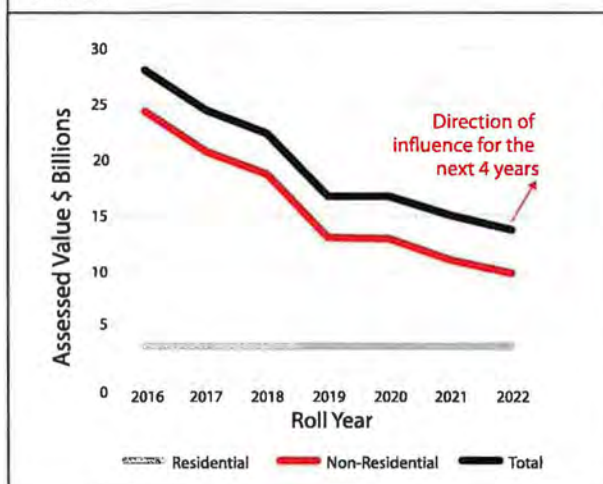
↔ Community indicator to influence:

Total downtown taxable assessed value

Property values in the downtown core are an indicator of the health of Calgary’s economy as downtown is where our greatest concentration of commercial real estate exists.

In 2014, total downtown property values represented 20 per cent of Calgary’s total tax base. In 2022, this has dropped to 9 per cent. Over the next four years, there will be intentional focus on developing and implementing the downtown office conversion program. Restoring some of the lost value in the total downtown taxable assessed value (residential and non-residential) through concerted action on downtown revitalization will help to restore balance to the overall city-wide tax base and enhance the overall competitiveness of our city as an affordable place to live, enjoy and conduct business.

Downtown Taxable Assessed Value (Calgary)



Source: The City of Calgary Assessment & Tax

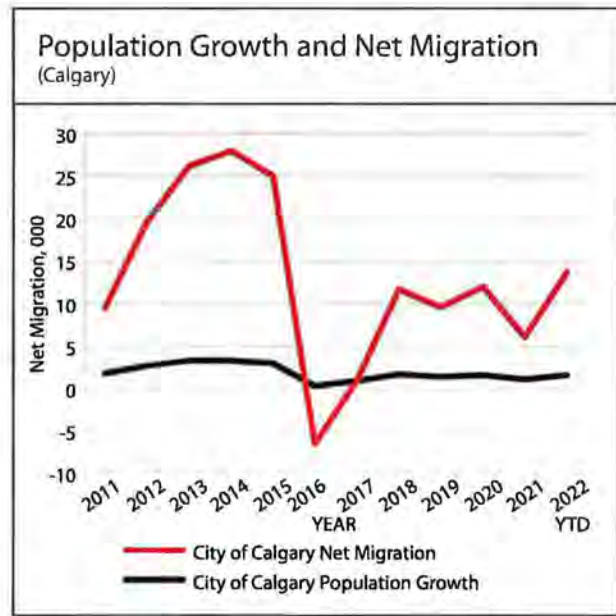
Key community indicators to monitor:

Population growth and net migration

Calgary's population growth is a good indicator of economic activity. It signals that people are attracted to the region due to economic opportunities, which in turn makes Calgary an attractive labour pool for businesses.

The population in Calgary has grown from 1.24 million persons in 2017 to 1.34 million persons in 2022. Most of this growth can be attributed to net migration. The net migration between 2017 and 2021 averaged 8,100 persons per year into Calgary. In 2022 alone, this has increased to over 13,000 persons.

Population growth, along with the falling unemployment rate, indicates Calgary's growing attractiveness as a desirable destination to live, work and play. While the pressure on various municipal and housing services will increase, there is a great opportunity for The City to continue to provide dependable municipal services, a variety of housing choices and job opportunities to further fuel economic growth.



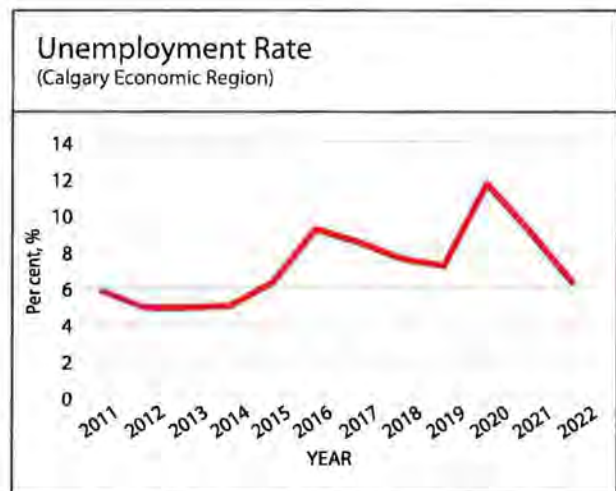
Source: Calgary Civic Census, The City of Calgary Corporate Economics

Unemployment rate

The unemployment rate provides an indication of the pool of labour force available but not engaged in work. A lower unemployment rate signifies the prevalence of job opportunities and promises higher consumer spending.

The unemployment rate has been volatile since the 2014 oil price collapse, up until the pandemic. It is gradually recovering and approaching early 2014 unemployment figures.

In the first three quarters of 2022, the unemployment rate dropped by as much as 6.3 per cent. The lower unemployment rate is a potential driver for increased net migration anticipated in 2023, boosting overall economic activity and the demand for services.



Source: The City of Calgary Corporate Economics, Statistics Canada



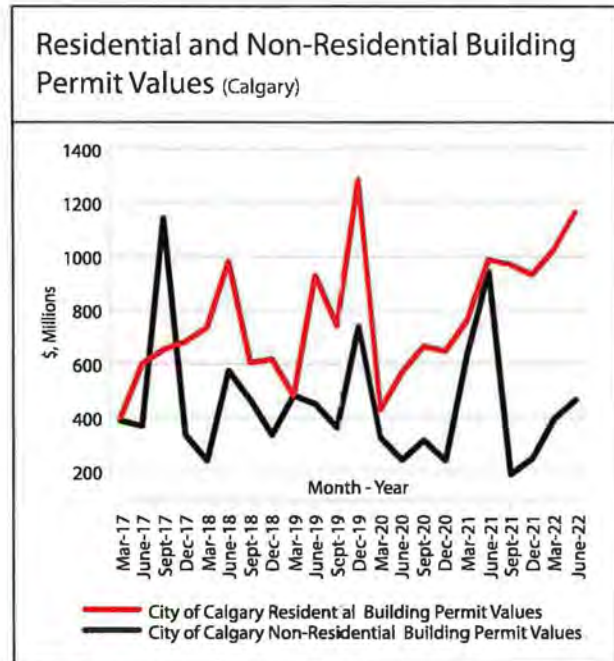
Residential and non-residential building permit values

Building permit values demonstrate willingness to invest in construction. This highlights the expectation of economic growth in Calgary, potentially increasing the tax base and supporting growth.

Total building permit values in the first half of 2022 increased to \$3.1 billion, compared to \$2.2 billion per year on average in the first half of each year 2017 through 2021. The major share of this comes from residential building permits.

In comparison, non-residential building permit values in the first half of 2022 fell below the five-year average, sitting at \$860 million, compared to \$930 million in the first half of each year between 2017 and 2021. The high office vacancy rates in downtown have contributed to this slowdown in non-residential building permit values.

The strong employment growth and lower unemployment rate experienced in 2022 should continue to attract investment interest and workers to Calgary, spurring building permits.



Source: The City of Calgary Planning & Development

Total housing starts

The residential real estate market plays a significant role in monitoring the health of the local economy. The total number of houses started reflects the level of residential construction.

Total housing starts have averaged 10,000 units per year between 2017 and 2021. The highest numbers of houses started ever recorded was 14,100 in 2006, and 12,700 units in 2021.

The strong employment growth, lower unemployment rate and firm population growth in 2022 is projected to drive houses started above 2006 levels. The year-to-date (January to September) total housing starts in 2006 was 10,700. In comparison, this figure has registered at 10,900 over the same period for 2022, indicating that the number of houses started is expected to be the highest for this year.



Source: Canada Mortgage Housing Corporation (CMHC)

Social Resilience

Community indicator to influence:

Overall perceived safety in Calgary

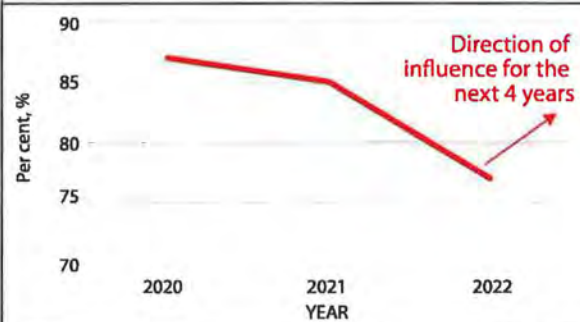
Feeling safe is a basic human need. When Calgarians feel safe, they can support one another and start to build meaningful connections that support community and the sense of belonging. Beginning in 2020, Calgarians were asked about their overall perceived safety in the city through the Citizen Satisfaction Survey.

In 2020, 87 per cent of Calgarians agreed they had an overall feeling of safety in Calgary. This percentage has been declining since then, to 85 per cent in 2021 and 77 per cent in 2022. This is a concerning trend involving many factors, such as social unrest related to divergent points of view, systemic racism and a rise in street harassment, addictions and drug poisonings.

Over the next four years, The City will work towards improving community safety through crisis prevention and improved crisis response, and further develop and enhance community-based prevention and intervention programs that reduce gun and gang violence. We will also increase a sense of belonging and safety for residents, particularly those experiencing vulnerabilities, by creating opportunities for them to connect through neighbourhood initiatives and community hubs.

"A city where people of all backgrounds belong. A community of people who support one another. A vibrant, safe and secure place to live, work and play. A city that does not tolerate hate; promotes community engagement and participation and actively works to address systemic discrimination in all forms. We live our commitment to reconciliation."


Overall Perceived Safety (Calgary)



Source: Fall Survey of Calgarians (previously "Calgary Citizen Satisfaction Survey")



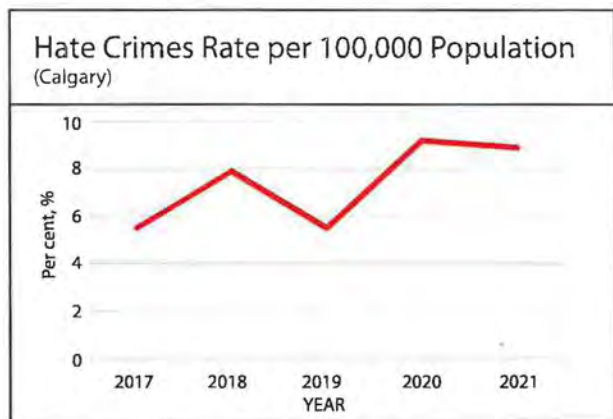


 **Key community indicators to monitor:**

Hate crimes rate

Hate crime refers to a criminal violation that is motivated by prejudice based on race, religion, sexual orientation or other grounds. Hate crimes are intended to induce fear and cause psychological harm to an entire group of people. The rate of hate crimes is an indicator of the social health of a community.

There was a significant increase in the number of hate crimes between 2017 and 2021. The rate of hate crimes per 100,000 population has nearly doubled over the five-year period. Calgary has seen a surge in hate crimes since the start of the COVID-19 pandemic.



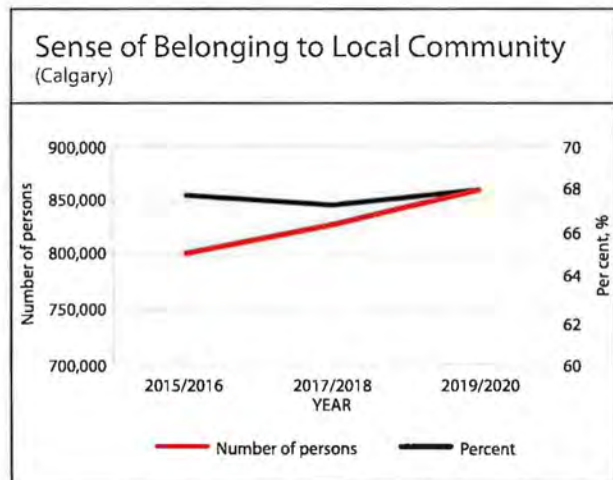
Source: Calgary Police Service, Statistics Canada

Sense of belonging to local community

Research shows a high correlation between sense of community-belonging and physical and mental health. Sense of belonging to local community is a key aspect of social resilience.

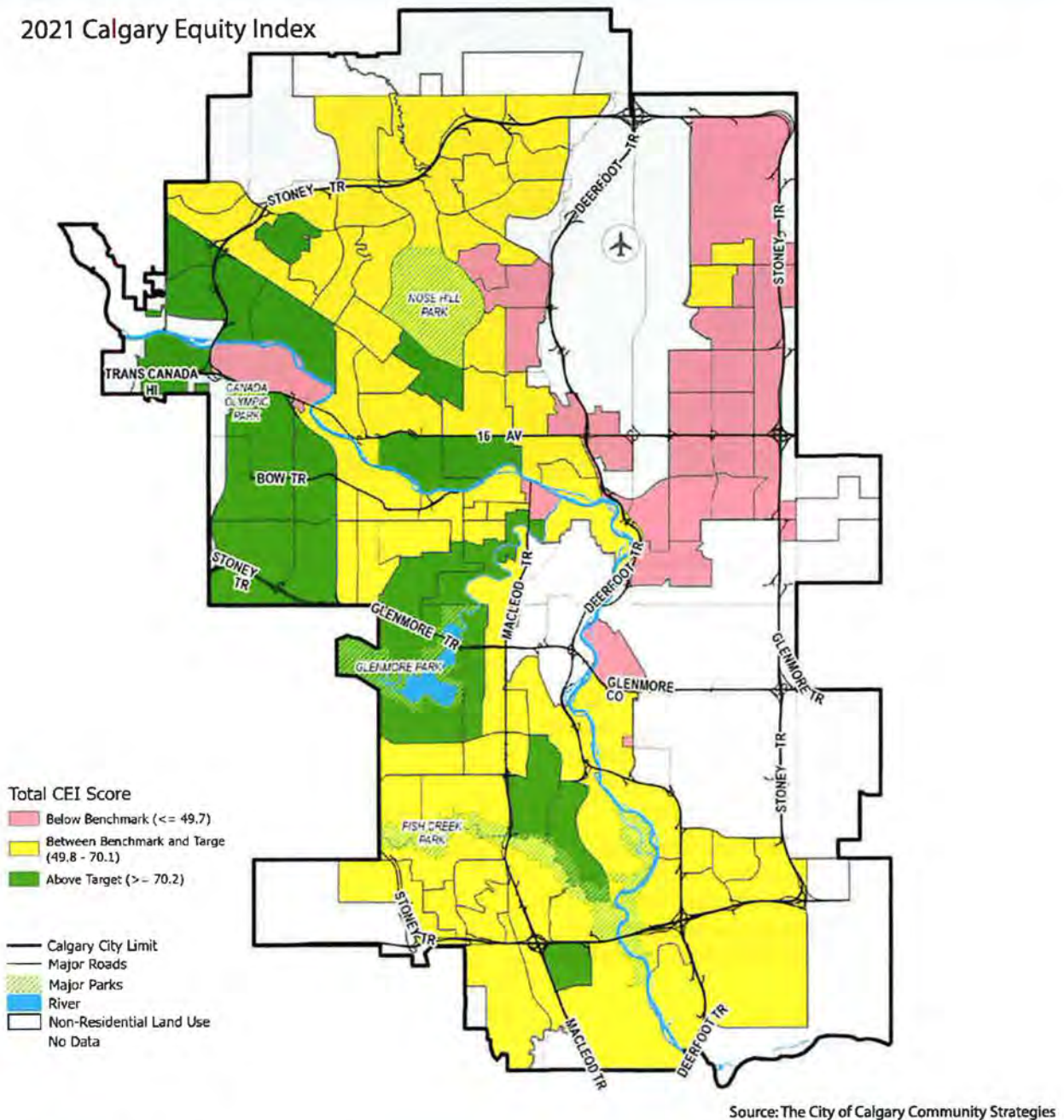
Since 2015/2016, when the first Canadian Community Health Survey was conducted, almost two-thirds (67.6 per cent) of Calgarians have consistently reported having a very strong or somewhat strong sense of belonging to their local community.

In 2019/2020, this number increased to 68.4 per cent, demonstrating that when Calgarians face adversity such as with the pandemic, we tend to pull together, resulting in increases to sense of belonging, particularly at the local community level.



Source: Canadian Community Health Survey, Statistics Canada

2021 Calgary Equity Index



Calgary Equity Index

The *Calgary Equity Index* helps to identify communities experiencing need relative to a benchmark for equity. The index is calculated based on aggregation and weighting of 20 indicators of equity across five domains, including Economic Opportunity, Social and Human Development, Physical Environment and Infrastructure, Population Health and Governance, and Civic Engagement.

The *Calgary Equity Index* is mapped across 113 Community Service Areas. Of those, 23 are below the equity benchmark, representing the places that have the lowest equity score or those with high overall burden of inequities or greater need. The index was developed in 2021 and is heavily reliant on data sourced from Statistics Canada 20¹⁶ Federal Census, setting the update frequency. The next update will be in 2023 using the 2021 census data and will provide us

with an understanding of trends in community resilience.

The *Calgary Equity Index* is not meant to measure outcomes and should not be used as a benchmark to measure progress or performance of programs or interventions. Rather, this tool provides an initial screen of where investments in services and local programming can best be directed, both geographically, as well as issues or policy based.



“A city that recognizes the climate emergency and does its part to limit global warming to 1.5 degrees Celsius. A more sustainable community that can manage the impacts of severe weather events; reduce emissions; build our green economy and play an active role in climate innovation.”

Climate Resilience

🔗 **Community indicator to influence:**

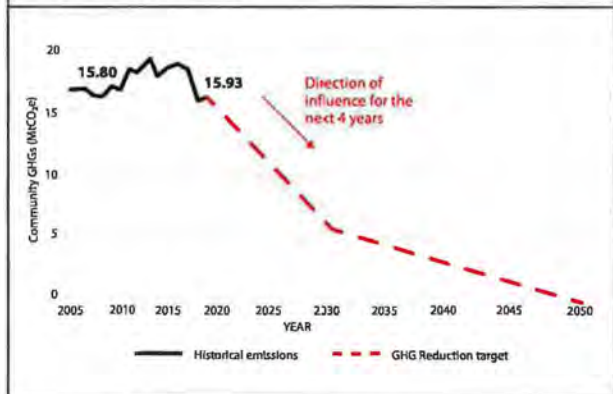
Calgary community-wide greenhouse gas (GHG) emissions

Decreasing the amount of greenhouse gases in the atmosphere will slow global warming and decrease the potential impacts of climate change on Calgarians. Calgary is leading the way by reducing greenhouse gases from our primary emissions sources. The amount of greenhouse gas emissions released into the atmosphere is calculated based on the measured amount of carbon dioxide (CO₂) equivalent (e) released from activities such as transportation; energy use in buildings for heating, power and light; and various industrial activities. *Calgary’s Climate Strategy: Pathways to 2050* has set a long-term target to be net zero emissions by 2050, with an interim target of 60 per cent below 2005 levels by 2030.


Calgary’s greenhouse gas emissions have been declining since 2018 but we are not yet on track to meet our 2030 or 2050 emissions reduction targets. Much of this decline can be attributed to overall lower emissions during the pandemic, as well as Alberta’s phasing out of coal electricity generation. As Calgary recovers from the pandemic, there has been a slight increase in city-wide emissions, but it remains to be seen if emissions will continue to rebound to pre-pandemic levels.

Under *Calgary’s Climate Strategy*, actions included in the 2023-2026 business cycle to reduce Calgary’s greenhouse gas emissions are included in the *2023-2026 Climate Implementation Plan* and will be reported both through the *Annual Climate Report* and accountability reporting for the Climate & Environmental Management service.

Community-wide Greenhouse Gas (GHG) Emissions (Calgary)



Source: The City of Calgary Climate & Environment

 **Key community indicators to monitor:**

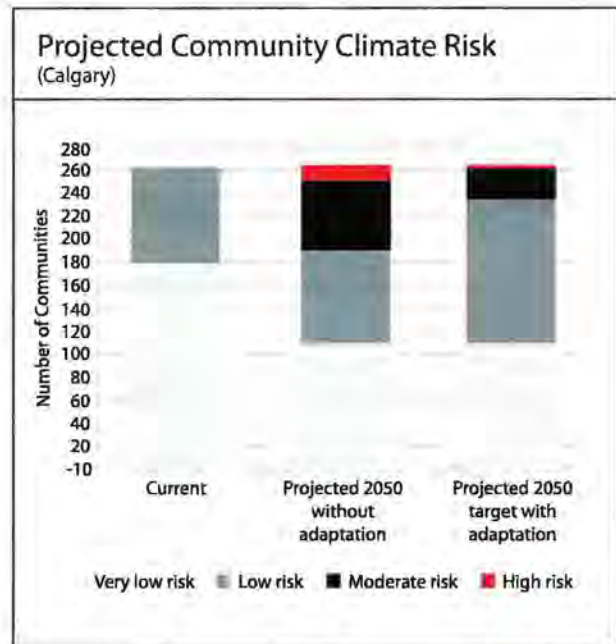
Projected Calgary Community Climate Risk (with and without Adaptation)

Climate change creates unequal and disproportionate impacts across the city — with some people, places and systems facing far greater risk than others. Differences in location, as well as socioeconomic, environmental and built infrastructure vulnerability, can lead to inequitable climate risk across Calgary. Measuring the degree to which a community is exposed to the impacts of climate change and their vulnerability to those impacts are important aspects of climate resilience. Both aspects are influenced by the physical properties of the community (such as its location) and the resilience of its infrastructure (both built and natural) and its people. The City of Calgary is leading the way in developing the Calgary Community Climate Risk index, which measures both climate hazard exposure and vulnerability through social, built and natural indicators. These indicators change slowly over time but are important to monitor to provide context on Calgary’s climate risk and to prioritize climate action.

Calculated every four years, the Community Climate Risk Index helps us to better understand how vulnerable each community in Calgary is to climate risks today and by 2050. The index considers six climate hazards, such as drought, severe storms and extreme heat, as well as social indicators, such as demographics; condition of infrastructure, homes and buildings; and indicators of natural environment health in the community.

By the 2050s, if no significant climate adaptation action is undertaken, community risk scores are projected to increase by 78 per cent on average, with 60 communities facing moderate climate risk and 14 communities facing high climate risk. Climate risk will increase over the next decades due to an increase in the severity and frequency of local climate-related events as a result of global climate change. Climate adaptation action is focused on reducing the exposure and vulnerability of Calgarians, our built infrastructure and our natural assets to climate hazards, which can assist in reducing climate risk. The goal of this work and associated investment is to shift communities facing high and moderate risk in the 2050s to the low

risk and very low risk categories through adaptation measures. These include supporting climate-resilient Calgarians, enhancing community climate resilience, emergency preparedness, reducing risk from flooding, developing and retrofitting homes and buildings to withstand severe climate events and protecting and enhancing Calgary’s natural assets.

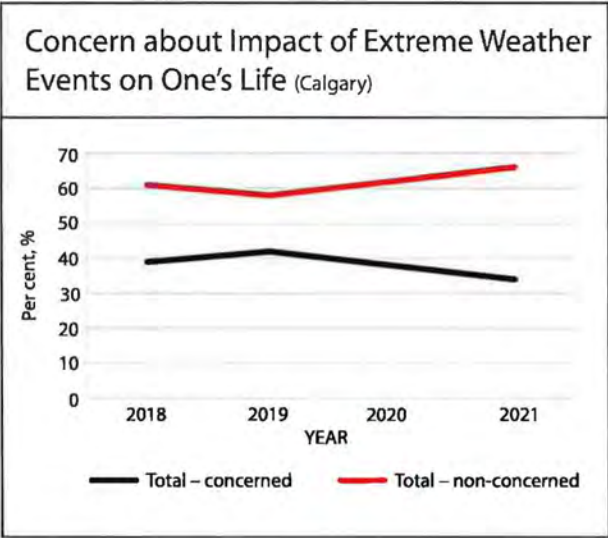


Source: The City of Calgary Climate & Environment

Concern about impact of extreme weather events on one’s life

Understanding how Calgarians feel about climate change, and its impact on their lives and livelihoods is an important input for decision-making. As our climate changes, climate-related hazards (like flooding or extreme heat) will become more frequent and more severe.

The Citizen Perspectives Survey reaches a representative sample of about 500 Calgarians from various socio-demographic backgrounds. Questions on climate change have been included since 2018. The recent survey conducted in 2021 appears to support a connection between Calgarians experiencing extreme weather events and an increase in the number of Calgarians who are concerned about, and feel we need to do more to address climate change. Over the last four years (2018-2021), the overall number of people who are concerned about the impact of extreme weather events on their life has increased from 61 per cent of people surveyed to 66 per cent.



Source: Calgary Citizen Perspectives Survey



Shared Strategic Agenda

Downtown revitalization



Downtown is the economic and cultural heart of Calgary. It's a central hub for business, innovation and creativity. Calgary needs a strong core to grow our economy, create jobs and fund the City services we rely on every day. Calgary's future success relies on our downtown being a place where people want to live, work, visit and set up businesses. When our downtown thrives, Calgary thrives.

What is working now

- **Remove regulatory barriers** to provide clarity, flexibility and incentives to attract businesses, developers and investors.

How we will improve

- **Rejuvenate downtown real estate** by continuing to provide incentives to convert vacant office space to residential and other uses to lower downtown's office vacancy rate.
- **Improve the quality of downtown public spaces** by maintaining parks, sidewalks, paved pathways and bikeways and investing in new infrastructure and public realm projects.
- **Address safety and social disorder issues downtown** by working with partners to increase vibrancy and manage public spaces to ensure safety for those living, working and visiting.



"Calgary's downtown is more than the heart of our economy, it is a source of pride, a symbol of our city and a gathering place for cultural activities, festivals and entertainment options, for Calgarians and visitors alike. When our downtown flourishes, our city succeeds."

Results we are working towards

- Property values in the core and tax stability for residents and businesses outside the core are restored.
- Neighbourhoods with increased vibrancy, improved gathering places, diversity of housing choices and nearby amenities and services.
- A lively downtown with programs that encourage visits to downtown for arts, culture, entertainment and events.
- Additional private investment in hotel capacity, residential and commercial facilities and a world-renowned entertainment district capable of attracting top performances.
- It's easier and safer for all people to gather here: to work, to visit and to experience all that our city has to offer.
- Calgary is known as one of the easiest downtowns to invest and develop in North America.

Highlighted performance measure

- Downtown surplus office inventory reduction (million square feet).



“Calgary is a place where everyone should have the ability to succeed. Reducing inequity will deliver a better quality of life for all Calgarians.”

Social equity

Our city has been proud of being an inclusive place where people of varied backgrounds can live and thrive. As our city grows and embraces a diversity of peoples, cultures, world views and ages and social awareness changes, however, we have had to confront the fact that our inclusive nature and environment of success have not been shared equitably with *all* Calgarians; some have faced systemic barriers in participating fully in all that Calgary has to offer.

What is working now

- Increase equity, anti-racism and diversity through the [Community Anti-Racism Action Strategy](#) and Anti-Racism Program.
- Move forward in our journey toward Truth and Reconciliation as guided by the Indigenous Relations Office.
- Enhance employee awareness with training in equity, diversity, inclusion and belonging.
- Support those impacted by complex social issues like poverty, homelessness, mental health and addictions, along with tackling barriers for people with disabilities.
- Increase the supply and range of affordable housing options by building, maintaining, and redeveloping affordable housing units.

How we will improve

- Support access to safe and affordable homes by updating the [Corporate Affordable Housing Strategy](#) to reflect current housing needs and set the high-level direction for the next 10 years.

- Strengthen relationships with Indigenous partners by updating the Indigenous Policy; mapping the areas of cultural importance to the Blackfoot Confederacy, Stoney Nakoda and Tsuut’ina First Nations, Métis Nation of Alberta Region 3 and other urban Indigenous Peoples; and developing plans for Medicine Hill Park, an Indigenous Gathering Place and Indian Residential School Memorial to reflect Indigenous, cultural and ecological significance.

Results we are working towards

- Fewer people experiencing homelessness, mental health challenges, addictions and systemic racism.
- Diversified range of affordable housing options.
- Multiple pathways to being housed and fully supported.
- Robust and diverse social agencies and associations are better equipped to manage complex social issues.
- Continued work to meet the *White Goose Flying* report Calls to Action and recognize our municipal responsibilities in Truth and Reconciliation.

Highlighted performance measures

- Number of new affordable housing units planned for development by non-market housing providers that are supported through City initiatives.
- Agreement that the *Anti-Racism Action Strategy* is impactful in removing systemic racism (per cent).



“Modern local area plans and a reformed land use bylaw will be key to a more affordable housing future, with minimum climate impact.”

Land use and local area planning process review



Our land use and planning process in Calgary has served us well over the last number of decades. While the process has been streamlined over the years, we continue to hear from Calgarians, Administration and our customers that the process is not nimble or resilient enough to deliver the kind of city we are trying to build, as aligned with the vision of the [Municipal Development Plan](#).

What is working now

- **Develop modern local area plans** that are crafted with community input and that visualize, enable and support future growth.
- **Link the growth of communities to key amenities and infrastructure** for current and future Calgarians by inclusive and consistent consultation.

How we will improve

- **Establish a new land use bylaw** that is more concise, flexible and user-friendly and ensures alignment with policy.
- **Launch additional local area plans** building on the successful completion of lessons learned from the first pilot, North Hill Communities.

- **Unify land use and transportation vision and planning** by developing a harmonized and updated *Calgary Plan* that combines the existing [Municipal Development Plan](#) and [Calgary Transportation Plan](#) into one, sets city-building vision and policy aligned with Council’s Foundations and incorporates changed patterns and trends into our policies.

Results we are working towards

- Improve our engagement in all planning areas to be more accessible and equitable to a diverse population.
- Develop a land use bylaw that balances the needs and desires of individual residents and landowners, with the needs of the city and the realities of the climate emergency.
- Commence up to six new local area plans over the next three years.

Highlighted performance measures

- Land area where middle density housing is allowed, per 100,000 Calgarians (hectares).
- Environmentally Significant Area protected and conserved in greenfield development (per cent).

Transit



Calgary Transit operates a safe, reliable and affordable public transit system. The impacts of increased vacancy downtown, the COVID-19 pandemic and the shift to more remote work have resulted in changes to service demand, use and service levels. With emerging technologies, evolving demands and significant external funding opportunities, the next four years will likely change transit in Calgary for years to come.

What is working now

- **Make strategic investments in public transit service**, including the Green Line, MAX BRT system and the North Central BRT project.
- **Ensure that the service-critical infrastructure is available** for public and specialized transit services by investing in asset management and transit network optimization.

How we will improve

- Modernize Calgary Transit's fleet in alignment with the *Corporate Greenhouse Gas and Energy Plan*.
- **Build Phase 1 of the Green Line** to connect the southeast to downtown, the existing Red and Blue LRT lines and MAX Purple, Yellow and Teal routes.

- **Improve frequency and hours of service** in the Primary Transit Network.
- **Enhance public safety** to support transit service to curb social disorder, encouraging Calgarians to return to using the transit service.

Results we are working towards

- Greener fleet.
- Stronger Primary Transit Network.
- Improved service frequency and hours of service.
- Improved Always Available for All Ages and Abilities (5A) infrastructure — for safe, accessible, affordable, year-round options for transportation for all travellers.

Highlighted performance measures

- Bus on-time performance — reliability (per cent).
- Customers feeling safe on public transit (per cent).

"Calgary is committed to building a world-class transit system to serve our citizens. Transit addresses climate change; it enables shared prosperity and it binds a city together."



“Calgary must stand out to attract new investment and new Calgarians. Hosting major events and promoting local ones demonstrates we are a destination of choice. This attracts further events, building culture and vibrancy. If we are to revive our hotel and tourism industries and build our cultural ones, we need to commit to more activity.”



Hosting and hospitality



Calgary has long been a landing place for visitors looking to access the Rocky Mountains, as well as a destination for business travel. We have invested a great deal in making this city a great place to live, work and play, and it is time to reap the economic benefit from tourism and travel related to that investment.

What is working now

- Facilitate the production and delivery of festivals and events that draw Calgarians and visitors and enhance the culture and vibrancy of our city.
- Deliver world-class experiences, venues and infrastructure for events, exhibits and programming by providing funding and other supports to our Civic Partners.
- Engage Calgary businesses and the hospitality industry to ensure that they benefit from and thrive during major festivals and events.

How we will improve

- Position targeted areas as key destinations and cultural, social and economic focal points of communities.

- Promote Calgary as a global destination of choice by showcasing our diverse culture, and celebrate Calgary’s heritage to attract business, tourism, festivals and events.

Results we are working towards

- Attract visitors and travellers year-round.
- Increase attendance at festivals, events and cultural attractions.
- Build sense of culture and vibrancy in destination areas.
- Revive hotel and tourism industries.
- Improve the business customer experience.

Highlighted performance measures

- Amount of Arts & Culture funding per attendee (dollars).
- Economic impact of TELUS Convention Centre delegates (Provided by the Calgary Convention Centre Authority) (dollars).

Global positioning and reputation



Calgary has been fortunate to be a major economic engine for Canada due to our leading role in the energy industry. While still a very important part of Calgary's economy, many attitudes have shifted as we look to diversify. Calgary is a forward-thinking, inclusive and diverse city, and we are uniquely positioned to become a leader in clean energy and other innovative technologies, further enhancing our global reputation as a great place to make a living and a life.

What is working now

- **Protect The City's reputation** through communications, monitoring and correcting inaccurate information in the media and on social media platforms and ensuring City communications are inclusive, accessible and culturally appropriate.
- **Expand the Living Labs** smart city program that encourages local entrepreneurs and academic researchers to leverage municipal assets in the development of their ideas.



"How is Calgary seen and understood at home and abroad? With one of the most diverse populations in Canada and changing values around climate, fossil fuels and a shift to clean tech and renewable energy, The City must work with its brand ambassadors and promotional agencies to refocus and promote our brand."

- **Support Calgarians in improving energy efficiency** by implementing the Clean Energy Improvement Program for the residential sector and expanding the program to the non-residential sector.
- **Support technology innovation** and the development of a low carbon economy in Calgary through collaborating with the Calgary Climate Panel and other key partners.
- **Foster inclusive communities** to support our diverse population and new Calgarians, including culturally appropriate programs and supports for immigrants and refugees.

How we will improve

- **Launch a zero-emissions innovation centre** to allow for collaboration, education, information sharing and acceleration of zero emissions innovation and economic development in Calgary.
- **Leverage the arts sector** to communicate climate emergency, promote inclusion and represent Indigenous culture.
- **Deliver a community climate education and outreach campaign** through partnership collaborations that markets Calgary as a key player in energy transition, attracting economic investment and talent into our city.

Results we are working towards

- Our brand connects who we are as Calgarians with the land we occupy.
- Newcomers continue to be welcomed.
- Our values are communicated outwardly to the world.

Highlighted performance measures

- Corporate greenhouse gas (GHG) emissions (kilotonnes CO₂e).
- Calgarians who trust in The City of Calgary (per cent).



“Whether it is faster snow removal or more intuitive permitting processes, speed and quality matter. Achieving ‘faster and better’ service for citizens will involve reviewing policies and processes for innovative improvements, and promoting financial resiliency in collaboration with federal, provincial and regional partners.”

Modernizing government



Over the last decade, several corporate-wide programs have complemented individual service and Department initiatives in helping modernize our services, deliver financial gains and improve service performance. Finding the most efficient and effective ways to deliver services that meet the changing needs and demands of Calgarians and working collaboratively with other orders of government continue to be our focus.

What is working now

- Provide quality services to Calgarians across all services while balancing increasing demand for existing services with emerging demand for new service offerings.
- Modernize governance practices and policies by evolving our service governance model and policy review program.
- Engage and advocate for changes to the *Police Act*, *Local Authorities Elections Act* and the *Municipal Government Act (MGA)* to support the challenges faced by Calgary.

How we will improve

- Review 311 service request processes to ensure all services provide a consistently high-quality and responsive user experience.
- Enhance customer service for businesses through expanded employee training and concierge-level service programs.
- Elevate service improvement initiatives across City services through internal consulting and service improvement training.

- Support modernization of service delivery by assessing emerging and new technologies, including experimentation and exploration of new technologies to inform future investments.

Results we are working towards

- Calgarians receive high-quality services and excellent value for taxes and user fees.
- Strong working partnerships with other orders of government.
- Faster and better service for Calgarians.
- Updated *Police Act* and updated *Local Authorities Election Act*.
- MGA enables predictable revenue, and opportunities for revenue sharing.

Highlighted performance measures

- City of Calgary credit rating.
- Calgarians with positive perceptions of the value of property taxes (per cent).

Rethink to Thrive

Administration's *Rethink to Thrive Strategy* reflects how we work together as an organization to achieve Council's focus areas and instill public trust and confidence that we're running the organization efficiently and effectively and achieving operational excellence.

We will focus on becoming a future-ready and resilient organization, where employees are adaptable, agile and able to anticipate and respond to the evolving needs of our city, residents, businesses and employees.

City employees work hard to make life better every day and support our evolving city and the changing needs of Calgarians. When Calgary experienced the impacts of the COVID-19 pandemic, City employees answered the call to rethink the way we work and be nimble and adaptable to meet the changing needs of our residents, businesses and communities and to deliver the services Calgarians rely upon. We are building on this success by continuing to be innovative in our approach to how we work while focusing on becoming a future-ready and resilient organization, one that will continue to meet Council and Calgarians' expectations.

What is working now

- Empower decision-making at the right levels of the organization to improve decision-making speed and effectiveness.
- Provide organizational governance to identify opportunities to reduce or consolidate work.

How we will improve

- Support leaders to develop and/or mature competencies that contribute to a positive employee experience and effective service delivery.
- Shift and grow our organizational culture to encourage experimentation and advance trust, learning and inclusivity, contributing to being an employer of choice.
- Enhance risk management tools, technology and processes to support improved risk-based decision-making and reporting.

Results we are working towards

- Be nimble and pivot to find new ways of working together that foster speed, quality and simplicity.
- Build capacity by empowering decision-making.
- Enable continuous improvement through learning, innovating and actioning ideas quickly.
- Advance Administration's two focus areas:
 - Leadership and direction.
 - Employee engagement.

Highlighted performance measures

- Leadership impact index (The City of Calgary).
- Employee engagement index (The City of Calgary).

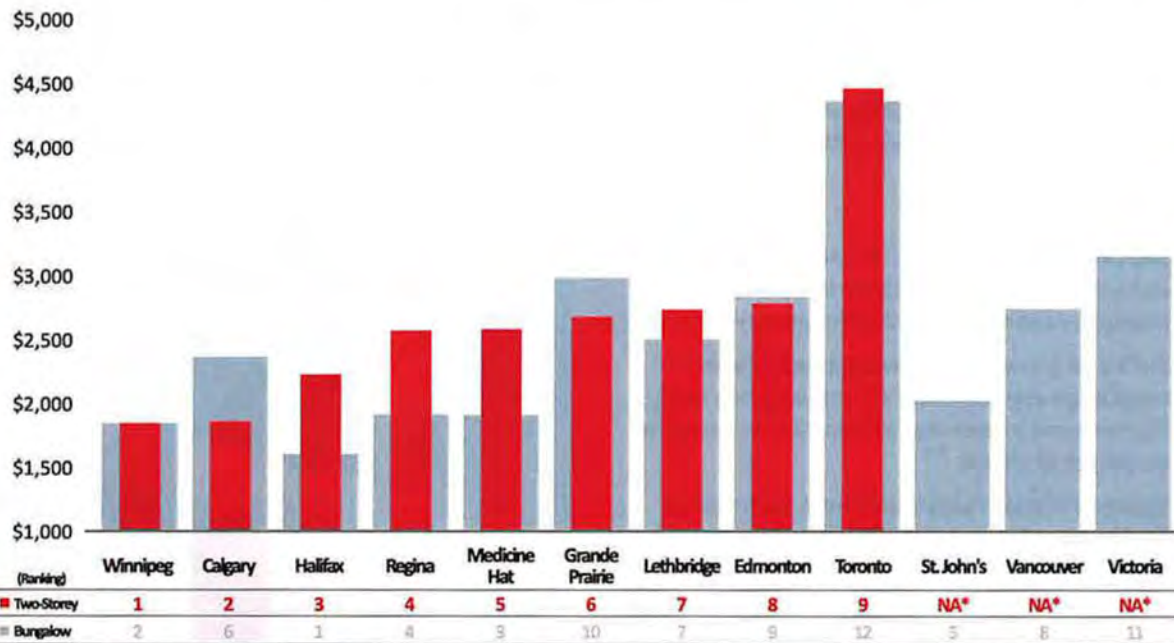


The City's Financial Position

The City is currently in good financial shape

Calgary has one of the lowest residential property taxes among 13 Canadian municipalities. For both utility charges and property taxes, the cost in Calgary remains lower than the average.

Municipal Property Tax for a Representative Two-Storey and Bungalow House in 2021 - Canadian Cities



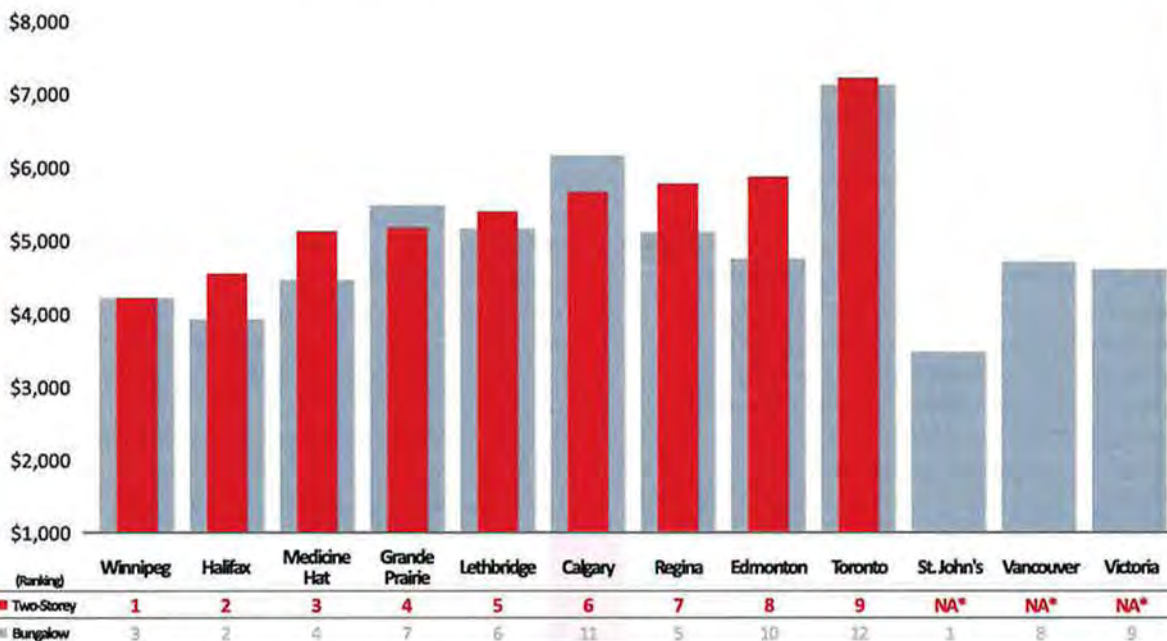
NA* = No data provided for St. John's, Vancouver, and Victoria.

The [2021 Canadian Property Tax Rate Benchmark Report](#), prepared by Altus Group for the Real Property Association of Canada, shows that Calgary has the third lowest residential property tax rate of 11 major Canadian municipalities. This report also indicates that Calgary has the fourth lowest non-residential property tax rate and an average non-residential to residential tax rate ratio.

The City continues to achieve a high credit rating of AA+, which is among the top for Canadian municipalities. The rating given by external rating

agencies assesses The City's creditworthiness and ability to repay debt or financial obligations. The credit rating is based on a number of different financial measures and ratios that the financial industry considers indicators of good financial stewardship. In addition, The City's *2019-2022 Service Plans and Budgets* was recognized for its thoroughness with the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada.

Combined Municipal Property Tax and Utility Charges for a Representative Two-Storey and Bungalow House in 2021 - Canadian Cities



NA* = No data provided for St. John's, Vancouver, and Victoria.



Emerging issues and financial pressures

Prudent fiscal practices, good liquidity in reserves and pandemic assistance from the Federal and Provincial government has allowed The City to remain in a strong financial position and provide support to people and businesses, while continuing to deliver the goods and services that Calgarians rely on, despite a volatile economy in recent years. Since 2015, Calgary has struggled to sustain economic growth. Two years of economic recession resulting from significant declines in oil prices were followed by a significant recovery in 2017 that stalled in 2018, before slowly restarting in 2019. The COVID-19 pandemic brought uncertainty and public health measures that caused another significant economic recession in 2020. This was followed by a strong rebound in 2021 and 2022, fueled by higher oil prices and worldwide demand, although also accompanied by high inflation. This period in Calgary has been accompanied by high unemployment rates and a high downtown office vacancy rate that has contributed to strained assessed values of these properties.

A number of emerging issues must be addressed to maintain a solid financial position in 2023-2026 and in the long term. These include both short- to medium-term factors — such as elevated inflation, rising interest rate and borrowing costs, downtown office vacancies and assessment value reductions, tax shifts and global supply chain pressure and its disruptive impact on Calgary's market and municipal services — and long-term factors, such as demographic shifts, growth of the knowledge economy, technological changes and potential long-term influence of COVID-19. The ongoing impacts from the pandemic on City revenues, including the long-term impact on property taxation, parking revenues and transit revenues from a potential shift to more remote and hybrid work environments, will be an on-going challenge. There is still a great deal of uncertainty around these impacts. The evolution of the impacts and responses may result in service plan and budget adjustments in the future, either in this cycle or the next.

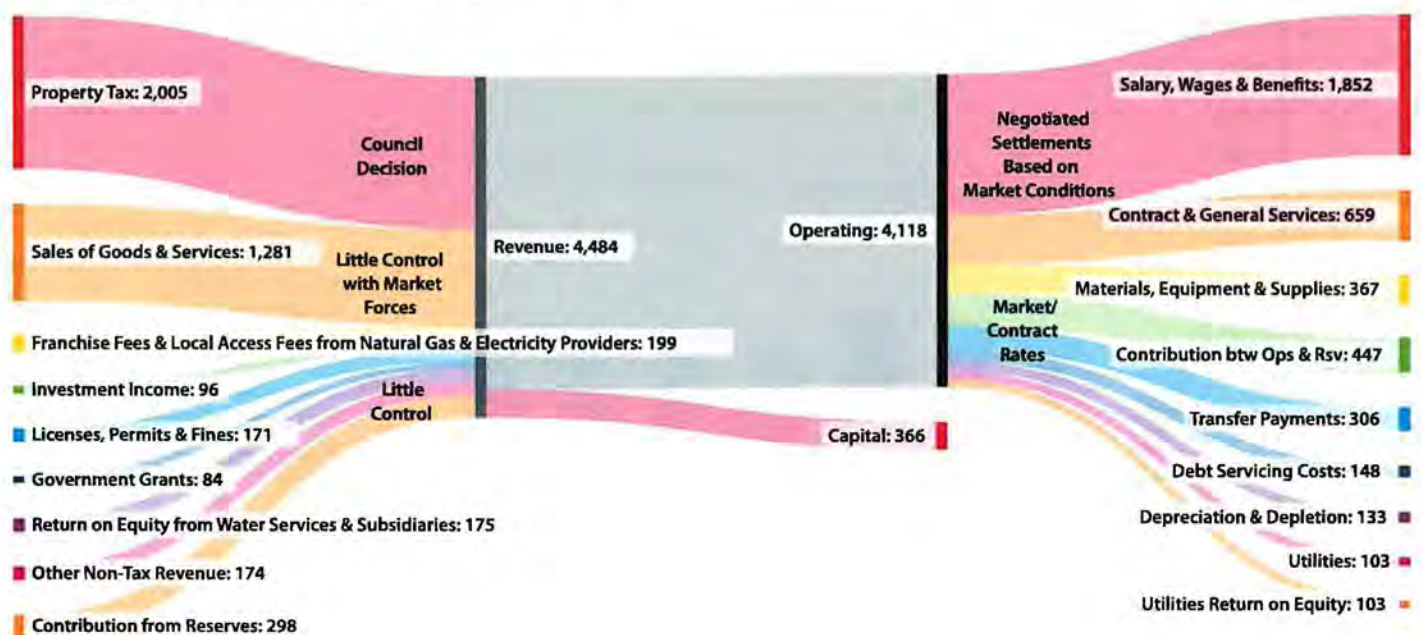
City Revenues and Expenditure

Property taxes, determined by Council, comprise the largest single component of The City's total revenue sources for the operating budget. This has traditionally been the focus of the financial discussions for the plans and budgets, given the level of revenue is within Council's direct control. For greater transparency, a more holistic view of revenues has been presented. The other components of revenue consist of sources The City has little control over but are significant in terms of funding operating investments. Revenues from sales of goods and services, as well as licenses and permits, are partially driven by the fees and rates approved by Council but are also driven significantly by market forces. The rates for franchise fees and local access fees are set by agreements approved by the Alberta Utilities Commission, with revenues being driven by energy prices and usage. Other revenues, such as investment income and government grants, are outside of The City's control. The lack of control in non-tax revenues means that they often do not keep

pace with inflation so that, when inflation increases City expenditures, the property tax component must absorb a greater share of the increase for total City revenues to keep pace with expenditures.

Population growth and inflation are the two most significant drivers of The City's expenditure increases. The rate of municipal inflation focuses on the changes to the prices of The City's inputs that use and directly impact The City's budget. Unlike the Consumer Price Index, which considers household costs such as shelter, food and transportation, the Calgary Municipal Price Index takes into account The City's key expenses: salary, wage and benefit costs and costs of materials, supplies, fuel, contracts and insurance. Highly elevated inflation and a tight labour market will put pressures on labour costs for The City. Utilities such as natural gas and electricity are expected to increase at a higher rate than household inflation.

2022 City Revenues and Expenditures

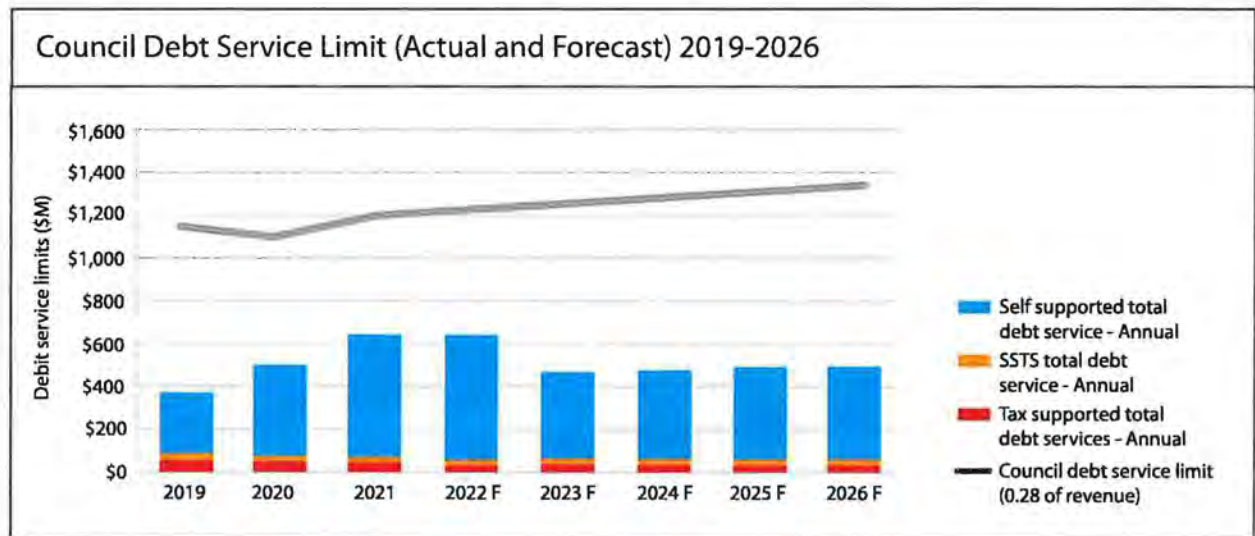
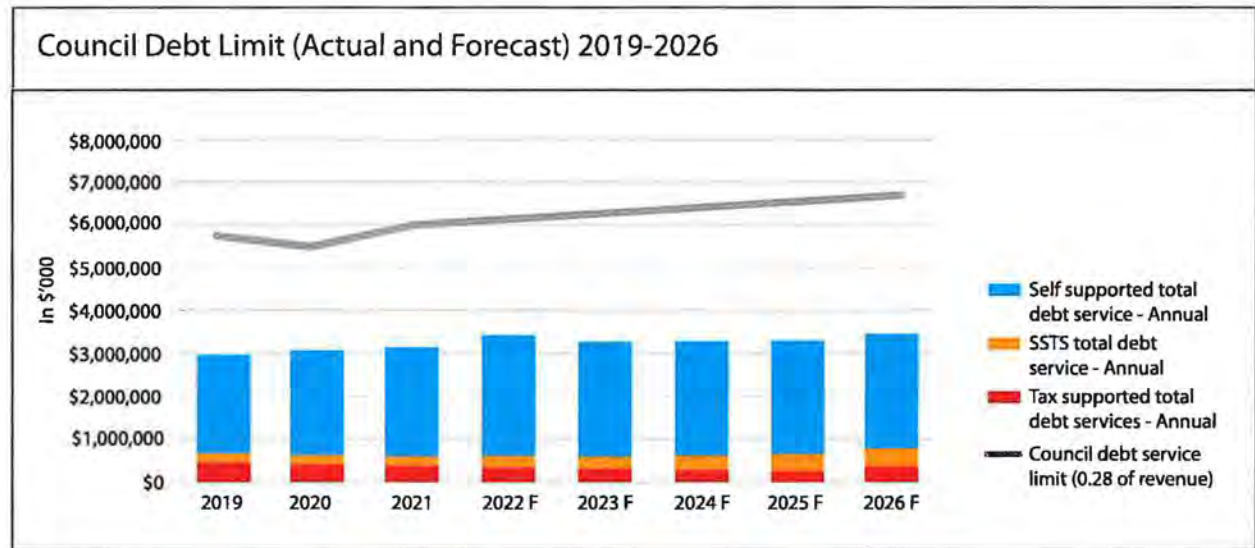


Debt and Debt Service Levels

The City's debt levels are expected to be stable between 2023 and 2026, and well within the Council-approved debt limit.

Debt servicing (the annual principal and interest payments on debt) is also expected to be relatively

stable within the 2023-2026 cycle, with calculated debt servicing costs well below The City's debt limits. The City must also be mindful of the impact that different debt structures have on the debt service calculation.



The service plans and budgets together provide an outlook on what services Calgarians can expect from The City during the next four years. The budgets constitute the financial plans to pay for the service plans.

The 2023-2026 Service Plans and Budgets represent a public investment of \$29 billion to provide infrastructure and daily services to Calgarians.

Operating Budget

The City's recommended total annual operating budget will reach \$4,900 million by 2026. The recommended plans and budgets respond to Council's direction to develop the 2023-2026 Service Plans and Budgets to align with estimated total target revenues to afford estimated total expenditures. They deliver the targeted 3.7% average annual tax increase on existing properties with a similar increase in ongoing expenses. They also align non-tax revenues and expenditures, based on the most up-to-date projections of demand (and therefore revenues) and contributions to and from reserves in fee-supported services such as Public Transit, Recreation Opportunities, and the Utilities.

Table 2: Operating budget for 2023-2026 (\$millions):

	2022	2023	2024	2025	2026	Average Annual Change
Total Revenue	4,577	4,684	4,660	4,792	4,901	
<i>Change in revenue</i>		2.3%	-0.5%	2.8%	2.3%	1.7%
Total Expenditures (net of recoveries)	4,577	4,684	4,660	4,792	4,901	
<i>Change in expenditures</i>		2.3%	-0.5%	2.8%	2.3%	1.7%

Table 3: Breakdown of total revenue for 2023-2026 (\$ millions):

	2022	2023	2024	2025	2026	Average Annual Change
Total Revenue	4,577	4,684	4,660	4,792	4,901	
<i>Change in revenue</i>		2.3%	-0.5%	2.8%	2.3%	1.7%
Non-tax Revenues (excluding Contributions from Reserves)	2,274	2,214	2,254	2,272	2,292	
<i>% Change in non-tax revenue</i>		-2.7%	1.8%	0.8%	0.9%	0.2%
Contributions from Reserves	298	346	179	180	163	
<i>% Change in reserves</i>		16.2%	-48.3%	0.3%	-9.4%	-14.0%
Property Tax Revenues	2,005	2,124	2,227	2,340	2,446	
<i>% Change in revenue</i>		5.9%	4.8%	5.1%	4.5%	5.1%
<i>% Change property tax from development & redevelopment</i>		1.5%	1.4%	1.3%	1.2%	1.3%
<i>% Change additional property tax required after development & redevelopment</i>		4.4%	3.4%	3.8%	3.3%	3.7%

Table 4: Breakdown of expenditures for 2023-2026 (\$ millions):

	2022	2023	2024	2025	2026	Average Annual Change
Total Expenditures (net of recoveries)	4,577	4,684	4,660	4,792	4,901	
<i>% Change in expenditures</i>		2.3%	-0.5%	2.8%	2.3%	1.7%
One-time Expenses	157	169	38	39	28	
<i>% Change in one-time expenses</i>		7.8%	-77.8%	4.7%	-29.3%	-35.1%
Contributions to Reserves*	847	772	760	761	756	
<i>% Change in contribution to reserves</i>		-8.9%	-1.5%	0.2%	-0.7%	-2.8%
On-going Expenses	3,573	3,743	3,862	3,991	4,117	
<i>% Change in on-going expenses</i>		4.8%	3.2%	3.3%	3.1%	3.6%

* Contributions to reserves are primarily contributions to capital reserves and support existing approved projects or capital recommendations.

The City will continue active management of reserves to fund the operating and capital budgets. As at December 31, 2021, total operating, capital and sustainment reserves totaled \$3.5 billion, including commitments. Projections for 2022 indicate that \$1.2 billion is expected to remain uncommitted at the end of the year. These uncommitted funds continue to be restricted for their intended purpose and terms, awaiting specific project approval. \$374 million, or 30% of the uncommitted reserves are sustainment reserves, which are restricted to fee supported operations or are partner directed funds. The operating budget includes plans to transfer over \$3 billion to reserves over the 2023-2026 period. Slightly less than half of these are transfers to reserves for corporate capital in terms Pay As You Go funding and other transfers held in the Reserve for Future Capital/Lifecycle Maintenance & Upgrade merged Reserve, and the Debt Servicing Reserve, as well as the Community Investment Reserve and the Green Line Reserve. The majority of the remaining transfers to reserves reflect the use of reserves for sustainment operating and capital funding for self-funded services.

A total of \$4.6 billion is budgeted to be drawn from reserves in the recommended plans and budgets. Of this, \$3.7 billion is budgeted for capital projects, with the balance used to support operations. Based on the budgeted activity for 2023 to 2026, reserves would see a net reduction of \$1.7 billion, although a substantial

part of this is already reflected in the current commitments. Uncommitted balances are expected to remain within levels for adequate risk management.

Administration is also recommending the careful use of funding from the Fiscal Stability Reserve and Budget Savings Account Merged Reserve (FSR) to accelerate key priorities in the next four years. A total of \$317 million of The City's one-time operating expenditures will be funded from the uncommitted balance of this reserve to advance the Shared Strategic Agenda more quickly in the early years of the four-year cycle. Of this, approximately \$31 million will be used to bridge on-going budget needs until sufficient tax revenue is available. In addition, \$60 million of funding from the FSR will be used to help fund capital projects in the next cycle.

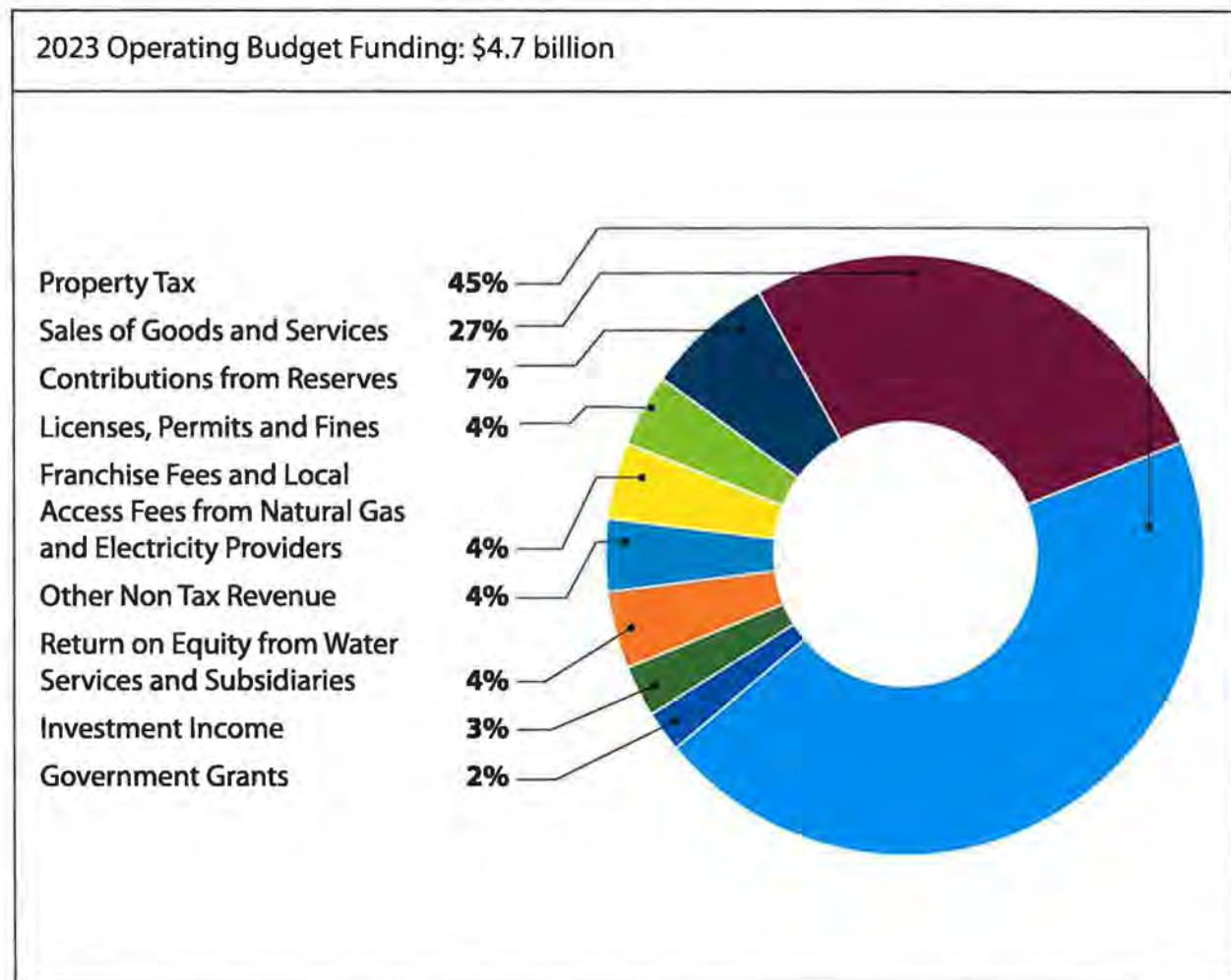
The reserve has sufficient capacity to provide this funding while still maintaining a balance above the Council-mandated minimum requirement of 5 per cent of The City's tax-supported gross expenditures (net of recoveries), although this use will bring that balance to 8 per cent, below the target of 15 per cent recommended by the Financial Task Force. Although Administration does not recommend using the full uncommitted balance of the reserves, as reserve balances support financial sustainability and strong credit ratings, accepting additional risk judiciously enables us to execute on Council's direction more quickly.

Administration is also recommending the use of Planning & Development Reserve to fund the development of the *Calgary Plan*. The *Calgary Plan* is a one-time project to harmonize and update the *Municipal Development Plan* and the *Calgary Transportation Plan*. It offers planning and mobility statutory guidance, has a significant impact on downstream approvals and will cost of a total of \$5 million. To fully fund this work, \$2 million is recommended to come from the Planning & Development Reserve. Council approval is required for an exception to the terms of use as the reserve's purpose is to fund budgets for the continuity of development approvals and building safety services. The reserve's use for this project has a strong relationship and benefit to development in the city.

Funding the Operating Budget

The City of Calgary has a limited number of revenue sources with which to fund its operations. The single largest contribution to our revenues is property taxes, which comprise 45 per cent in 2023.

The largest non-tax revenue source (about 27 per cent of the corporate total in 2023) is the sale of goods and services, of which approximately 57 per cent is from the water Utilities, 12 per cent is from Public Transit and 11 per cent is from Waste & Recycling, based on 2023 figures. Other funding sources include franchise fees, investment income, contributions from reserves, licenses, permits and fines.



Capital Budget

The 2023-2027+ capital budget includes the total budget of investments that are anticipated to commence or continue during the 2023-2026 period that may continue in 2027 and beyond. The five-year budget shows the complete impact of multi-year investments, as well as the distribution of expenditures and how funds are spread over time.

The City's capital requirements are driven by many factors, including:

- The need to maintain and upgrade existing aging infrastructure to meet industry standards
- Rates of growth in the city, both population and area
- Government legislation and regulations

The proposed five-year capital budget for 2023-2027+ is \$10.2 billion, including \$5.7 billion that was previously approved in 2019-2022 (\$4.3 billion for Green Line, \$1.3 billion for other tax-supported operations and \$102.7 million for Utilities) and \$4.4 billion in new capital requests.

The capital budget comprises investments that will address all Council Foundations.

Table 5: Capital budget for 2023-2027+ (\$millions):

	2023	2024	2025	2026	2027+	Total
Expenditures	1,458	1,969	1,344	2,340	3,047	10,158
New Investments	904	1,277	1,065	1,178	12	4,436
Previously Approved	1,010	635	390	819	2,868	5,722
Recast	(456)	57	(111)	343	167	-

The proposed recast of previously approved capital budget includes a shift of \$456 million and \$111 million out of 2023 and 2025 respectively and moved to the other years. The capital budget recast does not change the total budget amount but redistributes it among different years allowing the budgets in each year to better reflect expected actual spending. Details of the recast are included in Attachment

13 for Council approval. The City funds its capital investments through a combination of external and internal sources. External sources include federal and provincial programs and grants, local improvement levies, and debentures, while internal sources include contributions from operations (Pay As You Go) and specific reserves.

Funding the Proposed 2023-2027+ Capital Budget

The City of Calgary funds its capital investments through a combination of external and internal sources. External sources include federal and provincial programs and grants, local improvement levies, and debentures, while internal sources include contributions from operations (Pay As You Go) and specific reserves. Many sources of capital funding have restrictions associated that mean they can only be spent on certain types of assets.

- The government programs and grants of \$4,371 million primarily include Municipal Sustainability Initiative (\$1,139 million), Investing in Canada Infrastructure program (\$1,298 million), Canada Community Building Fund – formerly the Federal Gas Tax Fund – (\$505 million), and other provincial and federal grants (\$1,430 million). Municipal Sustainability Initiative monies are used to fund transportation, recreational, cultural and protective services projects, while the other monies are used primarily to fund transportation projects.
- Debt of \$1,820 million is another main funding source for capital expenditures. Funding from debentures is split among Green Line (\$881 million), utilities (\$666 million) and self-sufficient tax-supported operations (\$272 million). In the fullness of time, the source of funding for debt repayment will be utilities rate revenue, off-site levies and tax supported revenues.
- Contributions from The City's reserves of \$1,288 million, and Pay As You Go reserve of \$550 million will be used to fund specific capital projects such as landfill, storm sewer upgrade, downtown improvements, legacy parks and lifecycle maintenance and upgrades.
- Contributions from the developers and Other Contributions of \$288 million primarily help fund Parks & Open Spaces, Recreation Opportunities, Library Services and Fire & Emergency Response..

2023 – 2027+ Capital Budget for approval:

\$4.4 billion

2022 Capital Budget:

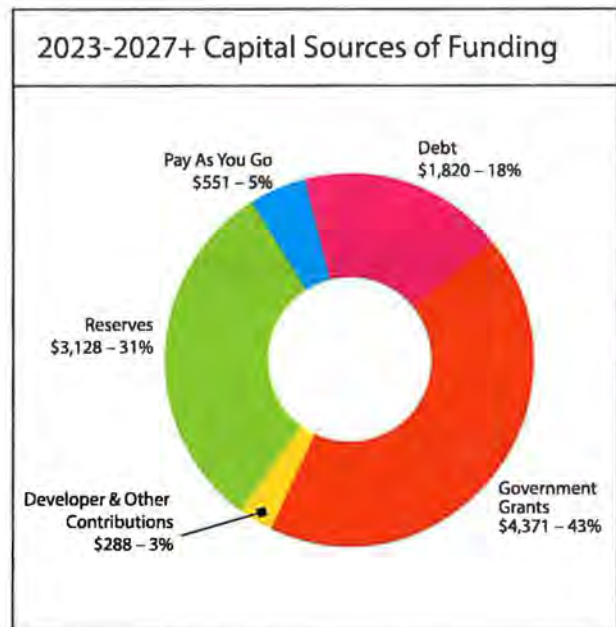
\$3.7 billion

With this four-year plan and budget, we'll take important steps to making Calgary a more resilient city: economically resilient, socially resilient, and climate resilient.

We'll build an even better place for all Calgarians to live, work, grow and raise a family.

While The City remains in a fortunate capital funding situation compared to many other municipalities, and a significant investment will be made in the community, capital funding continues to be constrained for the upcoming cycle. Given the constraints, Capital Investment Planning worked with Service Owners to refine the 2023-2027+ capital budget requests, with a focus on identifying and optimizing funding to cover the most essential capital investments. These are the capital investments needed to meet legal, regulatory, health and safety requirements; provide critical infrastructure and critical asset risk mitigation; and minimize service delivery costs

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This summary reconciles The City of Calgary's 2022 - 2026 operating and capital budgets to the revenues and expenditures reported in the 2021 Annual Report. Assumptions have been made to project the excess revenues over expenditures under Public Sector Accounting Standards (PSAS).

Table 6: Budget to Annual Report Reconciliation (\$ millions):

	2021 Actuals	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
	(Note 1 & 2)	(Note 3, 4, 5)	(Note 4 & 5)	(Note 4 & 5)	(Note 4 & 5)	(Note 4 & 5)
Total revenues	4,412	5,810	5,046	5,493	5,325	8,784
Total expenditures	3,658	6,191	5,262	5,756	5,257	9,409
Excess revenues over expenditures	754	(381)	(216)	(264)	68	(625)
2022 - 2026 PSAS Adjustments:						
Contributions from reserves	-	1,300	1,096	1,136	811	1,504
Contributions to reserves	-	(919)	(880)	(873)	(879)	(879)
Tangible capital asset adjustments	-	1,979	1,910	1,911	1,458	3,144
Amortization	-	(567)	(762)	(862)	(945)	(1,008)
	-	1,794	1,364	1,313	445	2,760
EXCESS REVENUES OVER EXPENDITURES IN ACCORDANCE WITH PSAS	754	1,413	1,148	1,049	513	2,136
Adjustments Required to Reconcile to 2021 Annual Report:						
Loss in earnings of ENMAX Corporation	-	-	-	-	-	-
Related Authorities	1	-	-	-	-	-
EXCESS REVENUES OVER EXPENDITURES PER ANNUAL REPORT	755	1,413	1,148	1,049	513	2,136

Notes:

- (1) 2021 Actuals are based on the amounts reported in the Consolidated Statement of Operations and Accumulated Surplus of the 2021 Annual Report. Both revenues and expenditures have been adjusted to remove all Related Authorities (Financial Statement Note 21 of the 2021 Annual Report).
- (2) Consolidation adjustments have not been eliminated from the 2021 Actuals for comparison purposes as the allocation of these adjustments are only available by expense function in the 2021 Annual Report.
- (3) The 2022 City of Calgary operating budget is as at April 30, 2022.
- (4) The previously approved 2022-2026 capital budget is as at April 30, 2022.
- (5) Figures include the 2022-2026 Calgary Parking Authority's operating budget.

Improving Service Performance

To better serve Calgarians, The City takes a disciplined approach to planning, monitoring and improving service performance. This includes developing strategic plans and budgets, tracking key performance measures, managing risks, and continually looking for opportunities to improve services.

In 2023-2026, we will establish a new service line focused on these activities. Currently, this work happens within each of The City's 61 services along with some corporate co-ordination. Establishing a distinct service line will improve consistency and coherence across the whole organization. The new service line will also give Council and Calgarians better visibility of how The City manages service performance, improvement and governance.

Maturing these activities and ensuring they are more prominent will better enable Council and Administration to make informed decisions about service delivery and respond to trends in our external environment. Doing this strategic work, and doing it well, is critical to being a modern municipal government.



Service Plans and Budgets

Service-Based Approach

The City puts Calgarians at the centre of our planning and budgeting approach. We focus on results that Calgarians value, rather than on how Administration is structurally organized for service delivery. We deliver value for tax dollars and contribute to Quality of Life Results for Calgarians.

The City delivers 61 services that Calgarians rely on every day. This document organizes those services into eight categories that represent how Calgarians think about and interact with each service.

Each of the 61 services applies an evidence-based approach to demonstrate the value we will continue to deliver over the next four years:

Page 1



Defines the customers for each service, and the values and benefits they can expect to experience. The 2022 operating budget, partners and any key assets provide context on the resources needed to deliver the service.

Page 2



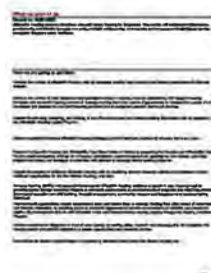
The drivers that may impact the service over the next four years, including the trends we are watching, feedback from Calgarians, and Council's direction. We use municipal and industry benchmarks to identify and understand areas for continuous improvement.

Page 3



Demonstration of our accountability to Calgarians through performance measures that best describe what customers value. Progress on these measures will be reported throughout the cycle, with the expected future performance by 2026 approved by Council.

Page 4



The key initiatives Calgarians can expect over the next four years that will allow us to achieve the results of each service.

Pages 5 & 6+



An overview of the operating and capital budgets over the next four years needed to deliver the services.

Building, Planning and Business



Appeals & Tribunals

Led by: City Clerk/Director of City Clerk's Office

Description

This service provides an impartial, open, and transparent process for Calgarians and businesses to challenge property and business assessments, decisions of the development and subdivision authorities, and other decisions made by The City of Calgary with respect to licences and community standards.

The Appeals & Tribunals service supports governance, administration and operations of The City's tribunals:

- Calgary Assessment Review Board (www.calgaryarb.ca)
- Calgary Subdivision and Development Appeal Board (www.calgarysdab.ca)
- Calgary Licence and Community Standards Appeal Board (www.calgary.ca/lcsab)

Value and benefits

The Municipal Government Act and other statutes and regulations require The City to establish and support tribunals to hear appeals and complaints from businesses, Calgarians and communities. Tribunals provide the opportunity to obtain relief from decisions they feel may unfairly impact them.

This rights-based process empowers the public to present their concerns and be heard. Procedural fairness and natural justice are ensured by The City's tribunals, which carefully guard the rights of all parties who appear before them, including the right to a fair hearing, the right to be heard, and the right to legal counsel.

The independence of The City's tribunals is important because it supports public trust and confidence in the appeal and complaint process. Tribunal members are subject-matter experts appointed by Council based on merit.

Customers

- Citizen, business, and community appellants
- Legal representatives/professional agents
- Assessment and Taxation business unit
- Community Planning business unit
- Calgary Community Standards business unit
- Calgary Assessment Review Board
- Calgary Subdivision and Development Appeal Board
- Calgary Licence and Community Standards Appeal Board

Partners

Law department, Customer Service and Communications business unit, Information Technology business unit, Alberta Land and Property Rights Tribunal, external legal counsel.

What we deliver

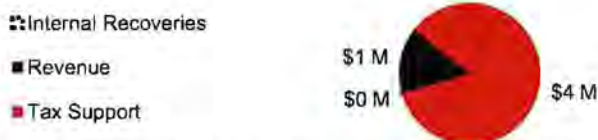
This service delivers published decisions of tribunals, and provides a process for Calgarians, businesses, and communities to be heard when they disagree with certain decisions made by The City's Administration.

2562	Appeals/complaints filed - 2021
570	Virtual Hearings held - 2021
0	In-person Hearings held - 2021
22%	Percent appeals/complaints heard - 2021

Key assets

N/A

Appeals and Tribunals
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Public engagement and research indicates that tribunals and appeal processes need to be convenient, responsive, legislatively compliant and informative. Access to justice must be impartial, fair and transparent, through the consistent application of rules and availability of information. The process for appeals needs to be as simple as possible, and continue to be affordable. There must be continual improvement of efficiency and transparency.

Complainants want to continue to be able to participate in tribunal hearings virtually. For 2022 Assessment Review Board hearings, for example, videoconference, teleconference, and written hearings were preferred by complainants in 83 per cent of cases.

What Council has directed

Modernizing government Appeals & Tribunals embrace appropriate levels of risk, innovation and experimentation to provide faster and better service for Calgarians, and continually improve transparency, social equity, and public trust. The right of Calgarians to appeal certain City decisions must be provided on a cost-effective basis and with adjudication that provides participants with confidence in the fairness and finality of appeal decisions. Social equity Appeals & Tribunals will continue to examine obstacles and challenges faced by prospective parties when accessing justice. Identifying and removing barriers improves equitable access and opportunities to participate in tribunal processes for all Calgarians.

What we are watching

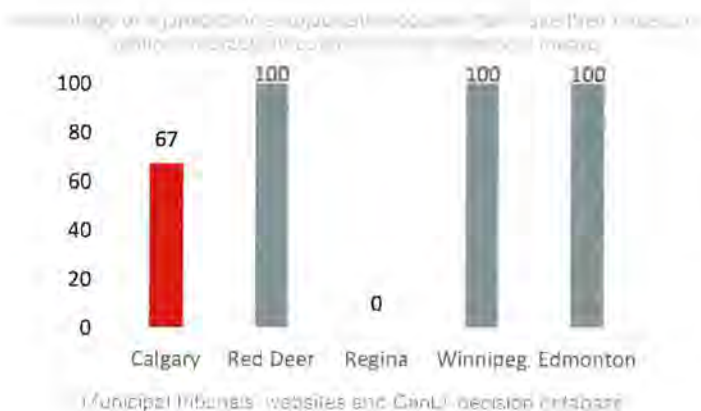
Complaint settlements – High rates of withdrawn appeals introduce volatility to hearing scheduling and questions about how to best resource tribunals and retain tribunal members.

Virtual hearings – Appellants prefer the convenience of virtual hearings, which contributes to efficiency, but also creates challenges to engaging tribunal members, and to ensure fairness for those without access to technology.

Obstacles to justice access – Lower service demand means we need to better understand what, if any, barriers Calgarians face in accessing justice, including social equity considerations.

Governance and innovation – Tribunal modernization means respecting independence while ensuring tribunals are structured, empowered and accountable for efficiency and effectiveness, and considering new processes and technologies to better serve Calgarians.

Justice modernization – Pressures on the Canadian justice system have resulted in less serious matters being transferred to tribunals.



Comparing our service

Making an appeal body's decisions more transparent and accessible by publishing them online improves ease-of-access and can help improve public confidence in institutions. Currently, Calgary's two highest volume boards are publishing decisions online. Calgary expects to bring its remaining appeal board online in 2023, which will bring Calgary to 100 per cent and inline with comparable municipalities.

— Actuals ■ Expected Future Performance

PM1: Decision Timeliness Rate (per cent of decisions rendered on-time)



PM2: Hearing Participants' Rate of Satisfaction with process information (per cent)



PM3: Assessment Review Board decision publication on-time rate (per cent)



PM4: Cases filed with a tribunal on which a decision is issued (per cent cases filed)



PM5: Tribunal decisions overturned by an appeal body in a calendar year (per cent)



Story behind the curve

Percentage of tribunal decisions published in calendar year that were rendered within the relevant legislated timeline. Subdivision and Development Appeal Board: 15 days; Licence and Community Standards Appeal Board: 60 days; Assessment Review Board: 30 days. In 2021 the General Chair of the Assessment Review Board implemented new processes that improved the timeliness of decision-making. This performance is expected to be sustainable.

Percentage of hearing participants who report that they were adequately informed as to the tribunal's process and expectations of them as a participant. Research and investigation of the needs of prospective hearing participants will be completed in 2023 and will ensure support resources are well-targeted.

Percentage of time that the Assessment Review Board's administrators publish a decision within the legislated timeline, after having received it from the decision-making board.

Percentage of complaints/appeals filed with a tribunal that result in a decision being issued. Files may not proceed to a hearing due to a withdrawal, or mutual agreement between the parties. This performance measure is not influenced by tribunal or administrator performance. Withdrawals and agreements are negotiated between the parties. The 2026 expected future performance represents a trend estimate, as opposed to a performance-based target. A file that is withdrawn/mutually agreed to entails approximately 65% of the administrative effort of a file for which a decision is issued.

A very small number of decisions across all three tribunals are overturned, quashed, reversed, sent back, or varied by a court or appeal body. This measure helps to represent the reliability and finality of the tribunals' decisions. 2021 example: 1 decision was overturned by an appeal body out of 512 decisions rendered by Calgary's tribunals. The expected future performance of this measure is to maintain a rate of below 0.005.

What we plan to do

Result for 2023-2026

We will continue to support the administration of justice and provide participants with fair, affordable and accessible options to challenge specific City of Calgary decisions.

How we are going to get there

Increase efficiency and adjust to varying volumes of appeals across all boards by training all tribunal clerks to support all three tribunals, rather than the specific-to-a-tribunal training approach that has been used historically.

Reduce barriers to participation and improve access to justice by investigating, planning and potentially expanding communication and outreach activities.

Adhere to legislative requirements and provide timely service to Calgarians by continuing to render and publish adjudicative decisions within the specified timeframes.

Provide an improved public user experience by upgrading the Assessment Review Board's file management software.

Ensure accessible processes by providing multiple channels for parties to file complaints and/or appeals, including in-person, online, mail, email and secure physical drop box.

Ensure accessible processes for participants by expanding support for various tribunal hearing formats, including virtual, in-person and written.

Identify opportunities for continuous improvement by seeking out feedback from hearing participants and input from members of the public.

Increase transparency and accountability by continuing to publish hearing decisions, statistics, and information online including via the City of Calgary Open Data Portal, and the CanLii database.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	3,782	-	3,782	-	3,782	-	3,782	-
Previously approved One-time budget	-	-	-	-	-	-	-	-
2022 One-time carry forward	-	-	-	-	-	-	-	-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	-	-	-	-	-	-	-
Total net budget	3,782	-	3,782	-	3,782	-	3,782	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	4,455	4,455	-	4,455	4,455	-	4,455	4,455	-	4,455	4,455	-	4,455
Recoveries	(5)	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)
Revenue	(667)	(667)	-	(667)	(667)	-	(667)	(667)	-	(667)	(667)	-	(667)
Net	3,782	3,782	-	3,782	3,782	-	3,782	3,782	-	3,782	3,782	-	3,782

Note: Figures may not add up due to rounding.

Building Safety

Led by: Director of Development, Business & Building Services

Description

Our service is responsible for building safety in Calgary. We serve customers and Calgarians during the building permit process, from issuing the building permit to performing site safety inspections to ensure buildings meet provincial safety code requirements. Our service creates programs and strategies focused on keeping buildings safe. We work with industry and partner agencies (provincial and regulatory) to enable development by identifying, educating and promoting safety best practices with the goal of preventing public safety incidents. We identify required changes to codes to support climate policy, affordable housing, and safety and work on a provincial and national level to update safety codes.

Value and benefits

Value is provided through the building approvals and inspections process, ensuring that Alberta's building safety codes are met from design, through construction, to occupancy. Staff assist customers on applications, code requirements and regulatory changes to support their project's success. Our partnerships with industry help develop best practices and identify common safety concerns for correction. Building safety is our priority. We provide urgent response services for public safety concerns related to construction sites and existing buildings. We administer important bylaw and safety requirements through the Building Maintenance Bylaw, Public Protection Site Safety Plans, and support affordable housing programs through the Secondary Suite Program and advancement of the Climate Strategy.

Customers

Our direct customers include business owners, homeowners, land developers, builders, contractors, trade professionals and supporting professionals. Customers also include property owners and renters, and all Calgarians who occupy and use buildings.

Partners

We partner with Calgary Fire, Community Planning, Community Services, Law, Transportation, Water Resources, and ENMAX. We work closely with first responders and external agencies such as Alberta Health Services to identify and investigate public safety concerns. We work with industry to improve construction safety and participate in safety code changes with the Province and the National Research Council.

What we deliver

Our goal is to deliver permits and inspections to ensure safe buildings. Building Safety provides Calgarians, communities, and customers assurance that new construction projects have been reviewed and inspected to meet Alberta's building safety codes prior to granting occupancy. The service also addresses inquiries by Calgarians regarding construction sites and responds to urgent calls related to public safety.

81,094	Safety Code permits reviewed and issued
168,803	Annual safety inspections
2,610	Secondary suites registered (2021)
\$5.7B	Issued construction value (2021)

Key assets

Workflow system: POSSE
 Fleet vehicles
 IT server
 Software: MyInspections, LIVElink, ePermits, phone system, 311 (SRs), Direct Access, Global Protect, Citrix, Microsoft Office
 Hardware: tablets, cell phones, laptops, peripherals, cables, computers, networks
 Data: CFOS (operating system for work alone)
 PPE: supply disruption
 Corral: reporting database
 Front counter appointment: software/service

Building Safety
 2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services.

What we have heard & what we are watching

What we have heard

Safety is ranked first by survey respondents as the highest priority for this service, followed by responsiveness. Customers want fast, simple, and valuable service that results in a safe building. They value knowledge, expertise, guidance and certainty to ensure their project's timelines will be realized. Timely responses, sequencing or aligning of inspections, and immediate response to safety situations are expected. Our customers have high expectations of our service and that it will be delivered in an equitable and inclusive manner. They look to us to seek out efficiencies and cost reductions without lowering service levels. Operating in a global economy means ensuring Calgary is a business and investment-friendly community valuing diversity across all aspects of our service offerings and delivery. By doing so we will attract and retain a workforce Calgarians expect and continue to tell us is important.

What Council has directed

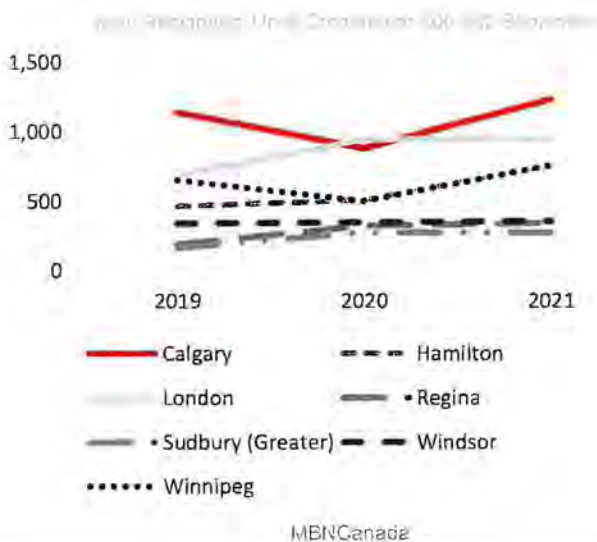
Council has directed the Service to assist with implementing of the City's climate strategy, for example programs that manage the impacts of severe weather events and reduce emissions. The Service has been directed to enable increases in the number of safe secondary suites, an important affordable housing type. Continued efforts are required to ensure buildings do not compromise the safety of public streets and sidewalks. This is to be done through monitoring compliance with the Building Maintenance Bylaw and problem properties, and by ensuring contractors implement Public Protection Site Safety Plans. Efforts to support the work of other Services to revitalize Downtown, reduce red tape, and create a more business-friendly environment are to be continued. The Service has been directed to continue to remove barriers and reduce timelines associated with obtaining building approvals and inspections. Improvements to the consistency of building safety code compliance monitoring are to be continued. The Service is to continue to use technology to streamline service. The Service is to continue succession planning efforts for Safety Codes Officers.

What we are watching

Economic trends can significantly impact construction activity resulting in unexpected changes to permit volumes and fee revenues which can strain staff resources and service levels. This service continually monitors and tracks economic indicators to minimize impacts on service. Safety and energy codes are updated periodically, and just before this happens, permit volumes increase, which may impact service levels. The service will continue to expand online services to better meet client expectations. The digital shift will see us consider new and transformative ways to better deliver our service efficiently and effectively. Reducing our service impact on the environment by using electric vehicles and reducing staff commutes is planned. When severe weather happens, existing resources are diverted for Emergency Management purposes impacting business continuity.

Comparing our service

Calgary is a city of intensive development, even when accounting for population. It consistently leads amongst comparators in the number of new residential units created, in response to high demand (household formation). Much of the construction that occurs in Calgary is geared toward housing starts and creating new residential units. Townhouse, semi-detached, apartment and row house units increased substantially in Calgary in 2021 over 2020 levels.



Actuals Expected Future Performance

PM1: Building permit applications where issuance timeline commitments were met (per cent)



PM2: Inspection booking dates with appointments available within the next two business days (per cent)



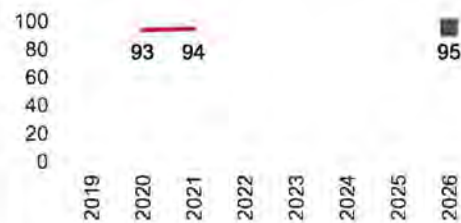
PM3: Issued permits for new buildings with 5 or more storeys with an approved Public Protection Site Safety Plan (per cent)



PM4: New low-density dwellings with energy labelling (per cent)



PM5: Average customer satisfaction survey result (per cent)



Story behind the curve

Toward safety for building occupants and users, application reviews ensure building code and associated safety provisions are met. Processing timelines are affected by the completeness of the building permit application, the number of amendments or resubmissions needed from the applicant and impacts to the approved development permit. Historically, approximately 16,000 building permit applications were submitted per year. Between 2019 and 2021 we responded to a 25% surge in volumes with existing resources. In 2022, performance is improving due to investments in our service and technology, pursuing continuous improvement.

Contractors use The City's inspections booking system to manage inspection requests through a streamlined online experience, where they can book up to 10 business days in advance. The City accommodates the demand for service by managing the daily capacity of inspection teams. This measure considers inspection booking dates for residential home construction and for commercial & multi-residential projects. Historic data is not available, as recent technology changes have enabled the service to monitor and manage inspection booking service levels.

Public Protection Site Safety Plans are established during the building permit and plans review to mitigate risk to the public during demolition and/or construction and help builders minimize construction impact and ensure public safety. The plan is put in place before above-grade construction begins. Integrity issues in tracking led to inconsistent results. This measure tracks the approval of plans on 20-50 projects per year.

As part of the move to a Net Zero Emissions Building Standard for Calgary, the Calgary Climate Strategy calls for using the existing EnerGuide rating system to require that all new residential buildings establish and disclose a building energy label. To meet our 2030 and 2050 emissions targets, building energy performance must improve faster than energy codes currently dictate. No previous data is available, as the program will be launched in 2023 and could incentivize investment in better energy performance in new buildings, and promote education among current and prospective homeowners.

Customers that submit building or trade permit applications expect convenient service access, easy understanding of application requirements, a consistent customer experience, predictable timelines, and flexibility to meet their specific needs and situations. Property owners and their agents expect a seamless experience through the continuum of approvals from land use to occupancy to post-occupancy uses. Satisfaction with each application across the continuum is measured through post-application surveys of direct customers at approval milestones.

What we plan to do

Result for 2023-2026

We are focused on ensuring building safety by providing excellent customer service and timely service delivery through permit intake, approvals, inspections, and response to urgent safety requests. We are committed to following all Council direction and will play a key role in Downtown revitalization, the implementation of the Climate Strategy, and support affordable housing through the secondary suite initiative.

How we are going to get there

Reduce building permit approval timelines by applying capacity, risk, and performance management.

Protect the public during construction through the revision of the Public Protection Site Safety Plan and monitoring of key safety indicators.

Increase the supply of safe and affordable housing options by improving the regulatory environment for secondary suites.

Provide time-saving, easy and convenient options through education for builders and developers, and investment in customer self-serve capabilities.

Improve building energy performance by delivering on the Climate Action Plan through education, and incentives.

Manage inspections by providing industry leadership in risk management techniques that follow the Alberta Safety Codes Council's directive.

Support the Greater Downtown Plan by dedicating resources to the reviewing, approvals and inspections process.

Contribute to Calgary's environmental sustainability by lowering greenhouse gas (GHG) emissions through the conversion of fleet vehicles to electric vehicles.

Improve convenience for customers and save fuel by enhancing inspection services through the use of remote video inspection.

Improve employee engagement through a sustained and meaningful coaching and development program.

Act on the intent of Truth and Reconciliation by continuing to grow our partnership with Siksika Nation.

Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitments to our employees and Calgarians.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	-	-	-	-	-	-	-	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(6,130)	-	-	-	-	-	-	-
Internal Recoveries Changes	(112)	-	-	-	(488)	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	112	-	-	-	488	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	6,130	-	-	-	-	-	-	-
Total net budget*	-	-	-	-	-	-	-	-

*The previous year's One-time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	44,257	46,800	-	46,800	46,800	-	46,800	47,288	-	47,288	47,288	-	47,288
Recoveries	(2,488)	(2,600)	-	(2,600)	(2,600)	-	(2,600)	(3,088)	-	(3,088)	(3,088)	-	(3,088)
Revenue	(38,071)	(44,201)	-	(44,201)	(44,201)	-	(44,201)	(44,201)	-	(44,201)	(44,201)	-	(44,201)
Net	3,699	-	-	-	-	-	-	-	-	-	-	-	-
Base	-												
One-Time	3,699												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
470140	Building Safety Technology Enhancements	-	-	-	2,200	-	2,200
Program(s)							
470150	Modernizing Service Delivery	3,250	3,250	3,250	3,000	-	12,750
Projects(s)							
470002	Building Safety Vehicle Acquisition	1,088	1,088	3,286	99	-	5,561
Sub-Total (New Budget Requests)		4,338	4,338	6,536	5,299	-	20,511
Previously Approved Budget Remaining		11,195	-	-	-	-	11,195
Total Capital Investment		15,533	4,338	6,536	5,299	-	31,706

Explanation of capital budget requests

Annual Investment Program(s)

Activity 470140: Building Safety Technology Enhancements

Improve customer interactions through a variety of channels. Customer interactions will improve through efficiencies in our business process, system maintenance, and enhancement.

Funding From: Capital Reserves (\$2,200 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 470150: Modernizing Service Delivery

Leverage technology, automation, data and artificial intelligence to improve service delivery. Customers want fast and easy-to-use service delivery and access to information.

Funding From: Capital Reserves (\$12,750 thousand)

Contributing Services: None

Operating Impact: This request requires \$112 thousand base funding of operating costs starting in 2023, and \$488 thousand base funding of operating costs starting in 2025.

Projects(s)

Activity 470002: Building Safety Vehicle Acquisition

Lifecycle current non-electric vehicles to electric vehicles. Lifecycling over 100 vehicles to electric vehicles will contribute to emission reduction goals.

Funding From: Capital Reserves (\$5,561 thousand)

Contributing Services: None

Operating Impact: None

Business Licensing

Led by: Director of Development, Business & Building Services

Description

Business Licensing ensures that businesses are licensed, safe and able to open, grow and invest in Calgary. Business Licensing maintains relevant bylaws to ensure Calgarians' expectations for safety and consumer protection are met. Business licensing peace officers play a key role by supporting and educating businesses to ensure compliance with bylaws and provincial statutes.

Value and benefits

Business Licensing provides assurance to Calgarians that businesses have met consistent standards of public safety, consumer protection and legislative compliance. Business owners are offered guidance and advisory services to promote regulatory compliance, which benefits Calgarians, businesses and visitors every day. Businesses can expect clear rules, timely processing of applications, and service that is tailored to business type.

Customers

- Calgarians interested in owning and operating a business in Calgary.
- Businesses requiring a business licence.
- Calgarians reporting incidents or concerns with a business.
- Calgarians seeking a permit for street use activities and special functions (tents and trade shows).

What we deliver

Knowledgeable, prompt and tailored customer service guiding businesses through licensing requirements by removing barriers. Business licences are processed in a predictable and timely manner. Business Licence peace officers promptly respond to community concerns and complaints on business activities. We provide Calgarians with access to business activity resources and data.

Partners

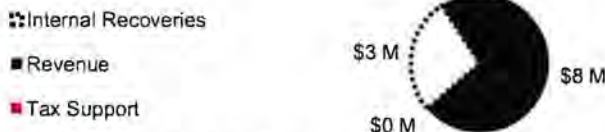
City organizational units: Business Safety, Community Planning, City & Regional Planning, Business & Local Economy, Partnerships, Calgary Fire Department, Calgary Police Service, Calgary Emergency Management Agency
 Other orders of government: Alberta Health Services, Alberta Gaming Liquor and Cannabis Commission, Service Alberta, Alberta Motor Vehicle Industry Council, Occupational Health & Safety

46710	Licensed businesses served
7508	New businesses
2358	Business complaints resolved
4340	Self-serve data views

Key assets

- POSSE
- Airways Centre
- Vehicles for Business Licence Peace Officers

Business Licensing
 2022 Budgeted Gross Operating Expenditures Funding
 Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Calgarians expressed satisfaction with business licensing and inspections with an 89 per cent satisfaction response in 2021 and 93 per cent of respondents think The City should invest the same or more in our service; 87 per cent rate business licensing as important. Calgarians rely on our service to ensure businesses are safe and compliant.

Feedback is used to direct customer focused improvements for the service. Customers are seeking guidance and advisory services to gain regulatory compliance to benefit Calgarians, visitors, and businesses. They want fast, predictable timelines with customer service that is knowledgeable, prompt and tailored.

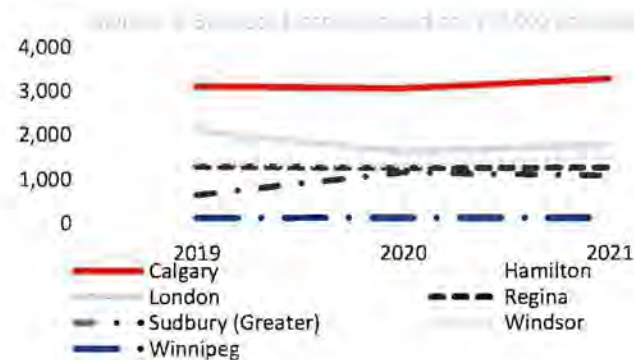
In the 2022 Dimension Ranking Results, fairness is the most important value to Calgarians regarding our service. While safety, responsiveness, legislative compliance and quality are also important, fairness is identified as the key dimension.

What Council has directed

The service has been directed to continue its efforts to support the work of other services to revitalize Downtown, reduce red tape, create a more business-friendly environment, to advocate for Calgary as a world-leading business destination, and to advocate for local businesses as issues arise. This service has been directed to continue to reduce timelines and remove barriers associated with obtaining the approvals and inspections needed for a business licence. Improvements to the consistency of compliance monitoring is to be continued. The service is to continue to use technology to streamline service. Continued increases in the service's understanding of the needs of businesses when interacting with the service are required. Expansion of services that streamline approvals, like the Business Experience Representative service, is to be continued. Administration is to continue succession planning efforts for staff that manage the approvals, inspections and licences needed for a business licence. In addition, Council has directed the service to make improvements to approvals and compliance monitoring of several business sectors, such as Short-Term Rentals, Home-Based Childcare and Waste and Recycling.

What we are watching

Business Licensing is monitoring business trends to ensure effective response to emerging sub-sectors, in particular, the shared economy. Changes in legislation and economic diversification will demand routine evaluation of licence categories and enforcement practices to support businesses and protect public safety. Business licensing relies on fees to fund the service. Communicating the value of business licensing to businesses and citizens will increase awareness of the service benefits and promote business compliance. To meet the growing demand, the service will continue to prioritize enhancements to online services for customers navigating the business licensing and approval processes. The service is continually monitoring and improving timelines and reducing red tape for business approvals to provide predictability for businesses.

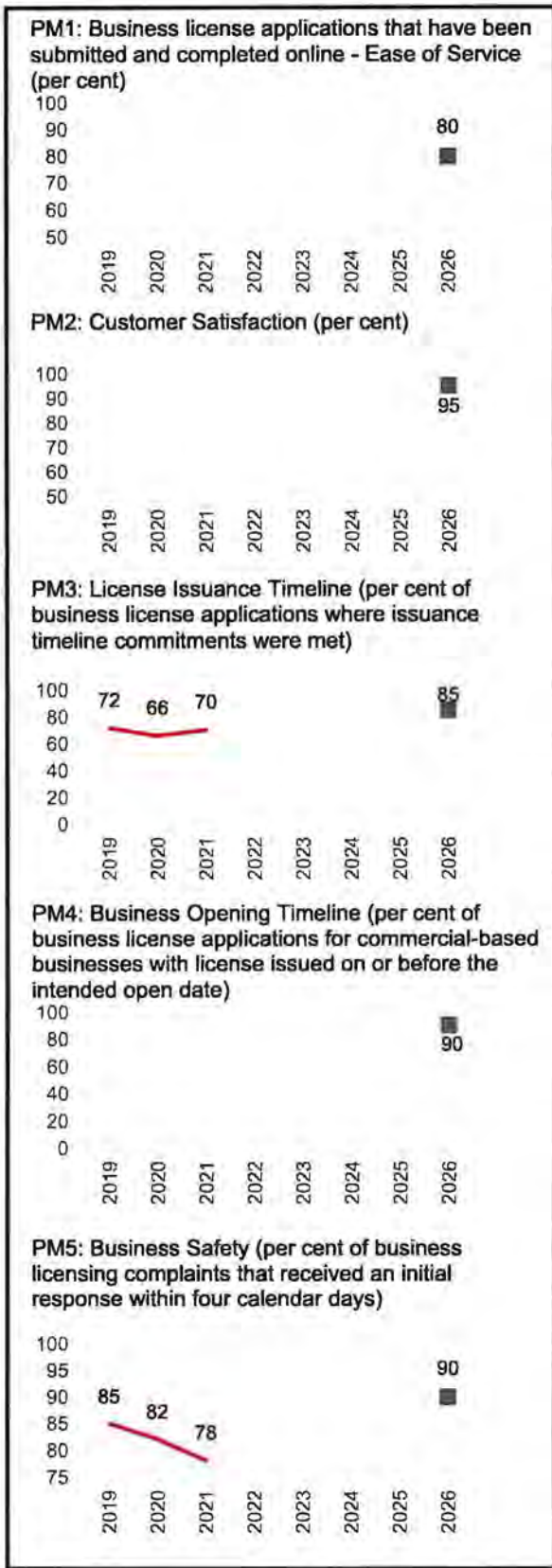


Comparing our service

Business licenses ensure that businesses meet important standards such as building safety, health, and community impact considerations. Calgary licenses a variety of home-based, commercial, and personal service businesses. Economic activity is the main driver for the increase in the number of businesses and subsequent business licenses. Calgary consistently ranks first against the other comparators when it comes to the number of business licenses issued when accounting for population, reflecting The City's efforts to respond to economic growth, and its commitment to safe businesses and communities.

Actuals ■ Estimated Future Performance

Story behind the curve



Businesses can access an online hub for business-related updates and resources, including information on licensing and starting a business. No historic data available as online service launched in Q2 2022.

Customers that submit business license applications expect convenient service access, easy understanding of application requirements, a consistent customer experience, predictable timelines, and flexibility to meet their specific needs and situations. Satisfaction is measured through post-application surveys of direct customers at approval milestones. No historic data as business license survey was launched in 2022.

The City is making it faster and easier to be open for business, including the work involved in securing land approval with necessary development and building permits. The City also collaborates with external agencies involved in the approvals process. Timelines depend on the sequencing of the various recommendations from these external agencies before the license itself can be issued.

Continuing our commitment to helping businesses open on their intended opening date, in 2023 the service is launching an enhanced measure. The Business Experience Representative provides a single point of contact for business needs related to approvals and inspections required for opening a business.

The licensing of businesses and business activities serves to protect consumers, public health and safety, assist in legislative compliance, uphold community standards, and mitigate negative spill-over effects into Calgary's neighbourhoods. Pandemic restrictions impacted enforcement in recent years. Efforts to sustain a prompt initial response to licensing complaints received through 311 will support prompt verification of compliance through education and inspections.

What we plan to do

Result for 2023-2026

Business Licensing's focus in 2023-2026 is to continue to make it fast and easy for entrepreneurs to open and grow a business that meets standards of safety and consumer protection. We will proactively respond to industry feedback and emerging trends to continuously improve timelines, customer service and processes.

How we are going to get there

Help businesses open on time by educating them on what they need to do to get a business license, and by providing fast and predictable timelines that are measured and monitored with clear metrics.

Provide customer service that is knowledgeable, prompt, and tailored to different business types, ensuring sufficient information is always available and accessible.

Improve communication with the business community by focusing on clearly communicating the relevant information that is required for a business customer to be successful in their journey and the internal information to staff in order for them to deliver a consistent and fast service.

Make it easier for businesses to navigate getting a business licence through the Business Experience Representative program (a one-stop support for business applicants) by expanding it to more business sectors.

Provide a more tailored customer service, including process improvements, specialized education by business type or need, and targeted communication by taking a customer-focused approach to delivering our service through proactive engagement with business and enhanced customer service data. An example of this is the development of customer journey maps.

Respond to emerging markets and changing legislation by developing adaptable processes that can be expanded or adjusted to include new business types, including new sectors in the shared economy (e.g., short-term rentals, waste & recycling businesses, home-based childcare).

Enable a vibrant and safe business sector by reviewing the Business License Bylaw for gaps and opportunities and recommending changes to Council, as identified by the Financial Task Force to modernize our approach.

Ensure that businesses see value for money in their business license by understanding business needs, communicating what a business license does for them and for Calgarians, and analyzing revenue and reviewing fees.

Create more ways for businesses to interact with Business Licensing services by enhancing the use of technology and digitizing processes. This includes improved self-serve functions, a fully online customer support model, digital license, and businessMyID.

Improve availability of information for businesses to understand what buildings might be suitable for their business through data sharing and business maps.

Meet Calgarians' desire for safety and consumer protection by monitoring compliance with bylaws and provincial statutes. Our first goal is voluntary resolution through education, using enforcement where it is necessary.

Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	(6)	-	(6)	-	(6)	-	(6)	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(846)	(100)	(210)	(100)	-	-	-	-
Internal Recoveries Changes	(701)	(100)	(210)	(100)	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	20	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,527	200	420	200	-	-	-	-
Total net budget	(6)	-	(6)	-	(6)	-	(6)	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	10,889	12,436	200	12,636	12,856	200	13,056	12,856	-	12,856	12,856	-	12,856
Recoveries	(2,950)	(3,651)	(100)	(3,751)	(3,861)	(100)	(3,961)	(3,861)	-	(3,861)	(3,861)	-	(3,861)
Revenue	(7,945)	(8,791)	(100)	(8,891)	(9,001)	(100)	(9,101)	(9,001)	-	(9,001)	(9,001)	-	(9,001)
Net	(6)	(6)	-	(6)	(6)	-	(6)	(6)	-	(6)	(6)	-	(6)

Note: Figures may not add up due to rounding.

City Planning & Policy

Led by: Director of City & Regional Planning

Description

Our goal is to build a resilient city of attractive, inclusive and equitable communities that meet the various lifestyle choices of Calgarians, and employment areas that support diversity in our economy. We engage with Calgarians and the development industry to develop the long-range vision for the city, and multi-community local area plans that reflect the goals of individual communities. While looking to our future, we align equity, growth funding, and investment considerations with the regeneration of our environment and continuing economic prosperity.

Value and benefits

Communities and the public, developers and businesses benefit from useful, easy-to-use tools and thoughtful strategies to help inform Council decisions; plans to guide community development; and incentives and rules to deliver desired results. We collaborate with residents and industry toward the goals of enabling new communities to be planned, homes to be built or changed, businesses to be opened, and jobs to be created for current and future Calgarians. These plans and policies set in motion investments from other services, such as Main Street improvements, parks, transit service and recreation facilities. This service's work also directly supports the preservation of irreplaceable heritage buildings, improving housing equity and advancing sustainability in Calgary.

Customers

Our customers are all Calgarians – today and in the future. They are the people who bring life to our community, business owners who create jobs, industry members and investors who develop and build our communities and homes, other city departments, and Council who looks to the service for its professional recommendations.

What we deliver

City Planning & Policy delivers planning recommendations to Council to implement the Municipal Development Plan and Calgary Transportation Plan. We do this by engaging with Calgarians, industry and Council, and applying best professional practices that balance the interests of these diverse groups for the optimal mutual outcome.

Partners

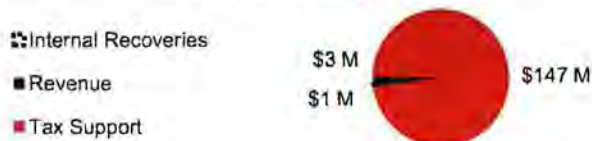
We work with a broad range of partners involved in the visioning and planning of the city. This includes Calgarians, community associations, civic partners like Heritage Calgary, and industry partners like the Building Industry and Land Development Association, NAIOP Commercial Real Estate Development Association, Inner-City Builders' Association, business improvement areas, and business owners.

- 6 million Sq. ft. of proposed Downtown Conversion
- 45 Communities engaged in LAPs 2021
- 17 Established areas public realm projects
- 200 Hectares redesignated by Main Streets

Key assets

None

City Planning and Policy
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Major topics that have emerged in recent years include the need to:

- Address climate change and the climate emergency
- Revitalize our downtown
- Provide affordable housing choices for all Calgarians
- Address diversity, equity, inclusion, and belonging in the design and growth of our communities
- Facilitate the journey toward Indigenous reconciliation through purposeful action
- Diversify our economy, invest in and fund growth in a fiscally sustainable manner
- Address concerns that redevelopment is changing the character of communities
- Provide a clear, predictable, user-friendly planning system

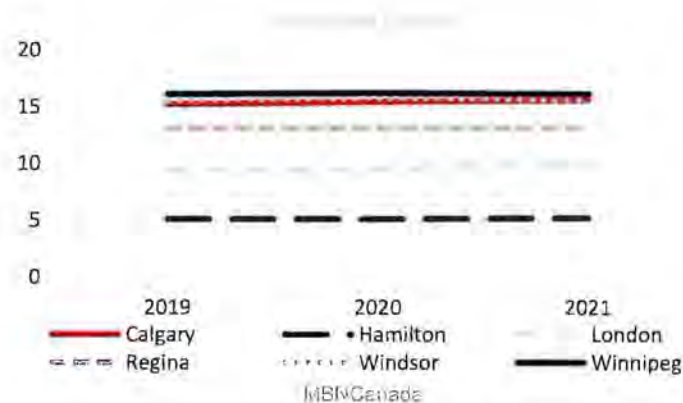
These topics are often connected and must be comprehensively addressed for Calgary to continue to be a competitive city of choice and continue to rank as one of the most livable cities, attracting new residents and businesses as a great place to make a living and a great place to make a life.

What Council has directed

Council's Focus Areas include both downtown revitalization and land use and local area planning process review. These objectives are directly reflected in the City Planning Policy Roadmap 2022 (IP2022-0053), which contains key city planning policy initiatives that are underway or will be undertaken in 2023-2026. These roadmap initiatives are essential towards modernizing our planning system and creating a policy landscape that enables equitable community growth in alignment with Council's priorities.

What we are watching

Our service sets the foundation for the wide range of activities Calgarians are engaged in every day. City planning holistically and proactively considers the demographic, cultural, and economic changes that influence the city's development and works towards giving Calgarians the choices they expect. External influences and trends that may impact the service include, but are not limited to, social, economic, and environmental challenges and changes. These influences and our increasingly diverse population demand strategies and plans that enhance Calgary's resilience.



Comparing our service

Calgary is comparable in density with other cities, in relation to growth, migration, household formation, and changes in the number of people living in each home. Strategies to support communities help shape a more compact urban form, creating great communities and a prosperous economy. As the Calgary Plan is established, effective planning and engagement ensures development and redevelopment is done strategically, providing more certainty and predictability in both established areas and new communities, allowing for a variety of housing types and land uses where Calgary can thrive.

Actuals ■ Expected Future Performance

PM1: Downtown Surplus Office Inventory Reduction (million sq ft)



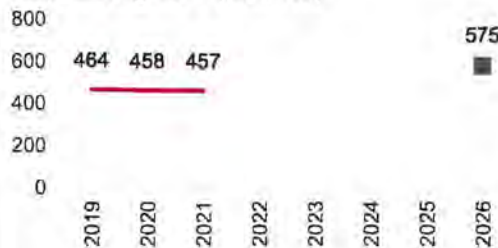
PM2: Calgarians living in communities where a modernized Local Area Plan has been recommended to Council for approval (per cent)



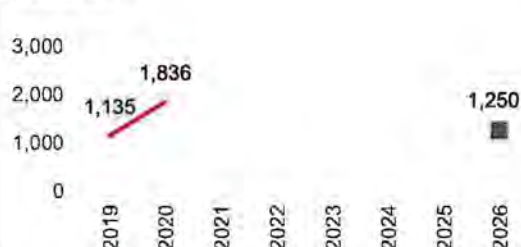
PM3: Land area where middle density housing is allowed, per 100,000 Calgarians (hectares)



PM4: Land area designated for industrial uses, per 100,000 Calgarians (hectares)



PM5: Serviced land supply for new communities (hectares)



Story behind the curve

Greater Downtown's economic recovery can be supported through the elimination of excess downtown office space through building conversions or demolition of existing office buildings, some of which are entirely or largely vacant. Development incentives will encourage building conversions to residential and non-office uses to reduce office vacancy and develop vibrant downtown neighbourhoods.

Local area plans provide clarity and greater certainty on how communities will evolve over time. They outline the future vision, guide where growth makes sense and include development direction to support that growth. Our hope is to recommend up to two Local Area Plans to Council for approval annually. However, the creation of these plans is done in collaboration with the community at large; it is complex work and thus setting specific timeframes to approval is not realistic.

As Calgary's population continues to grow, newcomers and new households benefit from a range of housing choices, including multi-unit dwellings. Allowing low-scale multi-residential development supports redevelopment in a manner that provides more choice for a variety of households and income levels. The land supply designated for multi-residential redevelopment that is compatible in scale with low-density housing forms may influence the balance of growth between the established area and new communities.

A healthy industrial land supply provides choice for investors to meet the site selection requirements of a broad range of industries. Serviced industrial land available for development enables new business incubation and leverages Calgary's strategic location, established supply chain and transportation networks, and the diversity of its industrial labour force. Proposed initiatives will enable industrial competitiveness and growth, further Calgary's economic prosperity, increase the non-residential tax base, and support job creation and economic diversification.

Maintaining a healthy supply of land where The City has invested or allocated funding to build leading infrastructure allows land developers to proceed with the development of new communities. The supply of serviced land within Area Structure Plans is monitored in order to inform policy alignment decisions and monitor the financial impact of City investments, while ensuring sufficient opportunities exist to accommodate new population growth and housing choice.

What we plan to do

Result for 2023-2026

Our vision is twofold: First, deliver strategies, plans and tools to implement Council's focus areas of downtown revitalization, social equity, and land use and local area planning. Secondly, and equally critical is taking action on the climate emergency through land use and transportation policies.

How we are going to get there

Continue to rank as one of the most livable, attractive, and successful cities in the world, by aligning and combining the Municipal Development Plan and the Calgary Transportation Plan into one user-friendly document, The Calgary Plan. This new policy will enable us to effectively address the climate emergency, social equity, diversity, inclusion, belonging, anti-racism, and Truth and Reconciliation.

Revitalize Calgary's downtown by investing in (1) major civic projects to support trade, tourism, job creation and building strong regional economies; and (2) priority public infrastructure projects to provide necessary public amenity for a thriving community and that complement developer investment.

Diversify the mix of uses and increase housing opportunities in the downtown core to attract new residents and increase vibrancy in the heart of our city by implementing the Downtown Calgary Development Incentive Program, which, offers financial incentives to building owners to convert surplus office space into non-office uses and homes for Calgarians.

Deliver the residential, commercial and industrial opportunities that will continue to make Calgary one of the world's most livable and attractive cities by renewing the Land Use Bylaw to implement the vision of the Municipal Development Plan more effectively, while removing barriers from desired development and business activities.

Attract further investment, create jobs and support climate mitigation efforts, while supporting growing communities and business areas, by refining and improving our Citywide Growth Strategy to achieve compact, strategic and sustainable growth through targeted and balanced investments.

Enable industrial growth through the modernization of Calgary's industrial policy and regulation and incentivize strategic short and long-term sector growth by pursuing growth-focused land use policy, regulatory and development initiatives to streamline city planning processes for industrial development and increase development flexibility and competitiveness.

Enable The City to make transparent, informed, and sustainable investment decisions by evolving The City's understanding of the full financial impacts of a fast-growing city.

Provide a consistent approach to funding new infrastructure, that supports growth and development, increases awareness of the impacts of growth decisions; provides a more sustainable funding source for complete communities; and improves timing between levy collection and infrastructure investment by refining, implementing and continuously improving Calgary's Off-site Levy Program.

Support efforts in planning for up-to-date, livable, equitable and diverse communities by updating, replacing, and implementing over 250 outdated policy documents with approximately 40 new multi-community local area plans.

Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).

Increase supply of industrial and residential lands within Calgary to meet increasing demands on market supply by implementing Council-directed annexations in Rocky View County and Foothills County.

Cultivate a food system that works with partners to ensure food is consistently available, accessible, appropriate, and healthy for all Calgarians by developing a Council-approved Food Resilience Plan.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	24,000		36,915		37,653		41,333	
Previously approved One-time budget		850		-		-		-
2022 One-time carry forward		114,905		4,445		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	290	17	238	26	180	7	182	9
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	12,625	34,331	500	2,217	3,500	1,439	1,150	1,175
Total net budget*	36,915	150,103	37,653	6,688	41,333	1,446	42,665	1,184

*The previous year's One-Time Budget is not carried forward to the following year.

Operating Grants to Civic Partners (\$000s)

Civic Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Calgary Heritage Authority (Heritage Calgary)	343	586	674	629	643

Note: The total net budget includes one-time budget of \$67 thousand in 2023 and \$59 thousand in 2024.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	150,820	40,498	150,103	190,602	41,237	6,688	47,925	44,917	1,446	46,363	46,248	1,184	47,432
Recoveries	(989)	(989)	-	(989)	(989)	-	(989)	(989)	-	(989)	(989)	-	(989)
Revenue	(2,676)	(2,594)	-	(2,594)	(2,594)	-	(2,594)	(2,594)	-	(2,594)	(2,594)	-	(2,594)
Net	147,154	36,915	150,103	187,018	37,653	6,688	44,341	41,333	1,446	42,779	42,665	1,184	43,849
Base	24,000												
One-Time	123,154												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
463960	TOD Development Program	3,000	7,000	4,000	2,000	-	16,000
Program(s)							
463910	Downtown Improvement Fund	300	300	300	300	-	1,200
Projects(s)							
463920	Downtown Revitalization	1,171	10,890	36,750	59,680	-	108,491
Sub-Total (New Budget Requests)		4,471	18,190	41,050	61,980	-	125,691
Previously Approved Budget Remaining		18,600	26,000	-	-	-	44,600
Total Capital Investment		23,071	44,190	41,050	61,980	-	170,291

Explanation of capital budget requests

Annual Investment Program(s)

Activity 463960: TOD Development Program

The program will deliver public realm improvements with the main focus on 11/12 ST SE in Ramsay/Inglewood and a greenway connecting the LRT station to the Elbow River. Capital investments in public space near Inglewood-Ramsay Station will support private investment in TOD and improve quality of life for Calgarians.

Funding From: Municipal Sustainability Initiative (\$16,000 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 463910: Downtown Improvement Fund

Intended for small capital partnership matching projects in the public realm for the greater downtown. Investment in the Downtown's public realm and amenities is critical for investor confidence, attracting vibrancy, safety and resiliency for downtown.

Funding From: Capital Reserves (\$1,200 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 463920: Downtown Revitalization

Catalytic placemaking and public realm focused projects in the downtown to build a thriving, future-focused downtown. Our investment in downtown amenities will build investor confidence and support attraction of new residents, visitors, and businesses to downtown.

Funding From: Municipal Sustainability Initiative (\$52,295 thousand) Canada Community-Building Fund (\$52,295 thousand)

Capital Reserves (\$3,901 thousand)

Contributing Services: Arts & Culture; Economic Development & Tourism; Emergency Management and Business Continuity;

Climate & Environmental Management; Parks & Open Spaces; Sidewalks & Pathways; Streets

Operating Impact: None

Development Approvals

Led by: Director of Community Planning

Description

Development Approvals works with Calgarians, communities and customers to enable building a great city through developing land in Calgary. As a regulatory authority, Development Approvals supports customers with advisory services to help them through all regulatory requirements for land development projects, while balancing customer, citizen, and community needs.

Value and benefits

The Development Approvals service ensures communities continue to prosper, by attracting growth and supporting businesses. The result is new homes, businesses, institutions and amenities within vibrant neighbourhoods, which contribute to an equitable, affordable and climate resilient city.

Customers

Development Approvals works directly with homeowners, business owners, land developers and their supporting professionals, builders, and contractors.

Partners

External entities involved in the application process include Federal and Provincial departments, community associations, school boards, utility companies and various advocacy and industry groups. Internally, Development Approvals works collaboratively with Service Lines across the organization.

What we deliver

Development Approvals delivers land use amendment and outline plan recommendations, subdivision endorsements, development permit approvals, executed development agreements, and infrastructure construction permissions.

10,843	Total applications received in 2021
57,681,147	m2 of all parcels released in 2021
13,997	Residential units approved for development
181,992	m2 of industrial development approved

Key assets

[Click or tap here to enter text](#)



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Customer and industry stakeholder feedback identified the desire for online submission portals and a streamlined application process. Customers want increased transparency and predictability through improved customer service and communication. Providing new and relevant tools and features will improve the quality of submissions.

The service engages Calgarians in a meaningful way in order to balance development opportunities and associated economic impacts with community priorities and preferences. The City ensures rules and standards for development approvals are applied in a consistent, fair and transparent manner that result in quality and safe developments for customers and Calgarians.

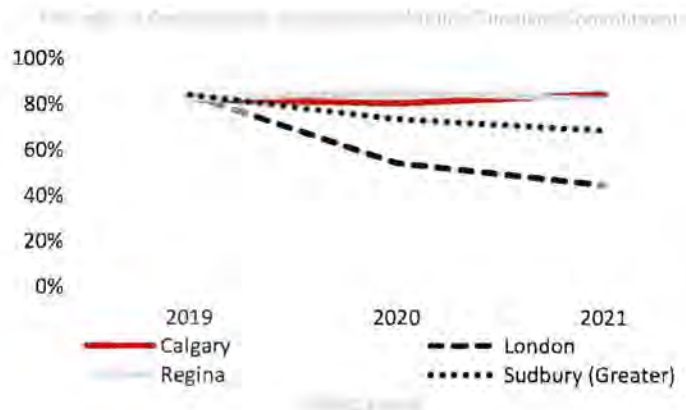
From the perspective of Calgarians, Fairness and Quality are key service value dimensions, while Responsiveness, Convenience, and Legislative Compliance are considered slightly less important.

What Council has directed

Economic, social and climate resilience are highlighted as Council priorities for the 2023-2026 Service Plans and Budget. Development Approvals enables the building of great neighbourhoods for current and future Calgarians that is inclusive of these principles. We do this through the delivery of quality planning outcomes supported by innovative engineering solutions.

What we are watching

As Calgary's population continues to grow, the demand for housing, employment, and amenities keeps pace. Development Approvals monitors the projected application volumes to meet the needs of customers and respond to these market demands. Development Approvals has expanded self-serve options and will continue prioritizing enhancements of online services for customers.



Comparing our service

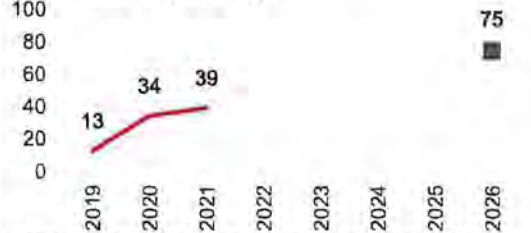
Though an important measure of customer satisfaction, there is a lack of uniformity in timeline commitments and legislative requirements. Legislated timelines in other jurisdictions may unintentionally increase pre-emptive refusals or appeals, hindering new development. Customized timelines, a feature unique to Calgary's approval process, allows for The City to meet timeline commitments consistently by better aligning to applicant needs, increasing communication, predictability, and collaboration. Calgary's 2021 results compared favourably to peers and has surpassed 2019 pre-pandemic numbers.

— Actual ■ Selected Forward Projections

PM1: Significant development proposals approved with a better-than-satisfactory urban design rating (per cent)



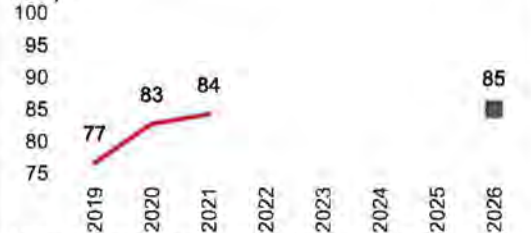
PM2: Civil engineering designs approved with one or no revisions (per cent)



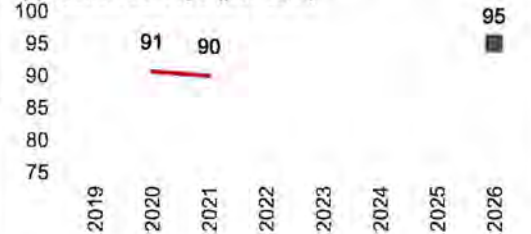
PM3: Technical development applications where decision timelines were met (per cent)



PM4: Multidisciplinary development applications where decision timeline commitments were met (per cent)



PM5: Average customer satisfaction from post-application surveys (per cent)



Story behind the curve

This measure speaks to the urban design quality of approved development applications and alignment to the urban design principles of the Municipal Development Plan. Higher ratings mean better quality urban spaces for Calgarians to experience and enjoy.

The construction of public infrastructure in new communities is managed through the review of the civil engineering designs of underground utilities and surface improvements. Drawings submitted are reviewed in collaboration with City staff and revisions may be required before the City grants permission to the land developer to start construction, especially for the initial phase of a new community. The number of revisions required reflects the quality of initial submissions, the quality of City engagement, location, complexity, as well as applicant experience.

A major consideration for customers navigating the approvals process is the time it takes for development permits to be approved. This measure provides a view of how often Development Approvals meets its commitments on smaller-scale development and subdivision applications. Customers include homeowners, business owners, and builders. Development Approvals aims to maintain its commitment to meet decision deadlines while finding opportunities to reduce the overall timeline for customers.

Planning applications that benefit from a multidisciplinary perspective are reviewed by the Development Applications Review Team (DART). This measure speaks to continuous improvements made to the intake and application review process which allows Development Approvals to continue meeting decision timelines for its customers, and to identify opportunities to reduce overall timelines for multidisciplinary applications.

Customers that submit applications for review expect convenience, simple application requirements, consistency, predictability, and flexibility to meet their unique needs. They seek a seamless experience from land use to occupancy. This measure will capture customer satisfaction with each application through surveys at key approval milestones.

What we plan to do

Result for 2023-2026

We are focused on delivering quality planning outcomes supported by innovative engineering solutions.

How we are going to get there

Support the realization of development in Calgary, enhance the consistency of application reviews, and encourage greater certainty and predictability for customers by increasing the responsiveness and timely review of development applications. Continuous improvement towards a streamlined applications process, including better ways to track and measure effort along the approvals continuum, and improvements and updates to systems and tools.

Support quality service delivery by ensuring we have the right resources at the right time to support the changing customer demands and market conditions. This can be accomplished through resource management, volume forecasting and proactive data analysis.

Improve the experience and interaction of customers and Calgarians with the applications process through enhanced online service delivery that leverages technology to modernize, consolidate and streamline the products offered. This includes products on ApplyCentral, transitioning to digital advertisement, and building a “mobile friendly” development map.

Encourage high quality development aligned with the urban design principles identified in the Municipal Development Plan by reviewing, rating, and monitoring the urban design merits of applications. This includes regularly reviewing the evaluation criteria and current processes to ensure customers receive the appropriate feedback to improve quality where and when necessary.

Promote the successful realization of residential, commercial, and industrial development that reflects community and Calgarian interests through execution of a clear, consistent, easy to understand and updated Land Use Bylaw developed in partnership with City and industry partners.

Ensure customer and industry expectations around value for service are met and reflected in user fees. This enables The City to continue delivering superior and equitable approvals service.

Advance the City's building and energy performance objectives through the implementation of the Net Zero Prioritization pilot program, by offering a prioritized development review process to builders that exceed the current minimum code requirements and meet the strict requirements of nationally recognized labelling and certification programs.

Advance the work of the White Goose Flying Report's Calls-to-Action by identifying and mapping areas of cultural importance to the Nations that were signatories to Treaty 7, Metis and urban Indigenous peoples in and around the Calgary area. This initiative will gather Four stories central to Calgary's downtown, including the creation story for Elbow/The Confluence (Moh-kins-stis in Blackfoot; Wicispa Oyade in Stoney Nakoda; Gut'stis'sti in Tsuu'tina; and Otokwunee in Cree/Michif).

Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to our employees.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	5		5		6		6	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(7,336)	(6,152)	-	(6,267)	-	(2,227)	-	(2,236)
Internal Recoveries Changes	(470)	-	-	-	(359)	-	-	-
Inflation	-	20	-	46	-	20	-	27
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	470	-	-	-	359	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	7,336	6,132	-	6,221	-	2,207	-	2,209
Total net budget	5	-	5	-	5	-	5	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	43,830	51,636	6,152	57,788	51,636	6,267	57,903	51,995	2,227	54,222	51,995	2,236	54,231
Recoveries	(264)	(734)	-	(734)	(734)	-	(734)	(1,093)	-	(1,093)	(1,093)	-	(1,093)
Revenue	(43,562)	(50,898)	(6,152)	(57,050)	(50,898)	(6,267)	(57,165)	(50,898)	(2,227)	(53,125)	(50,898)	(2,236)	(53,134)
Net	5	5	-	5	5	-	5	5	-	5	5	-	5

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
481251	Development Approvals Technology Enhancements	-	2,160	2,160	2,160	-	6,480
Program(s)							
470040	PDS Work Space	7,600	-	-	-	-	7,600
Projects(s)							
470013	litaa' paisoop: City of Calgary Traditional Heat Mapping	25	25	25	25	-	100
Sub-Total (New Budget Requests)		7,625	2,185	2,185	2,185	-	14,180
Previously Approved Budget Remaining		5,790	-	-	-	-	5,790
Total Capital Investment		13,415	2,185	2,185	2,185	-	19,970

Explanation of capital budget requests

Annual Investment Program(s)

Activity 481251: Development Approvals Technology Enhancements

Creating an online approvals service that is best in class for Canadian municipalities. We will achieve consistent and well understood service that supports applicants in timely approvals and continued investment in Calgary.

Funding From: Capital Reserves (\$6,480 thousand)

Contributing Services: None

Operating Impact: This request requires \$470 thousand base funding of operating costs starting in 2023, and \$359 thousand base funding of operating costs starting in 2025.

Program(s)

Activity 470040: PDS Work Space

An improved work space that incorporates hotel and drop-in spaces for mobile employees as well as large collaboration spaces. Creating an efficient work space that is innovative and collaborative for all employees, so customers are better served.

Funding From: Capital Reserves (\$7,600 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 470013: litaa' paisoop: City of Calgary Traditional Heat Mapping

Collecting information on the Calgary area's history prior to Canadian assimilation policies to advance the City's Reconciliation commitments. The goal is to gain information to better equip business units in the creation of an equitable City that celebrates its indigenous heritage.

Funding From: Capital Reserves (\$100 thousand)

Contributing Services: None

Operating Impact: None

Economic Development & Tourism

Led by: Director of Partnerships

Description

This service supports a diverse and resilient economy that helps grow local businesses, start-ups, and entrepreneurs; attracts new businesses and visitors to Calgary; and offers Calgarians and visitors access to world-class cultural attractions, venues, experiences and learning opportunities. The City delivers this service by investing in Civic Partners and supporting Business Improvement Areas' (BIA) operations and governance. The service's priorities and activities are guided by *Calgary in the New Economy: An economic strategy for Calgary*, and contribute to the collaborative implementation key City strategies related to economic development.

Value and benefits

Through investment in Civic Partners and support for Business Improvement Areas, this service adopts a collaborative approach to local economic development to build resilience and diversification in response to broad global and national trends. It enhances Calgary as a business-friendly city that supports local entrepreneurs and innovators, offers enhanced local shopping areas, and attracts companies and business travelers. Cultural attraction infrastructure provides high-quality, accessible opportunities for Calgarians and visitors to experience history, conservation, science, culture and art. The broad range of partners collaborating to deliver this service contribute to the implementation of City plans and policies including the Greater Downtown Plan, Downtown Strategy, a Cultural Plan for Calgary, and Calgary's economic strategy.

Customers

This service creates opportunities for Calgarians and visitors to grow through new experiences and supports programs and services that increase employment opportunities. It enhances stability and growth of the business community including startup founders, entrepreneurs and innovators; and supports meeting and convention planners and delegates.

What we deliver

Through partnership, this service leads economic development initiatives including attracting and retaining companies; leading branding and trade missions; offering convention centre services; supporting local business, entrepreneurs and innovators; leading regional, national and international tourism marketing; and providing access to world class cultural attractions and venues.

Partners

The service is delivered in collaboration with Civic Partners and Business Improvement Areas that leverage City investments, assets and support to contribute to implementing Calgary's economic strategy.

The service collaborates with the following City services: Arts and Culture, Building Approvals, Business Licensing, City Planning and Policy, Development Approvals, and Land Development and Sales.

1,400,000	Visitors to cultural attractions in 2021
10,477	Sustained jobs created/retained/expanded
925	Platform Calgary program participants
6,200	Businesses represented by a BIA

Key assets

Civic Partners manage and operate eight City-owned assets with an insured value of over \$500 million: the Calgary Zoo, TELUS Spark, Fort Calgary, Heritage Park, Calgary TELUS Convention Centre, Arts Commons, the Calgary Film Centre, and selected airplanes at the Hangar Flight Museum. Building Condition Assessments are completed for all assets, and Asset Management Plans are in place, or underway.



Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Research results consistently demonstrate that addressing economic issues is a priority for Calgarians including the need to attract new businesses, diversify, create jobs, revitalize downtown, and support existing businesses. Eighty-seven per cent of Calgarians rate this service as important, and 84 per cent report they are satisfied with this service. Calgary Economic Development research indicates that 96 per cent of Calgarians think it is important to have an economic strategy, and 82 per cent agree that the current vision aligns with where Calgary should be going. Adjustments to *Calgary in the New Economy* aim to reflect equity, diversity and inclusion in economic development including engaging with under-represented groups. Calgarians rank quality, sustainability and resiliency of this service as the key dimensions, a shift from 2018 when resiliency was ranked last.

What Council has directed

The Council-approved *Calgary in the New Economy: An economic strategy for Calgary* is a road map for this service. Investments in Civic Partners and support for Business Improvement Areas facilitate a collaborative community approach to economic development. Guided by the strategy, this service supports Calgary's economic resilience, and helps showcase and enhance Calgary's global position and reputation. Funding for the Arts Commons Transformation Project, Calgary TELUS Convention Centre and Platform Calgary supports central gathering places for connection and collaboration for businesses and innovators, Calgarians, and community leaders. Tourism Calgary's Special Events Fund supports bids that create new hosting and hospitality opportunities. Investment in cultural attraction partners and support for BIAs enhance City-led event strategies, and leads to unique experiences, festivals, and events that contribute to an active and vibrant city for Calgarians and visitors.

What we are watching

Results will be significantly impacted by the rate of post-pandemic recovery for local economic indicators; tourism results including visitor numbers and hotel room night stays; conference bookings and convention delegate numbers; access to capital for start-ups and businesses; consumer spending rates; and in-person attendance rates at cultural attractions, events, and cultural venues. A slow rate of recovery creates risk for The City and partners related to partners' ability to generate earned revenues to leverage City funding. It is anticipated that online and hybrid delivery methods will continue to increase access and create opportunities to reach new participants. Civic Partners track and monitor sector-specific trends to inform their long-range planning including trends in economic development (including film industries) and tourism, and those related to experiences in arts and culture, science, animal conservation, history and heritage, and aviation.

Global Liveability Index 2022 Ranking (Economist Intelligence Unit)



The Economist Intelligence Unit's Global Liveability Index 2022

Comparing our service

The Economist's Global Liveability Index has consistently ranked Calgary as one of the most liveable cities in the world based on factors related to stability, healthcare, culture, environment, education and infrastructure. In 2022 Calgary was ranked as the third most liveable city in the world, up from fifth place in 2021. This line of service contributes significantly to this rating by leading implementation of Calgary's economic strategy, and offering and maintaining cultural infrastructure, events, exhibits, programs, and initiatives that activate the city and support the local economy.

— Historical Performance ■ Expected Future Performance

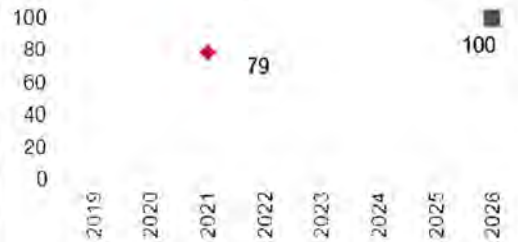
PM1: Number of Direct Jobs created/retained/expanded (Collected by Calgary Economic Development)



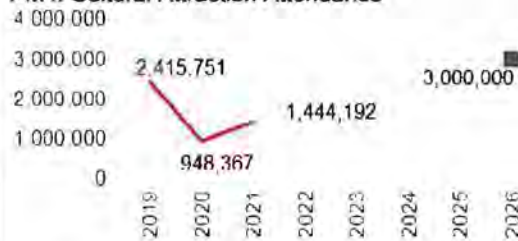
PM2: Economic impact of TELUS Convention Centre delegates (Provided by the Calgary Convention Centre Authority) (dollars)



PM3: Number of innovation driven startups that transition to five employees or more in a year



PM4: Cultural Attraction Attendance



PM5: Leverage ratio of funds contributed by Partners to support program and service delivery



Story behind the curve

Job growth is a key sign of economic prosperity and is measured by Calgary Economic Development (CED), a City Civic Partner that leads implementation of Calgary's economic strategy. Performance on this metric since 2021 has been impacted by COVID-19 and has limited the ability to embark on trade missions, travel to business clients, and showcase Calgary to the audiences at key activations. To achieve the 2026 expected future value CED will focus on the key motivators that help attract people to a city, including downtown vibrancy, a creative economy, and a thriving innovation ecosystem.

With close to 50 years of creating experiences that empower communities to connect, share, celebrate and grow, the focus is to welcome back meetings and conventions that contribute to Calgary's economy. While the pandemic saw a loss in the number of events and delegates, through opening the Centre as a vaccination site and drop-in centre, the CTCC became a collective community committed to enabling Calgary to be a global destination for meetings and conventions. The CTCC continues to sell into the future beyond 2026 with a targeted revenue to pre-pandemic levels.

Cities that focus on innovation as an economic driver see faster growth and attract global talent. A healthy modern economy will see steady increases in new startups and a robust supply of human and financial capital, as measured by the number of growing startups that navigate the earliest stages and begin to add jobs at scale. Over the next ten years, Calgary's innovation sector should add 600 growing startups (5+ employees) to the current supply of 468. The current growth rate is accelerating, and is a promising indicator, but peer comparison suggests much higher performance is possible.

The City's Cultural Attractions are unique destinations offering educational programs and opportunities for Calgarians and visitors to learn about history, science, aviation and conservation. Starting in 2020, attendance was significantly impacted by COVID-19 restrictions. Data is collected annually as part of the Civic Partner Annual Report. The Cultural Attraction Attendance measure tracks data from six Civic Partners managing and operating City-owned assets: The Calgary Zoo, Fort Calgary, Heritage Park, TELUS Spark, the Hangar Flight Museum, and Arts Commons.

Partnering to deliver economic development services is mutually beneficial for The City and our Civic Partners, as captured in the Leverage of City Funding measure. Partners are able to leverage The City's operating and capital funding through other sources including earned revenues, grants, sponsorship and donations. The leverage measure demonstrates how much all Civic Partners bring to the table to deliver these services. Data is available annually and is based on Civic Partner audited financial statements.

What we plan to do

Result for 2023-2026

We will focus on supporting the capacity of Civic Partners and Business Improvement Areas to deliver a broad range of economic development and tourism strategies, programs, and services that strengthens the economic resilience of individual Calgarians and the local economy including businesses.

How we are going to get there

Support the promotion and sustainability of the local economy and placemaking by supporting the governance and operation of Calgary's Business Improvement Areas.

Provide access to vibrant and high-quality cultural attractions for Calgarians and visitors by strategically investing in the lifecycle maintenance of City-owned assets managed and operated by Civic Partners including the Calgary Zoo, Fort Calgary, Heritage Park, TELUS Spark, Arts Commons and the Hangar Flight Museum.

Support the delivery of economic development and tourism services, including implementation of *Calgary in the New Economy: An economic strategy for Calgary*, by collaborating, investing in, and supporting the governance and operations of Civic Partners.

Provide access to arts and cultural opportunities for Calgarians and visitors that support a vibrant downtown by investing and supporting the Arts Commons Transformation Project.

Support the promotion of Calgary as a destination for business travel, and large-scale meetings and conventions by investing and supporting the BMO Expansion Project.

Provide access to high quality museum experiences for Calgarians and visitors through investing and supporting the Glenbow Renovation Project.

Attract unique and diverse sport, recreation and cultural events by supporting Tourism Calgary to manage the Calgary Sports and Major Event Committee and Special Events Fund

Grow the number of startups and entrepreneurs in Calgary and enhance the innovation ecosystem by investing in targeted programs and services delivered by Civic Partners including Platform Calgary and Calgary Economic Development.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	41,288		45,225		48,077		49,287	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	3,907		2,742		1,210		1,212	
Operating Impact of Previously Approved Capital	30	-	110	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	126	-	236	-	48	-	48
Total net budget*	45,225	126	48,077	236	49,287	48	50,499	48

*The previous year's One-Time Budget is not carried forward to the following year.

Operating Grants to Civic Partners (\$000s)

Civic Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Arts Commons	2,613	2,818	2,969	3,073	3,176
Calgary Economic Development**	9,753	10,722	11,395	11,425	11,663
Platform Calgary	1,470	1,529	1,584	1,643	1,700
Calgary Convention Centre Authority (Calgary Telus Convention Centre)	2,407	3,367	3,964	4,036	4,106
Calgary Zoological Society	8,455	8,793	9,110	9,447	9,777
Fort Calgary Preservation Society	1,169	1,216	1,259	1,306	1,352
Aerospace Museum Association of Calgary (The Hangar Flight Museum)	411	428	443	460	476
Heritage Park Society	3,870	4,831	5,511	5,665	5,817
Calgary Science Center Society (TELUS Spark)	2,255	2,492	2,783	2,873	2,961
Tourism Calgary	2,851	2,965	3,071	3,185	3,297
Tourism Calgary: Special Events Fund	3,966	3,966	3,966	3,966	3,966
Total Net Budget	39,220	43,127	46,057	47,079	48,291

** Note: The total net budget for Calgary Economic Development includes one-time budget of \$188 thousand in 2024.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	42,985	45,225	126	45,351	48,077	236	48,313	49,287	48	49,335	50,499	48	50,547
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	42,985	45,225	126	45,351	48,077	236	48,313	49,287	48	49,335	50,499	48	50,547
Base	41,288												
One-Time	1,697												

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
414100	Civic Partners Infrastructure Grant	10,808	11,244	11,260	11,559	-	44,871
480352	CTCC-Lifecycle & MMR	3,228	5,337	8,220	8,846	-	25,631
Program(s)							
414000	Major Partners Capital Program	9,345	10,268	3,424	8,417	2,148	33,602
Projects(s)							
-							
Sub-Total (New Budget Requests)		23,381	26,849	22,904	28,822	2,148	104,104
Previously Approved Budget Remaining		156,638	184,500	-	-	-	341,138
Total Capital Investment		180,019	211,349	22,904	28,822	2,148	445,242

Explanation of capital budget requests

Annual Investment Program(s)

Activity 414100: Civic Partners Infrastructure Grant

Lifecycle maintenance and repairs for City-owned, Civic Partner managed and operated facilities. Civic Partners are vital to Calgary. This funding ensures previous Council commitments to Civic Partners is maintained.

Funding From: Municipal Sustainability Initiative (\$44,871 thousand)

Contributing Services: None

Operating Impact: None

Activity 480352: CTCC-Lifecycle & MMR

Lifecycle maintenance for the Calgary TELUS Convention Centre, including its Major Maintenance and Replacement reserve. The Calgary TELUS Convention Centre holds events for thousands of visitors each year, bringing investment and promoting Calgary as a destination.

Funding From: Municipal Sustainability Initiative (\$25,631 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 414000: Major Partners Capital Program

To support Civic Partners with significant capital infrastructure projects. Ensures Civic Partners provide accessible, equitable, high-quality services for all Calgarians and that Calgary remains and destination for visitors.

Funding From: Municipal Sustainability Initiative (\$23,602 thousand) Capital Reserves (\$10,000 thousand)

Contributing Services: None

Operating Impact: None

Land Development & Sales

Led by: Director of Real Estate & Development Services

Description

Our core service develops and sells industrial land to attract business investment and promote economic diversification and growth for Calgary.

Responding to a range of complex corporate land needs, Land Development & Sales also offers planning expertise to lead and identify strategic redevelopment opportunities.

Optimizing the value and maximizing the financial return on City-owned land under our stewardship, we offer The Corporation a long-term source of reoccurring property tax revenue.

Value and benefits

Supporting new business investment opportunities is a key driver for our service. The economic benefits are significant with increases to the non-residential tax base, business diversification and job creation which all support Calgary's economic growth.

Our serviced land is available for sale to the public at competitive market prices. Prospective customers require a variety of land types and sizes to meet their business objectives. They also expect a timely, transparent and professional transaction experience.

Our development, planning and sales teams offer customized solutions to support our customer's building approvals process. We also offer post-transaction client support with driveway installation and service connections; saving time and money for our customers. Our land sales translate into business diversification, job creation and expansion of the tax base.

Customers

- Small and medium-sized enterprises
- Large corporations
- Building developers

What we deliver

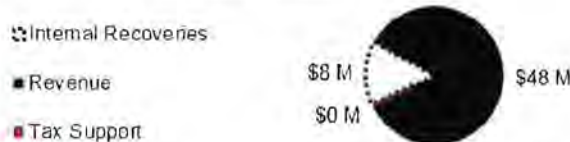
Our service provides serviced land available for sale, executes land sales transactions, installs service connections and driveways and provides development advisory services.

Partners

- Law
- Finance

163 acres	Amount of industrial land sold in 2021
\$90 million	Industrial sales revenue earned in 2021
\$37 million	Average annual industrial sales revenue

Land Development and Sales
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

The land under our stewardship is our asset. Without it, we could not deliver our service. Our land inventory can be organized under three categories: 98 acres of developed land, available for sale; 358 acres of land currently under some stage of development; and 2040 acres of undeveloped land.

What we have heard & what we are watching

What we have heard

The latest Service Value Dimensions Survey results reaffirm customers' and Calgarians' expectations for our developed land to be competitively priced and to support business needs with suitable land features such as location, parcel size and land use. Another significant priority, identified by 35 per cent of respondents, was our approach for a balanced land portfolio to continue building financial resiliency against market volatility. With the various economic shocks experienced over the last two years, it is not surprising Calgarians have placed a higher priority for our role in shaping a diversified land base and local economic growth.

What Council has directed

We support Council's strategic direction for a strong and diverse economy by providing a long-term sustainable source of revenue through the development and sale of City-owned land. Guided by our Industrial Land Strategy, our land sales benefit the local economy and make our city a great place to live and work. From planning and construction through to the sale of land, our service supports business investment, creates jobs and fosters Calgary's competitive advantage, which contributes to the overall quality of life for Calgarians. The City's financial sustainability is also supported by our strategic redevelopment program. This part of the service coordinates corporate opportunities and explores the development potential of City-owned land. We optimize its value through a range of preliminary and master planning initiatives.

What we are watching

Continuing demand for warehousing and distribution facilities to support the growth in e-commerce. Ensuring we offer larger parcels to support these building types is essential.

Shortening the supply chain to ensure faster delivery times and avoid supply disruptions may result in manufacturers relocating their production from abroad.

Regional competition from nearby municipalities due to differences in property tax rate and development levies.

Emerging industries such as heavy industrial who are forecasted to generate high rates of employment.

Monitoring greater land development and policy requirements.

Impact of general economic conditions on development costs and land pricing.

City's capital funding of critical regional infrastructure in southeast industrial Calgary.



Comparing our service

The chart reflects the number of acres of available industrial land for sale. Land inventory levels can vary dramatically between different municipalities depending on their unique land development approaches. Levels may periodically spike and decline based on market demand and constraints on adding new supply. Calgary will continue to supply industrial land in response to market conditions.

Measuring performance & where we want to go

For Council Approval

Actuals Expected Future Performance

PM1: Industrial land sales (millions of dollars)



PM2: Increase in assessed value from land improvements (millions)



PM3: Number of permanent jobs created



PM4: Private capital investment (millions)



PM5: Amount of serviced industrial land available for sale (acres)



Story behind the curve

Our sales transactions often include major industrial sales investment decisions which can extend transaction timelines and consequently influence the transaction values from year to year. A rolling 10-year average of sales revenue is a more accurate metric and informs the expected future performance value.

Increased land value from site improvements including new building structures adds to the non-residential tax base. The benefit is tax base growth and greater tax revenue. If the expected future performance value is reached earlier, it implies the industrial market is strong and we need to be actively developing more land.

Our land development and sales activity leads to new business creation resulting in new jobs created. The more land we sell, the more jobs created and resulting economic benefit for the city. Data will be based on a job creation estimate provided by the land purchaser. If expected future performance is reached earlier, it implies the industrial market is strong and we need to be actively developing more land.

This measure illustrates investor confidence in the city's industrial market. The more land our service sells, the assumption is, the more taxable industrial built space is being constructed. Formerly calculations were based on average lot coverage and investment per square foot. Data will now be provided by the purchaser. If the expected future performance value is reached earlier, it implies the industrial market is strong and we need to be actively developing more land.

Industrial land for sale means there is land available to respond to market demand which will generate economic benefit for the city. We have mitigated the possibility of the expected future value of sales being achieved earlier than 2026. We did this by undertaking two phases of development in Great Plains Starfield Industrial Park to ensure a steady supply of serviced industrial land.

What we plan to do

Result for 2023-2026

Our focus is developing and selling the land we steward to help generate economic growth in the city, through business diversification and expansion of the non-residential tax base.

How we are going to get there

Enable businesses to start, grow and invest in our city and support Calgary's economic resilience. We will accomplish this through the development and sale of serviced land opportunities located in Great Plains Starfield Phase 1.

Promote economic diversification and growth for Calgary by supporting new business investment through the sale of serviced industrial land in Point Trotter Industrial Park Phase 1.

Attract new business investment and promote economic diversification and growth for Calgary through the sale of serviced industrial land in East Lake Industrial Park.

Improve the quality of life for Calgarians by offering more housing and commercial options through the sale of lands in Aurora.

Create great places to live, work and play for Calgarians through the redevelopment and sale of lands from our Midfield Heights urban village site.

Create great places to live for Calgarians through the marketing and sale of lands at Richmond Green.

Remove barriers to business investment and offer more housing options for Calgarians through the planning and feasibility analysis of the former RB Bennett school site.

Attract new business investment and promote economic diversification and growth for Calgary through the redevelopment of lands at South Hill.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	442		442		442		442	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	10,895	-	-	-	-	-	-	-
Internal Recoveries Changes	(1,270)	-	-	-	-	-	-	-
Inflation	480	-	120	-	50	-	(70)	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	(10,557)	-	(120)	-	(50)	-	70	-
Service Increases	452	-	-	-	-	-	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers to/(from) services	-	-	-	-	-	-	-	-
Total net budget	442	-	442	-	442	-	442	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	56,609	46,984	-	46,984	46,984	-	46,984	46,984	-	46,984	46,984	-	46,984
Recoveries	(8,271)	(9,541)	-	(9,541)	(9,541)	-	(9,541)	(9,541)	-	(9,541)	(9,541)	-	(9,541)
Revenue	(47,896)	(37,001)	-	(37,001)	(37,001)	-	(37,001)	(37,001)	-	(37,001)	(37,001)	-	(37,001)
Net	442	442	-	442	442	-	442	442	-	442	442	-	442

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
480851	Service Connections Driveways	-	1,000	1,000	1,000	-	3,000
402610	Glenmore and 68 Intersection	3,000	-	-	-	-	3,000
480854	South Hill	2,000	2,000	2,750	-	-	6,750
402160	Great Plains Starfield	-	-	-	150,000	-	150,000
402080	Midfield Heights	3,000	2,000	-	-	-	5,000
Sub-Total (New Budget Requests)		8,000	5,000	3,750	151,000	-	167,750
Previously Approved Budget Remaining		96,509	46,250	45,250	-	-	188,009
Total Capital Investment		104,509	51,250	49,000	151,000	-	355,759

Explanation of capital budget requests

Projects(s)

Activity 480851: Service Connections Driveways

Servicing and driveway installations. Supporting our customer's business needs as part of our post-transaction customer service.

Funding From: Capital Reserves (\$3,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 402610: Glenmore and 68 Intersection

Major intersection upgrade. Addressing a development agreement obligation to develop Point Trotter Industrial Park.

Funding From: Capital Reserves (\$3,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 480854: South Hill

Vacant land redevelopment. Redeveloping a City-owned asset to maximize the financial return for The City.

Funding From: Capital Reserves (\$6,750 thousand)

Contributing Services: None

Operating Impact: None

Activity 402160: Great Plains Starfield

Major industrial park development. Maintaining The City's supply of industrial for sale in response to current market conditions.

Funding From: Capital Reserves (\$150,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 402080: Midfield Heights

New urban village development. Providing a higher quality of life for Calgarians through more housing options.

Funding From: Capital Reserves (\$5,000 thousand)

Contributing Services: None

Operating Impact: None

Real Estate

Led by: Director of Real Estate & Development Services

Description

Real Estate service negotiates and completes Corporate real estate transactions to maximize the economic and social benefits of The City's real estate portfolio. Surplus real estate no longer required for municipal purposes is sold; property required for capital infrastructure and community service projects is acquired; and the associated administrative, leasing and funding mechanisms that enable these activities are managed. Our service also includes management of the Revolving Fund for General Land Purchases, land policy and standards management, real estate advisory, land asset information management, coordination of strategic land planning, circulations and land transfers.

Value and benefits

Major capital projects such as road widenings, transit, civic facilities, and affordable housing require land at the right time to deliver those services. Professional land management services protect The City's assets and reduce liability. Through strategic land asset management and administration practices, we manage The City's inventory system of over 8,300 parcels to ensure land is available for the best Corporate use and to reduce operating costs. We identify the lands that are surplus to City needs and sell them to private ownership, which helps to sustain the Revolving Fund for General Land Purchases, support further land acquisitions and broaden the property tax base. These transactions would not be possible without the responsible and sustainable corporate-wide land management practices that are provided by our service.

Customers

Calgarians directly benefit from the services as land is a valuable public asset that supports the delivery of public services and infrastructure. Direct customers include internal business units requiring land, public and businesses that buy from or sell land to The City, and customers of encroachment and right-of-way agreements.

What we deliver

We provide professional land management and leasing services, strategic real estate advice, complete property acquisitions, and surplus land sales for the Corporation. Real Estate protects City infrastructure investments, reduce liability by leasing and licensing City properties, and encroachment agreements.

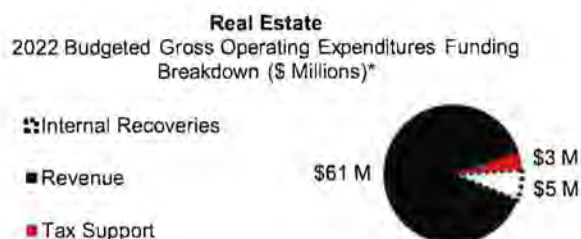
Partners

Law, Finance, Facility Management, and Partnerships (Housing Solutions).

30	Infrastructure Projects Supported
36	Acquisitions
\$25 million	Revenue from Surplus Land Sales
\$7.7 million	Leasing Revenue

Key assets

Real Estate currently has a portfolio of various key land assets of approximately \$268 million. These City-owned properties are valuable assets that are held to provide long-term and strategic benefits to The City.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Overall, we have received positive feedback from our internal customers via in-person interviews as they are satisfied with the quality of work and service we provide. They feel we are professional and experts in our field. Opportunity for improvement was expressed around project communication and timeliness of transactions. These areas are being reviewed and addressed through the Real Property Bylaw and additional continuous improvement strategies.

What Council has directed

Economic Resilience, Invest in Infrastructure, Financing our Future: Our service continues to provide land management, advisory services that protect The City's assets; managing Corporate Land Strategy; identifying and selling surplus lands to sustain the Revolving Fund for General Land Purchases; broadening the property tax base; acquiring the land needed to deliver all infrastructure investments to support and position Calgary as a resilient city. Building Strong Communities: We aim to maximize the economic and social benefits of The City's real estate portfolio and ensure land is available for Corporate use. Downtown revitalization: We continue working with the Green Line transit and other downtown key projects. Social equity: We support land acquisitions/dispositions to assist affordable housing. Modernizing government: We review and update bylaws, policies and internal processes.

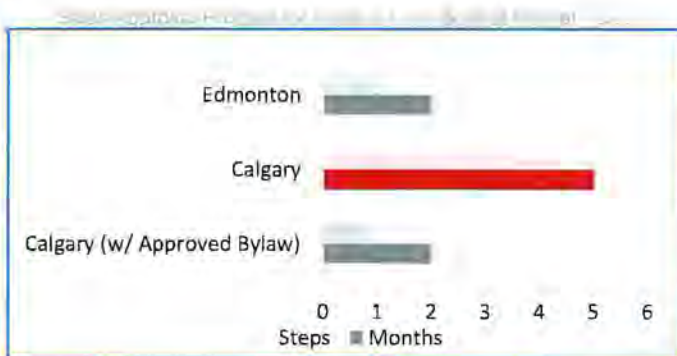
What we are watching

Monitoring market analytics such as, development start and stop times, absorptions of supply and demand in order to determine priorities of inventory release.

5G is a rapid growing technology demand which requires designing ways to streamline process and continue to turn requests for agreements within one-week time. Demand in 2021 for 5G (primarily streetlight poles) was in the range of 3-20 agreements per week. It is anticipated that demand will grow to 100-200 agreements per week in 2022. To address this potential increase in workload, dedicated resources will be assigned accordingly.

We are watching changes in memberships on committees, impact circulation representation, result in land steward changes/updates could impact our circulation processes.

Increasing demand and expectation for interim use of underutilized parcels by Council/Calgarians. With more expectation for these types of activation, current resource capacity will have to be reprioritized to shift daily workloads.



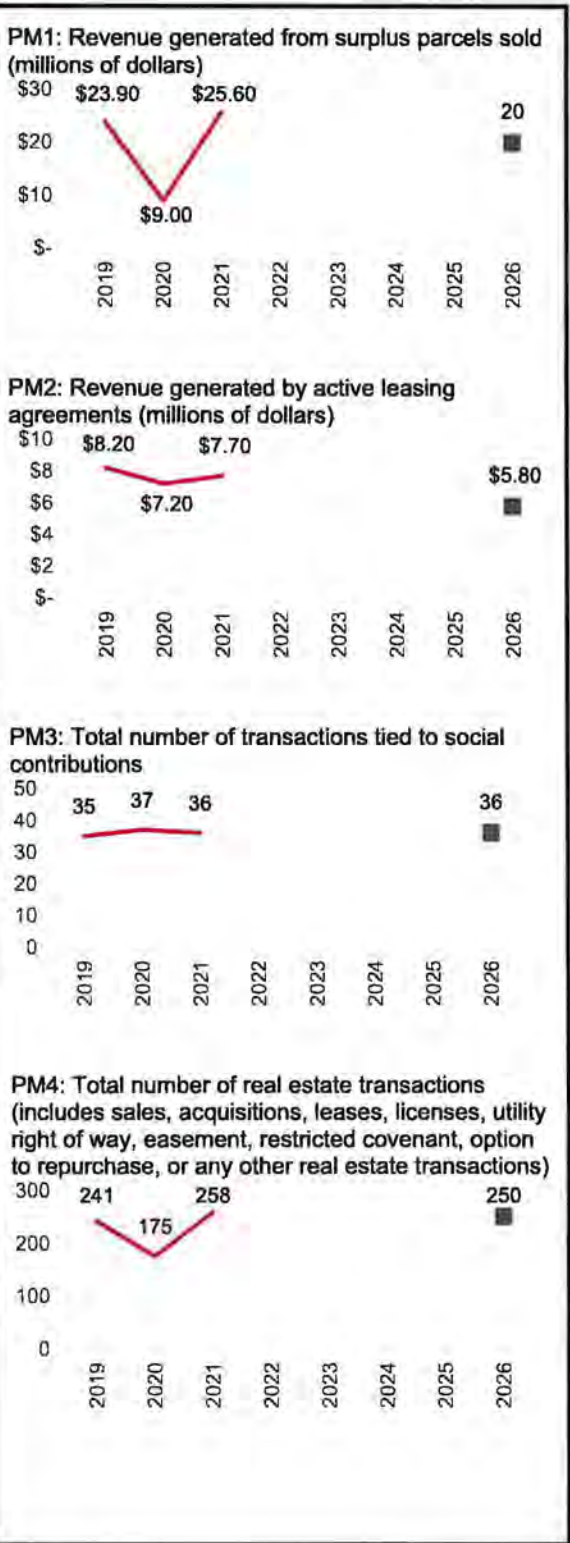
Comparing our service

Edmonton takes up to 2 months for land sale approval which, depending on value, includes approval by a Director/Manager or Executive Committee. Currently, Calgary's Real Estate service line takes up to 5 months for land sale approval for most surplus property, which includes up to 4 steps and separate approvals. Calgary's Real Estate service line has recently brought forward an amendment to the Real Property Bylaw to allow administration to expediate the land sale approval process. The approved Bylaw will come into effect December 1, 2022.

Measuring performance & where we want to go

For Council Approval

Actuals Expected Future Performance



Story behind the curve

Revenue that is generated from surplus real estate sales is an important measurement of the financial sustainability for the business unit and to the Revolving Fund for General Land Purchases. During the last cycle for 2019-2022, surplus revenues fluctuated as a result of the COVID-19 pandemic. This external factor heavily influenced buyers willingness to purchase properties during uncertain times. The 2026 target is a projection based on available surplus land to be identified for disposition from The City's current land inventory.

Leasing revenue is another key measurement of the financial sustainability for the business unit and to the Revolving Fund for General Land Purchases. The revenues from these active leases were affected during the last business cycle due to the economic restrictions and impacts of the COVID-19 pandemic. The expected future performance for 2026 is based on an ideal projection of active leases.

The number of transactions that are supporting social contributions related to non-market housing, not-for-profit, and charitable organizations. The 2026 expected future value is using the average from 2019-2021 totals.

This new performance measurement captures all the total number of various types of transactional work that Real Estate is involved in. It is a representation of the ongoing enabling work that is completed to support the Corporation and Calgarians. The 2026 expected future performance is an indication of the amount of annual demand for transactions associated with the Real Estate service line. At this time, there will be ongoing activities to clarify an additional meaningful measure for the near future.

What we plan to do

Result for 2023-2026

Real Estate will continue to acquire property for approved capital infrastructure and community service projects. These acquisitions will be coordinated with project timelines, land requirements, and budgets. Selling surplus property, no longer required for municipal use, will also continue to be a main focus. These sales will either fund future land purchases or advance affordable housing and non-profit projects. A third focus is the ongoing leasing of property, as an interim measure, until it is required for City projects.

How we are going to get there

Provide efficient and effective land administration through polices and business practices. This includes managing corporate land inventory, encroachments, land titles, land support and general utility right-of-way agreements, while continually improving standards and bylaws to reflect changes within the Corporation.

Increasing the value and benefit that Calgarians receive from The City's land inventory. This will be achieved through reduction in maintenance costs, disposition of surplus properties, as well as activating and creating interim uses for underutilized parcels for social/environmental return and increased general revenue and tax opportunities.

Generates revenue that contributes to the Revolving Fund for General Land Purchases, which funds future acquisition budgets and activate properties within communities. Properties are held for future use to ensure amenities that The City would provide (food vendors at sporting facilities) are available to communities by leasing Corporate real estate to the public.

Property management of corporate real estate holdings held for future municipal infrastructure.

Streamline business processes to improve efficiency and speed of transactions. Improve the clarity of lease and license agreements and related information for Corporate approvals. Continuously improve risk management, audit trails and repeatability of lease and license transactions through Corporate lease and license standardization.

Strengthen The City's reputation through enhanced people and culture initiatives, compliance in safety, reporting, and enhanced governance. Drive the business forward by modernizing policies, processes, technology, and strategies to keep ahead of shifting demands with innovative marketing techniques, market analytics and data driven metrics.

Acquire real estate to deliver capital infrastructure and community service projects, including streamlining intake of files from Planning & Development Services.

Enable redevelopment and increase the tax base while supporting Calgary's growth and revitalization by marketing and selling City-owned surplus lands.

Increase the amount of below market housing in Calgary by partnering with Housing Solutions to support the continued implementation of the Non-Market Housing Land Disposition Policy.

Supporting internal clients for Corporate projects by providing real estate expertise such as, land acquisition strategy for capital projects, expropriation, and valuation.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	2,836		2,836		2,836		2,836	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	19,869	-	2,400	-	2,000	-	3,000	-
Internal Recoveries Changes	(3,078)	-	60	-	60	-	90	-
Inflation	112	-	184	-	204	-	187	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	(18,372)	-	(2,644)	-	(2,264)	-	(3,277)	-
Service Increases	1,469	-	-	-	-	-	-	-
Total net budget	2,836	-	2,836	-	2,836	-	2,836	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	68,890	52,099	-	52,099	49,639	-	49,639	47,579	-	47,579	44,489	-	44,489
Recoveries	(4,984)	(8,062)	-	(8,062)	(8,002)	-	(8,002)	(7,942)	-	(7,942)	(7,852)	-	(7,852)
Revenue	(61,071)	(41,202)	-	(41,202)	(38,802)	-	(38,802)	(36,802)	-	(36,802)	(33,802)	-	(33,802)
Net	2,836	2,836	-	2,836	2,836	-	2,836	2,836	-	2,836	2,836	-	2,836

Note: Figures may not add up due to rounding

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
480856	Enhanced Rationalization	325	1,300	1,300	1,300	-	4,225
Program(s)							
402065	Demo & Abatements	-	350	-	-	-	350
403350	Business Processes	-	250	-	-	-	250
402070	Land Inventory	-	-	100	-	-	100
403000	Gen Land Improvements	-	250	250	250	-	750
403300	Gen Land Sale Servicing	-	-	-	300	-	300
Projects(s)							
403781	Tech Advancement	1,000	500	250	250	-	2,000
Sub-Total (New Budget Requests)		1,325	2,650	1,900	2,100	-	7,975
Previously Approved Budget Remaining		18,975	-	-	-	-	18,975
Total Capital Investment		20,300	2,650	1,900	2,100	-	26,950

Explanation of capital budget requests

Annual Investment Program(s)

Activity 480856: Enhanced Rationalization

Rationalization and preparation of land inventory for sale for service sustainability, increased non-residential tax contribution, reduction of costs. Identifying surplus properties available for sale. The costs to maintain these properties will be reduced once sold.

Funding From: Capital Reserves (\$4,225 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 402065: Demo & Abatements

Assets held for municipal infrastructure that require demolition or abatement as the portfolio deteriorates or is required for capital projects, etc. Required should The City need to demolish or abate the portfolio of properties.

Funding From: Capital Reserves (\$350 thousand)

Contributing Services: None

Operating Impact: None

Activity 403350: Business Processes

Modernizing leasing and property management systems, processes, and other core function that supports the delivery of services to the Corporation. The new operating system will take time to be fully integrated. Ideal state would be to have every component working efficiently and effectively.

Funding From: Capital Reserves (\$250 thousand)

Contributing Services: None

Operating Impact: None

Activity 402070: Land Inventory

Land Inventory and Data Application (LInDA) upgrades and circulation programs. This is the system for City-owned land inventory management system. Required as this is the land inventory management system for City owned land.

Funding From: Capital Reserves (\$100 thousand)

Contributing Services: None

Operating Impact: None

Activity 403000: Gen Land Improvements

Value added component of general land sales investment prior to sales process that helps increase revenue opportunities. Value added work on surplus land sites to maximize returns to The City.

Funding From: Capital Reserves (\$750 thousand)

Contributing Services: None

Operating Impact: None

Activity 403300: Gen Land Sale Servicing

Used for consultants for appraisals, surveys, road closure, subdivision, or other costs to prepare property for sale, and to close on transactions. Required to prepare property for sale.

Funding From: Capital Reserves (\$300 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 403781: Tech Advancement

Customer Relationship Management (CRM) system implementation for Marketing, Land Titles, Encroachment, and related business processes. Outdated technology that impacts daily work. Ideal state would be to modernize the technology/processes and decommission dated systems.

Funding From: Capital Reserves (\$2,000 thousand)

Contributing Services: None

Operating Impact: None

City Auditor's Office



City Auditor's Office

Led by: City Auditor

Description

The City Auditor's Office provides independent and objective audit, advisory and investigative services to add value to The City of Calgary and enhance public trust by improving governance, risk management, and control processes. Council, through Audit Committee, mandated the roles and responsibilities of the City Auditor and the City Auditor's Office through Bylaw 30M2004 (as amended), Bylaw 33M2020 and Whistle-blower Policy CC026. The Bylaws and Policy require the City Auditor to report the results of individual audits to Audit Committee, and establish procedures for receiving, assessing, appropriately investigating, and reporting the outcome of all reports to the Whistle-blower Program.

Value and benefits

Council Bylaw 30M2004 (as amended) 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 audits of City operations and making recommendations to assist Administration to effectively manage 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. The Whistle-blower Program provides an independent, objective and confidential channel for both employees and Calgarians to report suspected acts of wrongdoing, resulting in recommendations to Administration where appropriate.

Customers

Direct: The City of Calgary (Council, through Audit Committee, and Administration).
Indirect: Calgarians.

What we deliver

The City Auditor reports to Council, through Audit Committee, results of audit, advisory and investigative services, including recommendations. The City Auditor also, as required by Bylaw 33M2020, provides quarterly and annual status reports to Audit Committee which include the status of Administration action on recommendations contained in previous audit reports, and key performance metrics.

Partners

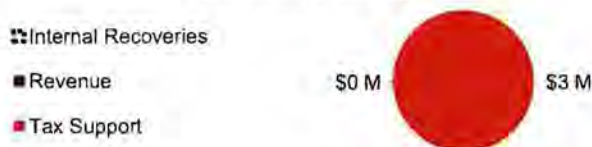
N/A

45%	Increase in WBP Reports received in 2021
86	% of 2021 WBP Reports requiring action
34	# of audit reports delivered 2019-22
21	# of advisory requests received 2019-22

Key assets

N/A

City Auditor's Office
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)



Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

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 2021, the City Auditor's Office received a 100 per cent client satisfaction rating. An independent quality assessment was performed by the Institute of Internal Auditors in 2022, which included obtaining stakeholders' feedback from selected Administration and Audit Committee members. The survey reflected stakeholders' perception of the value provided through the service delivered by the City Auditor's Office. In addition, in 2021, an independent review of the Whistle-blower Program concluded that it was a comprehensive program with a solid structure in place.

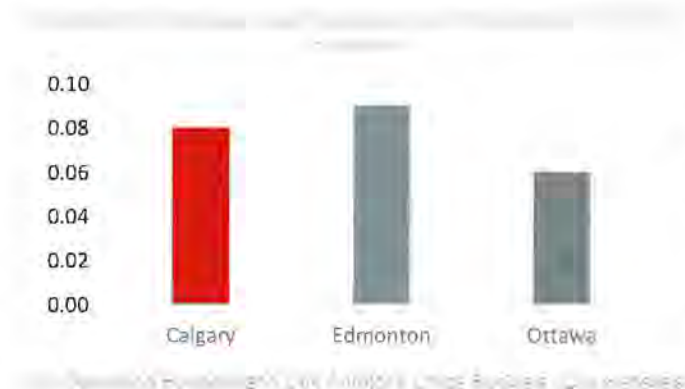
What Council has directed

Schedule A of Bylaw 30M2004 (as amended) directs the City Auditor to assist Council, through the Audit Committee, in its oversight of the City Manager's administration and accountability for stewardship over public funds and achievement of value for money in City operations; and provide independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust. Services provided by the City Auditor's Office support Calgary's economic, social and climate resilience by enhancing the efficient and effective use of public resources, and supporting improvements in risk management and controls. Recommendations to improve service for citizens specifically support the Council Focus Area of Modernizing Government. Recommendations may also support other Council Focus Areas where audits, advice, or investigations are focused on a specific City project, system or process.

What we are watching

The Institute of Internal Audit's 2021 North America Pulse of Internal Audit Report stated that 74 per cent of Internal Audit leaders identified "responding to new and emerging risks" as one of their top three areas of concern. According to The Institute of Internal Audit's 2022 On Risk publication, growth in social upheaval, continuing economic and political volatility, continuing effects of climate change, and the marked acceleration of environmental, social, and governance-related issues will create both challenges and opportunities for audit teams.

The City's services are increasingly complex, and risks that threaten effective and efficient City service delivery are both increasing in the speed at which they emerge, and the magnitude of potential impact. Expert internal and external resources are required to effectively assess risk mitigation and provide assurance to Council and advice to Administration, and conduct timely investigations in such an increasingly complex landscape.



Comparing our service

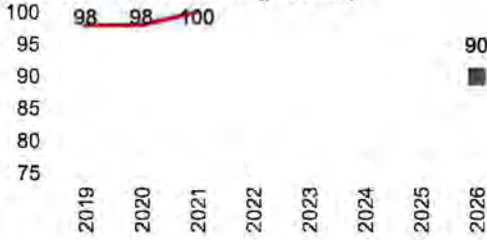
The activities of the City Auditor's Office are set out in the relevant Bylaws and Council Policy. An appropriate budget is required to ensure sufficient resources are available to deliver services and continue to provide value to Council via Audit Committee. Provincial Municipal Government Acts are silent on the required minimum investment in the municipal auditor function.

While Canadian municipalities vary in the delivery of services, 2021 financial data indicates the funding of the City Auditor's Office is neither significantly higher nor lower than similarly structured municipalities.

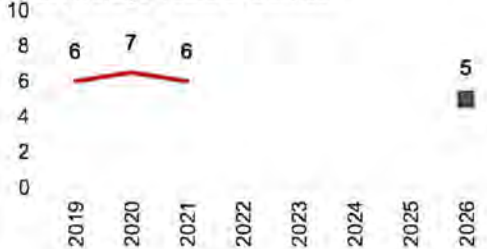
Measuring performance & where we want to go

2019-2021 Performance | Expanded Future Performance

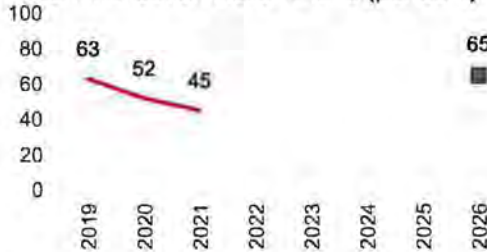
PM1: Client Satisfaction (per cent)



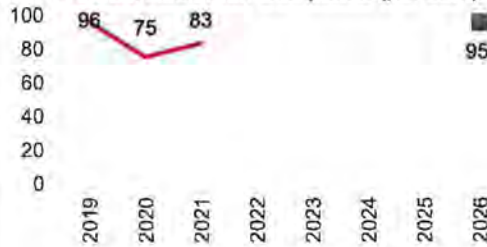
PM2: Average Years of Service



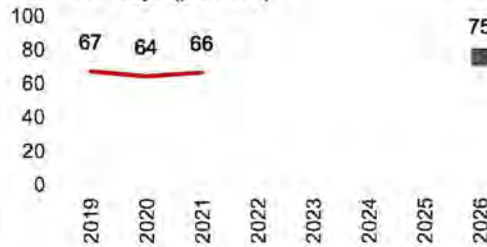
PM3: Timely Implementation of Recommendation Action Plans (per cent)



PM4: Annual Audit Plan Completed (per cent)



PM5: Whistle-blower Investigations Open Less Than 180 Days (per cent)



Story behind the curve

The City Auditor's Office requests Administration's feedback at the conclusion of each audit project through a survey of 10 questions focused on audit delivery and value add. The survey results support effectiveness of audit delivery, maintenance of professional standards, and continuous process improvement.

A measure of 5 years of service in the City Auditor's Office or higher reflects the need for team members to have in-depth knowledge of The City to consistently deliver value-add services in a large and complex organization.

The City Auditor's Office tracks whether Administration's action plans to address recommendations are implemented on a timely basis (within 30 days of the date provided). This is a measure of the value provided by The City Auditor's Office to hold Administration accountable to mitigate risk and support efficient and effective service delivery through continuous improvement.

The City Auditor's Office provides an Annual Audit Plan to Audit Committee for approval. The Plan supports coverage of high risk activities across Administration's services over an appropriate coverage period. Completion below 95 per cent could jeopardize the planned assurance to be provided to Audit Committee.

This is a measure of the responsiveness of the Whistle-blower Program, which is dependent on sufficient investigation resources. Achievement of 75 per cent or more recognizes each investigation has its own complexity.

What we plan to do

Result for 2023-2026

We will maintain and enhance the efficiency and effectiveness of audit, advisory and investigative services mandated through bylaw and policy to support Council's Foundations: Economic, Social and Environmental Resilience.

How we are going to get there

Provide Audit Committee and Council with rigorous independent and objective assurance regarding the delivery of City services by executing the Council-approved Annual Audit Plan in conformance with professional and internal standards.

Support the delivery of value-add audits where complex technical emerging risks threaten Council objectives by utilizing subject matter expertise.

Provide periodic independent and objective assurance to Council, via Audit Committee, on the progress to deliver Calgary Climate Strategy - Pathways to 2050, associated risk identification and mitigation, and relevant reported targets and metrics by obtaining subject matter expertise and additional specialized audit resources.

Support the timely delivery of action plans and associated risk mitigation in response to recommendations by collaborating with City Administration.

Improve City operations and support risk management by providing independent and objective advisory services on an issue or project-specific basis as requested by City Administration.

Provide efficient assurance and risk mitigation to Audit Committee and Council by expanding the use of data analytics.

Support efficient and effective service delivery in the provision of assurance, advisory and investigative services to Audit Committee and Council by continuing to invest in IT software, professional designations, memberships and associated training to maintain employee professional excellence.

Maintain and enhance the responsiveness of the Whistle-blower Program by recruiting an additional investigator to address an eight year annual increase in the number of reports made to the program. Investment in resources along with continuous process improvements supports the program in responding to and, where applicable, concluding on allegations reported in a timely manner.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Budget	3,076	-	3,260	-	3,410	-	3,560	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	41	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	143	-	150	-	150	-	-	-
Total net budget	3,260	-	3,410	-	3,560	-	3,560	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	3,076	3,260	-	3,260	3,410	-	3,410	3,560	-	3,560	3,560	-	3,560
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	3,076	3,260	-	3,260	3,410	-	3,410	3,560	-	3,560	3,560	-	3,560

Note: Figures may not add up due to rounding.

Information and Communication



Citizen Engagement & Insights

Led by: Director of Customer Service & Communications

Description

Citizen Engagement & Insights (CEI) plans and executes safe, fair, and accessible opportunities for Calgarians to give input (in-person, phone, and digital channels) on City programs, services, and overall quality of life in Calgary. We integrate multiple sources to provide insights on participant values, assumptions, beliefs, and expectations. This data is used to create meaningful and actionable insight to inform City decision-making, policy creation, mitigate risks, identify opportunities for continuous improvement, and drive accountability and transparency for Calgarians.

Value and benefits

Through research and engagement, Calgarians are given the opportunity to give meaningful input in City decisions that affect their quality of life. This service provides Administration, Council, and the public with timely, objective, and relevant information to make decisions that mitigate risk and drive continuous improvement. These activities help ensure The City's decision-making and planning process is inclusive, accountable, transparent, and responsive; increasing trust and contributing to improved service delivery for all Calgarians.

Customers

Direct: Council, Executive Leadership Team, decision makers responsible for delivering City services and plans, City engagement and research participants.

Indirect: Calgarians, community and cultural groups, political and cultural influencers.

Partners

Executive Leadership Team, City departments/owners of long-term plans, Council, community groups and partners, private industry (local developers and other organizations), and the provincial and federal governments.

What we deliver

The service delivers actionable and objective insights which provide accurate and relevant perspectives to inform City and operational decision-making. CEI provides input opportunities that are accessible and equitable for Calgarians. The service also delivers accountable and transparent reports on how decision-makers used feedback and perspectives.

138	Research reports delivered in 2021
36,466	Randomized survey participants in 2021
304	Engagement events held in 2021
240,259	Total engagement participants in 2021

Key assets

Corporate Research's key assets include digital platforms, software, and web panel membership lists. Citizen Engagement's key assets include the Engage pop up vehicle, online research panel and engagement portal software.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

In the 2021 Citizen Satisfaction Survey, 65 per cent of participants agreed, "The City uses input from Calgarians in decision-making." To strengthen The City's relationship with Calgarians and respond to growing expectations for input, CEI must broaden opportunities for participation, particularly with hard-to-reach communities. This will allow a deeper understanding of the needs of underserved populations to inform decisions and improve services for all communities. Further leveraging research and engagement results will help demonstrate how input from Calgarians is being used, resulting in increased participation and transparency.

Data and insights indicate that CEI can deliver the most value by providing equitable, accessible, fair, and safe opportunities for Calgarians to give meaningful input into decisions that affect their quality of life.

What Council has directed

CEI advances all Council principles and focus areas through the delivery of safe, fair, and accessible engagement and research opportunities to Calgarians and businesses. This service directly contributes to the Council principle 'Strengthen Relationships with Calgarians' by providing accessible opportunities for meaningful input. It also contributes to the Council focus area of 'Social Equity' through initiatives aimed at providing opportunities for participation from hard-to-reach communities and underserved populations. CEI supports 'Delivering the Right Services' by providing insights to Administration and Council that inform strategic direction and enable service directors to plan, deliver and improve City services and programs to meet the needs of Calgarians. Through advancing access to online engagement opportunities, CEI supports the Council focus area of 'Modernizing Government'. Additionally, the Council-approved Engage Policy guides The City's engagement practice.

What we are watching

After an accelerated shift to digital during the pandemic, CEI will be watching how the use of technology evolves to ensure it offers the appropriate balance of in-person and online activities to capture meaningful input from Calgarians.

CEI will continue to monitor the growing demand for data and analytics that are insightful and actionable. To date, increased demand has been managed through efficiencies. It is anticipated demand may continue to outweigh resources as the needs of Calgarians and the organization evolve. Efforts are in place to increase our ability to gain and understand the perspectives of hard-to-reach populations and provide equitable opportunities that meet public and organizational expectations around social equity and representation. This is evolving work that CEI will need to closely monitor and prioritize within existing resources.

Exploring innovative new approaches, CEI will provide more support to The City's ongoing improvement through its delivery of fair and actionable insights.

Percentage of citizens who agree that their voice is used in decision-making about City projects and services.



Source: 2022 Citizen Satisfaction Survey. Data is representative of all Calgarians. Data is based on the 2022 Citizen Satisfaction Survey. Data is based on the 2022 Citizen Satisfaction Survey.

Comparing our service

Calgary scored higher than the municipal average in 2022, with 46 percent of respondents agreeing that they have enough opportunities to provide input into decision making about City project and services. This is higher than the national average of 43 per cent from the respective cities of Vancouver, Edmonton, Toronto and Montreal. Citizen Engagement & Insights will continue provide a balance of in-person and online opportunities for input on City programs and services that are safe, fair, accessible, and representative of all Calgarians.

Actuals Expected Future

Story behind the curve

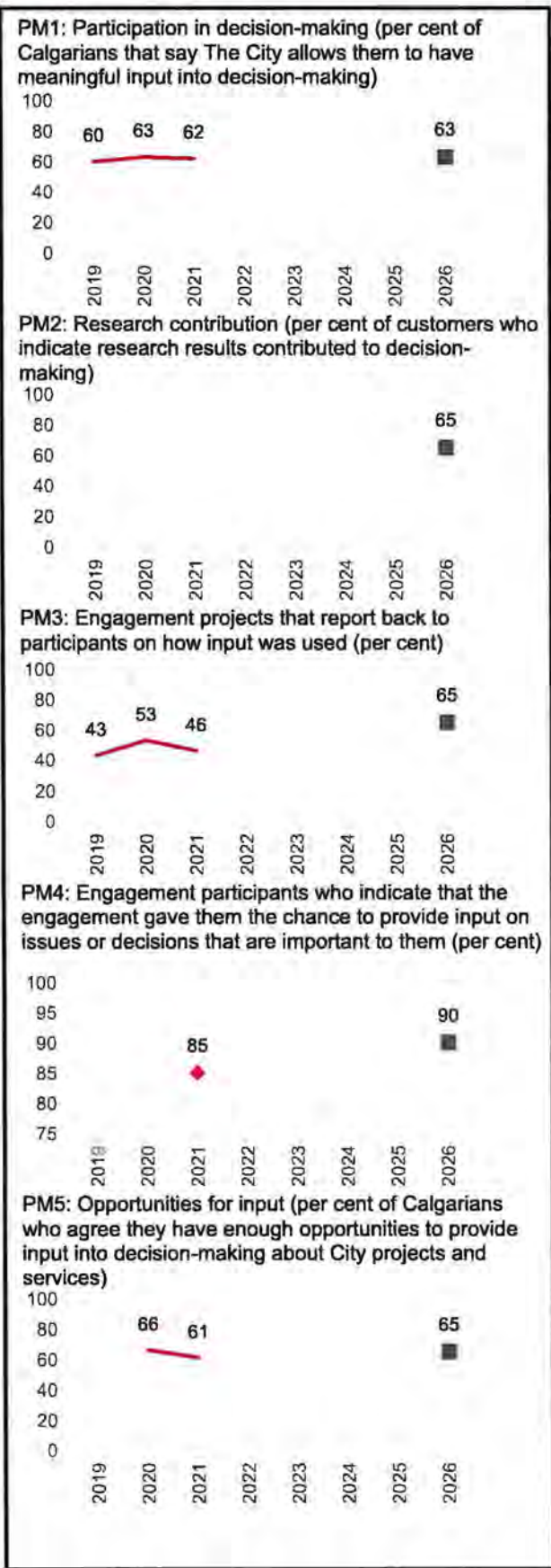
This measure reflects perceptions of how well The City is doing at meeting the expectations of Calgarians for participation and input into decision-making. Scores have consistently been in the low sixties, and Citizen Engagement & Insights expects performance to remain stable over the cycle. The 2026 expected future performance of 63 per cent considers these previous results, as well as funding levels and anticipated increases in both public expectations and opportunities to provide input.

This measure is intended to gauge the value of research provided to Administration and the importance The City places on using Calgarians' perspectives in its decisions on projects and initiatives. While this is a new measure without historical data, Citizen Engagement & Insights has set an expected future performance value of 55 per cent based on qualitative feedback, budget availability, and continuous improvement activities planned for the cycle.

Using information and insight from Calgarians to make better decisions is the central commitment made by The City's Engage Policy. This metric highlights that promise by measuring the proportion of City projects that report back on how public feedback was used. It reflects the increased focus on this crucial step in engagement, growing five-fold over the last business cycle. The expected future performance takes that prior growth into account and strives for further improvement, understanding the metric is dependent on collaboration with project owners and project readiness to report back.

This metric tracks how well engagement opportunities offered for City projects are meeting the needs of those impacted or interested in that work. It helps The City understand if engagement is happening on topics that are relevant to Calgarians and if they were provided an adequate opportunity to input. Although this is a new performance measure, baseline data from 2021 indicates a future expected performance value of 90 per cent satisfaction offers a realistic goal.

This measure reflects Calgarians' perceptions regarding the number opportunities they have to participate in engagement and research activities. While results have decreased since 2020, the 2026 future expected performance value has been set at 64 per cent. This is based on the service's plans to improve equity and accessibility over the cycle, while also recognizing how budget constraints may hinder Citizen Engagement & Insight's ability to keep pace with the changing expectations of the public.



What we plan to do

Result for 2023-2026

We will provide City decision makers with greater insights into the perspectives, lived experiences, values and expectations of all Calgarians. The focus will be to provide expanded opportunities for input that are accessible, equitable and inclusive to ensure all Calgarians are represented.

How we are going to get there

Provide opportunities for input on City programs and services that are safe, fair, accessible, and representative of all Calgarians through the new target research and engagement activities and further implementation of the Inclusive Engagement Guide.

Improve organizational understanding of our scope and scalability through education, awareness and expectation-setting as an input into City decision-making.

Improve The City's ability to provide social equity and more accurately reflect its diverse population through the enhancement and expansion of online research panels. Larger panels with a wider population increase the overall representation of individuals and businesses and are critical to the success of the panels research program.

Deliver broader context and insights into business leaders' attitudes and behaviours by initiating additional qualitative research. This work will provide critical information for key corporate initiatives such as the downtown revitalization and will aim to enhance The City's global positioning.

Gain insight into perspectives, lived experiences, and expectations of equity-deserving Calgarians by conducting primary research and advanced analytics. Research has seen increased demand for further analysis of Calgary's diverse communities. Advanced analytics and new data collection will address this need and provide insights into communities to improve social and service equity.

Improve access to data by expanding and better-leveraging external partnerships through benchmarking, academic research and partnering with other municipalities. Expanding collaboration will enhance connections, build relationships and knowledge-sharing opportunities and provide The City with enhanced global positioning.

Provide online engagement that is accessible to all Calgarians by enhancing The City's capabilities and mirroring the in-person experience of engagement.

Provide greater digital equity for Calgarians who do not have access to technology by leveraging external partnerships to provide access to digital devices capable of gathering online engagement.

Improve engagement opportunities for equity-deserving Calgarians through the development and piloting of new tactics, tools and processes. Based on resource evaluation and reporting on effectiveness of the new actions, all of the recommended actions will be incorporated into future engagement projects.

Build community trust, deliver greater efficiencies and reduce community fatigue with multiple project engagements in specific geographic areas by working to transition the community relations engagement pilot into a fully operational program.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	4,169	-	4,184	-	4,204	-	4,226	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(383)	-	-	-	-	-	-	-
Inflation	15	-	20	-	22	-	20	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	383	-	-	-	-	-	-	-
Total net budget	4,184	-	4,204	-	4,226	-	4,246	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	5,171	5,569	-	5,569	5,589	-	5,589	5,611	-	5,611	5,631	-	5,631
Recoveries	(1,002)	(1,385)	-	(1,385)	(1,385)	-	(1,385)	(1,385)	-	(1,385)	(1,385)	-	(1,385)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	4,169	4,184	-	4,184	4,204	-	4,204	4,226	-	4,226	4,246	-	4,246

Note: Figures may not add up due to rounding.

Citizen Information & Services

Led by: Director of Customer Service & Communications

Description

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

Value and benefits

As a municipality, it is critical that Calgarians 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 that all 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 provides clear direction to reduce confusion during emergencies. Additionally, data collected through 311 and Calgary.ca provide service directors with insights for decision-making to improve on service delivery, minimize duplication of effort, and reduce costs.

Customers

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

Indirect: Council, City Manager's Office, Executive Leadership Team, and visitors.

Partners

In addition to Information & Technology, all City service directors 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, Water Utilities, Insurance & Claims).

What we deliver

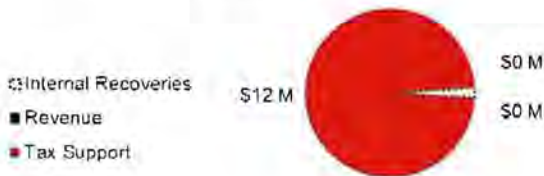
This service provides access to City information via Calgary.ca and 311. It delivers data, analytics, dashboards and insights regarding Calgarian inquiries and continually evolves the user experience to match the needs of the community.

1,050,812	Total calls offered to 311 in 2021
913,158	311 Service Requests created in 2021
17,755,106	Visits to Calgary.ca & myCity in 2021
36,888,867	Pageviews on Calgary.ca & myCity in 2021

Key assets

Assets critical for the delivery of the 311 service include the Motorola platform, phone switch hardware, and Verint technology for insights and process improvements. Calgary.ca and The City's intranet (myCity) assets include cloud backup systems and the Adobe Experience Manager content management platform.

Citizen Information and Services
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Data from the 2021 Citizen Satisfaction Survey shows that 311 is a primary strength for The City and 83 per cent of Calgarians are satisfied with Calgary.ca. Almost one in three (27 per cent) of Calgarians request to invest more in the 311 service and over one in five (22 per cent) request more investment in Calgary.ca.

Ninety-four per cent of Calgarians contact The City via phone or online (54 per cent of Calgarians prefer to contact The City by phone and 40 per cent indicate that they prefer to use online channels).

Customers value the easy access that CIS provides to multiple City services. They also value the reliable and trustworthy City information it delivers in a variety of channels. As preferences continue to evolve, this service line strives to improve equitable service through the customer's channel of choice.

What Council has directed

As the steward of The City's primary contact channels; 311 and Calgary.ca, CIS contributes to most areas of Council's Strategic Direction. It strongly aligns to the 'Deliver the Right Services' guiding principle by enabling participation and interaction with The City, and the 'Invest in Infrastructure' guiding principle by providing and maintaining platforms that support the delivery of services and information to Calgarians. This service also helps to 'Strengthen Relationships with Calgarians,' as it provides timely and accurate information necessary to build public trust and confidence in the services and information The City delivers. Additionally, this service contributes to delivering on Council's focus area of 'Modernizing Government' and supports the following policies from the Digital Strategy, Accessibility Policy, Web Policy and the Transparency and Accountability Policy.

What we are watching

CIS has been at the forefront of the transition towards digital as demand increases and City services transition to digital channels. This had led to an overall increase in service demand as traditional channel volumes remain consistent. A strong demand for phone contact is expected to continue as The City strives to balance customer needs in the most efficient and effective channels.

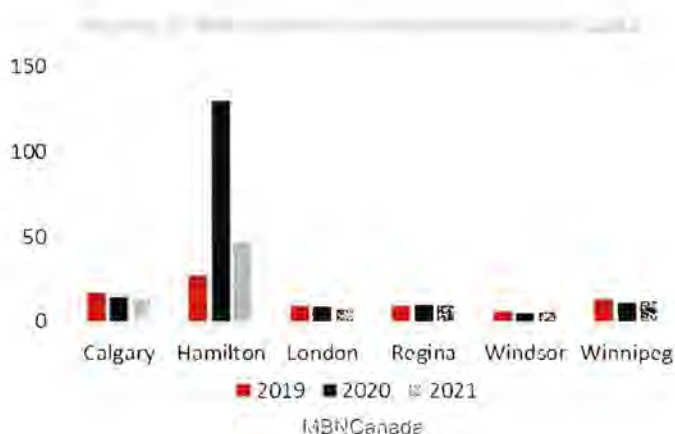
Demand is anticipated to continue to increase resulting from population growth and positive economic recovery in this cycle. Resourcing to meet customer expectations around responsiveness as well as meeting Council-defined service levels has emerged as a primary risk and will be closely monitored and managed.

Through innovation, analytics, and customer insights, this service line will look to leverage its wealth of data to serve dynamic content and forecast service demand to customers and Calgarians.

Comparing our service

This measures the number of visitor sessions per capita to the main website of large Canadian municipalities who have participated in MBNCanada benchmarking. A visitor session is a group of interactions that take place on the website within a given time frame, by an individual visitor.

Despite a small decrease in visitor sessions in 2021 due to the impacts of COVID-19 on city programs, Calgary.ca received the second highest number of visits per capita and has consistently outperformed other municipal websites in this metric over the past three years.



Expected Future Performance

Story behind the curve

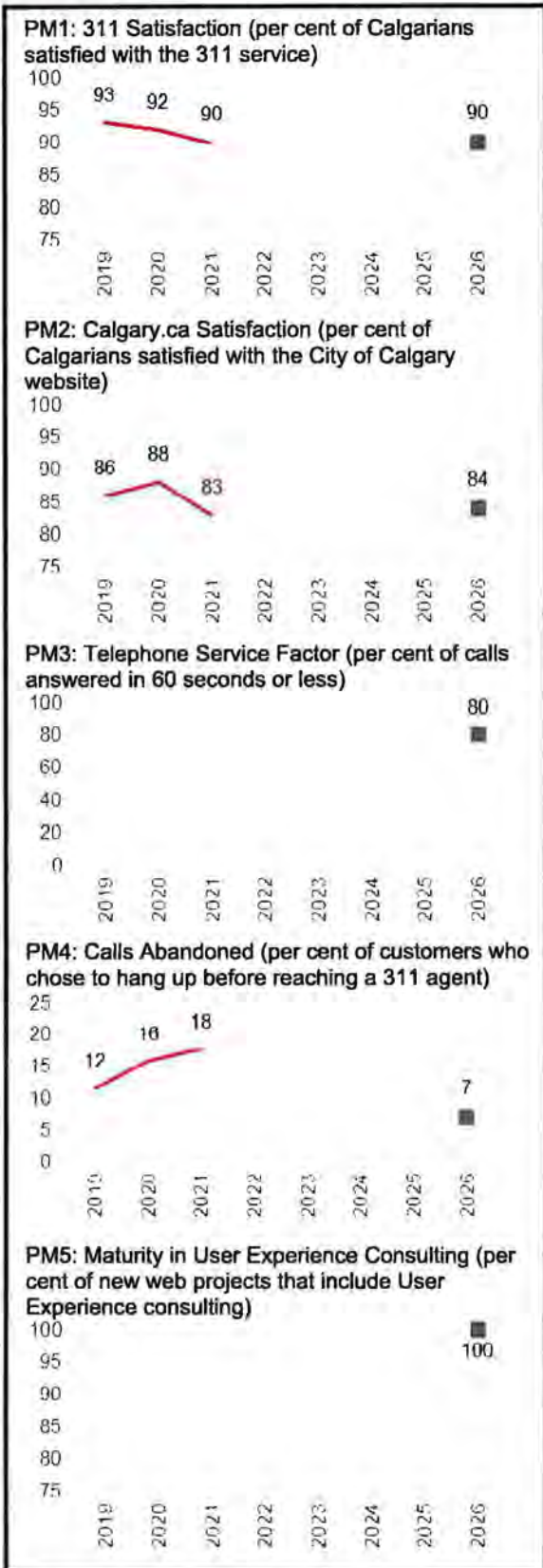
Satisfaction for the 311 subservice is measured annually in the fall through a third-party direct survey and indicates Calgarians' overall satisfaction with the 311 service. Surveys are completed annually allowing for a year over year comparison of Calgarians' perceptions of the service. It is anticipated satisfaction will be maintained into 2026 if requested investments are made in the service to help reduce customer wait times.

This measure reflects Calgarians' satisfaction with the information and services on Calgary.ca. The target is to maintain the current score through ongoing improvement initiatives and an increased user experience. This will match the pace of continually increasing user needs and expectations, as well as Council and client needs. This measure is influenced by users rating their satisfaction with the City program or service itself rather than how well it was delivered through Calgary.ca.

This is a measure of 311's ability to answer calls within a specified period and was set by Council at 80 per cent of calls answered in 30 seconds or less in 2005. Not meeting this measure indicates longer wait times and could impact satisfaction with 311. Current service demand outpaces resources. To ensure we are comparable to other large Canadian 311 centres, the service factor has been adjusted from 30 seconds to 60 seconds or less. Improving staffing levels and enabling a call back option should reduce wait times and contribute to an improved future performance of 80 per cent by 2026.

This measure provides insight into a customer's patience to wait on hold for 311 and was originally set by Council at 7 per cent of calls abandoned in 2005. This measure is used to identify service tolerance thresholds tied to waits and can support resource planning to meet service demand. Service demand outpaced resources in the last cycle and this figure was approved by Council to be adjusted to 23 per cent of calls. Returning to 7 per cent of calls abandoned this cycle is a value 311 expects to meet by 2026 if agent staffing is restored and a call back option is implemented.

There has been a significant increase in demand for new web projects as the organization strives to modernize The City's web presence. User Experience (UX) consulting is a new stream of ongoing work that evolved to address this growing need. UX is not only about a better experience for users accessing City websites, it also protects revenue streams with optimized sales transactions, and creates greater digital equity and accessibility for all. Previously not measured, the future performance is 100 per cent to optimize revenue opportunities and lower costs through improved user experience.



What we plan to do

Result for 2023-2026

We are focused on delivering equitable access to City services and information that is reliable, consistent and cost effective. This service will seek investments to champion innovation and collaboration to gain efficiencies, scalability and sustainment to meet the needs of Calgarians.

How we are going to get there

Serve as the major access point for City information and services through the provision of The City's web presence and 311. Integration of City-owned data and presenting it back in a user-friendly way, as well as performing ongoing technical maintenance and required upgrades to ensure these channels are available to customers 24 hours a day, seven days a week.

Improve City decision-making, transparency and service delivery by providing the organization, Calgarians, and Council with web data and 311 insights by providing real-time data through dashboards, predictive analytics based on historical data, and detailed reporting.

Provide responsive and dynamic information to customers on Calgary.ca and advance efforts to modernize government by better leveraging existing technology and 311 data. Automatically offering up Calgary.ca pages based on the most popular 311 inquiries, ensures customers have easier access to the most relevant web content.

Increase the convenience and accessibility of information and services for customers by providing multi-channel solutions. Continue to advance the shift of services online and evaluate a call back option, while maintaining telephone service as a means for reliable two-way, real-time information sharing and dialogue with customers.

Provide a modern municipal website to Calgarians through ongoing improvement initiatives and the adoption of new technologies. This includes the use of automation to improve site consistency and functionality, while also providing savings to the Corporation. Throughout the cycle continue to explore the capabilities, efficiencies, and service improvements available by on The City's web platform.

Increase the sustainability, scalability and resilience of the 311 subservice by leveraging an on-call pool of 311 agents which will support the efficient delivery of net new inquiries related to Calgary's anticipated population growth and projected increases in unplanned events (extreme weather, bylaw changes, social disorder, etc.).

Provide digital equity to Calgarians through partnering with City service providers to review, evaluate, recommend and implement improvements to User Experience (UX). This will provide an intuitive and responsive experience to customers of Calgary.ca, its associated sites and applications while ensuring digital services and information are accessible to all.

Offer an improved, personalized experience for customers of Calgary.ca by modernizing The City's eCommerce capabilities to support revenue generation through digital development with a service that is more scalable and efficient to maintain.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	12,216	-	13,691	-	13,824	-	13,844	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	6	-	18	-	20	-	19	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,469	100	115	-	-	-	-	-
Total net budget	13,691	100	13,824	-	13,844	-	13,863	-

Total Operating Budget (\$000s) for Approval

	2022 Budget At April 30	2023			2024			2025			2026		
		Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	12,456	13,931	100	14,031	14,064	-	14,064	14,084	-	14,084	14,103	-	14,103
Recoveries	(239)	(239)	-	(239)	(239)	-	(239)	(239)	-	(239)	(239)	-	(239)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	12,216	13,691	100	13,791	13,824	-	13,824	13,844	-	13,844	13,863	-	13,863

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
401662	311 Annual Lifecycle	1,000	1,000	1,000	1,000	-	4,000
401693	Continuity of Digital Services	1,150	1,150	1,150	1,150	-	4,600
401696	Calgary.ca/myCity Lifecycle	800	1,500	1,500	1,000	-	4,800
Program(s)							
		-	-	-	-	-	-
Projects(s)							
Sub-Total (New Budget Requests)		2,950	3,650	3,650	3,150	-	13,400
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		2,950	3,650	3,650	3,150	-	13,400

Explanation of capital budget requests

Annual Investment Program(s)

Activity 401662: 311 Annual Lifecycle

This capital enables continued access to the 311 Customer Service Request (CSR) platform for citizen and employee access for intake and workflow. The 311 system would not function without this investment, impacting CIS' ability to deliver equitable access to City services and information.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$1,800 thousand) Pay-As-You-Go (\$2,200 thousand)

Contributing Services: IT Solutions & Support

Operating Impact: None

Activity 401693: Continuity of Digital Services

This capital will support the migration of services online as well as continued development and maintenance of Calgary.ca and myCity. Investment in this program will support innovation to ensure digital services meet business need and align with expectations that are sustainable.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$4,600 thousand)

Contributing Services: IT Solutions & Support

Operating Impact: None

Activity 401696: Calgary.ca/myCity Lifecycle

This enables continued licensing and access to Calgary.ca and myCity operations. Funding will also support the transition to a cloud platform. This ensures Calgarians and employees continue to have reliable and equitable access to services and information on Calgary.ca and myCity.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$4,800 thousand)

Contributing Services: IT Solutions & Support

Operating Impact: None

Records Management, Access & Privacy

Led by: City Clerk/Director of City Clerk's Office

Description

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

Value and benefits

Records Management, Access & Privacy ensures that The City of Calgary is able to manage, protect, preserve and access its records to meet operational, legal and financial requirements, and support an open and transparent government. It builds trust with Calgarians by ensuring a balance between the public's right to know and an individual's right to privacy. Managing records improves the accessibility of information to support the effective running of The City. Preserving records ensures availability for future generations of Calgarians.

Customers

- Business Unit Records Coordinators
- City Administration
- Analysts and leaders looking to innovate or change processes
- Applicants and affected individuals under Freedom of Information and Protection of Privacy (FOIP) Act
- Archival researchers
- Media

Partners

Information Technology; Corporate Security; Business unit records and information specialists; Freedom of Information and Protection of Privacy (FOIP) Program Administrators in all business units; Law; Customer Service & Communications; Facilities Management; Corporate Analytics & Innovation; Glenbow Museum; Calgary Public Library.

What we deliver

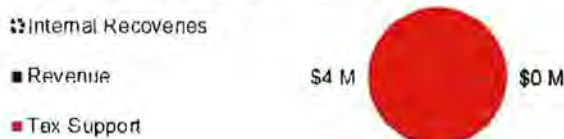
This service develops and maintains the framework and governance for the records management program and provides advice and training about records management. We acquire, preserve and provide access to The City's archival records and maintain corporate memory by providing historic context. We disclose records to requestors, investigate privacy breaches, and evaluate privacy impact assessments.

406	Information access requests - 2021
910	Archival research requests - 2021
137	Privacy Impact Assessments - 2021
21	Per cent eligible records disposed - 2021

Key assets

N/A

Records Management, Access and Privacy
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Calgarians have reported their opinion that The City does not publish enough information routinely or proactively. Citizens have suggested that being able to rely on the expertise of City staff in matters of privacy, records, and information access is particularly important.

For the majority of employees polled, privacy is a consideration in their role at least 'often' and nearly all are confident they are reasonably protecting personal information. Half have taken the available Freedom of Information and Protection of Privacy (FOIP) Act online training. Employees also reported that further increasing all employees' awareness of privacy and information responsibilities is needed.

What Council has directed

Modernizing Government: Through routine disclosure and access to information, The City will listen, share timely information and promote meaningful opportunities for Calgarians to participate in their government. In so doing, we can start to change the way city government functions and enhance transparency. Our Information Management Services team will achieve faster and better services for Calgarians by reviewing policies and processes and identifying innovative improvements. **Deliver the right services:** The Archives will provide quality services and programs that Calgarians care about, continuing to build a customer service culture that puts people first.

What we are watching

Leading privacy practices are evolving and The City needs to mature its privacy management program in order to not be left behind in the face of increasing public expectations of the protection of personal information.

Increasing use of technology around the organization to provide programs and services will require that privacy is a consideration in service delivery.

Public expectations of open and transparent government will increase the number access to information requests and will put a focus on the privacy management program.

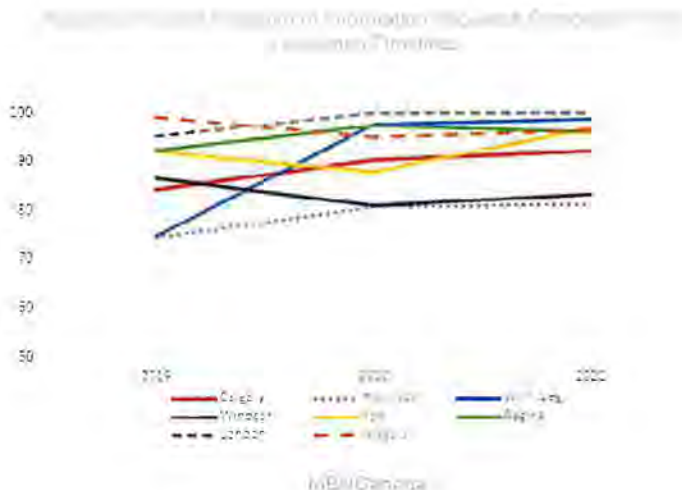
We anticipate a further increase in the electronic records generated by the organization.

Increasing public interest in archival records and its potential impacts on ease of access to the information emphasizes The City's responsibility to preserve and maintain access to information for future generations.

Insufficient response to these expectations poses reputational and legal risks.

Comparing our service

Calgary's service delivery has experienced an improvement from 2019 to 2021 in comparison to other municipalities. The number of formal Freedom of Information (FOI) requests, extensions and 3rd party notices, that have gone through the FOI process, and handled within the legislated timelines applicable to the municipality. The variety and complexity of these requests will impact the timelines associated with administering this program.

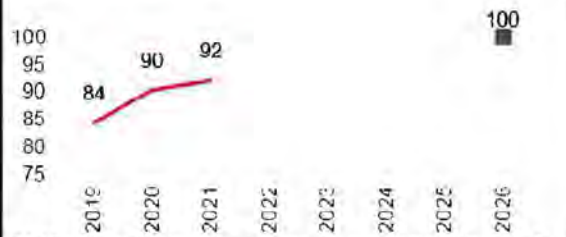


Measuring performance & where we want to go

For Council Approval

— Actuals ■ Expected Future Performance

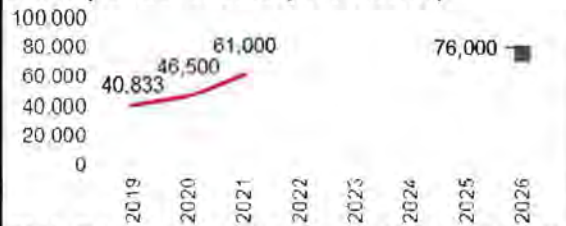
PM1: On-time FOIP Access Requests Rate (per cent on-time)



PM2: Physical and electronic records eligible for disposition (per cent)



PM3: Volume of archival material made available online (number of descriptive records)



PM4: Privacy complaints concluded in sixty (60) days or less (per cent)



PM5: Privacy Impact Assessments (PIA) completed that required the creation of a Personal Information Bank (PIB) (per cent)



Story behind the curve

Information Access Request on-time rate (Percentage of FOIP access requests received in the calendar year that were completed within the legislated timelines). Progress has been made compared to 2019 levels and improvement remains steady.

This performance measure tracks eligible records for disposition in our records management system where the disposition process was completed each year (per cent). It compares a snapshot of records eligible for disposition to the number of records processed for disposition 365 days later. New processes that were adopted in 2021 are expected to allow for greater rates of disposition of both electronic and physical records in the coming years.

Over the 2023-2026 period, the Calgary Archives plans to increase the number of archival materials available online. Descriptions of physical records and digital objects will be made searchable.

This measure includes privacy complaints received and concluded within the calendar year that were closed in sixty (60) days or less. Changes in emphasis and process make completing of 90% of privacy complaints being concluded within 60 days a realistic target. A portion of the complaints are expected to be complex and involve several business units, these will likely extend past the 60-day timeframe.

Registration and publication of The City's Personal Information Banks was identified as a priority as part of the Privacy Management Program Framework. This measure will reflect only PIBs that were identified through the PIA process since the start of 2021 and were added to the Personal Information Registry.

What we plan to do

Result for 2023-2026

We will continue to provide the framework and tools for the effective management, protection, preservation and release of records by the Corporation.

How we are going to get there

Will foster openness, transparency and public trust through the effective and consistent management of City records through their lifecycle and an overarching Protection of Privacy Administration Policy.

Demonstrate The City's commitment to earning and maintaining public trust by exceeding privacy requirements prescribed by Freedom of Information and Protection of Privacy legislation and being transparent about The City's internal governance structures and privacy practices by developing and implementing the recommendations of the Privacy Program Strategic Plan.

Improve the public user experience by increasing access to archival records and maintaining that access to information for future generations through the launch a new archival collection management software system, ArchivEra.

Increase records and information disposition compliance by promoting an increased rate of submission and faster, simpler processing through changes designed to modernize and simplify the disposition process.

A centralized file management system will automate workflow and streamline processes to ensure effective and efficient resolution of access and privacy files.

The privacy management program will enable The City to identify weaknesses, strengthen good practices, demonstrate due diligence, and raise the protection of personal information above the minimum legislated requirements.

Assist with high-volume electronic records accessioning into The City of Calgary Archives by investigating technology solutions.

Generation of a road map to prioritize digitization efforts and activities to ensure that preservation is approached in a methodical and prioritized manner by developing a long-term preservation strategy for corporate records, including the approval of a digital preservation framework will identify tools or software / storage costs.

Modernize the Content Server electronic records management software will allow for additional functionality of this enterprise solution to a vendor supported version, including a richer feature set and user interface which will improve the practice of information management at The City.

Expand routine disclosure and proactive dissemination of City records.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	4,335	-	4,358	-	4,395	-	4,425	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	23	-	22	-	30	-	25	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	15	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	-	-	-	-	-	-	-
Total net budget*	4,358	-	4,395	-	4,425	-	4,450	-

* The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	4,475	4,366	-	4,366	4,403	-	4,403	4,433	-	4,433	4,458	-	4,458
Recoveries	(5)	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)
Revenue	(3)	(3)	-	(3)	(3)	-	(3)	(3)	-	(3)	(3)	-	(3)
Net	4,467	4,358	-	4,358	4,395	-	4,395	4,425	-	4,425	4,450	-	4,450
Base	4,335												
One-time	132												

Note: Figures may not add up due to rounding

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
481003	FOIP File Management	600	-	-	-	-	600
Sub-Total (New Budget Requests)		600	-	-	-	-	600
Previously Approved Budget Remaining							
		-	-	-	-	-	-
Total Capital Investment		600	-	-	-	-	600

Explanation of capital budget requests

Projects(s)

Activity 481003: FOIP File Management

File management system for Access requests. Replace obsolete provincial software. Expected to be cheaper than the proposed provincial replacement. Reliable tracking of and reporting about access requests is an important part of the effective release of records by the Corporation.

Funding From: Pay-As-You-Go (\$600 thousand)

Contributing Services: None

Operating Impact: This request requires \$15 thousand base funding of operating costs starting in 2024.

Strategic Marketing & Communications

Led by: Director of Customer Service & Communications

Description

Strategic Marketing & Communications (SMC) provides marketing and communications consulting, strategy and tactics that align with The City's brand. It strengthens The City's reputation and supports business objectives by providing communications, marketing, media planning, social media, corporate communications, creative services and media relations. This service informs, influences and motivates Calgarians, customers and employees. It is focused on building public trust and confidence, achieving business outcomes, and demonstrating the value of City services in making life better every day in Calgary.

Value and benefits

Our service ensures Calgarians, customers, and employees are informed about The City's strategic direction, its services, and the value received from The City. We provide transparent, trustworthy, targeted and timely information to create awareness of City programs and services, increase revenue, and build advocacy. We also manage communications and marketing policies that protect The City's brand and reputation.

Service directors receive marketing and communications expertise including: strategy and content development, issue and crisis communications, media relations, social media, internal communications, digital marketing, advertising, web content, and creative services. Council and Administration receive support for all priorities and Council Directives through our service.

Customers

Calgarians, businesses, visitors to Calgary, other orders of government, Council, Executive Leadership Team, City employees, and City service directors.

Partners

Internal partners: Council, City Manager's Office, Executive Leadership Team, service directors

External partners: Government of Alberta, Government of Canada, regional municipalities, vendors, media, City partners (Calgary Economic Development, Calgary Tourism, Chamber of Commerce, etc.)

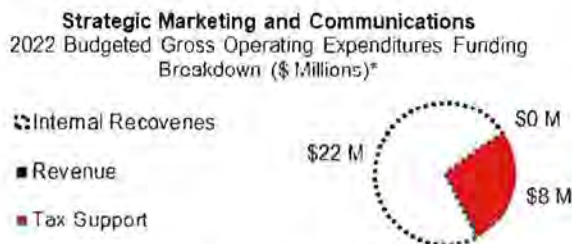
What we deliver

We deliver strategic marketing and communications consulting, plans, and tactics. We administer City channels including web, social media, media relations and digital communications to deliver messages about City services, initiatives and programs. We manage The City's One Voice visual identity and brand, and provide measurement and analysis of plans, tactics and channels.

1,239	Media inquiries received in 2021
934,275	Visits to The City Newsroom in 2021
545,185	Total followers on social media in 2021
10,076	Web & Digital service requests in 2021

Key assets

SMC's key assets include a social media monitoring tool, email marketing tools, news release distribution and hosting software and media monitoring services.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

According to the 2021 Citizen Satisfaction Survey, 74 per cent of Calgarians feel The City communicates well about services, programs and policies. Satisfaction with communications remains consistently high across all demographics. Within the organization, satisfaction with marketing and communications is also high, with most components of the service achieving scores between 85 and 95 per cent.

Despite high satisfaction levels, research indicates a need for more inclusive and accessible communications. Participants from equity-deserving communities have identified opportunities for increased representation and access to information in their channels and language of choice.

Providing high quality information, timely service, flexibility, and acting as trusted partners to City departmental clients remain key factors in providing value to Calgarians and the Corporation.

What Council has directed

By providing communications and marketing for all City services, we advance all Council principles and focus areas. Most directly, we help to 'Strengthen relationships with Calgarians' through compelling storytelling and informing them about the value of City services and how The City is responding to their priorities. We also support this principle by building awareness, trust and confidence in The City. Through our Multicultural Communications Strategy and Standards for Equitable Communications (Social Well-Being Policy), we also contribute to the 'Social equity' focus area. Additionally, our work on the local economy, City brand, and marketing Calgary as a great place to make a living and a life, directly supports Council's focus on 'Global positioning & reputation.' Our service also supports these Council policies: Transparency & Accountability, Public Notice & Legal Advertising, Plain Language and compliance with Canadian Anti-Spam Legislation.

What we are watching

Risks facing SMC include declining trust and confidence in government, misinformation, increased polarization, complexity, and growing demand. Staff managing corporate channels and providing corporate-level communications could face capacity issues should this demand continue to grow.

We are watching trends in the digital landscape and demographics to ensure we use the right channels and meet the needs of all Calgarians including equity-deserving groups. Interest in communications experienced through the pandemic could continue as the pandemic evolves, further impacting planned activities and service demand. We are also monitoring Calgary's economic recovery and will need to provide marketing and communications support for revenue generating City services, the Downtown Strategy and other initiatives to support local business and attract investment.

74 per cent of Calgarians are satisfied with the overall quality of municipal information and communications



National Omnibus survey conducted by Leger

Comparing our service

Benchmarking data indicates that 55 per cent of survey respondents are satisfied with the overall quality of information and communications from The City of Calgary. This is higher than the municipal average of 51 per cent seen in a summer 2022 national omnibus survey of five major Canadian cities (Montreal, Toronto, Edmonton, Calgary and Vancouver). SMC aims to provide timely, inclusive and accessible communications.

Actuals ■ Expected Future Performance

PM1: Calgarians who say The City has communicated well about its services, programs, policies, and plans (per cent)



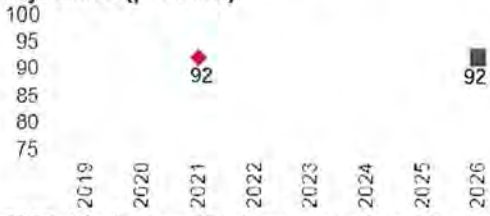
PM2: Calgarians who say they trust the information that The City provides on Calgary.ca (per cent)



PM3: Paid investment from overall spend allocated to multicultural communications and marketing advertising (per cent)



PM4: Customers that are satisfied with their overall experience working with external communications to achieve business objectives (per cent)



PM5: Media tonality (per cent of positive and neutral media coverage)



Story behind the curve

A number of external factors have impacted perceptions of City communications, and the expectations of Calgarians are increasing. Improvements to the methods and best practices in The City have allowed the service to continue to meet the needs of Calgarians despite challenging circumstances; Strategic Marketing & Communications will continue to evolve within this changing landscape, holding a steady measure of 75 per cent in the coming years.

The City has been very successful in establishing Calgary.ca as a reliable and relevant source of information for City services and programs. This is achieved through continuous maintenance and review of existing content to ensure information is accessible to all Calgarians. Ongoing funding will be leveraged to continuously improve the site and demonstrate value to Calgarians and the organization.

Paid investment in multicultural advertising strengthens The City's relationship with Calgarians by reducing language inequity and barriers to participation in civic life, and ensuring marketing and communications are delivered in a culturally appropriate and inclusive way. Multicultural communications are supported through creative, translation and purchased advertisements. The expected future performance can be achieved through inclusion in all media recommendations.

By measuring client satisfaction with external communications over the cycle, Strategic Marketing & Communications aims to gauge how well the service is meeting client expectations around service delivery and communications with the public, businesses, industry, and other orders of government. With a baseline of 92 per cent satisfaction established in 2021, Strategic Marketing & Communications anticipates being able to maintain this level of satisfaction by continuing to refine internal processes and prioritizing client relationship management.

The City receives third-party media monitoring reports classifying news coverage as positive, neutral, or negative in sentiment. Tracking sentiment allows The City to better respond to issues and adjust messaging to enhance understanding. Despite increased polarization in public opinion and growth of misinformation, City coverage has been mostly positive or neutral, with less than five per cent of news classified as negative. Based on the measure's historical stability and the level of investment in media relations, the service expects performance to remain stable over the cycle.

What we plan to do

Result for 2023-2026

We are focused on contributing to Calgary's economic, social and climate resilience through timely and effective storytelling and messaging that strengthens Calgary's reputation, builds trust and confidence in local government and allows all Calgarians to see themselves as part of the city's future.

How we are going to get there

Maintain The City's relationship and reputation with the public and media by focusing on the effectiveness and responsiveness of The City's social media and media relations efforts. This requires the service to manage of increased demand for timely, two-way communication within the existing budget, while also ensuring The City is able to adapt to the changing media and social media preferences of Calgarians.

Support economic recovery and resilience priorities such as the Downtown Strategy, investment in Calgary and revenue generation for City services through the development and implementation of marketing and communication strategies. This includes leveraging data and analytics to better target audiences and partnering with Citizen & Information Services to implement e-commerce solutions to make doing business with The City faster and easier.

Advance social equity through communications and marketing support to City services. This includes continuing to champion inclusive and accessible City communications through the Multicultural Communications & Engagement Strategy and Equitable Standards for Communications.

Improve the effectiveness and level of trust in City communications by addressing the growth of misinformation about The City. This includes providing staff with tools and training to identify, monitor, and correct misinformation when responding to Calgarian and media inquiries and addressing increased demand within existing budget.

Protect and enhance The City's visual identity and brand by educating staff on the related policy and conducting regular reviews of City communication and marketing materials for brand compliance.

Ensure staff are connected, informed, equipped and engaged as ambassadors of The City by providing coordinated messaging to employees in support of The City's goals to modernize government and improve organizational culture. This includes maintaining core employee communications activities and channels, while also providing communication strategy and tactics for large corporate initiatives such as the Rethink to Thrive Strategy within the existing budget.

Uphold public trust and confidence in The City by delivering ongoing communications and campaigns to raise Calgarians' awareness and understanding of The City's services, financial position, and the value Calgarians receive for their taxes and fees.

Improve the accessibility of Calgary.ca by making the content and services provided online easier to find and understand. This will help streamline the process of communicating with The City and help to manage high demand for in-person and telephone support.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	8,321	-	8,321	-	8,321	-	8,321	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(493)	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	493	-	-	-	-	-	-	-
Total net budget	8,321	-	8,321	-	8,321	-	8,321	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	30,330	30,823	-	30,823	30,823	-	30,823	30,823	-	30,823	30,823	-	30,823
Recoveries	(22,009)	(22,502)	-	(22,502)	(22,502)	-	(22,502)	(22,502)	-	(22,502)	(22,502)	-	(22,502)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	8,321	8,321	-	8,321	8,321	-	8,321	8,321	-	8,321	8,321	-	8,321

Note: Figures may not add up due to rounding

Mayor and Council



Mayor & Council

Led By: To Be Determined

Description

Members of Council are elected officials responsible for setting the vision for Calgary and working with Administration to execute that vision and deliver services to Calgarians.

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

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

Value and benefits

Members of Council are elected to serve the interests of Calgarians. They are integral to the governance of The City and set directives and priorities, based on public engagement. Calgarians expect the Mayor and Councillors 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 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 oversight to ensure the integrity of The City's annual financial statements; internal control processes; integrated risk management; and Whistle Blower Program.

Customers

- All businesses and residents of Calgary are impacted by the decisions of Council.
- Calgarians and Members of Council benefit from expertise provided by the Integrity Commissioner and Ethics Advisor.
- Calgarians benefit from the oversight provided by the Audit Committee.

What we deliver

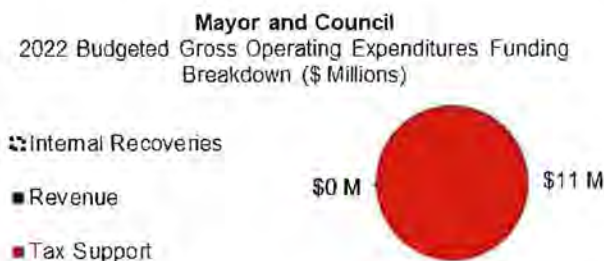
The Members of Council are elected to serve Calgarians and provide direction that reflects the best interests of the city. Audit Committee supports The City's commitment to increasing accountability and transparency by reviewing reports and programs. The Integrity and Ethics Office supports Members of Council in meeting the highest standards of conduct when carrying out public functions.

Partners

- Council partners with Calgarians, 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.

Key assets

N/A



Note: Internal recoveries is how The City accounts for individual government-provided services.

What we have heard & what we are watching

What we have heard

As elected representatives, City Council serves as the link between Calgarians and City Administration. Members of Council are engaged with constituents, businesses and communities to help direct and establish the vision and direction for The City of Calgary.

Following the 2021 General Election, City Council drew on the conversations they had throughout the election campaign to develop *Resilient Calgary: Council's Strategic Direction 2023-2026* which provides the foundation, guiding principles, and focus areas for the One Calgary 2023-2026 Service Plans and Budgets.

What Council has directed

Resilient Calgary: Council's Strategic Direction 2023-2026 provides the foundation, guiding principles and focus areas needed for Administration to create service plans and budgets for the next four years to collectively make Calgary a great place to make a living and a great place to make a life. The focus on resilience is broken into three foundational areas:

Economic resilience

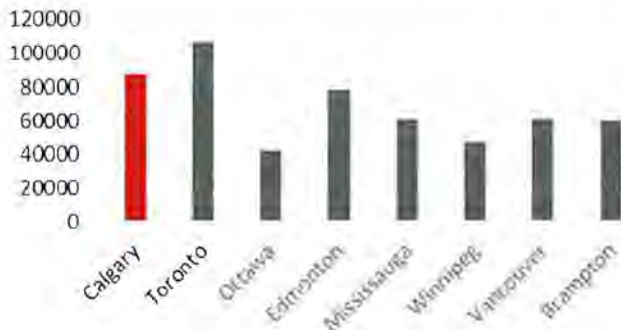
Social resilience

Climate resilience

What we are watching

Council and Administration is watching and listening the ongoing conversations with Calgarians and businesses.

Average number of residents per local elected Councillor



Source: The City of Calgary, 2021, 2022

Comparing our service

The average number of residents per local elected Councillor is a factor in the demands on the time of an elected official, as more residents can be related to more files and initiatives to manage. Calgary's ward Councillors represent the second largest number of constituents among comparably sized Canadian municipalities.

Measuring Performance & Where we want to go

PM: To be determined

Story behind the curve

To be determined in consideration of all parts of the service by the newly formed Council Services Committee.

What we plan to do

For Council Approval

Results for 2023-2026

To be determined

How we are going to get there

To be determined

Operating budget needed to achieve results

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	11,447		11,593		11,811		11,923	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	149	-	98	-	112	-	99	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	(3)	-	120	-	-	-	-	-
Total net budget*	11,593	-	11,811	-	11,923	-	12,022	-

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	11,462	11,593	-	11,593	11,811	-	11,811	11,923	-	11,923	12,022	-	12,022
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	11,462	11,593	-	11,593	11,811	-	11,811	11,923	-	11,923	12,022	-	12,022
Base	11,447												
One-Time	15												

Note: Figures may not add up due to rounding

Parks, Recreation and Culture



Arts & Culture

Led by: Director of Partnerships

Description

Arts & Culture leads and invests in the development of vibrant and creative communities. We are champions of a revitalized downtown, encouraging economic development and diversification. Through investment in creative industries, we position Calgary as a global city. We provide equitable arts and culture access to Calgarians, visitors and the artists who create the work. We support the production and delivery of festivals and events; provide grants to local artists and organizations; commission, acquire and maintain public art with Calgary Arts Development; plan publicly accessible art and cultural spaces; and support visual, cultural and performing arts programming.

Value and benefits

A vibrant arts and culture sector drives economic development by drawing talent, tourism and diverse industries to our city. Arts & Culture creates opportunities for community inclusivity by providing ways to connect through festivals, events, visual arts and cultural experiences, contributing toward Calgarians' social resilience through shared experiences. Access to arts and culture allows individuals and communities to express themselves through artistic creation and representation. Public Art transforms the way Calgarians and visitors see, think and experience the city, providing a medium to better understand reconciliation and foster equity. Strategic investment through grants and civic services supports the continued development of the sector ensuring long-term relevance and success.

Customers

Our customers include residents, tourists, festival attendees, organizers and industry, community and cultural groups, arts organizations, cultural development fund recipients, sector and industry customers, such as film.

Partners

Our partners include City of Calgary business units and lines of service, festival and event organizers, civic partners, short-term project partners, community contributors, Business Improvement Areas, and grant recipients.

What we deliver

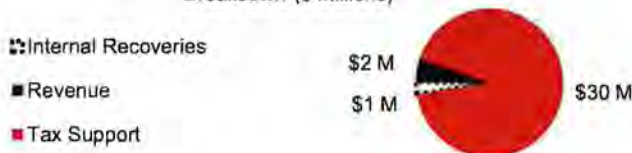
We steward the development of the arts and culture sector through strategy creation, and program development and implementation. We provide funding and guidance to organizations for programs, initiatives and infrastructure. We produce and support festivals and events, offer visual and performing arts programming and cultivate and care for The City's investment in the public art program.

2,000	Business partners supported
\$1.55 million	To grant recipients
\$20 million	Invested in the local arts economy
100%	Local artists hired in last two years

Key assets

Wildflower Arts Centre
North Mount Pleasant Arts Centre

Arts and Culture
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

The 2022 Spring Pulse Survey indicates Arts & Culture, including festivals, are important to Calgarians. Eight in ten (81 per cent) say that support for arts and culture is important, and 81 per cent are satisfied with arts and culture support. Three-quarters (76 per cent) of Calgarians note enjoying arts and culture is a main reason to visit the downtown. Most Calgarians (63 per cent) think a strong arts and culture sector is key to creating a vibrant city, and 58 per cent believe public art helps create a sense of belonging. The arts are becoming more accessible, but there is room for improvement; 56 per cent of Calgarians rate the availability of arts programs and events as good or excellent, up from 50 per cent in 2020.

What Council has directed

Together with our partners, Arts & Culture creates a desirable place to live, visit and do business, building our social and economic resilience. A vibrant arts and culture sector attracts creative industries, such as technology and film, and the talent to work in these fields. It is a key factor in revitalizing our downtown. With a focus on social equity, Arts & Culture has a key role in answering the Truth and Reconciliation Calls to Action. We are key contributors in attracting major events and supporting local events to build Calgary's reputation as a global city. Arts & Culture is positioned to champion Calgary's celebration of our diverse heritage and shared values. Working with cultural industry partners, local businesses and partners, Arts & Culture is reducing red tape and modernizing government. We are proactively collaborating with partners to streamline existing services and leverage opportunities to enhance sector development.

What we are watching

Economic trends

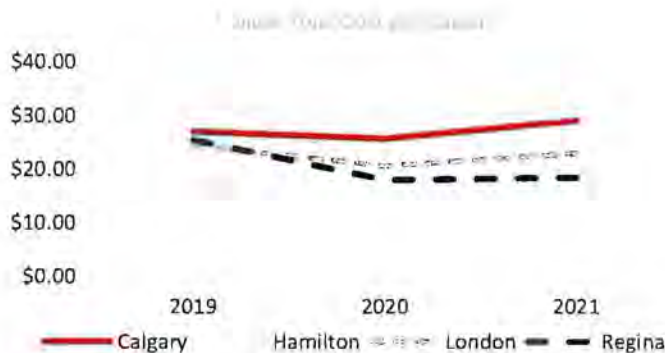
Financial hardships and insolvencies, due to reduced revenues, create a long-term impairment in Calgary's cultural sector. Supporting economic recovery after the COVID-19 pandemic is needed to restore and grow participation and attendance at festivals, events, and arts and culture activities.

Global City

Calgary's economy needs to diversify. To attract new business, new talent, and retain young people, Calgary must position itself as a desirable place to live and invest.

Equity and Truth and Reconciliation

There is a global cultural shift centering equity, diversity, and inclusion. Arts and culture is a conduit to reflect, respond and drive these changes.



Comparing our service

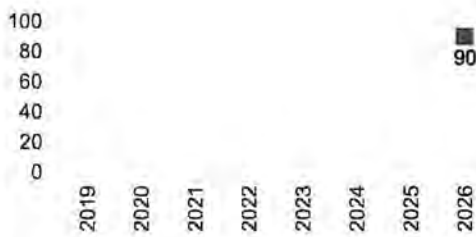
Calgary's Arts & Culture sector resumed Festival and Event programming in 2021, which increased the total cost per capita as opportunities for programming returned to pre-Covid levels. Additionally, external grants increased investment in the Arts & Culture sector, expanding the sector's reach and increasing opportunities for citizens. In comparison to other municipalities the total cost per capita is higher in Calgary due to Arts & Culture grants and expansion of programming.

Measuring performance & where we want to go

For Council Approval

Actuals ■ Expected Future Performances

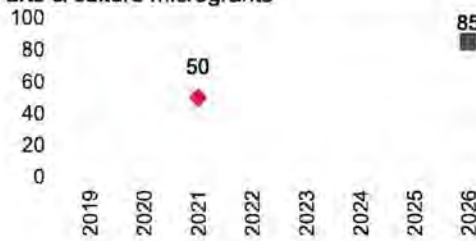
PM1: Public Art projects run by CADA (per cent)



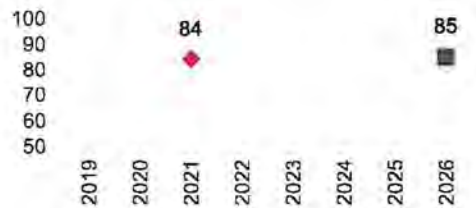
PM2: Amount of funding per attendee (dollars)



PM3: Number of community organizations receiving arts & culture microgrants



PM4: Calgarians' satisfaction with Arts & Culture (per cent)



Story behind the curve

Arts & Culture works in partnership with Calgary Arts Development (CADA) to manage civic funds in implementing the Public Art Policy. Through Council direction, the commissioning arm of Calgary's public art program is transitioning to CADA by the end of 2024. Public engagement identified the importance of the public art collection remaining under the stewardship of The City of Calgary. The City's Public Art team will continue to care for the collection and support internal initiatives related to City priorities, such as our commitment to Truth and Reconciliation.

Arts & Culture assists event planners, organizations and citizens plan events that take place on City land and/or require City permits. The team helps navigate the planning process, applications, logistics and regulations. Arts & Culture support allows organizers to provide low and no cost events. Eighty-nine per cent (89%) of Calgarians say it is important for the City offer events and performances that are free to attend.

Arts & Culture initiated the microgrant program during the pandemic to support local artists and community groups in activating spaces during a time of emergency. Even during the changing environment of the pandemic, 37% of Calgarians aged 18-44 participated in online or socially distanced arts programs and events. In 2021, Arts & culture supported 50 initiatives, with over \$150,000 in funds to deliver cultural opportunities to Calgarians.

After being unable to participate in many cultural experiences due to COVID-19, citizens have a renewed appreciation of the value and benefits of Arts & Culture. The meaningful and diverse cultural experiences provided by the Arts & Culture sector is reflected in the citizen satisfaction survey.

What we plan to do

Result for 2023-2026

We will focus on developing vibrant and creative communities, supporting a diverse, thriving economy and revitalizing downtown through investment in creative industries that will provide Calgarians with equitable access to arts and culture experiences.

How we are going to get there

Support year-round meaningful cultural experiences by progressing the promotion of the Winter City and Eventful City strategies.

Support our partners in the film and creative industries by progressing the film friendly strategy.

Support economic, social and cultural opportunities downtown through Arts & Culture initiatives by investing in partners.

Invest in Calgary's cultural future through supporting Calgary and Chinatown Cultural Plans.

Increase equitable access to festivals and events by delivering low-cost and no-cost festivals, events, and programming directly and with our partners.

Improve alignment and service delivery to citizens and modernize the arts and culture sector by reviewing and revising the Civic Arts, Public Art and Festivals and Events policies.

Contribute to Truth & Reconciliation outcomes through Public Art by ensuring Calgary's Public Art Program provides equitable opportunities for Indigenous artists to participate and be reflected in the collection.

Lead the ongoing development of the arts and culture sector in Calgary through strategic planning, investments and partnerships.

Lead the ongoing development of Public Art leadership and conservation in Calgary through strategic planning, investments and partnerships.

Increase vibrancy in the downtown by contributing toward activities in the Downtown Strategy.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	29,755		31,106		32,839		34,098	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	710	-	-	-	-	-	-	-
Inflation	1,007	-	1,391	-	816	-	792	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	(710)	-	-	-	-	-	-	-
Service Increases	343	294	343	424	443	334	343	334
Total net budget*	31,106	294	32,839	424	34,098	334	35,234	334

Operating Grants to Civic Partners (\$000s)

Civic Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Calgary Arts Development Authority	17,490	18,190	18,844	19,542	20,226

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	32,289	32,929	294	33,223	34,662	424	35,086	35,921	334	36,255	37,057	334	37,391
Recoveries	(864)	(154)	-	(154)	(154)	-	(154)	(154)	-	(154)	(154)	-	(154)
Revenue	(1,669)	(1,669)	-	(1,669)	(1,669)	-	(1,669)	(1,669)	-	(1,669)	(1,669)	-	(1,669)
Net	29,755	31,106	294	31,400	32,839	424	33,263	34,098	334	34,432	35,234	334	35,568

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		-	-	-	-	-	-
Previously Approved Budget Remaining		8,388	756	-	-	-	9,143
Total Capital Investment		8,388	756	-	-	-	9,143

City Cemeteries

Led by: Director of Parks & Open Spaces

Description

The City has two active operating cemeteries that offer a wide range of interment products and services: Prairie Sky Cemetery and Queen's Park (although the land supply for casket interments at Queen's Park will likely end in 2023). The City also has a new regional park and cemetery being planned (in central north Calgary) and four historic cemeteries (Union, Burnsland, Chinese and St. Mary's). The Government of Alberta's Cemetery Act states that only municipalities and faith-based organizations can provide new cemeteries. There is a provincial obligation to maintain cemetery sites in perpetuity.

Value and benefits

Cemeteries are an essential service. City Cemetery customers are assured of a diverse selection of affordable, quality cemetery services and products meeting the diverse cultural, religious and non-sectarian needs of Calgarians. City Cemeteries provides interment options (i.e., casket and cremation burials and products) as well as memorialisation products and services (i.e., monuments, urns, memorial plaques) at affordable, value-based costs. Established for over 130 years, The City of Calgary's municipal cemeteries contribute more than 160 hectares of public green spaces and historically and culturally significant landscapes. This open space also contributes to biodiversity and urban environmental well-being.

Customers

Cemetery customers are families and individuals purchasing interment space and related products in advance or at the time of need. Cemeteries are also of interest to genealogical and historical interest groups as well as Calgarians for passive recreation (walking, wildlife viewing, etc.). Cemeteries also host cultural, religious and holiday events.

Partners

City Cemeteries works with funeral home service providers, memorialization providers (monuments, urns, headstones, etc.) and related product suppliers.

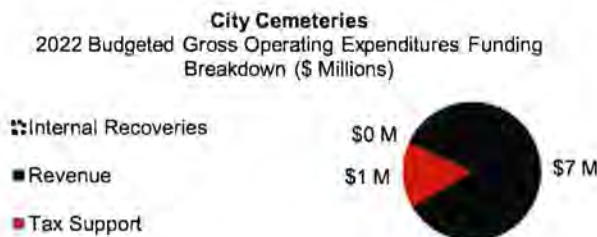
What we deliver

City Cemeteries provides interment services and products (i.e., burial and cremation interment options, memorialisation), maintenance and perpetual care programs. Key daily work includes: customer service and sales (counselling families about interment and product options), excavating and repairing graves, site and turf maintenance, liaising with funeral service providers, etc.

\$8 Million	Cemetery gross revenues (2021)
1,597	Total interments (2021)
93%	Citizen satisfaction
<1 month	Casket space available at Queen's Park

Key assets

City Cemeteries stewards 160 hectares of land within Calgary. Key assets include irrigation systems, roads, pathways and concrete foundations. New assets include the Prairie Sky Cemetery in the southeast. Also, land was acquired for a new regional park and cemetery in north central Calgary to support the city's long-term cemetery needs (however capital work is not yet funded).



Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

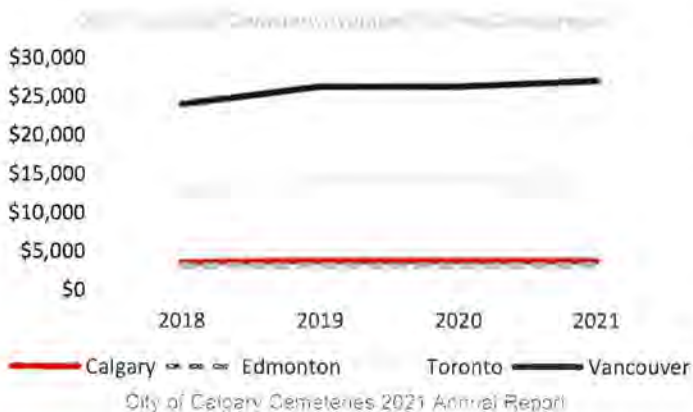
Citizen satisfaction is high for Calgary's municipal cemeteries with 93 per cent of Calgarians approving. Serving a diverse demographic of cultural, religious, and non-religious communities, high satisfaction was reported (90 per cent or higher) in all equity categories, including: gender, visible minorities, ages, immigrants and those with disability status or family member with disability. For citizens' value dimensions, "Sustainability" was ranked first, followed by "Quality", "Availability" and "Legislative Compliance". Ongoing tracking of 3-1-1 and in-house cemetery feedback forms also provide City Cemeteries with insights on customer concerns, preferences and service requests.

What Council has directed

Economic Resilience is supported through annual price benchmarking and ongoing contributions (and use of) the Perpetual Care Fund (PCF). Each year, City Cemeteries directs 40 per cent of revenues from interment products and memorialisation sales into the PCF to fulfill legislative requirements to ensure cemetery maintenance in perpetuity. Social Equity is supported through the provision of a wide range of prices, products and services, including low-cost options and provision of interment services regardless of a citizen's cultural background and beliefs. Social Resilience is supported by The City's historic cemeteries serving as cultural landscapes and supporting community and family gathering spaces. Climate Resilience is supported by initiatives such as the availability of green burials, green spaces for the urban canopy growth and maintenance activities such as using compost tea instead of fertilizers.

What we are watching

Trends include more City Cemetery customers purchasing lower-priced, value-based products and services. Traditional cultural burial practices are increasing along with immigration. Second- or third-generation Canadians are increasingly moving towards cremation options. The pandemic in 2020-21, caused greater demands for cemetery services (whenever gathering restrictions were lifted). Industry trends include proactive initiatives such as eco-friendly green burial options to lessen the environmental footprint of traditional interments. The activation of cemeteries as public green space will also continue as cemeteries host diverse community activities. There is a short-term risk that revenues may decline with a transition to the south Prairie Sky Cemetery as this new cemetery builds customer awareness and clientele. Other risks include no long-term water source at the new cemetery, severe weather impacting maintenance and unfunded capital for a new north regional park and cemetery.



Comparing our service

The City of Calgary's burial plot and cremation niche fees are close to the national median or below the competitive market, with interment fees remaining at consistent, competitive levels. To bring fees to a more competitive market level, gradual price increases will occur in 2023-26 based on annual fee reviews. There were no price increases during 2021 and 2022 due to the pandemic. The municipal cemeteries compared with Calgary's Queen's Park in the chart are Northern Lights (Edmonton), Mountain View (Vancouver) and Necropolis (Toronto).

Actuals ■ Exceeded Budget Performance

Story behind the curve

This measure represents annual burial plot, cremation and mausoleum interments. Annual interment totals have been steady since 2019. In 2021, there was a slight overall increase with the lifting of restrictions for public gatherings due to the pandemic. Looking towards 2026, a slight decline in total interments is expected due to the end of the service's land supply for casket burials at Queen's Park Cemetery.

This total is for annual burial plot, cremation and mausoleum interments revenues. Revenue was below projections for most of 2019 to 2021 due to pandemic impacts, inflation and no price increases in 2020 or 2021. Looking towards 2026, revenues are expected to increase with more advance planning and at-need plot purchases (that were delayed during the pandemic) as well as gradual price increases to better reflect market levels and inflation.

City Cemeteries transfers 40 per cent of its annual revenue to a Perpetual Care Fund (PCF). This fund supports provincial legislation to pay for cemetery maintenance in perpetuity (i.e., once a cemetery runs out of land and no longer generates revenue). The PCF will enter a period of decline in 2023-26 (before rebounding in 2030-on and growing again towards more self-sustainability) as the service 1) loses revenue from Queen's Park Cemetery 2) establishes Prairie Sky Cemetery amid capital funding constraints and 3) works towards establishing a future northern regional park and cemetery site.

The design and opening of the Prairie Sky Cemetery introduces green burials as an interment option. The City's first green burials occurred in Q3 2021. Green burials offer a dignified option with minimal environmental impacts (e.g. reduction of carbon emissions and habitat preservation). Green burials feature the use of non-toxic and biodegradable materials, such as ecofriendly caskets and burial shrouds. In comparable markets, this option has not been popular to date. The four burials in 2021 represented some pent up demand for this option. Slow growth is expected in the coming years.

City Cemeteries operates under a not-for-profit business model. In addition to a wide variety of dignified, value-based services and pricing options for all Calgarians, City Cemeteries provide services to customers in financial constraints who would likely not be able to afford interment services provided by private cemetery providers. This measure shows the number of customers participating in Provincially sponsored Social Assistance Programs that The City provides interment space to at reduced rates.

PM1: Total Interments



PM2: Cemetery Interment Revenue (thousands of dollars)



PM3: Perpetual Care Fund Total (thousands of dollars)



PM4: Eco-Friendly Interments



PM5: Income-Assisted Interments



What we plan to do

Result for 2023-2026

City Cemeteries will transition operations to Prairie Sky Cemetery as the land supply for casket burials at Queen's Park Cemetery ends in 2023. To support Calgarians requiring this service, a new building to serve as a gathering space for the community and conduct administrative business is needed.

How we are going to get there

Complete Phase One of development at Prairie Sky Cemetery by 2026 to continue providing this provincially legislated service for the coming decades of Calgarians.

Meet Calgarian's needs and expectations for cemetery services by designing and constructing a customer service and administrative building at Prairie Sky Cemetery by 2024 (the service is currently working out of the nearby Ralph Klein Park building).

Manage Calgarians' expectations by implementing a closing strategy for Queen's Park Cemetery once casket interment space land supply ends in 2023.

Provide a diverse range of affordable and value-based cemetery products and service options by conducting an annual cemeteries price benchmark analysis.

Connect with Calgarians by re-establishing interactive community events (i.e., Mother's and Father's Day flowers, historic cemetery tours, etc.) and exploring new opportunities.

Support climate resilience by implementing climate-friendly initiatives through the strategic design, development and operations of the Prairie Sky Cemetery and new north cemetery-regional park (i.e. tree planting, seeding vs. sodding, natural landscapes, etc.).

Reduce water use by implementing innovative, alternative products and strategic cemetery design (i.e., monument rain shadowing, drip irrigation, open green space).

Support The City's climate strategies by introducing more natural landscape spaces within current cemetery spaces (i.e., reduced mowing cycles, less irrigation, native grasses, support wildlife and biodiversity, etc.).

Continually improve service and mitigate environmental impacts by exploring actionable and effective emerging interment trend opportunities (i.e., green burial, scattering gardens, cremation alternative interment options, etc.).

Ensure service sustainability in the coming decades by continuing to allocate 40 per cent of annual interment and memorialization product sales to The City of Calgary's Perpetual Care Fund.

Provide a safe and healthy environment for cemetery visitors, employees, contractors and volunteers by strengthening the commitment to safety and well-being.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	1,342		1,356		1,387		1,425	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(1,100)	-	-	-	-	-	-	-
Internal Recoveries Changes	(76)	-	-	-	-	-	-	-
Inflation	14	-	31	-	38	-	32	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,176	-	-	-	-	-	-	-
Total net budget	1,356	-	1,387	-	1,425	-	1,457	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	8,700	9,890	-	9,890	9,921	-	9,921	9,959	-	9,959	9,991	-	9,991
Recoveries	-	(76)	-	(76)	(76)	-	(76)	(76)	-	(76)	(76)	-	(76)
Revenue	(7,358)	(8,458)	-	(8,458)	(8,458)	-	(8,458)	(8,458)	-	(8,458)	(8,458)	-	(8,458)
Net	1,342	1,356	-	1,356	1,387	-	1,387	1,425	-	1,425	1,457	-	1,457

Note: Figures may not add up due to rounding

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
419860	Cemeteries Lifecycle	500	500	500	500	-	2,000
Program(s)							
		-	-	-	-	-	-
Projects(s)							
419810	Prairie Sky Cemetery	1,400	3,500	1,750	-	-	6,650
Sub-Total (New Budget Requests)		1,900	4,000	2,250	500	-	8,650
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		1,900	4,000	2,250	500	-	8,650

Explanation of capital budget requests

Annual Investment Program(s)

Activity 419860: Cemeteries Lifecycle

Replace or upgrade cemetery infrastructure assets as they reach the end of their life. This investment supports infrastructure repairs and replacements at The City's revenue-generating and historic cemeteries.

Funding From: Capital Reserves (\$2,000 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 419810: Prairie Sky Cemetery

Construct a customer service/administrative building and complete phase 1 development. Investing in the Prairie Sky Cemetery allows The City to provide quality burial services through the provision of a new customer service building.

Funding From: Municipal Sustainability Initiative (\$3,325 thousand) Canada Community-Building Fund (\$3,325 thousand)

Contributing Services: Construct a customer service/administrative building and complete phase 1 development. Investing in the Prairie Sky Cemetery allows The City to provide quality burial services through the provision of a new customer service building.

Operating Impact: None

Library Services

Led by: Director of Partnerships

Description

Calgary's libraries are vibrant community hubs that not only provide access to resources and learning that Calgarians are seeking, but also foster connection, belonging, and empowerment. The Calgary Public Library Board is an independent City of Calgary Civic Partner that leverages The City's investment of operating and capital grants and assets through volunteer support, partnerships, and donations. As a separate legal entity, costs for the Library's separate governance and corporate services (Human Resources, Information Technology, Financial Services, Security and Facility Management) are included in the Library's operating budget breakdown.

Value and benefits

The mission of the Calgary Public Library is to empower community by connecting Calgarians to experiences, inspiration, and ideas.

Library services seek to positively influence the following outcomes: a sense of belonging, a sense of empowerment in civic decision-making, ability to empathize with others, personal meaning, capacity and connectedness, and a positive, enthusiastic, and hopeful outlook on the future.

Library visitors are seeking opportunities to build connections, participate in collaborative action, and deepen understanding of their community. They are also looking for opportunities for personal change and adaptation, to satisfy their curiosity and engage in lifelong discovery.

Customers

Calgary Public Library proudly serves all Calgarians and those residing in nearby Indigenous communities. The Library provides a wide range of programs and services to various audiences, including Library members, children, and youth, families and caregivers, adult learners, seniors, newcomers to Calgary, visitors, and more.

What we deliver

The Library's 21 locations receive millions of visits each year. Library customers have free access to over 2.3 million physical, digital and streamed items; thousands of programs; hundreds of online resources and learning and development courses; and internet access through computers, Chromebooks and Wi-Fi. Free printing and meeting room bookings are available at most locations.

Partners

This service is delivered by the Calgary Public Library Board. The City's investment is multiplied through numerous partnerships, including with Calgary school boards, community associations, YMCA, Calgary Police Services, Calgary Fire department, post-secondary institutions such as University of Calgary and Bow Valley College, and partnerships with other City services on projects and initiatives.

724,000	Active Members
2,350,000	Physical Visits
5,000,000	Virtual Visits
31,000,000	Total Library Use (digital, in person)

Key assets

The Library operates 21 public service locations and one support centre, totalling 575,000 square feet.



Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

In 2021, over 95 per cent of customers were satisfied with their Library experiences. This is a direct result of dedicated effort towards enhancing convenience and ease of service, offering high quality programming, and supporting staff in delivering exceptional experiences.

The Library provides critical supports and spaces for literacy and learning. Research shows that after visiting a Library Early Learning Centre, children showed more constructive, dramatic and physical play; more children initiated family trips to libraries with play spaces and had increased the length of their average stay; and parents reported higher levels of satisfaction with the space, and decreased feelings of social isolation.

The Library's community meeting rooms are another well-utilized service that directly benefits a wide range of users, including entrepreneurs, volunteers, students, and more.

What Council has directed

This service aligns with Council directions that are rooted in resiliency across three areas: economic, climate, and social. This service fosters connection and understanding among Calgarians and provides access to information and learning resources that directly support life-long learning, economic development, newcomer supports, community wellness, and civic engagement. Library locations are gathering places for all community members, connecting them to each other and neighbourhood and civic initiatives. Outreach programs connect those who are isolated or have mobility challenges. Inner-city locations also support a revitalized and vibrant downtown. Programs and services also support community members as they work towards a strong and successful future, including small business supports, job skill training, and career planning. The Library also maintains a responsibility to Reconciliation and sharing the true history of residential schools as outlined in the White Goose Flying report

What we are watching

Publishing trends: Impact on purchasing include popularity of topics/formats, distribution models, exchange rates, and digitization trends that affect customer service tools and skills. Security trends: number/type of reported physical incidents in and around libraries impacting staff and visitor experience; facility design and activation that prevent negative behavior and promote safe, welcoming spaces; and threats to digital records and network integrity that impact budgets and approaches to digital-based services. Relevance trends: demographic and psychographic changes inform planning and focus current programs and services. Customer and partner research and survey results ensure program design and delivery effectively support the intended impact of Library programs and assess the effectiveness of internal innovation efforts. COVID resilience and recovery: the Library is well positioned to improve community resilience as an open, welcoming, and inclusive organization.



Comparing our service

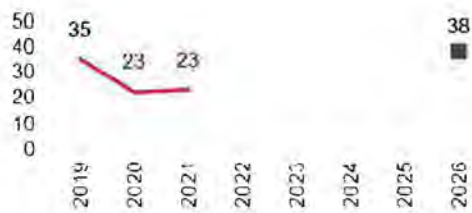
This measure compares a range of Library services (including circulation, programming, digital resources, visitation, technology use, and more) to the overall population of Calgary. Calgary ranks first among the municipalities included in the Municipal Benchmarking Network Canada program in annual uses relative to population. In 2020 and 2021 Calgary was also a fair margin higher than the national median. This highlights the high value that Library services provide to Calgarians. This measure highlights the healthy desire and need for Library services.

Measuring performance & where we want to go

For Council Approval

— Actuals ■ Expected Future Performance

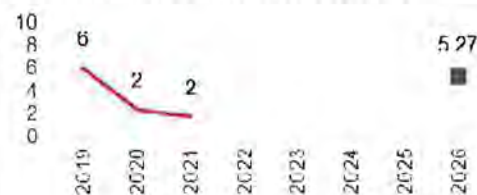
PM1: Annual Library Uses Per Capita



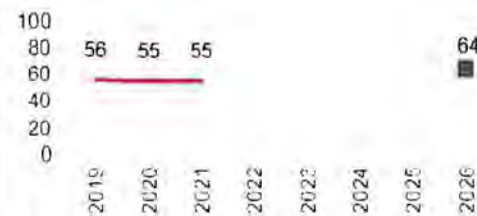
PM2: Library Operating Cost Per Use (including access, collections, technology, programs, and staff expertise) (dollars)



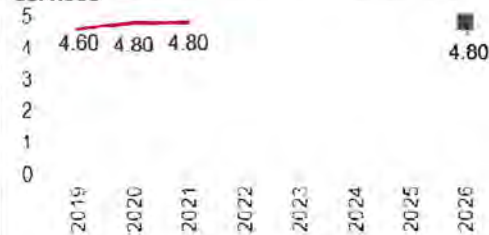
PM3: Annual Library Visits Per Capita



PM4: Registered Cardholders as Percentage of Population (per cent)



PM5: Overall satisfaction rating with Library services



Story behind the curve

Libraries offer excellent service to Calgarians at a lower cost compared to other municipalities. Investments in comprehensive customer service training, innovative program design, and engaging and exciting facilities create an exceptional experiences that draws Calgarians to libraries. This service will continue to design and deliver the high quality programs and services that contribute to its ranking first among municipalities in uses per capita. The service will continue to evolve to meet the changing needs of Calgarians.

Calgary once more ranks first in this metric amongst MBNCanada municipalities, providing our exceptional services at the lowest cost per use. Cost per use increased in 2020 and 2021, in large part due to the decreased service opportunities presented by the pandemic. A low value in this performance measure indicates strong fiscal responsibility, managing financial resources to ensure the highest value to citizens at the lowest overall cost. This is especially relevant when comparing not only to the national median (which is significantly higher), but also to the overall uses per capita.

Calgary ranks first amongst Municipal Benchmarking Network Canada municipalities in terms of visits per capita in 2021. Nearly all municipalities reported stark decreases in this measure during 2020 and 2021, not unexpected given the closures and service disruptions experienced. Calgary Library's visits per capita are roughly 30 per cent higher than the national median.

Calgary has the most active card holders per capita of any MBNCanada municipality, by a significant margin. At 55 per cent, more than half of all Calgarians are active members, and have utilized one or more Library services within the past 36 months. Membership is a constant flow, with new members registering constantly and inactive accounts being automatically purged. Despite the service interruptions of the past several years, this has been a particularly resilient performance measure. At the time of reporting, there are approximately 745,000 active Library members.

While this qualitative measure is not a standardized benchmark within MBNC participants, it nonetheless demonstrates the impact of Library services. Between 92-96 per cent of participants rate their experiences as very satisfactory and above. This is especially notable considering the broad range of services Calgary Library provides, as each responded could have engaged with those experiences in a slightly different way. Circulation, technology use, adult programs, early literacy programs, career help, and just some of the services that are reflected within these satisfaction results.

What we plan to do

Result for 2023-2026

Library Services strives to support Calgarians to realize their full potential by connecting them to ideas and experiences, inspiration and insights. The focus for the upcoming business plan cycle includes: Create Purpose Together, Champion a Sense of Belonging, and Energize Lifelong Learning.

How we are going to get there

Provide exceptional service to Calgarians by operating the existing 21 service locations, maintaining the current service level of 1,450 open hours per week (average 70 hours per location).

Increase quality of life for all Calgarians by operating outreach services to mobility-challenged populations, groups experiencing vulnerabilities, and those residing in areas without a convenient Library service location.

Enhance pathways to wellness for Calgarians by improving and expanding services offered through Wellness Desks.

Enhance support for school-aged learning by developing pop-up and loanable versions of current Questionarium content and materials.

Maintain a "Good" rating in building condition assessments by conducting lifecycle investment in existing service locations.

Increase quality of life for Calgarians by building four new library service locations by end of 2026.

Improve early learning capacity by creating three new outdoor early learning centres by end of 2026.

Increase sense of belonging by creating additional opportunities for Indigenous Placemaking within current service locations.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	54,245		55,068		55,839		56,660	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	823	-	771	-	821	-	805	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	3,000	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	1,010	-	883	-	1,090	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers to/(from) services	-	-	-	-	-	-	-	-
Total net budget	55,068	1,010	55,839	883	56,660	1,090	60,465	-

Operating Grants to Civic Partners (\$000s)

Civic Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Calgary Public Library Board	53,878	55,711	56,355	57,383	60,098

Note: The total net budget includes one-time budget of \$1,010 thousand in 2023; \$883 thousand in 2024 and \$1,090 thousand in 2025.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	54,245	55,069	1,010	56,079	55,839	883	56,723	56,660	1,090	57,750	60,465	-	60,465
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	54,245	55,069	1,010	56,079	55,839	883	56,723	56,660	1,090	57,750	60,465	-	60,465

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
413965	Library Lifecycle Grant	3,633	3,468	4,542	5,730	-	17,373
Program(s)							
		-	-	-	-	-	-
Projects(s)							
413966	Calgary Public Library Investment Program	1,300	5,300	5,000	5,000	9,400	26,000
Sub-Total (New Budget Requests)		4,933	8,768	9,542	10,730	9,400	43,373
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		4,933	8,768	9,542	10,730	9,400	43,373

Explanation of capital budget requests

Annual Investment Program(s)

Activity 413965: Library Lifecycle Grant

Lifecycle maintenance for Library facilities, fleet and IT infrastructure. Ensures libraries continue to provide quality services and meet customer expectations.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$17,373 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 413966: Calgary Public Library Investment Program

Construction of new libraries in Skyview Ranch, Walden and Belmont. New libraries provide accessible and inclusive public spaces where Calgarians can learn, grow and thrive.

Funding From: Developer & Other Contributions (\$26,000 thousand)

Contributing Services: Facility Management

Operating Impact: None

Parks & Open Spaces

Led by: Director of Parks & Open Spaces

Description

Calgary's parks and open spaces are cherished places that connect Calgarians with nature, our heritage and each other. The citywide parks system provides Calgarians with safe, inclusive, active-living opportunities. The system includes regional and neighbourhood parks, natural areas and the river valleys. The service maintains and stewards almost 8,700 hectares of public spaces (the equivalent of 11,000 football fields spread out citywide over 5,200 parcels of land). Parks and Open Spaces conserves and promotes biodiverse ecosystems and cultural landscapes. It supports park stewardship among Calgarians through volunteer and education programs.

Value and benefits

The parks and open spaces system enhances Calgary's quality of life. Calgarians can relax, be physically active, have fun, experience nature and gather together in safe, well maintained public spaces. An ever-increasing amount of scientific evidence shows there are mental and physical health benefits from accessing and being close to parks, trees, greenery and nature. Calgarians receive free and/or low-cost access to nature, recreation, culture and park stewardship opportunities. The service's environmental stewardship work benefits current and future generations, contributing to climate resilience and biodiversity. Parks are within a walkable distance from Calgarians' homes, supporting strong communities and social equity. The City provides a wide variety of parks and open space amenities to help meet the diverse recreation and leisure interests of Calgarians.

Customers

This service benefits Calgarians (children, youth, adults and seniors); sport, nature, cultural and recreational groups; festival/event attendees and organizers; tourists; and the environment (for 'mother nature' and future generations of Calgarians).

Partners

This service works with: Parks Foundation Calgary (a capital fundraising agent and project delivery partner), sponsors/donors and developers who invest in new and/or upgraded parks; other City services, the province and school boards on shared policy and interests; community, sport, nature and festival organizations; horticulture and education institutions on best practices; and park vendors.

What we deliver

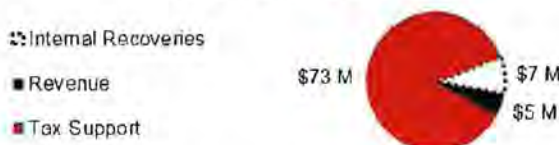
This service delivers accessible leisure and recreation opportunities for all Calgarians. Work the service carries out includes: mowing and turf management; park litter pickup; festival and event support; park snow removal; environmental conservation; park amenity inspections and repairs; park volunteer and stewardship programs; pest management (e.g., weeds, mosquitoes, etc.); and, much more.

87%	Citizens using parks in summer
75%	Citizens using parks in winter
93%	Citizen satisfaction
92%	Park users staying 20-or-more minutes

Key assets

The City has almost 8,700 hectares of maintained parkland, 1,137 playgrounds, 989 community sport fields, 159 off-leash areas and many other amenities reflecting Calgarians' vast leisure interests (ranging from cricket pitches, to outdoor skating ponds, picnic sites, natural areas, park benches, etc.).

Parks and Open Spaces
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

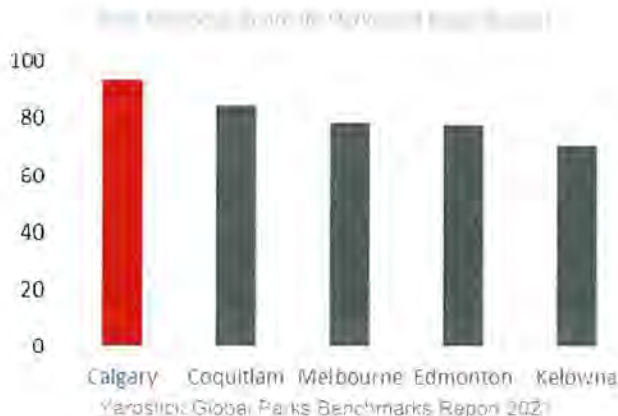
Citizen satisfaction scores have been consistently high for Calgary's parks and open spaces for the past two decades, including 93 per cent in 2021 (and 94 per cent in the Spring 2022 survey). Satisfaction was also consistently high among Calgarians grouped by gender, income, age, visible minority, immigrant and disability status. Additional surveying in 2021 shows Calgarians who are frequent parks users are more likely to rate their quality of life in Calgary as high. Recent engagement confirms the publics' desire for clean, well-maintained, safe and environmentally healthy parks and open spaces. To improve the service, park users cite better washroom access and seating areas as leading factors that would increase their time spent in a park. Key value dimensions for Calgarians are ranked 1) Environmental 2) Availability 3) Sustainability 4) Safety and 5) Wellbeing.

What Council has directed

This service contributes to Climate Resilience by actively supporting biodiversity and healthy ecosystems. Social Resilience and Global Positioning and Reputation are supported by citywide access to parks and public spaces that contribute to Calgary's high quality of life (and the mental and physical health of Calgarians). The development of Medicine Hills regional park and maintaining parks as vibrant and festival-friendly, year-round destinations support Hosting and Hospitality. Economic Resilience is supported by improving opportunities for park vendors to enhance the park user experience. Downtown Revitalization is supported through maintained service levels, events and attractions in our centre city parks. Modernizing Government is supported by regularly engaging Calgarians on the service (with the goal of continuous improvement) along with updating a citywide parks asset management system and introducing new software applications to work more efficiently and effectively.

What we are watching

Key trends include the digital shift, specifically increasing and improving the use of technology for optimizing service routes, tracking completed work and mapping park assets and their condition ratings. Key risks impacting service delivery include: environmental resilience (invasive weeds, human-wildlife conflicts, etc.); safety (and perceptions of safety) in downtown parks; severe weather events (flooding, droughts, etc.) and aging park infrastructure. Opportunities for the service include continually exploring partnerships and leveraged funding opportunities (e.g., funding for accessible playgrounds, Parks Foundation Calgary projects, etc.). As well, the increased naturalization of roadsides and improving the health of urban natural areas are opportunities for improved sustainability and climate adaptation.



Comparing our service

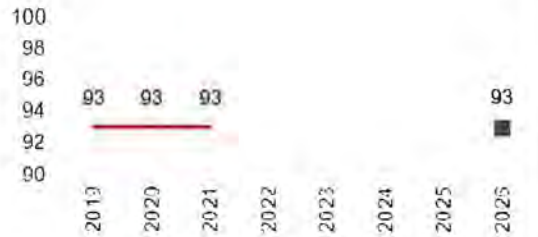
The Yardstick overall best practice percentage is an aggregate score of a participating city's performance in terms of park operational excellence, asset management, strategic planning, environmental sustainability, and community engagement. Yardstick is supported by an international partnership between private sector and industry associations. The City of Calgary has been a strong leader in this score in past years and this Service Plan will support maintaining and implementing the necessary processes in this business cycle to sustain performance and help continue to drive improvement.

Measuring performance & where we want to go

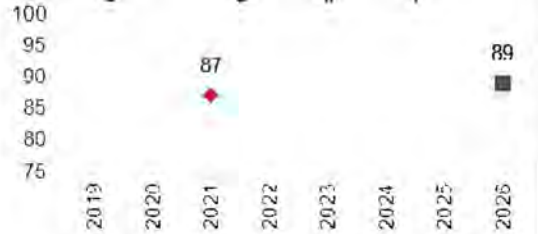
For Council Approval

— Actual ■ Expected Future Performance

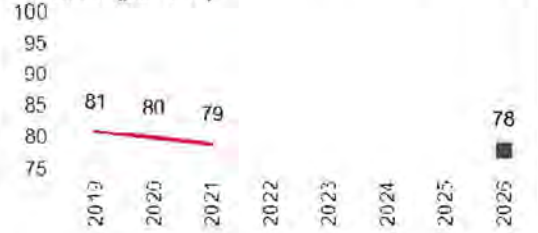
PM1: Calgarians' Satisfaction with Parks, Playgrounds and Open Spaces (per cent)



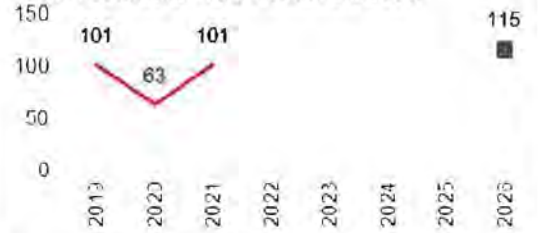
PM2: Calgarians Using Parks (per cent)



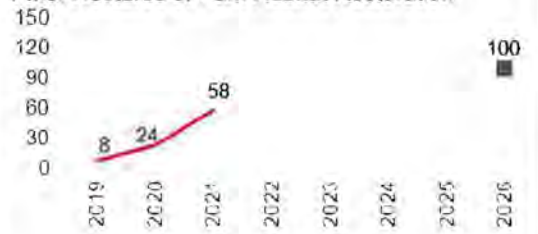
PM3: Park Assets in Acceptable, Good or Excellent Condition (per cent)



PM4: Hectares of New Parkland Added



PM5: Hectares of Park Habitat Restoration



Story behind the curve

Calgary's parks have consistently scored high since the introduction of the annual citizen satisfaction survey. In the past four years, the score has not dropped, despite aging infrastructure and no growth funding (which led to lower park maintenance service levels citywide). For 2023-26, Parks and Open Spaces should be able to maintain citizen satisfaction with requested funding to maintain current service levels (with annual growth funding) and lifecycle capital funding for repairs and replacements of aging park amenities.

Parks and Open Spaces launched an annual survey in 2021 to gain feedback from Calgarians. The inaugural Pulse on Parks survey shows Calgarians who reported using parks was high during the pandemic. The usage peaked at 87 per cent in the months without snow (while in months with snow usage was still strong at 75 per cent). Connecting more Calgarians with the park system will be a strong focus for the service in 2023-26, with the continuation of attractions such as winter amenities (skating, cross-country ski trails, firepits, etc.). The service's long-term target is 90 per cent usage by 2030.

This performance measure captures the percentage of our municipal park infrastructure rated as 'acceptable', 'good' or 'excellent' condition (as opposed to park infrastructure in need of repairs or replacement and rated as 'poor' or 'failing'). As park assets decline with age, the scores are also expected to decline. For 2023-26, Parks and Open Spaces prioritized lifecycle funding as part of its capital requests (and has tentatively received partial funding) to help mitigate the declining condition of park assets.

As Calgary grows, The City adds new parkland from developers, land acquisitions, etc. Since 2017, 372 hectares of new maintained parkland was added to the municipal parks system (about 1.5 per cent growth per year). However, total funding per hectare has decreased by \$873 per hectare in that timeframe. In other words, the service is increasingly absorbing growth. While growth drives efficiencies, the impacts also include lower park maintenance levels (e.g., longer grass). For 2023-26, Parks and Open Spaces is slated to receive growth and inflation funding to help maintain 2022 service levels.

Park habitat restoration improves Calgary's ecological health and climate resilience. Due to capital funding constraints and no capital funding for this work in 2019-22, habitat restoration will only reach approximately 36 per cent of The City of Calgary's target to restore 20 per cent of open space by 2025. The proposed 2023-26 capital budget will help improve progress towards City of Calgary targets. Parks and Open Spaces plans to restore approximately 100 hectares of priority parks to improve climate adaptation, biodiversity, watershed health and more.

What we plan to do

Result for 2023-2026

Parks and Open Spaces will focus on maintaining Calgary's municipal park system through efficient operations, best practices, contributing to Council priorities and optimizing the benefits of a healthy and vibrant parks system for Calgarians and the environment.

How we are going to get there

Enhance the quality of life of Calgarians by providing safe, inclusive, vibrant and accessible parks and open spaces.

Support climate resilience, focusing on improving the health of the ecological network, through the development and implementation of Habitat Management Plans.

Assist and encourage commercial activities in City parks by continuing to improve processes for interested businesses and citizens who can enhance the park user experience.

Support downtown revitalization to increase community safety and enhance Calgarians' experiences in our downtown parks and open spaces by working with our partners, including public sector, private sector and non-government organizations.

Improve the sustainability and resiliency of Calgary's parks and open spaces system by updating the Parks Open Space Plan which is the overarching policy that governs use, provision and preservation of our municipal parks system.

Maintain community connections and Calgarians' wellness by providing year-round amenities and activities, including winter activities and new attractions as opportunities arise.

Celebrate Calgary's past and strengthen The City's commitment to Truth and Reconciliation by continuing to maintain and celebrate Calgary's historic and cultural landscapes.

To maintain Calgary's high-quality parks and open space system, Parks and Open Spaces will continue exploring new funding mechanisms and partnerships that can provide value and benefits for Calgarians.

Connect more Calgarians with their parks and open spaces system by developing and implementing a marketing and communications strategy to engage Calgarians on the value and benefits of using parks and accessing nature in the city.

Support continuous improvement of the service by exploring more data and technology options to improve decision making, sustainability and service delivery.

Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and wellbeing.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	70,504	-	71,953	-	76,161	-	78,683	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(51)	-	-	-	-	-	-	-
Internal Recoveries Changes	(613)	-	-	-	-	-	-	-
Inflation	376	-	572	-	685	-	613	-
Operating Impact of Previously Approved Capital	(9)	440	(206)	880	(293)	1,320	(184)	1,760
Operating Impact of New Capital (Incremental)	22	-	320	-	776	-	243	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,111	-	3,522	-	1,354	-	2,285	-
S&W Realignment Expenditure Offset	613							
Total net budget*	71,953	440	76,161	880	78,683	1,320	81,640	1,760

*The previous year's One-time Budget is not carried forward to the following year.

Operating Grants to Civic Partners ('000)

Civic Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Parks Foundation Calgary	193	201	208	216	223

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	85,162	84,479	440	84,919	88,687	880	89,567	91,209	1,320	92,529	94,166	1,760	95,926
Recoveries	(7,352)	(7,965)	-	(7,965)	(7,965)	-	(7,965)	(7,965)	-	(7,965)	(7,965)	-	(7,965)
Revenue	(4,510)	(4,561)	-	(4,561)	(4,561)	-	(4,561)	(4,561)	-	(4,561)	(4,561)	-	(4,561)
Net	73,300	71,953	440	72,393	76,161	880	77,041	78,683	1,320	80,003	81,640	1,760	83,400
Base	70,504												
One-time	2,796												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
420185	Park Infrastructure Lifecycle	6,519	6,783	4,514	4,583	-	22,399
425200	Habitat Restoration	2,200	2,200	2,200	2,080	-	8,680
Program(s)							
420300	Park Delivery 2 - Upgrade	2,000	8,360	7,500	7,500	-	25,360
420220	Park Delivery 1 - Development	11,140	11,000	10,500	5,700	-	38,340
419700	Parks Project Development Program	1,000	500	-	-	-	1,500
Projects(s)							
-							
Sub-Total (New Budget Requests)		22,859	28,843	24,714	19,863	-	96,279
Previously Approved Budget Remaining		31,689	10,000	18,900	-	-	60,589
Total Capital Investment		54,548	38,843	43,614	19,863	-	156,868

Explanation of capital budget requests

Annual Investment Program(s)

Activity 420185: Park Infrastructure Lifecycle

Replace or upgrade Parks infrastructure assets as they reach the end of their life. This includes playgrounds, sports fields, tennis courts, etc. Well-maintained parks improve Calgary's quality of life, making it an attractive place to live and thus encouraging economic activity.

Funding From: Municipal Sustainability Initiative (\$21,279 thousand) Pay-As-You-Go (\$261 thousand) Reserve for Future Capital (\$859 thousand)

Contributing Services: None

Operating Impact: None

Activity 425200: Habitat Restoration

Improving the ecological network supports Calgary's climate resilience, reputation and quality of life. Improving the ecological network supports Calgary's climate resilience, reputation and quality of life.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$8,680 thousand)

Contributing Services: Urban Forestry

Operating Impact: This request requires \$11 thousand base funding of operating costs starting in 2023, 2024, 2025 and 2026.

Program(s)

Activity 420300: Park Delivery 2 - Upgrade

Upgrade and redevelopment of existing parks. The timely implementation of completed park masterplans is critical to maximize project benefits for citizens.

Funding From: Capital Reserves (\$25,360 thousand)

Contributing Services: None

Operating Impact: This request requires \$97 thousand base funding of operating costs starting in 2024, \$466 thousand base funding of operating costs starting in 2025, and \$42 thousand base funding of operating costs starting in 2026.

Activity 420220: Park Delivery 1 - Development

Development and acquisition of new regional parks and major green spaces to provide new regional parks in areas of the city that is underserved. The timely implementation of completed park masterplans is critical to maximize project benefits for citizens.

Funding From: Capital Reserves (\$38,340 thousand)

Contributing Services: None

Operating Impact: This request requires \$2 thousand base funding of operating costs starting in 2023, \$6 thousand base funding of operating costs starting in 2024, 2025, and 2026.

Activity 419700: Parks Project Development Program

Optimize future investments by identifying service needs and gaps, potential collaborations and financial leveraging opportunities.

Funding From: Capital Reserves (\$1,500 thousand)

Contributing Services: None

Operating Impact: None

Recreation Opportunities

Led by: Director of Recreation & Social Programs

Description

Recreation Opportunities leads and invests in Calgary's publicly funded recreation sector, creating, planning and delivering spaces, programs, and services to help Calgarians thrive. We provide accessible and equitable recreation opportunities that improve quality of life, contribute to inclusive communities, and promote social, mental and physical wellbeing. We develop strategies to increase equitable access to year-round indoor and outdoor active living and play opportunities that meet the evolving and diverse needs of Calgarians.

Value and benefits

Our service supports social resilience, vitality and cohesion by bringing people together. Participation in recreation builds confidence, promotes a positive lifestyle and improves social, physical and mental health outcomes. Access to recreation opportunities helps build strong communities and influences citizen decisions on neighbourhood selection. Recreation creates a tourist destination and attracts business investment, diversifying the economy and increasing economic resilience. Without equitable access to recreation, Calgarians will lose the opportunity to gather, develop skills, and pursue active living. Recreation gives people places to thrive by removing barriers and closing gaps.

Customers

Recreation opportunities are available to Calgarians of all ages and skill levels with an emphasis on fostering accessibility and inclusion. Our primary customers are families with children, youth and equity-deserving groups, school boards and educational, sport, recreation, social and community organizations.

What we deliver

We create, plan and deliver spaces, programs and services, providing access to aquatic, fitness, ice, sport, day camps, golf, sailing, and certification opportunities. With partners, we create supportive and inclusive environments, developing physical and social literacies to support lifelong participation in recreation.

Partners

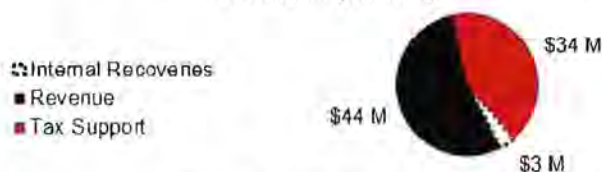
Our partners include recreation providers (e.g., Vivo, YMCA, MNP); community partners (e.g., McMahon Stadium, Calgary Outdoor Swimming Pools Association); social recreation groups (e.g., Calgary Minor Soccer Association); short-term project partners (e.g., Alberta Health Services, Sport for Life Society); and City of Calgary lines of service (e.g., Social Programs, Parks & Open Spaces).

4.2 million	visits to Recreation facilities in 2019
1 million	visits to Recreation facilities in 2021
93,000	total course hours run in 2019
14,000	total course hours run in 2021

Key assets

With our partners, we provide access to 34 arenas, 24 aquatic and fitness centres, 13 athletic parks, eight outdoor pools, seven golf courses, one sailing school, one soccer centre, and one velodrome.

Recreation Opportunities
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

The 2021 Citizen Satisfaction Survey indicates public recreation is important to Calgarians, with most respondents indicating they believe it is important for The City to provide recreation facilities (92 per cent) and programs (88 per cent). The 2021 Corporate Research on Service Lines showed Calgarians think The City should invest the same amount or more in recreation facilities (94 per cent) and programs (95 per cent). In the 2021 Calgary Recreation Customer Experience Survey, respondents indicated they believe The City provides good value for money (79 per cent), equal opportunities to participate (78 per cent), and access to quality products, services, and amenities (77 per cent). They believe benefits from recreation include better physical health (83 per cent), increased quality of life (78 per cent) and stronger sense of community (71 per cent).

What Council has directed

Recreation Opportunities directly supports Calgary's social resiliency. With a focus on equity, we work with our partners to build strong communities by providing recreation programs and places for people to connect and play, such as community hubs and the Mobile Adventure Playground. Investment in Calgary's publicly-funded recreation infrastructure has not kept pace with the needs and expectations of Calgarians. The Facilities Investment Plan was initiated to prioritize equitable investment in infrastructure needed to meet the year-round recreation needs of Calgarians. We are developing initiatives to respond to emerging sports (e.g., disc golf, racquet sports), rethinking the use of existing amenities and expanding winter and outdoor opportunities.

What we are watching

COVID-19. Customers are gradually returning to recreation after provincial health orders limited availability of amenities during the COVID-19 pandemic and shifted customer participation. Sector-wide staffing shortages affect our ability to meet demand.

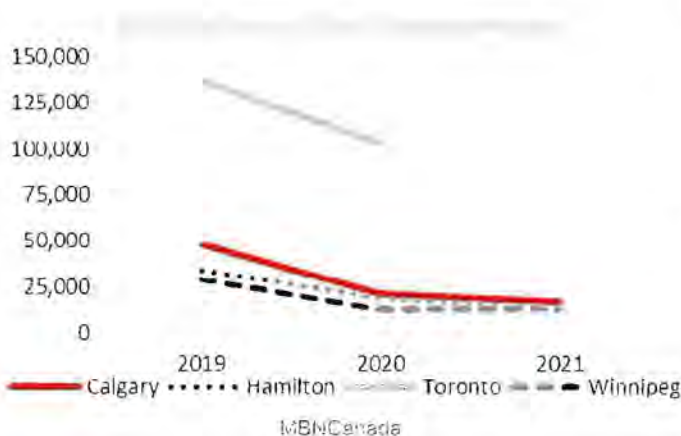
Demographic factors. Calgarians have changing expectations for equitable access to facilities and service delivery. Due to social and economic factors, some Calgarians experience barriers to recreation.

Infrastructure condition and capacity. Established communities are underserved with aging facilities approaching the end of their useful life. Poor condition and limited functionality mean the facilities are no longer meeting the public's expectations.

Economic factors. Calgary is experiencing a volatile economy, inflating costs for service delivery and access. More Calgarians are accessing Fee Assistance or may not be participating due to economic factors.

Comparing our service

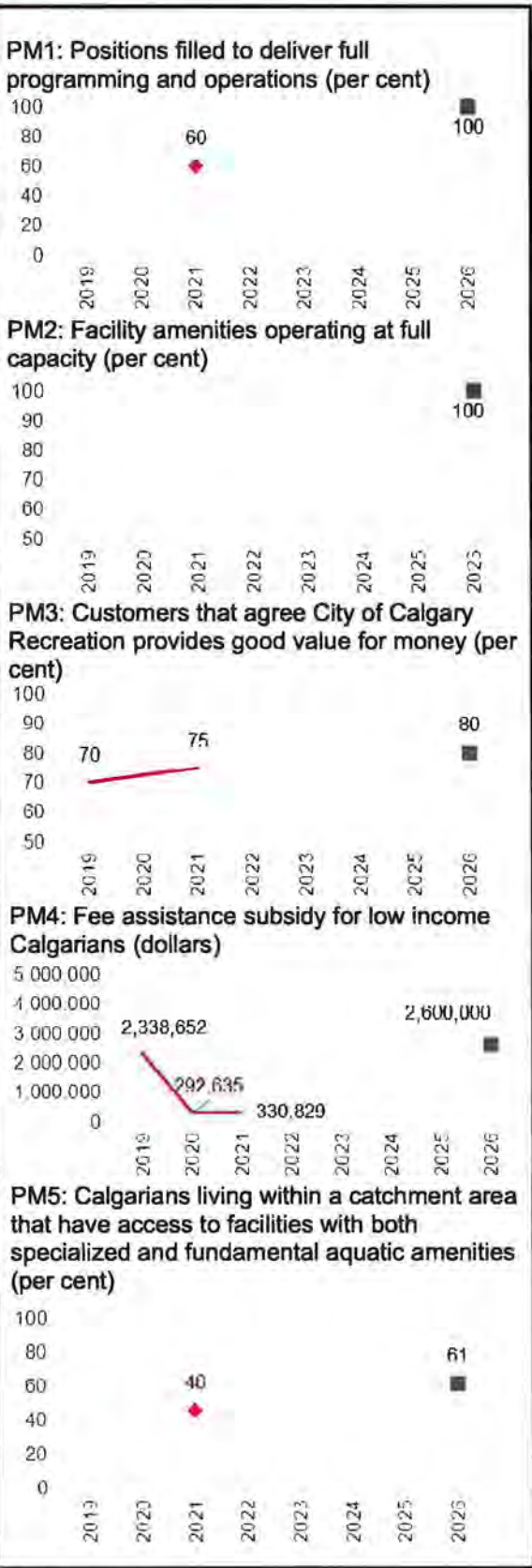
Facilities and amenities were either fully closed or open with restrictions in accordance with public health orders due to COVID-19. This resulted in significant decreases in the number of citizens served. Unlike other municipalities, Recreation Opportunities does not include participants from other business units, such as Parks & Open Spaces, or partners, such as the YMCA.



Measuring performance & where we want to go

For Council Approval

Actuals Expected Future Performance



Story behind the curve

Current staffing levels for summer programming and aquatic programs/services are at 40 and 65 per cent of pre-pandemic levels, respectively. These staffing levels allow us to offer only 20 per cent of summer day camps compared to previous years. Operating hours at some recreation facilities have been reduced. This is a new measure for 2023-2026.

The intermittent and prolonged closure of City-operated recreation facilities during the pandemic resulted in approximately 1,200 (or 90 per cent of) frontline staff being laid off, terminated and/or redeployed. A lack of returning frontline staff, low response rates to job postings, and higher-than-normal attrition in a competitive market has left a gap in our ability to provide Calgarians' expected level of facility access and programming. This is a new measure for 2023-2026.

Recreation Opportunities delivers programs, services and access to facilities for Calgarians of all income levels. Affordability is important, with over 50 per cent of respondents in the Service Value Dimensions Survey saying it is what they value most about Recreation Opportunities. The survey was not conducted in 2020 due to the COVID-19 pandemic.

Use of Fee Assistance has steadily increased since program inception in 1997, despite a decrease in program enrollment in 2020 and 2021 due to the COVID-19 pandemic. Recreation Opportunities will implement strategies to increase usage of Fee Assistance among those qualified through Fair Entry.

Newer aquatic and fitness facilities providing specialized amenities (e.g. water play features) and fundamental amenities (e.g. flatwater pools) are important community assets that enable Calgarians to connect with neighbours, and participate in physical activity, recreation, and leisure. These facilities provide an amenity mix desired by Calgarians and maximize cost recovery potential. The \$45 million modernization of MNP Community & Sport Centre will create a multi-purpose hub with specialized and fundamental leisure amenities that will fill a service gap in surrounding communities.

What we plan to do

Result for 2023-2026

We will focus on recovery from reduced service capacity during the pandemic. Returning to optimized operational levels will provide Calgarians with affordable and accessible opportunities for positive social, physical and mental health outcomes.

How we are going to get there

Offer full programming and operations by recruiting and retaining the required complement of staff to recover our workforce post-pandemic.

Return to full amenity and service hours to meet the recreational needs of Calgarians by stabilizing and recovering direct delivery of recreation opportunities post-pandemic.

Support Calgarians' ability to experience the benefits of recreation by providing a range of equitable and accessible recreation opportunities that encourage active daily living.

Deliver equitable and accessible recreation opportunities by stewarding the publicly funded recreation system to enable and support partners.

Provide sport leadership, sport partnership, sport opportunities and sport environments by progressing the Sport For Life Policy.

Better demonstrate the value of the publicly funded recreation system, through work with our partners to develop and report on performance measures.

Lead and invest in the future of Calgary's publicly funded recreation system by resourcing and prioritizing the GamePLAN and Facilities Investment Plan.

Optimize current service delivery through a strategic approach to pricing, product and service offerings, and policy to meet market demand.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	32,223		33,131		34,190		34,641	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	719	(239)		(239)		(239)		(239)
Internal Recoveries Changes	(280)	-	-	-	-	-	-	-
Inflation	289	-	393	-	451	-	414	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	(439)	-	-	-	-	-	-	-
Service Increases	619	892	666	639		639		639
Total net budget*	33,131	653	34,190	400	34,641	400	35,055	400

*The previous year's One-Time Budget is not carried forward to the following year.

Operating Grants to Civic and Community Partners (\$000s)

Civic Partner/ Community Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Lindsay Park Sports Society (MNP Community & Sport Centre)	1,426	1,483	1,536	1,593	1,649
Calgary Sport Council Society (Sport Calgary)**	472	743	508	527	545
Vecova Centre for Disability Services and Research (Vecova)	214	223	231	239	248
Calgary Outdoor Swimming Pools Association (COSPA)	590	613	635	659	682
McMahon Stadium Society	458	476	493	511	529
Calgary Rotary Challenger Park Society	280	291	302	313	324
Total Net Budget	3,439	3,829	3,705	3,842	3,977

**Note: The total net budget for Calgary Sport Council Society (Sport Calgary) includes one-time budget of \$253 thousand in 2023.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	80,340	79,023	892	79,915	80,082	639	80,721	80,533	639	81,172	80,947	639	81,586
Recoveries	(2,944)	(3,217)	-	(3,217)	(3,217)	-	(3,217)	(3,217)	-	(3,217)	(3,217)	-	(3,217)
Revenue	(43,868)	(42,675)	(239)	(42,914)	(42,675)	(239)	(42,914)	(42,675)	(239)	(42,914)	(42,675)	(239)	(42,914)
Net	33,529	33,131	653	33,784	34,190	400	34,590	34,641	400	35,041	35,055	400	35,455
Base	32,223												
One-Time	1,306												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
446551	Recreation Amenity Lifecycle	10,942	14,510	10,692	10,693	-	46,837
446552	Athletic Park Lifecycle	1,943	1,248	866	2,777	-	6,834
447923	Golf Course Lifecycle	830	1,057	942	646	-	3,475
Program(s)							
		-	-	-	-	-	-
Projects(s)							
446553	Ernest Manning AT Lifecycle	1,500	-	-	-	-	1,500
Sub-Total (New Budget Requests)		15,215	16,815	12,500	14,116	-	58,646
Previously Approved Budget Remaining		55,785	57,200	66,650	21,650	4,500	205,785
Total Capital Investment		71,000	74,015	79,150	35,766	4,500	264,431

Explanation of capital budget requests

Annual Investment Program(s)

Activity 446551: Recreation Amenity Lifecycle

Maintain and upgrade existing recreation facilities to meet evolving operational needs and align with client expectations. A scheduled facility service cycle program minimizes unplanned service disruptions and allows for the provision of expected levels of service.

Funding From: Municipal Sustainability Initiative (\$10,350 thousand) Lifecycle Maintenance & Upgrade Reserve (\$12,952 thousand) Pay-As-You-Go (\$7,415 thousand) Reserve for Future Capital (\$16,120 thousand)

Contributing Services: None

Operating Impact: None

Activity 446552: Athletic Park Lifecycle

Replace athletic park components at the end of their life such as irrigation, turf, lighting, fences, and backstops in fields, diamonds and tracks. This program addresses lifecycle needs of horizontal assets stewarded by Calgary Recreation, such as fields, baseball diamonds, and outdoor tracks.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$6,834 thousand)

Contributing Services: None

Operating Impact: None

Activity 447923: Golf Course Lifecycle

Lifecycle maintenance across all City-owned Golf courses. Includes replacement of non-building components such as irrigation, turf, and cart paths. Lifecycle requirements for golf course components are evaluated and prioritized based on criticality on continual basis resulting in this 4-year plan.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$3,475 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 446553: Ernest Manning AT Lifecycle

Lifecycle replacement of artificial turf at Ernest Manning Athletic Parks. An inspection and field evaluation report commissioned in 2021 suggested a 2-year turf replacement to maintain acceptable performance standards.

Funding From: Capital Reserves (\$1,500 thousand)

Contributing Services: None

Operating Impact: None

Public Safety and Bylaws



Bylaw Education & Compliance

Led by: Director of Emergency Management & Community Safety

Description

Bylaw Education & Compliance develops and maintains community standards in Calgary to promote healthy and safe communities and to help Calgarians live in harmony with their neighbours. Community peace officers provide bylaw education to achieve compliance and enforce municipal bylaws and provincial statutes in the interest of community safety.

Value and benefits

Our service fulfills the need for timely resolutions when Calgarians encounter issues or concerns with neighbours, communities and weather events. Bylaw Education & Compliance proactively addresses emerging concerns from Calgarians and prioritizes bylaw education to encourage compliance. Community peace officers actively enforce bylaws and seek to create resolutions between Calgarians to build safer communities.

Customers

Calgarians reporting a concern or benefitting from desirable and welcoming neighbourhoods, and businesses seeking compliance.

Partners

Calgary Alpha House Society, Safe Communities Opportunity and Resource Centre, the Calgary Drop-In Centre, and Calgary Food Bank; and Business Improvement Areas. Building Safety, Business Licensing, Community Strategies, Calgary Police Service, Fire & Emergency response, Parks & Open Spaces, Streets, Taxi, Limousine & Vehicles-for-Hire, and Wastewater Collection & Treatment.

What we deliver

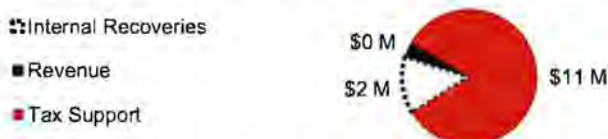
Bylaw Education & Compliance provides education and enforcement for 24 municipal bylaws and 11 provincial statutes. Examples include snow and ice removal, untidy and problem properties, weed control, noise violations and exemption permits, graffiti prevention and abatement; smoking, vaping and cannabis; and unacceptable behaviour in public spaces.

65,500	Service responses in 2021
84%	Calgarians supporting service investment
83%	Service calls initiated by Calgarians
4,500	Encampment responses in 2021

Key assets

Stephen Avenue and East Village Safety Hubs, Bylaw offices (Country Hills, Royal Vista, Centre City, Seton, Mid-sun, and Mayland Heights), P-25 radio systems, Motorola Customer Service Request system.

Bylaw Education and Compliance
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Calgarians indicated that Bylaw Education & Compliance continues to meet expectations for service delivery, identifying safety as a key value, followed by fairness and responsiveness. The 2021 Fall Quality of Life and Citizen Satisfaction Survey report indicated that:

- 84 per cent of Calgarians would like to see more or the same investment in service.
- 85 per cent of Calgarians are satisfied with Bylaw Education & Compliance services.
- 98 per cent of Calgarians feel snow removal is important to them.
- 78 per cent of Calgarians feel that bylaw services addressing noise complaints, firepits and weeds are important to them.

What Council has directed

We modernize government by leveraging technology to improve our response models to better serve Calgarians and to create efficiencies when working with other services. Community peace officers will gain increased response capacity by making data-driven decisions and automating enforcement documents. We are committed to strengthening relationships with Calgarians and advancing social equity by connecting populations experiencing vulnerabilities with supportive services and partnering agencies. To advance downtown revitalization, we maintain community standards that foster public safety on Transit and in the core. The Stephen Avenue and East Village Safety Hubs offer a centralized location for Police, Bylaw and Transit officers to increase visibility and enhance the sense of safety and security for Calgarians and businesses. Creating safe and connected communities positions Calgary as a vibrant and desirable place to host events and will attract visitors and investment.

What we are watching

Bylaw Education & Compliance continues to promote equitable access to service and will evolve with Calgary's increasingly diverse population. Community peace officers will continue to adapt to meet additional responsibilities presented by emerging needs in Calgary, including enforcement for public transit, encampments, street harassment and problem properties. We will continue to leverage technology to modernize response services and to improve access for Calgarians. The One City Record Management System will promote data sharing across the organization and improve internal coordination. The Office of the Solicitor General mandated new training requirements for the Peace Officer Program which are being implemented. We expect future legislative changes to influence how we deliver services and structure our workforce.

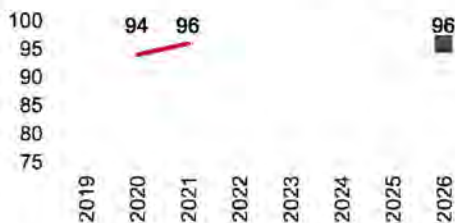


Comparing our service

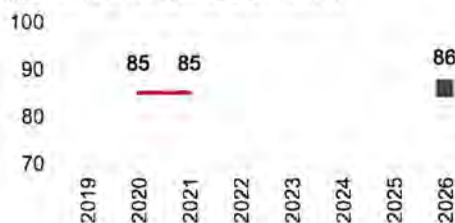
Compared against other municipalities in Canada, Calgary's compliance rate of 96 per cent is well above the MBNCanada national average of 82 per cent in 2021. A continued focus on delivering community engagement and awareness programs will promote high bylaw compliance rates as Calgary grows in size and diversity.

Actuals Expected Future Performance

PM1: Bylaw calls for service resolved through education and voluntary compliance (per cent)



PM2: Satisfaction with the job The City is doing providing Bylaw Education & Compliance service (per cent of Calgarians satisfied)



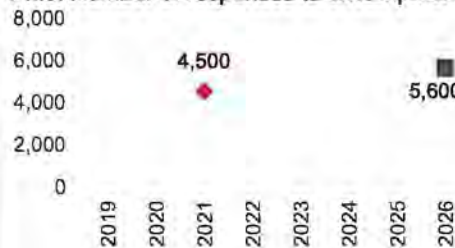
PM3: Average response time to priority one 3-1-1 calls by bylaw officers (hours)



PM4: Number of derelict or abandoned properties demolished or remediated



PM5: Number of responses to encampment sites



Story behind the curve

Offering education and awareness contributes to positive community outcomes and is an effective tool for improving overall service satisfaction for Calgarians. Our 2026 expected future performance to maintain the per cent of bylaw calls resolved through education and voluntary compliance will be achieved by increasing service efficiencies to enable greater capacity to provide education and community engagement to address trends.

Bylaw Education & Compliance has observed high rates of satisfaction which we will strive to maintain and improve by 2026. Calgarians have indicated that responsiveness, safety and fairness are key service priorities, which will be addressed by initiatives that increase collaboration with our partners and engagement within our communities. Efficiencies achieved through technology and modernization will enable greater capacity to respond to emerging local issues and meet the evolving needs of our communities in the interest of public safety.

Bylaw Education & Compliance has maintained responsiveness in a complex environment that has been challenged by emerging issues and trends that impact community safety. We will achieve our 2026 expected future performance by leveraging technology to implement more efficient and effective deployment strategies based on business and data intelligence. The One City Coordinated Record Management System will improve our service responsiveness and enable greater collaboration with our partners when responding to priority one 3-1-1 calls.

Problem properties create a significant negative impact on community safety, neighbourhood aesthetics, and quality of life for Calgarians. The 2026 expected future performance is set based on resource capacity within Bylaw Education & Compliance to develop and maintain an established response and monitoring program to address a broad spectrum of problem properties. Increasing resources dedicated to derelict or abandoned properties would enhance existing response efforts.

Encampment sites across Calgary require a coordinated response with our partners and support services to protect public safety and the unhoused community. The 2026 expected future performance was set based on an observed increase of encampment sites and greater coordination with the Partnership Agency Liaison Team, which uses a unique working model that focuses on creating positive working relationships and open communication channels with social agencies and businesses who work to support populations experiencing vulnerabilities in Calgary.

What we plan to do

Result for 2023-2026

We will support vulnerable and marginalized populations to improve public safety by implementing service improvements and collaborating with communities and our partners. This will help achieve positive outcomes for emerging community trends and to address safety in the downtown core.

How we are going to get there

Link populations experiencing vulnerabilities with partnering agencies and support services by evolving the front-line officer outreach model.

Address localized social disorder and improve safety in the downtown core by increasing community peace officer capacity.

Strengthen employee resiliency by delivering training and resources designed to improve officer safety and support mental and physical wellness.

Improve responsiveness to emerging local issues and citizen needs by leveraging new technology to modernize service delivery.

Address problem properties in Calgary by increasing capacity to develop and maintain an established coordinated response and monitoring program

Promote bylaw compliance and community safety by increasing community engagement efforts.

Improve citizen awareness on illegal dumping and temporary sign bylaws through targeted education, programming and increased enforcement practices.

Promote inclusive public engagement by strengthening relationships with Indigenous and Racialized communities and aligning enforcement practices with the Corporate Anti-Racism strategy.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	9,920	-	11,409	-	11,669	-	11,724	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	45	-	40	-	55	-	38	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,444	-	220	-	-	-	-	-
Total net budget*	11,409	-	11,669	-	11,724	-	11,762	-

*The previous year's One-time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	12,941	13,665	-	13,665	13,925	-	13,925	13,980	-	13,980	14,018	-	14,018
Recoveries	(1,770)	(1,770)	-	(1,770)	(1,770)	-	(1,770)	(1,770)	-	(1,770)	(1,770)	-	(1,770)
Revenue	(485)	(485)	-	(485)	(485)	-	(485)	(485)	-	(485)	(485)	-	(485)
Net	10,685	11,409	-	11,409	11,669	-	11,669	11,724	-	11,724	11,762	-	11,762
Base	9,920												
One-time	765												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
480407	Equipment Lifecycle-CVS	665	1,045	635	695	-	3,040
Program(s)							
480408	Technology Modernization-CVS	2,300	4,325	1,520	1,020	-	9,165
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		2,965	5,370	2,155	1,715	-	12,205
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		2,965	5,370	2,155	1,715	-	12,205

Explanation of capital budget requests

Annual Investment Program(s)

Activity 480407: Equipment Lifecycle-CVS

Lifecycle of equipment required for officers and back office support staff to perform duties and meet citizen service expectations. Technology generally doesn't show physical signs of quality depreciation over time. Being proactive with lifecycle mitigates failure while on duty.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$2,700 thousand) Capital Reserves (\$340 thousand)

Contributing Services: Business Licensing, Pet Ownership & Licensing, Taxi, Limousine, & Vehicles-for-hire, Public Transit

Operating Impact: None

Program(s)

Activity 480408: Technology Modernization-CVS

Modernization of existing and new systems. Enhanced information sharing, collaboration, and analytics capabilities across enforcement service lines. Service optimization by deploying and updating technologies. Supports solicitor general direction for employers of Community Peace Officers.

Funding From: Municipal Sustainability Initiative (\$8,095 thousand) Capital Reserves (\$1,070 thousand)

Contributing Services: Business Licensing, Pet Ownership & Licensing, Taxi, Limousine, & Vehicles-for-hire, Public Transit

Operating Impact: None

Calgary 9-1-1

Led by: Director of Emergency Management & Community Safety

Description

Calgary 9-1-1 connects Calgarians with the emergency services they require by evaluating and dispatching 9-1-1 and non-emergency calls from within Calgary and for client agencies located outside of the city. We coordinate with our partners to deliver accurate and timely information to first responders.

Value and benefits

Our service fulfills the need for Calgarians and visitors to have access to reliable 9-1-1 services that they depend on in their time of need. Prompt and professional response to emergency calls ensures delivery of critical support by first responders. We prioritize equitable access to emergency assistance to Calgarians, by offering support in 200 different languages. Effective coordination with our partners promotes efficient dispatch to emergency events that require multi-agency response. We further provide contracted service to 20 regional partners and nine rural fire departments outside of Calgary, including Rocky View County, the Municipal District of Big Horn, Kananaskis, Chestermere, Cochrane, Crossfield, the Tsuu T'ina Fire Department and the Canmore Fire Department.

Customers

Our customers include: Calgarians and visitors calling 9-1-1 for Police, Fire and EMS emergencies; Calgarians and visitors with non-emergency requests; first-responder agencies (Police, Fire and EMS); secondary response agencies including Bylaw Education & Compliance and Public Transit; 20 regional partners; and nine rural fire departments.

What we deliver

We deliver prompt response to 9-1-1 calls, handled professionally in alignment with industry standards. We meet call dispatch time targets and prioritize the communication of accurate and timely information to first responders. Strategic coordination with partnering agencies ensures that we respond to emergencies efficiently and effectively. Quality life-saving directions provided over the phone.

Partners

Our service relies on partnerships with: Alberta Health Services; regional partners; rural fire departments; The Royal Canadian Mounted Police; the 2-1-1 Distress Centre; and internal lines of service (Bylaw Education & Compliance, Calgary Police Service, Emergency Management & Business Continuity, Fire & Emergency Response, Pet Ownership & Licensing and Public Transit).

1 million	Calls answered in 2021
100%	Calgarians that consider 9-1-1 important
100%	Citizen support for service investment
20	Regional partners serviced

Key assets

Whitehorn Multi Service Centre; Secondary site at Emergency Operations Centre; IP telephone system; Computer Aided Dispatch systems for Fire and Police; and the Gateway link from Fire to Alberta Health Services.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Calgary 9-1-1 strategic actions are informed by ongoing engagement with Calgarians and our partners. Calgarians identified responsiveness and reliability as key service values, followed by safety and quality. Public education and awareness of when to call 9-1-1 compared to other services was also considered important. The 2021 Fall Quality of Life and Citizen Satisfaction survey indicated:

- 100 per cent of Calgarians want more or the same investment in service.
- 100 per cent of Calgarians consider 9-1-1 services important.
- 94 per cent are satisfied with Calgary 9-1-1 services.

What Council has directed

We promote social equity by contributing to a safe, vibrant and secure place to live for all Calgarians. We consistently work to improve accessibility, offering 200 different languages to assist Calgarians seeking emergency support. Collaborating with Calgary Police Service and the 2-1-1 Distress Centre offers care to callers and considers root causes to help identify alternative response options. Our service contributes to downtown revitalization with fast and reliable dispatch of emergency services to meet the needs of Calgarians, businesses and visitors in the core. Our commitment to modernize government is accomplished by investing in technology to optimize service delivery and support network enhancements that expand how Calgarians can communicate with Calgary 9-1-1. We continue to prioritize service improvements to ensure that we respond to the evolving needs of Calgarians and can deliver contracted 9-1-1 and Fire dispatch services to regional partners and rural fire departments.

What we are watching

Calgary's population is growing and becoming more diverse, which will influence call volume and complexity. Calgary 9-1-1 will continue to evolve with emerging needs and will manage how resources are deployed. Our service must undertake multiple strategic projects to advance the critical technology and infrastructure that supports emergency response. Continuing to advance the Unified Computer Aided Dispatch project will support digital recording and storage system upgrades and offer interoperability with Fire and the Calgary Police Service. Enabling these service improvements will be dependent on staff resiliency and capacity to learn and adapt to new emergency communications processes and protocols. The provincial decision to transfer EMS dispatch services to Alberta Health Services in 2021 will require that we continue to seek collaborative solutions to mitigate the impact on service delivery and coordinate multi-agency response in the interest of public safety.

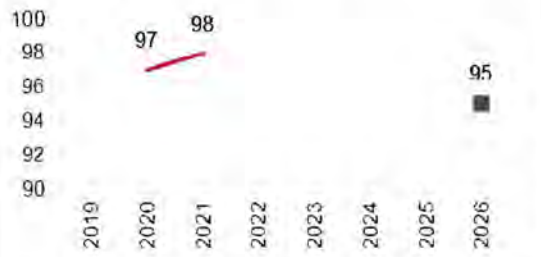
Comparing our service

Calgary 9-1-1 is not benchmarked against other municipalities as historical reporting measures are not widely shared across Public Safety Answering Points. A Police Dispatch Benchmarking Report in 2021 used qualitative indicators to highlight strong performance in categories of operations, technology and governance models that Calgary 9-1-1 strives to maintain and continuously improve. Opportunities to define a benchmarking process for the service will be explored over the next business cycle to create a consistent and comparable metric that can accurately reflect service delivery.

Actuals ■ Expected Future Performance

Story behind the curve

PM1: Initial 9-1-1 calls answered within 15 seconds (per cent)



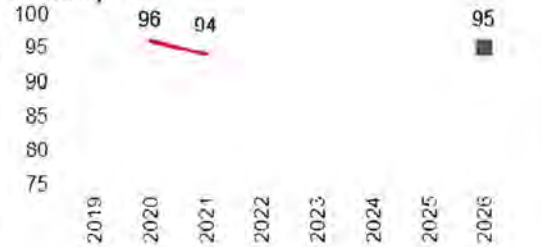
Expected future performance for 2026 is set based on the provincial 9-1-1 standard to answer 95 per cent of all 9-1-1 calls within 15 seconds. Historically we have met the provincial standard but will be challenged to maintain our rate of responsiveness with projected increases to call volume, complexity and duration that is increasing following declines during the COVID-19 pandemic. We will continue to maintain our performance through technology and process improvements, targeted recruitment, enhanced psychological staff supports and delivery of unified training for employees.

PM2: Police 9-1-1 calls answered within 15 seconds (per cent)



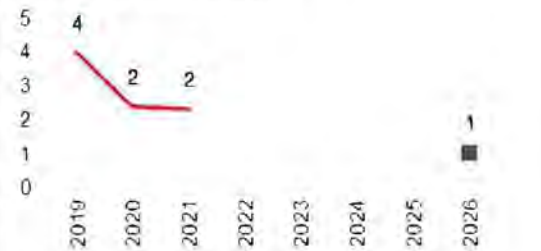
Expected future performance for 2026 is set based on the Provincial 9-1-1 standard to answer 95 per cent of Police 9-1-1 calls within 15 seconds. We do not currently meet the standard due to staffing constraints along with increasing service demands. We seek to meet the standard through technology and process improvements, targeted recruitment, enhanced psychological staff supports and delivery of unified training for employees.

PM3: Satisfaction with the job The City is doing in providing 9-1-1 services (per cent of Calgarians satisfied)



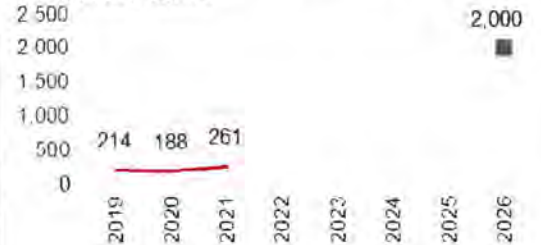
Timely and efficient response to Calgarians in their time of need has a significant influence on rates of citizen satisfaction with service delivery. Calgary's demographics are diverse and becoming more complex, but technology and service improvements will enhance how Calgarians connect with Calgary 9-1-1, effectively reducing call transfers and wait times. We anticipate increasing demand for service which will require modernization of our service delivery model to improve our grade of service and will enable Calgary 9-1-1 to engage with Calgarians and connect them with the right resources.

PM4: Average answer time for Police non-emergency calls (minutes)



We strive to offer timely and efficient response to Calgarians with non-urgent Police concerns. In recent years we have observed a lower volume of Police non-emergency calls due to the COVID-19 pandemic, which are now rising to pre-pandemic levels. Expected future performance in 2026 is set based on expectations to implement technology and process improvements, targeted recruitment, enhanced psychological staff supports and delivery of unified training for employees.

PM5: Number of emergency call transfers to the 2-1-1 Distress Centre



Collaborating with the 2-1-1 Distress Centre offers care to callers and considers root causes to help identify alternative crisis response options for non-criminal and non-emergency issues. Improved training and collaboration will enhance evaluation and identification of circumstances where callers will benefit from being connected to the right resource and service. We project that by 2026 we can increase the number of emergency call transfers to the 2-1-1 Distress Centre through implementation of a long-term call diversion strategy that connects callers with social support services.

What we plan to do

Result for 2023-2026

We will deliver reliable and resilient service through coordinated emergency response and improved interoperability. We will leverage technology and promote a healthy workplace to optimize service delivery and meet evolving citizen expectations.

How we are going to get there

Improve emergency response coordination and reduce 9-1-1 processing times by unifying Police and Fire incident management systems.

Enable ongoing adoption of the emerging capabilities of modern communication networks by deploying Next Generation 9-1-1 infrastructure.

Meet emerging and evolving expectations of Calgarians through ongoing staff training and development on systems and service changes.

Improve the caller experience by optimizing the Calgary 9-1-1 service delivery model and reducing call transfers.

Ensure resilience and continuity of 9-1-1 operations through proactive risk-based planning and mitigation for emerging and evolving threats.

Promote employee resilience, retention and a healthy work environment by strengthening psychological health and safety supports.

Improve interoperability with partnering agencies, regional municipalities and First Nations.

Better serve populations experiencing vulnerabilities by strengthening community partnerships and engagement.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Budget	32,973	-	34,331	-	36,453	-	38,009	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(1,100)	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	33	-	80	-	91	-	84	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	2,425	-	2,042	-	1,465	-	1,806	-
Total net budget*	34,331	-	36,453	-	38,009	-	39,899	-

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	45,712	47,535	-	47,535	49,657	-	49,657	51,213	-	51,213	53,103	-	53,103
Recoveries	(995)	(995)	-	(995)	(995)	-	(995)	(995)	-	(995)	(995)	-	(995)
Revenue	(11,109)	(12,209)	-	(12,209)	(12,209)	-	(12,209)	(12,209)	-	(12,209)	(12,209)	-	(12,209)
Net	33,608	34,331	-	34,331	36,453	-	36,453	38,009	-	38,009	39,899	-	39,899
Base	32,973												
One-Time	636												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
440007	911 Critical Infrastructure	750	850	3,650	4,000	-	9,250
Program(s)							
440016	911 Facility Upgrades	400	1,400	2,200	400	-	4,400
440009	NG911 Infrastructure	7,800	14,300	8,800	6,700	-	37,600
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		8,950	16,550	14,650	11,100	-	51,250
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		8,950	16,550	14,650	11,100	-	51,250

Explanation of capital budget requests

Annual Investment Program(s)

Activity 440007: 911 Critical Infrastructure

The replacement of aging equipment to reduce incidents/risk of failure and improve ability to respond to and dispatch calls for Calgary 911. To ensure continuous service to citizens and adhere to provincial standards, Calgary 911 must manage critical infrastructure needs closely.

Funding From: Municipal Sustainability Initiative (\$9,250 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 440016: 911 Facility Upgrades

Facility and workstation upgrades at the Calgary 911 secondary site (EOC) to meet the needs of a 24/7 operation, as described by AB 911 Standards. The EOC is not optimized for staff working 12hrs in a 24/7 operation. Upgrades are needed to ensure long-term resilience of the centre.

Funding From: Municipal Sustainability Initiative (\$4,400 thousand)

Contributing Services: None

Operating Impact: None

Activity 440009: NG911 Infrastructure

Infrastructure to support the transition to the Next Generation 911 network and subsequent features and upgrades required to support the NG911 platform. Significant upgrades are needed for NG911. Regulated provincially and federally, NG911 is a requirement for all 911 centres.

Funding From: Municipal Sustainability Initiative (\$16,000 thousand), Capital Reserves (\$17,600 thousand), Pay-As-You-Go (\$4,000 thousand)

Contributing Services: None

Operating Impact: None

Emergency Management & Business Continuity

Led by: Director of Emergency Management & Community Safety

Description

Emergency Management & Business Continuity is legislated to assess preparedness for and recovery from emergencies, disasters, and business disruptions. We help Calgary withstand emergencies by coordinating efforts of the Calgary Emergency Management Agency (Agency), which includes The City, businesses, non-profit groups and government agencies. We educate on disaster risk, create preparedness networks, develop risk reduction strategies, and deliver emergency social services. Business continuity planning enables delivery of essential services during and after an emergency. Regional and national disaster response support is provided through Canada Task Force 2, Alberta's disaster response team.

Value and benefits

Services provided by Emergency Management & Business Continuity ensure that Calgarians, City services, and partners are informed about, prepared for and resilient to emergencies, disasters, and business disruptions. Calgary is situated in a high-risk region for severe weather, and both climate change and population growth are anticipated to increase the exposure of people, property and economic activity to hazards. We strengthen resilience by understanding, mitigating, and raising awareness of disaster risk. We empower Calgarians to engage in preparedness activities at home, work, and in their communities. When disasters occur, we meet the needs of those impacted by providing emergency social services and other supports. Following an event, coordination of response and recovery efforts reduce losses and enable Calgarians, businesses and our partners to return to their routines faster.

Customers

We serve Calgarians and visitors to Calgary; Agency members and their partners; all internal business units in the organization; Calgary businesses that are the cornerstone of a healthy and vibrant economy; and other jurisdictions in Alberta and Canada that may require support during an emergency.

Partners

Our service relies on partnerships with over 60 organizations that collectively form the Agency, allowing us to meet the needs of those impacted by a disaster. We partner with all City business units, government agencies, critical infrastructure operators and organizations within the utility, education, transportation, non-profit and private sectors.

What we deliver

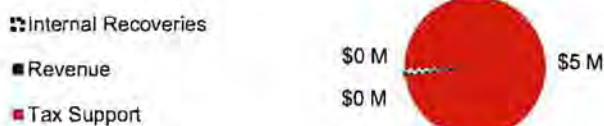
We deliver education, training, emergency planning, communications, risk analysis, and disaster risk management to our partners and customers. Response and recovery priorities are set through collective decision making, as seen in response to events including the 2013 floods, extreme weather, and COVID-19. Business continuity promotes resilience, enabling consistent delivery of critical services.

\$538 million	Average insured losses per year for the last 10 years
+200%	Average annual loss decade-over-decade
65	Assessed hazards posing risk to Calgary
81	Business continuity coordinators

Key assets

Emergency Operations Centre; Calgary Emergency Management Agency Mobile Command Centre; Back-up Emergency Operations Centre; Canada Task Force 2 assets; Disaster response equipment and supplies; Disaster and emergency response technology and infrastructure.

Emergency Management and Business Continuity
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Calgarians identified prevention, risk reduction, and connectivity as key service values, followed by resiliency and legislative compliance in the 2022 Service Value Dimensions survey. Calgarians and Agency members have rated Emergency Management & Business Continuity high in importance and satisfaction:

- 98 per cent of Calgarians indicated that the service is very or somewhat important and 90 per cent are satisfied with service delivery (2021 Spring Pulse Survey).
- Disaster planning and response was identified as a primary strength among City services in the 2021 Fall Citizen Satisfaction survey.
- The 2021 Agency Member survey indicated that 98 per cent of Agency members are satisfied with the Agency's leadership in emergency management.

What Council has directed

We support Council's strategic direction by advancing economic, social and climate resilience. We promote social equity through our commitment to strengthen community emergency preparedness, fostering connections among neighbours, increasing the capacity of at-risk populations and ensuring Calgarians can access emergency supports. We support the Resilient Calgary and Climate Resilience strategies to ensure we are prepared for shocks and stresses that may impact our city. We contribute to land use and local area planning process review and decision-making to help build complete communities that are resilient to the impacts of disasters. Leadership on Canada Task Force 2 and demonstration of our disaster response and business continuity strategies promote our global reputation and highlight Calgary as a stable and attractive place to make investment or start a business. Collaborating with municipal, provincial, and federal agencies enables our efforts to modernize government.

What we are watching

In recent years, Calgary experienced the convergence of multiple hazardous events: severe weather, poor air quality, and the COVID-19 pandemic. Increased municipal disaster management responsibilities and the impact of climate change on disaster frequency and severity will require investment in mitigation to reduce financial impacts on local authorities. Understanding that historical assessment of risk does not fully account for emerging events caused by climate extremes or interconnected global commerce, we continuously evolve our approach to emergency management. We monitor Calgary's population and the increased diversification of our demographics to inform strategic shifts in how to engage and support Calgarians. Technology presents a risk, as an increasing number of people, devices, and critical services are interconnected to virtual networks with dependencies on one another. Technological innovation will influence how we respond to emergencies and communicate critical information.

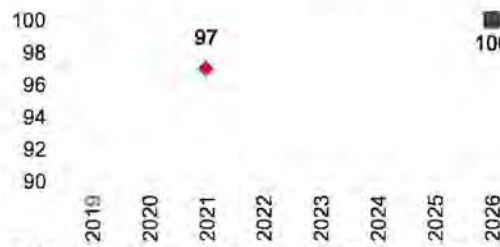
Comparing our service

Emergency Management & Business Continuity is not benchmarked against other municipalities as historical reporting measures are not widely shared across municipalities. Opportunities to define a benchmarking process for the service will be explored over the next business cycle to create a consistent and comparable metric that can accurately reflect service delivery.

Actuals Expected Future Performance

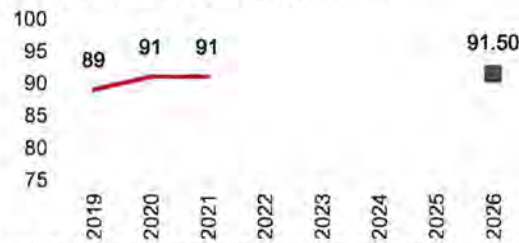
Story behind the curve

PM1: City services that are compliant with corporate business continuity policy (per cent)



This measures our role in coordinating corporate business continuity planning activities. The expected future performance value was set to align with compliance to the Business Continuity Planning administrative policy. We are focused on maintaining 100 per cent compliance with required policy and will continue to evolve the supporting business continuity tools and framework.

PM2: Participants who completed emergency preparedness programming who feel more prepared for emergencies (per cent)



This measures our role in preparing the community for emergencies. The future expected performance value was set based on historic baseline data established during the 2019-2022 One Calgary business cycle. Research indicates that focusing on increasing capacity (awareness, knowledge, attitude, and skills) of Calgarians and our partners can positively contribute to changes in self-protective behaviour, practice, and performance. We are focused on maintaining our high standard and continuing to expand access to our programming.

PM3: Agency members who feel confident in their ability to fill their role if called to the Emergency Operations Centre (per cent)



This measures our role in preparing Agency members for their responsibilities in the Municipal Emergency Plan. The future expected performance value was set based on a survey of Agency members conducted in 2021. The corporate realignment has had a downstream impact to our Agency membership, resulting in an increased demand for onboarding new members. We expect to reach the expected value by 2024. Initial focus is on onboarding new members as soon as possible and maintaining members' abilities through regular training and exercises.

PM4: Agency members who are satisfied in the leadership provided to the Calgary Emergency Management Agency (per cent)



This measures our success in carrying out our legislated role in coordinating and providing strategic direction to the Agency. The expected future performance value was set based on a survey of Agency members conducted in 2021. Our focus will be to maintain our high standard by providing leadership and support to Agency members through continued engagement, collaboration, and partnership opportunities.

PM5: Agency members who are confident in their understanding of local disaster risks (per cent)



This measures our role in educating and raising awareness of local hazards. This future expected performance value was set based on a survey of Agency members conducted in 2021. Focus will be on maintaining our high standard by continuing to evolve risk analysis, assessment, and education practices to meet or exceed industry benchmarks.

What we plan to do

Result for 2023-2026

We will strengthen resilience and response to hazards and threats by collaborating with Agency members and communities to reduce disaster risk. Implementing strategies that proactively manage risk will advance the practice of emergency management in Canada.

How we are going to get there

Increase awareness and understanding of local hazards within the Agency, City services, and our communities by assessing, analyzing and communicating disaster risk.

Increase the capacity of the community to prepare for emergencies by providing emergency preparedness awareness, education and training.

Strengthen disaster risk governance and risk reduction practices within municipal plans, policies, and strategies by collaborating with Agency members, partners, and customers to reduce disaster risk through prevention and mitigation.

Increase the capacity of Canada Task Force 2 Disaster Response Team to support local and regional disaster response and recovery by delivering funding, training, exercises, and equipment to ensure alignment with international standards and maintain a continual state of readiness.

Increase the capacity of the Agency to support local and regional disaster response and recovery by delivering emergency exercises, plans, resources, and training to maintain a continual state of readiness.

Increase the capacity of Emergency Social Services to provide social supports to Calgarians during an emergency by delivering exercises, plans, resources, and training to maintain a continual state of readiness.

Increase the capacity of City services, critical infrastructure operators, and Agency members to continue operations during emergencies and business disruptions by delivering business continuity services that increase operational resiliency.

Reduce the impact of major emergencies, planned events and service disruptions by coordinating corporate and Agency response and recovery activities.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	4,732		4,891		4,972		4,972	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	9	-	31	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	150	11,625	50	-	-	-	-	-
Total net budget	4,891	11,625	4,972	-	4,972	-	4,972	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	4,817	4,976	11,625	16,601	5,057	-	5,057	5,057	-	5,057	5,057	-	5,057
Recoveries	(85)	(85)	-	(85)	(85)	-	(85)	(85)	-	(85)	(85)	-	(85)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	4,732	4,891	11,625	16,516	4,972	-	4,972	4,972	-	4,972	4,972	-	4,972

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
480453	Canada Task Force 2	688	688	688	688	-	2,752
480450	Equipment Lifecycle - EM	90	230	205	240	-	765
480452	Disaster Preparedness	450	450	650	950	-	2,500
Program(s)							
		-	-	-	-	-	-
Projects(s)							
480451	Technology Modernization - EM	30	50	70	150	-	300
Sub-Total (New Budget Requests)		1,258	1,418	1,613	2,028	-	6,317
Previously Approved Budget Remaining		285	-	-	-	-	285
Total Capital Investment		1,543	1,418	1,613	2,028	-	6,602

Explanation of capital budget requests

Annual Investment Program(s)

Activity 480453: Canada Task Force 2

Ongoing investment in CAN-TF2, an all-hazards response to large scale events within the City of Calgary and neighboring communities. This funding will leverage the full financial commitment from the Federal government, contributing to climate, economic, and social resilience.

Funding From: Municipal Sustainability Initiative (\$688 thousand) Other Federal Grants (\$2,064 thousand)

Contributing Services: None

Operating Impact: None

Activity 480450: Equipment Lifecycle - EM

Equipment Lifecycle for Emergency Management including audiovisual, furniture, health & wellness spaces, and miscellaneous small to medium equipment. To remain effective in response to large scale emergencies and corporate crises, equipment and critical infrastructure must be maintained.

Funding From: Municipal Sustainability Initiative (\$765 thousand)

Contributing Services: None

Operating Impact: None

Activity 480452: Disaster Preparedness

Preparedness with the necessary materials and training to overcome the social, economic, and climate impacts of major disasters and events. Effectiveness of emergency response and recovery is directly and highly correlated to our preparedness for these events.

Funding From: Municipal Sustainability Initiative (\$2,500 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 480451: Technology Modernization - EM

Maintenance of existing technical critical infrastructure as well as advancements to allow for modernization of technology for emergency management. The modernization and maintenance of technology supports and enables effective service to Calgarians and within the Corporation.

Funding From: Pay-As-You-Go (\$300 thousand)

Contributing Services: None

Operating Impact: This request requires \$9 thousand base funding of operating costs starting in 2023, and \$31 thousand base funding of operating costs starting in 2024.

Fire & Emergency Response

Led by: Chief of Calgary Fire Department

Description

Supported by 42 fire stations and 1,328 firefighters, Fire & Emergency Response provides life-saving emergency assistance to Calgarians and visitors across 848 square kilometres. This includes responding to over 70,000 fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues including water rescues, and calls for public service assistance annually. The service also supports Fire Safety Education and Fire Inspection & Enforcement by helping to deliver community risk reduction programs like general fire prevention education and Fire Safety Reports.

Value and benefits

Fire & Emergency Response provides essential emergency response services to fire, rescue and critical medical incidents. This service protects lives and prevents and reduces damage to property and the environment. Ensuring life safety and property and environmental protection contributes to a more resilient economy and resilient and safe communities for all Calgarians. Since insurance rates are determined by the level of municipal fire protection and water supply, Fire & Emergency Response also improves insurance evaluations which benefits citizens and the economy.

Customers

Customers of the service include individuals who are facing injury or an imminent threat to their life, major property damage or loss, or are in need of emergency or related non-emergency public services.

What we deliver

The service provides life safety and fire protection services at emergency incidents. This includes basic life support, fire suppression, specialized technical rescues including rope/high-angle, aquatic, heavy/structural, confined space, and hazardous materials response, large-scale emergency response and a wide range of related, non-emergency public services and community engagement.

Partners

Fire & Emergency Response works closely with other City services including Fire Inspection & Enforcement, Fire Safety Education, Police Services, Emergency Management & Business Continuity, Calgary 9-1-1, Water Treatment & Supply, and external partners including Alberta Health Services, Alberta Emergency Management Agency, public utilities and neighbouring municipalities.

70,645	Number of emergency calls in 2021
57%	Increase in fires since 2019
20%	Increase in critical medicals since 2019
\$42 million	Estimated dollar loss from fire in 2021

Key assets

Critical assets for service delivery include 160 emergency response vehicles, 42 stations, a vehicle repair facility, Fire Headquarters and the Fire Training Academy. The service also relies on specialized personal protective equipment, communication equipment, and firefighting tools and equipment.

Fire and Emergency Response
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

According to customer research in 2021 and 2022, 100 per cent of Calgarians consider Fire & Emergency Response to be an important service and 96 per cent are satisfied with the service they receive. Calgarians value safe and resilient communities and 98 per cent support maintaining or increasing current investment levels for the service. The majority of Calgarians who had contact with the Fire Department said that they most valued a prompt response to emergency calls and said it was important that the service remains ready to respond with the right equipment, staffed by competent, polite and caring people. Ninety-two per cent of Calgarians agree that the Calgary Fire Department should be resourced to keep pace with the development and growth of the city – now and in the future. This indicates broad support for adequate funding to maintain service levels as the city grows.

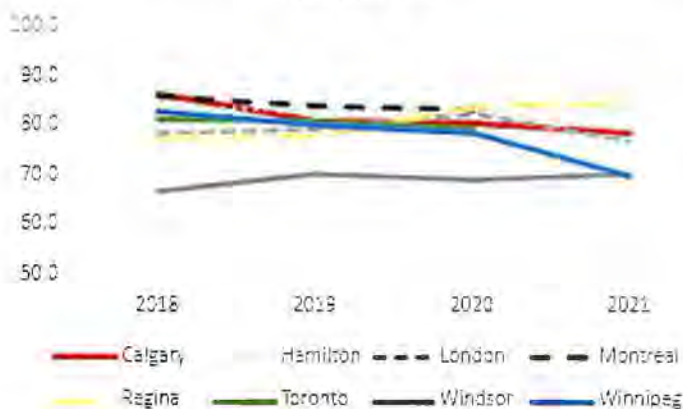
What Council has directed

Fire & Emergency Response contributes to Council's foundation of a resilient city. The service plays a significant role in building strong communities that are economically, socially and environmentally resilient. Emergency response time targets for the service were approved by Council and reaffirmed in 2018 through the Service Level and Response Time Targets report. Fire & Emergency Response continues to experience significant challenges in meeting these targets, particularly in the assembly of essential firefighting resources at serious and escalating fires. In July 2022 the service responded to a Council Notice of Motion to provide resource requirements and costs to meet NFPA 1710 standards. The service is also working to improve social equity in Calgary by advancing initiatives that promote an equitable, anti-racist, diverse, and inclusive service that reflects all Calgarians in its composition and is able to maintain strong trust and ties with the community.

What we are watching

Fires today spread faster, burn hotter, cause more damage to property, and pose a higher risk to firefighters and Calgarians due, in part, to changes in building design and construction. The Fire Department monitors emergency response performance, advancements in technology and automation, community risk levels, vertical and greenfield growth, new construction types, population growth, demographics, and new incident types. Emergency calls are increasing each year for fires, motor vehicle collisions, and medical calls, placing a strain on existing resources. The service is also analyzing the impacts of deteriorating service from Emergency Medical Services on service levels. There is a gap between current performance and the long-term targets approved by Council and a larger gap to meet industry best practice benchmarks for emergency response. The service's top risks are completing legislated training and competency requirements and balancing staffing levels to maintain service levels.

Percent of Emergency Responses that meet NFPA 1710 Standards for Total Response Time

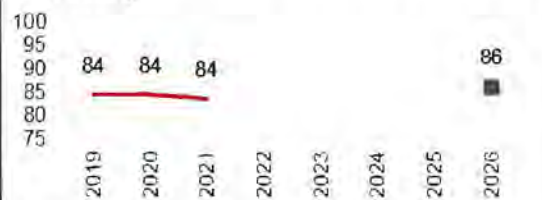


Comparing our service

The graph compares response time performance for the arrival of the first unit at all priority emergencies across municipalities. Total response time is defined as the time taken from notification of the responding station to arrival of the first unit at the incident. In 2021, Calgary's performance was on par with the median for first-in unit arrival at emergencies. It is important to note that the service still faces challenges in assembling an effective response force at serious incidents which is a strong indicator of positive outcomes at life threatening and escalating emergencies.

Actuals ■ Expected Future Performance

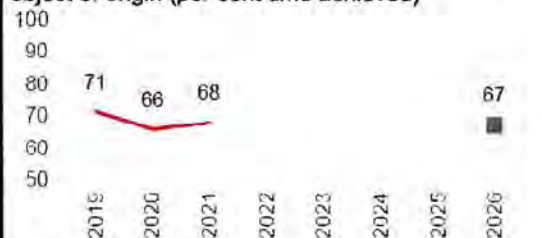
PM1: First-in engine emergency responses within seven minutes to fire incidents (per cent time target is achieved)



PM2: Arrival of two engines, one aerial unit and a minimum of 12 firefighters within 11 minutes at serious and escalating fires (per cent time target is achieved)



PM3: Flame spread limited to within the room or object of origin (per cent time achieved)



PM4: First-in unit emergency responses within six minutes thirty seconds at critical medical incidents (per cent time target is achieved)



PM5: Number of Calgarians engaged in fire prevention and life safety education by firefighters



Story behind the curve

The percentage of first-in engine emergency responses within 7 minutes is an industry standard measure which indicates the efficiency of emergency response and is a leading indicator of positive outcomes at emergency incidents. While pandemic conditions like decreased road congestion and higher staffing levels due to lower vacation utilization and sick leave contributed to an improvement in response performance, these impacts are evaporating as recovery continues. Future performance reflects improvement strategies that will include technology solutions and apparatus deployment decisions.

Over the past few years the service observed a significant increase in the number of structure fires. The timely assembly of essential firefighting resources at serious and escalating incidents is essential to minimizing losses and ensuring a higher probability of positive outcomes. The expected future performance value reflects persistent challenges facing the service in this area as well as a commitment to exploring different options for improvement during the 2023-2026 cycle.

Flame spread is one way of measuring the effectiveness and impact of timely action by firefighting resources at fires. The expected future performance value was set in alignment with expectations for improvements to response time performance while also considering factors outside the service's control, including building materials, construction type and structural design. While these may impact future performance expectations, improvements to response time performance and resource availability should make it achievable by 2026.

The long-term response target for critical medical incidents is a reflection of best practice emergency medical response that will minimize losses to life safety. During the previous cycle, Fire & Emergency Response observed a marked increase in demand for critical medical response which is expected to continue to challenge service delivery. The service's ability to meet the future expected performance value is contingent upon maintaining adequate availability of frontline resources in alignment with service demand.

Face-to-face interaction with the public has been suspended since March 2020 due to the pandemic response and recovery. The expected future performance value reflects the need to make a concerted effort to re-establish delivery of this service offering while working to implement an engagement strategy that is more resilient to disruptions. The Calgary Fire Department recognizes that the best strategy for fighting fires is education that can prevent them from occurring and is investigating options to re-engage at the community level, including virtual education and outreach beginning in 2023.

What we plan to do

Result for 2023-2026

We will improve service levels for Calgarians by focusing on response times, preparing for new and emerging incident types, and facing the challenge of increasing frequency and severity of incidents while evolving the fire service to meet the demands of the 21st century.

How we are going to get there

Improve emergency response and outcomes at serious fires by decreasing the time needed to assemble essential firefighting resources (two engines, one aerial, and a minimum of 12 firefighters) within 11 minutes at the incident. The service will focus on increasing the number of aerial units deployed across the city and the number of firefighters staffing those units.

Maintain service levels by ensuring adequate staffing levels to balance operational demands including emergency response, community risk reduction initiatives, training and wellness.

Foster an equitable, diverse and inclusive workplace that understands and represents the community served and where staff feel valued and experience a sense of belonging. The service will expand learning opportunities for, and remove barriers to, equity, diversity, inclusion and belonging, explore more equitable recruitment, selection and promotion processes, implement recommendations from The City's Anti-Racism Program, and practice Trauma Informed Leadership.

Improve employee health, wellbeing and resilience by expanding mental health and psychological supports, reducing stigma in the workplace and culture and continuing to support medical health and physical wellbeing.

Enhance service efficiency and effectiveness by leveraging new and emerging firefighting equipment and technology.

Mitigate the environmental impact of fire service delivery by assessing the feasibility of alternative fuel sources to power the heavy fleet while continuing to explore emerging firefighting technology and equipment to mitigate environmental impacts.

Maintain the standard of service delivery by improving processes for frontline firefighters to maintain and enhance the necessary skills and competencies to perform their roles effectively and meet legislated Occupational Health and Safety requirements.

Mitigate risks related to the Green Line project, including construction accidents like tunnel collapses, and the potential for service impacts due to road closures and traffic pattern changes. These risks are new ground for the service and require working with service partners to determine emergency response needs, impacts from construction work, response protocols, training requirements and specialized equipment needs.

Align the expansion of fire service delivery with community growth and development and meet the needs of Calgarians by ensuring that capital assets and infrastructure are timely, adequate, and well-maintained.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	241,937		245,113		251,274		267,781	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		2,700		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	449	-	163	-	267	-	136	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	7,600	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	2,727	-	5,998	-	8,640	-	7,440	-
Total net budget*	245,113	2,700	251,274	-	267,781	-	275,357	-

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget At April 30	2023			2024			2025			2026		
		Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	248,104	250,181	3,085	253,266	256,342	385	256,727	272,849	385	273,234	280,425	-	280,425
Recoveries	(1,705)	(1,705)	-	(1,705)	(1,705)	-	(1,705)	(1,705)	-	(1,705)	(1,705)	-	(1,705)
Revenue	(3,748)	(3,363)	(385)	(3,748)	(3,363)	(385)	(3,748)	(3,363)	(385)	(3,748)	(3,363)	-	(3,363)
Net	242,651	245,113	2,700	247,813	251,274	-	251,274	267,781	-	267,781	275,357	-	275,357
Base	241,937												
One-Time	714												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
413020	CFD Heavy Fleet Lifecycle	8,525	8,865	6,865	4,245	-	28,500
411950	Fire Facilities Service Line Sustainment	266	266	265	265	-	1,062
480500	CFD Communications Technology Lifecycle	450	300	500	4,000	-	5,250
413000	CFD Light Fleet	1,350	350	400	200	-	2,300
412799	CFD Application Software Lifecycle	500	500	500	200	-	1,700
413040	CFD Equipment Lifecycle	250	-	-	-	-	250
413080	CFD Protective Equipment	1,525	1,525	1,525	1,525	-	6,100
Program(s)							
480507	New Fire Stations	1,000	4,500	10,000	7,000	-	22,500
Projects(s)							
480502	Privacy and Accessibility Project for Fire Stations	469	469	469	469	-	1,876
480509	CFD Green Line Support	2,355	855	505	505	-	4,220
Sub-Total (New Budget Requests)		16,690	17,630	21,029	18,409	-	73,758
Previously Approved Budget Remaining		34,308	30,745	6,000	-	-	71,053
Total Capital Investment		50,998	48,375	27,029	18,409	-	144,811

Explanation of capital budget requests

Annual Investment Program(s)

Activity 413020: CFD Heavy Fleet Lifecycle

Lifecycling of CFD heavy fleet such as engines, aerials and haz-mat vehicles. Replacing fire apparatus in line with established guidelines ensure that firefighters have reliable and necessary apparatus to perform their duties.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$28,500 thousand)

Contributing Services: None

Operating Impact: None

Activity 411950: Fire Facilities Service Line Sustainment

Items for CFD facilities that are outside of the FM facilities agreement. To ensure that ongoing Fire service line needs are met, critical assets are being requested for life cycling such as fences and security items.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$1,062 thousand)

Contributing Services: None

Operating Impact: None

Activity 480500: CFD Communications Technology Lifecycle

Lifecycling of CFD's communication technology such as radio's and in-cab communications. Life-cycling CFD assets such as fire station alerting and radio systems along with in-cab communications ensure critical continuity of services.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$5,250 thousand)

Contributing Services: None

Operating Impact: None

Activity 413000: CFD Light Fleet

Lifecycling of CFD light fleet that have reached the end of their life. Replacing front line support vehicles will ensure that front line support staff have reliable vehicles to perform their duties.

Funding From: Pay-As-You-Go (\$2,300 thousand)

Contributing Services: None

Operating Impact: None

Activity 412799: CFD Application Software Lifecycle

CFD relies heavily on functioning software, updates and existing lifecycle renewals will enable improved usability, functionality and analysis. Reliable technology is necessary to meet emergency response requirements for patient records, data reporting and mobile dispatch services.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$1,700 thousand)

Contributing Services: None

Operating Impact: None

Activity 413040: CFD Equipment Lifecycle

Lifecycle equipment project addresses CFD Capital equipment replacements. Emergency response equipment at the end of its life must be replaced to enable effective and safe service delivery.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$250 thousand)

Contributing Services: None

Operating Impact: None

Activity 413080: CFD Protective Equipment

This lifecycle project addresses personal protective equipment replacements for firefighters. Ensures employee health, safety and wellbeing while performing duties.

Funding From: Capital Reserves (\$6,100 thousand)

Contributing Services: None

Operating Impact: None

Program(s)**Activity 480507: New Fire Stations**

The purchase of land for permanent stations in Livingston and Belmont stations and the development of Fire Stations in South Shepard (temp), Haskayne (temp) and Belmont ensure that there is effective emergency response delivery to new and growing communities.

Funding From: Municipal Sustainability Initiative (\$4,000 thousand) Developer & Other Contributions (\$18,500 thousand)

Contributing Services: None

Operating Impact: This request requires \$7,600 thousand base funding of operating costs starting in 2025.

Projects(s)**Activity 480502: Privacy and Accessibility Project for Fire Stations**

This renovation project will renovate stations to ensure single use wash/shower rooms for privacy. Ensures that facilities are inclusive and address health and safety as well as efficiency issues.

Funding From: Pay-As-You-Go (\$1,876 thousand)

Contributing Services: None

Operating Impact: None

Activity 480509: CFD Green Line Support

Investment in equipment and training is required to ensure safety of CFD personnel responding to specialized incidents during Green Line construction. The service requires specialty rail and tunnel rescue apparatus and associated training to respond effectively to Green Line incidents.

Funding From: Pay-As-You-Go (\$4,220 thousand)

Contributing Services: None

Operating Impact: None

Fire Inspection & Enforcement

Led by: Chief of Calgary Fire Department

Description

Fire Inspection & Enforcement provides fire inspections of commercial, industrial, and multi-family residential occupancies, fire code consultations, and technical services to enhance public safety, ensure compliance with legislation, minimize fire-related risks, and protect lives, property and the environment. All fires are investigated in accordance with the Safety Codes Act to identify trends and advocate for code changes and product recalls to support community risk reduction efforts.

Value and benefits

Fire permit approvals, occupancy limits and compliance inspections ensure the National Fire Code (Alberta Edition) requirements are met and adhered to for the safety of people and protection of property. Regular fire inspections help owners ensure that buildings stay compliant and help reduce risks to owners, occupants and the general public. This also applies to public venues including bars, nightclubs and locations hosting special events, as well as rental housing units. Identifying and correcting potential fire-related issues in buildings and businesses ensures that life safety systems are operational which improves positive outcomes in the event of an emergency. The service also ensures that Fire Safety Plans are completed by building owners and operators which provides first responders with vital information to help plan effective responses in case of an emergency.

Customers

Customers of the service include members of the public who visit and occupy residential, commercial and industrial buildings and spaces, as well as the building and business owners, building managers, staff, special event organizers and attendees, and any citizens who report fire-related safety concerns.

What we deliver

The service delivers fire inspections, permits, fire warden training, flammable tank inspections, special event inspections, inspections for major events, safety inspections for multi-family residential buildings, fire safety plan reviews, and responds to reported fire safety concerns and complaints. The service also enforces the Safety Codes Act and investigates the origin and cause of fires.

Partners

Fire Inspection & Enforcement partners with other City services including Building Safety, Business Licensing, Police Services, Citizen Information & Services, Fire & Emergency Response and Fire Safety Education. External partners include Alberta Safety Codes Council, Alberta Health Services, Office of the Fire Commissioner and related service providers on community risk reduction initiatives.

14,000+	Inspections completed in 2021
30%	Inspections with violations identified
835	Fire investigations in 2021
TBC	City-wide average risk level

Key assets
Not Applicable.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

According to customer research from 2021 and 2022, 95 per cent of Calgarians rated Fire Inspection & Enforcement as being important with 94 per cent stating they are satisfied with the service. According to Calgarians, the most important elements of the service are ensuring that occupancies comply with safety codes and standards, reducing risks for multi-family occupancies and businesses, and ensuring the safety of Calgarians. Safe buildings and public spaces are important to Calgarians, and they feel the service should help to reduce the chance of fires and other life safety incidents from occurring both inside and beyond their homes and property. Finally, 83 per cent of Calgarians agree that buildings rated as a high risk for fire should be inspected annually, which aligns with the transition to a risk-based model for inspections.

What Council has directed

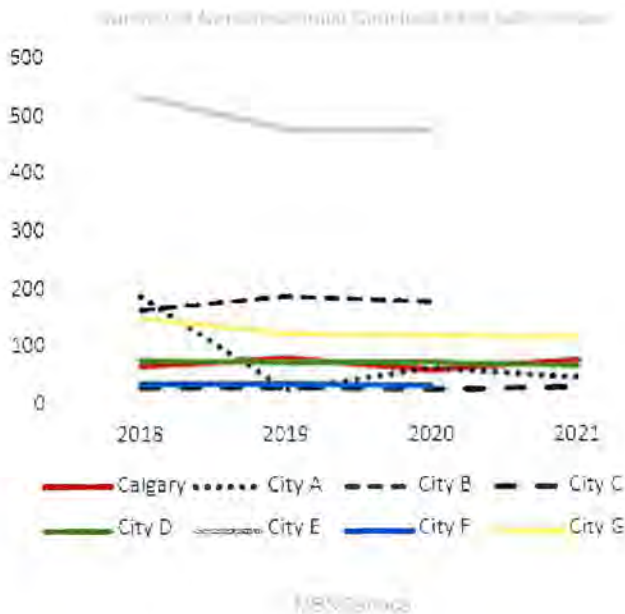
Fire Inspection & Enforcement contributes towards Calgary's economic and social resilience by helping to reduce risk levels and build safe, vibrant communities where Calgarians can live, work and play. The service supports local businesses by ensuring they are compliant with safety codes which promotes safe, accessible and inclusive neighbourhoods and public spaces. Fire Inspection & Enforcement services also play a role in the Downtown Revitalization initiative through inspection and permit services, ensuring compliance with safety codes, and ensuring that events and large gatherings are safe.

What we are watching

Fire Inspection & Enforcement is watching several trends and risks across Calgary. These include fires in buildings, code compliance and community risk levels. Risk is increasing due to several factors including reduced maintenance on building life safety systems following the economic downturn and the pandemic, the increased vacancy rate, aging infrastructure, fire-prone business activities, and careless behaviours that increase the risk of fires (i.e. careless cooking and smoking). Harmonization of Provincial codes with the National Fire and Building Codes is anticipated to increase the workload for the service.

Comparing our service

The chart presents the number of structure fires with an estimated dollar loss amount greater than \$1 across comparator municipalities. While urban form and densification and the degree of risk, such as fire spread, age and type of building stock, type of occupancy, hazardous materials, etc. associated with these varying forms can have an impact on the comparability of results, it is also an indicator of the impact of Fire Inspection & Enforcement services in the community. In 2021, the number of non-residential structure fires with losses in Calgary was above the median value.



Actuals ■ Expanded Future Performance

PM1: Number of fire safety inspections performed by Inspectors



PM2: 3-1-1 Customer Service Requests completed on time (per cent)



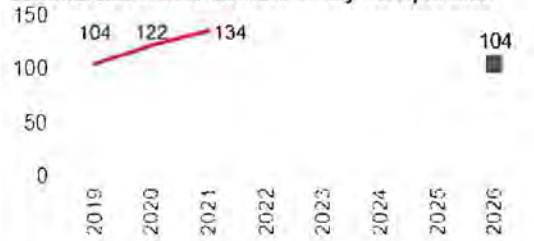
PM3: Reduction in fire risk level for inspectable properties citywide (per cent)



PM4: Re-inspection ratio (per cent)



PM5: Number of structure fires in commercial/Industrial/multi-family occupancies



Story behind the curve

The Fire Department’s fire prevention and inspection activities have been a significant contributor to the reduction in the number of fire incidences in buildings that are to be inspected by a fire safety codes officer. The capacity to complete more inspections and proactively reduce risks depends on resource availability, occupancy types and complexity of compliance issues. As the business environment recovers from the pandemic and economic downturn, the service expects an increase in demand for inspection and enforcement activities.

The on-time completion rate for request and complaint inspections received through 3-1-1 is an indicator of efficient and effective service performance and a precursor to high customer satisfaction. Although resources will be strained by demand and the expansion of the new risk-based inspections program, the goal is to maintain high customer satisfaction while expanding to provide more proactive fire prevention services.

The implementation of a permanent risk-based inspections program is a major milestone in proactively managing fire risk in the city. The overall risk level in the city is expected to decrease at a faster rate as the service allocates more resources to proactively target higher risk occupancies in Calgary. This new measure is an indicator of both service efficiency and effectiveness and will demonstrate the value of the risk-based inspection program.

A downward trend in re-inspection ratio demonstrates the effectiveness of the service in identifying code violations and working with business owners to achieve compliance. The ability to reach expected future performance depends on the complexity of issues identified at inspectable properties. With the expansion of risk-based inspections, the service could face challenges in achieving the future value in the near term since higher-risk buildings have more complex compliance issues which can be more challenging to resolve after a single inspection.

Over the past few years the service observed an upward trend in the number of structure fires at inspectable properties (commercial, industrial, and multi-family occupancies), particularly in multi-family occupancies. The increase in residential fires in inspectable occupancies is likely due to COVID-19 impacts, including stay-at-home orders, which shift risks away from commercial settings towards private residences. The expected future performance value reflects a need to reverse this trend through prevention initiatives, including inspections and enforcement.

What we plan to do

Result for 2023-2026

We will focus on community risk reduction and maintaining the safety and resiliency of Calgary's businesses, events and communities by working with Calgarians to ensure compliance with life safety codes through education, inspections, investigations and enforcement.

How we are going to get there

Support safe public spaces and events through ongoing fire inspections, education and compliance monitoring while implementing a proactive risk-based inspections model to deliver targeted inspections for higher risk occupancies.

Ensure that the city continues to grow and develop safely by providing plans review, technical services support and planning for new communities, occupancies and commercial operations.

Strengthen the sustainability of the service by investigating and recommending a funding model that supports the full breadth of services provided.

Improve service levels for Calgarians by optimizing workforce capacity to align with service demand and workloads.

Reduce community risks and enhance public safety and socioeconomic resilience by providing investigation services to identify fire trends and drive code changes, education efforts and product recalls.

Enhance fire prevention, loss reduction and safety codes compliance by maintaining staffing levels to support attendance of fire investigators at all fires according to the Safety Codes Act.

Fulfill The City's commitment to the Province under the Quality Management Plan (QMP) to ensure compliance of buildings and businesses with the Safety Codes Act for the safety of Calgarians.

Support emergency response enhancements, safety education and fire prevention initiatives by improving the collection, quality, and analysis of incident data.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	6,835		7,388		7,588		7,610	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	13	-	20	-	22	-	20	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	540	-	180	-	-	-	-	-
Total net budget*	7,388	-	7,588	-	7,610	-	7,630	-

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	10,039	10,492	-	10,492	10,692	-	10,692	10,714	-	10,714	10,734	-	10,734
Recoveries	(63)	(63)	-	(63)	(63)	-	(63)	(63)	-	(63)	(63)	-	(63)
Revenue	(3,041)	(3,041)	-	(3,041)	(3,041)	-	(3,041)	(3,041)	-	(3,041)	(3,041)	-	(3,041)
Net	6,935	7,388	-	7,388	7,588	-	7,588	7,610	-	7,610	7,630	-	7,630
Base	6,835												
One-Time	100												

* Note: Figures may not add up due to rounding.

Fire Safety Education

Led by: Chief of Calgary Fire Department

Description

Fire Safety Education provides fire prevention and life safety education to reduce community risk levels, including risks to Calgarians, property and the environment. The service develops and delivers educational programs and materials tailored to address specific risks to diverse populations experiencing vulnerabilities that may put them at greater risk of harm from fire and related emergencies. The service also develops programming and training to assist firefighters with general outreach including school fire drills, home safety visits and fire station tours. The service is responsible for the Fire Department's public engagement programs to improve community safety and resiliency.

Value and benefits

Emergency calls are trending upward in Calgary. Fire Safety Education works to develop and deliver programs and services that directly impact the frequency and severity of injuries and losses at emergency incidents. The service also provides specialized programs for diverse communities and populations experiencing vulnerabilities to reduce risks and improve positive outcomes in an emergency. Finally, proactive community risk reduction efforts, including fire and life safety education, are essential to preventing emergencies and alleviating demand for emergency response services; the most effective way to deal with an emergency is to prevent it from happening.

Customers

Fire Safety Education delivers services to all Calgarians and visitors to Calgary, including businesses, institutions, and internal staff. The service focuses on diverse communities and populations experiencing vulnerabilities, including new Canadians, school-age children, seniors, lower-income households, and people with disabilities.

Partners

Fire Safety Education's internal partners include Fire Inspection & Enforcement, Fire & Emergency Response, Police Services, Calgary 9-1-1, Bylaw Education & Compliance, Recreation Opportunities and Neighbourhood Support. Externally, the service works with a network that includes immigration and social service agencies, seniors' institutions, community outreach groups, schools, and businesses.

What we deliver

Fire Safety Education develops and delivers fire and life safety awareness programs and training seminars to diverse communities and populations experiencing vulnerabilities. The service also provides firefighters with the skills and knowledge to deliver community education like school fire drills, station tours and the home safety program.

38,000	Contacts with Calgarians experiencing vulnerabilities
57%	Increase in fires since 2019
1 in 40	Calgarians engaged in safety education
12%	Communities exceeding risk threshold

Key assets

Not Applicable.



Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

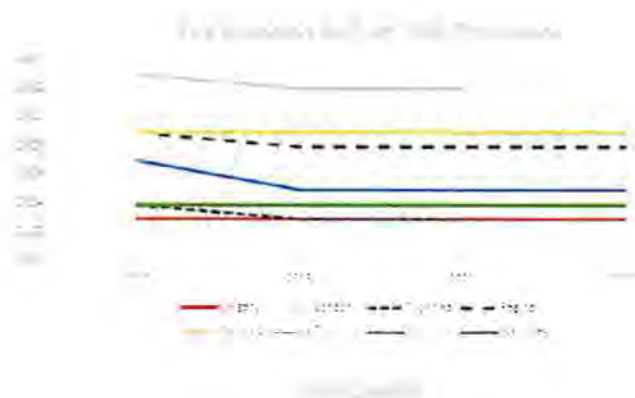
According to customer research conducted in 2021 and 2022, 94 per cent of Calgarians rate Fire Safety Education as an important service and 89 per cent of Calgarians are satisfied with the service they receive. Calgarians said it was most important that Fire Safety Education helps reduce the chance of fires and life safety emergencies and provides them with information so they are aware of fire and life safety risks that may affect them. The service was unable to engage as many people directly during the pandemic due to public health restrictions which could explain why satisfaction is lower than previous years. Moving forward, the service is working to deliver a more resilient digital/physical hybrid service model capable of reaching more Calgarians.

What Council has directed

Fire Safety Education helps build economic and social resilience by reducing the frequency and severity of fires which could have significant impacts on local businesses and communities. The service supports strong, vibrant and safe communities where all Calgarians can thrive. Fire Safety Education engages directly with diverse communities and populations experiencing vulnerabilities in Calgary and ensures that critical fire and life safety education is equitable and accessible for everyone. The service also works with a network of community partners, including social services agencies and cultural awareness organizations, to strengthen relationships with Calgarians and meet the needs of their communities.

What we are watching

Fire Safety Education monitors several trends to understand the unique needs of different communities in Calgary. The number of emergency incidents occurring annually continues to rise. The number of residential fires and critical medical incidents is trending upward, and population demographics suggest a need to address risks for groups experiencing a higher degree of vulnerabilities. The service will continue to monitor and identify emerging groups at higher risk of poor safety outcomes at emergencies to inform service delivery. Fire safety preparedness is more important now than ever before as fires in new construction homes burn faster, hotter and produce more toxic smoke due to design factors, construction materials and contents. This has serious safety implications for Calgarians and firefighters. As more services become available on digital and virtual platforms, Fire Safety Education is exploring new ways to reach Calgarians.

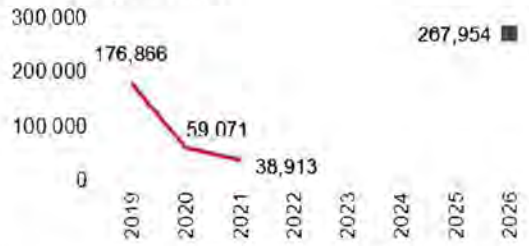


Comparing our service

This chart provides comparative data between municipalities for the budgeted number of fully dedicated Fire Education staff. The number of staff per 1,000 population is an indicator of the effective reach of the service and the capacity of the service to meet the needs of the public. In 2021, the number of Fire Education staff per 1,000 population remained below the median value of 0.005.

Actuals ■ Expected Future Performance

PM1: Number of Calgarians contacted annually about fire prevention and life safety through non-emergency initiatives



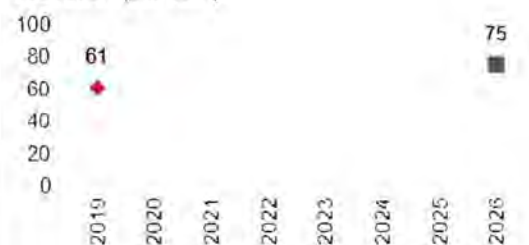
PM2: Number of Calgarians experiencing vulnerabilities that receive fire safety education



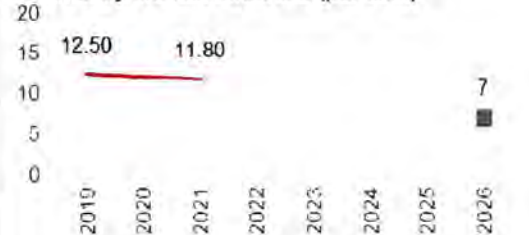
PM3: Calgarians that believe they are prepared and have a plan to deal with a fire emergency (per cent)



PM4: Contacts who feel safer and better equipped with fire and life safety information after receiving education (per cent)



PM5: Communities in Calgary exceeding the community fire risk threshold (per cent)



Story behind the curve

Historically, the service performance measures have not accounted for digital outreach to Calgarians. The transition to virtual platforms in 2021 to mitigate impacts of the pandemic has unlocked new ways for the service to expand its reach. Based on preliminary data, the service expects that with adequate resourcing, a digital hybrid service delivery model has the potential to reach more Calgarians from more communities than the previous model.

Current staffing levels in Fire Safety Education do not align with the critical role of fire prevention and life safety education. As risk profiles evolve in our communities, there is increasing pressures to expand the reach of, and content delivered by, the service. The service will leverage community partnerships, technology solutions, and frontline resources to deliver general fire safety education in communities allowing Community Safety Officers to focus on delivering more targeted education to populations experiencing vulnerabilities including seniors, new Canadians, and children.

This measure provides an indication of the overall reach and efficacy of fire safety education programs by demonstrating the impact they have on the entire population. The service intends to increase awareness of fire safety and establish an upward trend in the number of Calgarians discussing fire safety at home.

This measure will demonstrate the effectiveness of service delivery by assessing the impact of fire safety education received by Calgarians on their confidence in dealing with an emergency incident. The service will work with partners to help Calgarians adopt safer and more responsible fire and life safety behaviours while focusing on developing engagement opportunities through digital channels. Fire Safety Education is developing a revised data agenda and plan to enhance the reliability of monitoring and reporting outcome focused measures for 2023-2026.

Community risk factors vary across the city and contribute to differences in both the need for Fire Safety Education services and the type of programming required. This measure will provide information on where to focus resources and targeted programming to reduce residential fire and life safety risks. The measure also provides insight on how well Fire Safety Education services are being delivered and the impact it is having on communities.

What we plan to do

Result for 2023-2026

We will reestablish pre-pandemic programming and community engagement levels while expanding in-person and virtual service offerings through a new hybrid service model. The service will also continue to deliver tailored safety education for Calgarians experiencing vulnerabilities.

How we are going to get there

Reduce the risk of property loss, injury and death due to fire for people impacted by socioeconomic inequity. The service will achieve this by continuing to develop and provide targeted fire and life safety education to Calgarians experiencing vulnerabilities.

Build stronger and safer communities by ensuring Fire Operations staff receive adequate education and training to improve the delivery of quality general fire safety education.

Reestablish pre-pandemic community engagement efforts, life safety education programs and other suspended service offerings while developing new modes of delivering education and programs that leverage emerging technologies.

Improve the inclusivity, impact and reach of fire safety education programs by continuing to develop and expand the virtual and in-person hybrid service delivery model.

Enhance targeted community risk reduction programs by developing risk assessments using a community lens combined with fire station district boundaries to better align educational outreach for specific risks.

Improve the identification of community risks and development of specific risk reduction strategies by collaborating with service partners to leverage their knowledge of Calgary's diverse communities when completing annual updates to community risk assessments.

Strengthen the sustainability of Fire Safety Education services by developing and maintaining relationships with sponsors and community partners.

Incorporate social equity outcomes and cultural responsiveness in service design and delivery by deepening the understanding of key barriers, risks and opportunities when engaging populations experiencing vulnerabilities in Calgary.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	1,189		1,189		1,189		1,189	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	-	-	-	-	-	-	-
Total net budget	1,189	-	1,189	-	1,189	-	1,189	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	1,189	1,189	-	1,189	1,189	-	1,189	1,189	-	1,189	1,189	-	1,189
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	1,189	1,189	-	1,189	1,189	-	1,189	1,189	-	1,189	1,189	-	1,189

* Note: Figures may not add up due to rounding.

Pet Ownership & Licensing

Led by: Director of Emergency Management & Community Safety

Description

Pet Ownership & Licensing provides citizen education on responsible pet ownership and regulates owners under the Responsible Pet Ownership Bylaw. Animal care services are offered to ensure the health and well-being of recovered animals until they can be reunited with their owners or adopted into new homes.

Value and benefits

Our service creates clear expectations for pet owners through the Responsible Pet Ownership Bylaw. Licensing for cats and dogs ensures that community peace officers, shelter staff and volunteers can successfully reunite lost pets with their owners. Recovered animals that are not claimed undergo socialization and spaying or neutering to create positive outcomes through pet adoption. The No-Cost Spay and Neuter program is available to qualified low-income pet owners as part of the Fair Entry program, supporting bylaw compliance by reducing unwanted litters of animals. Community peace officers seek to create resolutions for Calgarians and to promote public safety by responding to animal complaints or concerns.

Customers

Calgarians seeking pet licences; Calgarians with lost animals; Calgarians reporting animal concerns; No-Cost Spay and Neuter program participants; Fair Entry Program participants; Safe-Keeping program participants seeking temporary care and housing for pets; Fire & Emergency Response; and Calgary Police Service seeking assistance with animal related calls.

Partners

We partner with animal welfare organizations, including the Calgary Humane Society, Alberta Animal Rescue Crew Society, Parachutes for Pets, and the Make Each One Wanted (MEOW) Foundation. We also collaborate with other internal lines of service (Parks & Open Spaces, Police Services, Bylaw Education & Compliance), and the University of Calgary Veterinary Medical Program.

What we deliver

We deliver pet licensing services and respond to citizen concerns involving animal incidents or emergencies. Community peace officers and volunteers promote Responsible Pet Ownership Bylaw compliance. Shelter services ensure the well-being of recovered animals until they are reunited or adopted into new homes. No-Cost spay and neuter services for stray animals and Fair Entry program participants.

80%	Recovered dogs returned to owner (2021)
127,000	Pet licences issued in 2021
2,970	Animals admitted to the shelter in 2021
16,290	Bylaw calls for service in 2021

Key assets

Animal Services Centre and the on-site Veterinarian Clinic; Chameleon records system; Customer Service Request system, and Animal Licensing Payment Online (ALPO) system.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Calgarians report a high level of satisfaction with the service, identifying prevention, responsiveness, and safety as key values. Engagement recognized that offering programs to increase education and awareness on responsible pet ownership was important to promote safety. The 2021 Fall Citizen Satisfaction report identified that:

- 78 per cent of Calgarians indicated that the service is somewhat or very important.
- 93 per cent of Calgarians are satisfied with the job Pet Ownership & Licensing is doing in providing for animal control and licensing services.
- 87 per cent of Calgarians want more or the same investment in the service.

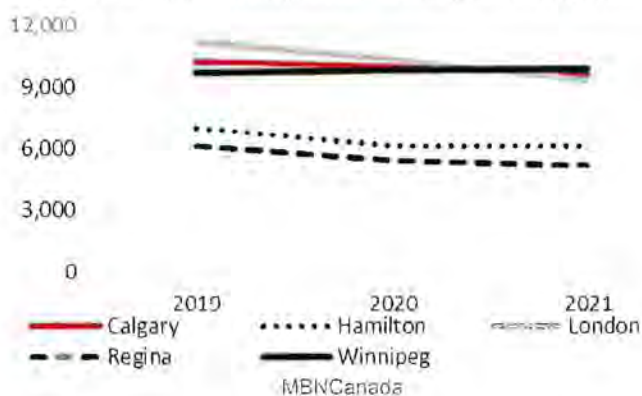
What Council has directed

We support Council's strategic direction by advancing economic, social and climate resilience. We modernize government by leveraging technology to find operational efficiencies and to improve access to virtual customer services. We enable Calgarians to purchase a pet licence and gain information about bylaw compliance and shelter services online. Community peace officers and volunteers provide education on recent Responsible Pet Ownership Bylaw changes that have aligned the needs of Calgarians with effective compliance and education in response to new trends in animal care and ownership. Understanding the need for climate resiliency, we work to reduce emissions by utilizing hybrid fleets and are exploring the effectiveness of electric vehicles in service delivery. Social equity is advanced by offering Fair Entry program participants access to no-cost spay and neuter services, and by partnering with local agencies to support vulnerable populations with pets.

What we are watching

Calgary's demographics are becoming more complex and diverse, which will require long-term strategic shifts in how we connect with Calgarians and pet owners. We will continue to build awareness of the benefits and value of pet licensing in the interest of community safety and animal health and well-being. Changes to the Responsible Pet Ownership Bylaw will require effective engagement with communities and we will rely on volunteers to deliver education on initiatives including Livestock Emotional Support Animals and urban agriculture. Our service continues to respond to Calgarians expecting fast and efficient access to virtual services. This will require increased employee training to support implementation of technological upgrades and modernization of service delivery. The Office of the Solicitor General mandated new training requirements for the Peace Officer Program, and we expect future legislative change to influence how we deliver services and structure our workforce.

Number of animal licences/registrations/issues per 100,000 population



Comparing our service

Calgary ranks high among municipalities in Canada, issuing 9,607 animal licences per 100,000 population in 2021, far exceeding the MBN Canada average of 6,532. The number of animal licences issued is an indication of compliance with the Responsible Pet Ownership Bylaw and is further promoted through effective community engagement and awareness programs. Communicating the value of licensing, removing barriers to obtain a pet licence and increasing volunteerism and public education are expected to increase rates of compliance and will ultimately contribute to improved public and pet safety.

Measuring performance & where we want to go

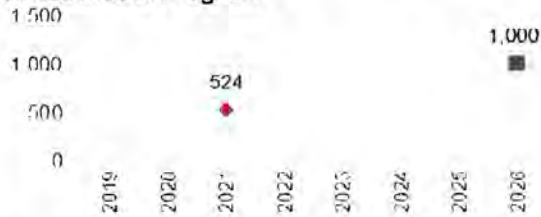
For Council Approval

— Actual ■ Expected Future Performance

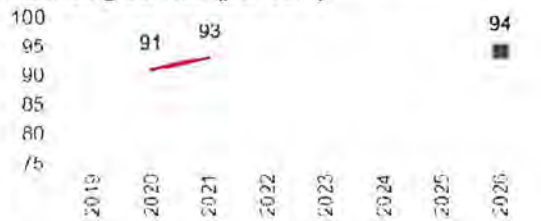
PM1: Number of pet licenses issued



PM2: Number of volunteer hours contributing to public awareness and animal socialization programs, including the Off-Leash Ambassador Program



PM3: Calgarians satisfied with the job The City is doing in providing Pet Ownership & Licensing service (per cent)



PM4: Number of participants accessing the No-cost Spay and Neuter Program



PM5: Recovered pets successfully reunited with their families (per cent)



Story behind the curve

The value for 2026 has been set based on increasing efforts to communicate the value of a pet licence and building greater awareness of the Responsible Pet Ownership Bylaw. Continued technical improvements for the Animal Licensing Management System will enable future integrations required to improve access to virtual licensing systems and support data integrations across service lines and programs. We will work to remove cost barriers for purchasing a pet licence by exploring opportunities to offer discounted rates for seniors and lower income Calgarians to increase pet licences issued.

Pet Ownership & Licensing relies on volunteers to help promote the Responsible Pet Ownership Bylaw and support the Animal Service Centre in providing socialization and enrichment for the animals. Our 2026 value is set based on our expectations to increase our capacity to onboard and coordinate volunteers for programs, including the Off-Leash Ambassador Program. As we seek to expand partnerships and improve coordination with non-profit and charitable organizations, we anticipate an increase in the number of volunteer hours contributing to public awareness and animal socialization programs.

The efforts of community peace officers, shelter staff and volunteers all contribute to citizen satisfaction with Pet Ownership & Licensing services. Our 2026 performance value is set based on expectations to maintain and expand volunteerism and programs that provide education and awareness within communities, and efforts to modernize service delivery. Communicating the value of pet licensing, prioritizing dog safety and offering support for animals at the Animal Services Centre will further contribute to increased rates of citizen satisfaction.

The No Cost Spay and Neuter Program provides free spay and neuter surgery for companion cats and dogs of eligible low income Calgarians through the Fair Entry Program. This program helps address an observed increase in stray animals and is an important step in managing the population. Following a temporary suspension in 2020, the program has been reinstated in 2022 with the 2026 expected performance value set based on an expected increase in capacity to perform surgeries due to optimizations with the veterinarian clinic and reallocated shelter resources.

The Animal Services Centre works to reunite recovered pets with their families as soon as possible to reduce the amount of time spent at the shelter. Pet licensing and effective records management directly support successful reunification of pets, which can be facilitated by the Free Ride Home Program for licenced pets. The 2026 performance value is set based on expectations to implement technological improvements and additional resource capacity to help identify and reunify pets faster and more efficiently.

What we plan to do

Result for 2023-2026

Pet Ownership & Licensing will strive to be a pet and public safety leader by offering equitable access to education and programs. Communicating the value of pet licensing and modernizing our approach to service delivery will further promote compliance with the Responsible Pet Ownership Bylaw.

How we are going to get there

Promote responsible pet ownership practices through increased community outreach, advocacy and engagement.

Enhance community safety by increasing collaboration with our partners to implement dog bite prevention and dog safety education to Calgarians.

Promote bylaw compliance and mitigate impacts to surrounding communities by delivering education and awareness to Calgarians on Livestock Emotional Support Animals and urban agriculture practices.

Expedite animal reunifications and increase compliance with the Responsible Pet Ownership Bylaw by communicating the value of pet licensing.

Improve responsiveness and access to virtual services by modernizing the technical infrastructure supporting the Animal Licensing Management System.

Build employee resiliency by delivering training and resources to support mental health and wellness.

Enhance animal health and well-being at the Animal Services Centre by strengthening coordination with our partnering agencies that support pet rescue and safe keeping.

Promote animal and community safety by streamlining and expediting processes that establish nuisance and vicious dog designations.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	4,373	-	4,478	-	4,626	-	4,877	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	19	-	22	-	32	-	20	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	110	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	86	-	126	-	109	-	-	-
Total net budget*	4,478	-	4,626	-	4,877	-	4,897	-

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	10,413	10,232	-	10,232	10,380	-	10,380	10,631	-	10,631	10,651	-	10,651
Recoveries	(50)	(50)	-	(50)	(50)	-	(50)	(50)	-	(50)	(50)	-	(50)
Revenue	(5,704)	(5,704)	-	(5,704)	(5,704)	-	(5,704)	(5,704)	-	(5,704)	(5,704)	-	(5,704)
Net	4,659	4,478	-	4,478	4,626	-	4,626	4,877	-	4,877	4,897	-	4,897
Base	4,373												
One-time	286												

Note: Figures may not add up due to rounding.

Police Services

Led by: Calgary Police Service / Calgary Police Commission

Description

As the third largest municipal police service in Canada, the Calgary Police Service strives to create a community that is safe, diverse, inclusive, and inspired. Police officers and civilian staff support public safety every hour of every day by responding to emergencies, enforcing laws, investigating crimes and traffic collisions, providing support to victims of crime and trauma, ensuring large events and protests remain peaceful, and promoting safe driving. We also work closely with various partners to prevent crime and help people in crisis due to challenges with homelessness, mental health and addictions.

Value and benefits

Proper policing contributes to a socially and economically resilient city. Modern democracies are built on the rule of law and police officers that independently investigate and enforce laws are a critical part of protecting peace and order. Calgary police officers are also equipped and trained to protect the safety of Calgarians by responding when a person poses a threat to others or themselves, and to promote the safe use of Calgary's roadways.

The police are often one of the first organizations to encounter vulnerable people and victims of crime and trauma. Guided by the values of respect, honesty, integrity, fairness, courage, compassion and accountability, the police work with numerous specialized partner agencies to connect people with the supports they need when they are affected by violence, crime, addiction, or a mental health crisis. The Service also actively works to prevent crime, educate youth on staying safe, and intervene in the lives of youth and families on a path to violence or criminality.

Key assets

The Calgary Police Service operates from 42 buildings, including the Westwinds Campus, eight District offices, the North Services Centre, and the Spy Hill Service Centre. The Service also maintains a fleet of 1,200 vehicles used for patrol, investigations and traffic control, as well as two helicopters.

Other assets include communication and information systems and specialized equipment that support operations.

Partners

The Service has over 600 partners, including City of Calgary business units (like Calgary Transit and 9-1-1), community organizations (like the Centre for Newcomers and Action Dignity), social service organizations (like the Distress Centre, Luna, and the Youth Advocacy Centre), school boards, the Calgary Airport Authority, government departments (like Alberta Health Services and Public Safety Canada), and other law enforcement agencies.

How we are different than other City business units

Police in democracies need to be both free from political interference and accountable to the public. To balance these needs, Alberta's *Police Act* requires that City Council appoint an independent police commission for the police to report to, instead of reporting directly to Council. Council still approves the total police budget, but only the Calgary Police Commission can direct how the budget is spent. The Commission also supervises the police chief, sets police policies, and monitors the police conduct complaint process.

What we deliver

- Respond to emergency and non-emergency calls
- Investigate crimes to find those responsible, seize dangerous items and recover stolen property
- Proactively patrol and engage the community
- Promote traffic safety through education, enforcement and collision investigations
- Ensure public safety during protests and events
- Provide criminal history background checks
- Connect victims of crime and trauma to supports
- Deliver crime prevention, education, and early intervention initiatives

Customers

The Calgary Police Service's customers include all of Calgary's 1.3 million residents and 8.6 million annual visitors. Calgarians call the police for help over 1,500 times each day and over 34,000 victims of crime are helped each year. Over 23,000 youth are educated on crime prevention and safety annually.

What we have heard & what we are watching

What we have heard

The 2022 City of Calgary Spring Pulse Survey showed Calgarians rank crime, safety and policing as their second most important issue. Ninety-seven per cent of citizens surveyed rated policing as important and 52 per cent believe that more should be invested in it.

During the 2022 Calgary Police Commission Citizen Satisfaction Survey, 10 per cent fewer Calgarians believed Calgary is a safe place to live than in 2020 and both satisfaction with and confidence in the police showed declines. Calgarians ranked drug activity, violence, gang activity, theft and break and enters as their top policing concerns, with social disorder and transit safety being growing concerns. Fifty-six per cent of respondents did not agree that the police were adequately staffed.

Calgarians also expressed that they want the police to focus on reforming how misconduct is addressed, developing an alternative call response model, implementing EDI (equity, diversity and inclusion) into the organizational culture, and diversifying the police service's workforce. Much of this work is already underway in the Service.

What Council has directed

Council has directed that the 2023 – 2026 Service Plan and Budget provide for Calgary's economic, social and climate resilience.

All aspects of the municipal government, including the Calgary Police Service, were asked to build plans around strengthening relationships with Calgarians, investing in infrastructure, delivering the right services, financing the future of the city and building strong communities.

Finally, Council identified focus areas of which five can be supported through policing:

- Downtown revitalization
- Social equity
- Transit
- Hosting and hospitality
- Modernizing government

What the Commission has directed

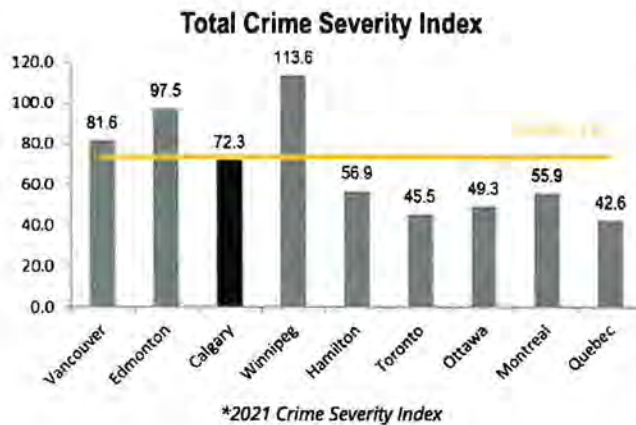
In addition to the high-level direction Council provided to the entire City of Calgary, the Calgary Police Commission has provided specific direction to the Calgary Police Service as part of its police governance and oversight role:

- Embed anti-racism and EDI (equity, diversity and inclusion) into the core of business
- Continue exploring different service delivery models to transform how people in crisis are helped
- Continue improving public reporting
- Prioritize member engagement and wellbeing
- Improve public trust and confidence
- Finish implementing recommendations from the 2020 Service Optimization Review (a zero-based budget review of resource needs)
- Improve communication with citizens

What we are watching

There are several issues that have shaped the Calgary Police Service's 2023 – 2026 Service Plan and Budget:

- Violence in our city has intensified and there was a 106 per cent increase in shootings in the first six months of 2022 as compared to the same period in 2021.
- Public concerns around safety in the downtown core and on public transit are negatively impacting Calgarians and require a coordinated response from various municipal agencies, including the police.
- Increasing expectations placed on officers by legislation, case law and policy have increased the time officers spend resolving many call types. Certain calls also require more officers now to contain situations where a weapon is suspected or time for de-escalation is needed.
- Staffing challenges have resulted in the Service meeting the target response time of seven minutes for emergency calls around 50 per cent of the time and patrol officers only spend around eight per cent of their time doing proactive policing. This is well below the Service's targets.
- Public trust and confidence in the police are declining and need to be earned back.
- Low morale and unmanageable workplace stress are impacting employee wellness and resulting in higher mental healthcare needs and medical leaves.
- Expected changes to Alberta's *Police Act* could drastically impact police conduct investigations, police governance and funding models. Resources have been allocated to support needed change management.

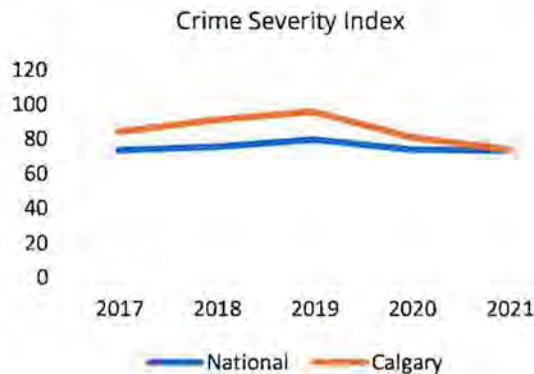


Comparing our service

When the cost per capita of policing in Calgary is compared nationally, Calgarians pay less than the national average. The 2023 – 2026 Service Plan and Budget is expected to maintain this relative cost efficiency as Calgary's cost per capita will drop by five per cent, making the per capita cost in 2026 the same as it was in 2016. This is despite a more complex policing environment and high inflation.

The Crime Severity Index measures changes in the amount and severity of crime in the city. The Crime Severity Index in Calgary was 72.3 in 2021. Calgary was the fourth highest among major Canadian cities but was close to average when compared to the entire country.

Measuring performance & where we want to go

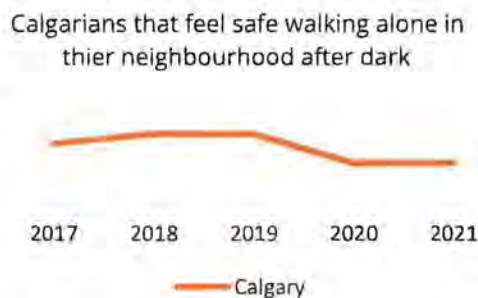


Crime Severity Index

The Crime Severity Index is calculated by Statistics Canada and is a standardized way to compare crime levels between different cities and regions.

Calgary has seen an upward trend in this index since 2013 and then the pandemic brought it back down to just below the national average.

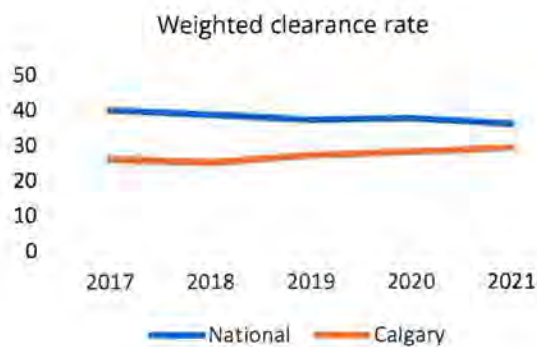
A goal of the next budget cycle is to keep the Crime Severity Index at or below the current five-year average.



Perception of safety

Citizen's perception of safety impacts satisfaction with policing, economic and social activity, and Calgary's ability to attract new residents and tourists.

The perception of safety in The City of Calgary's Citizen Satisfaction Survey has dropped in recent years and a goal of the next budget cycle is to restore it to previous levels or above.



Weighted clearance rate

The weighted clearance rate gives a higher weight to investigations involving serious crimes (homicides, robberies, sexual assaults, etc.). It measures how successful the Calgary Police Service is at conducting investigations by measuring how many come to a successful conclusion.

A goal of the next budget cycle is to increase the weighted clearance rate.

Calgarians that feel officers respond fairly to all segments of the community



Equitable policing

Addressing systemic racism, changing how our city responds to vulnerable populations, and integrating equity, diversity and inclusion into policing are all priorities of Calgarians. One key way to measure progress towards these is by asking Calgarians during the Commission's Citizen Satisfaction Survey if officers respond fairly to all segments of the community.

A goal of the next budget cycle is to increase the number of Calgarians who answer positively to 80 per cent.

Employee Engagement Index



Employee Engagement Index

Employee morale and engagement at the Calgary Police Service impacts the quality of policing that Calgarians receive and hurts the health and wellness of those who serve. The Employee Engagement Index is calculated using the results of an annual employee survey.

Through a targeted internal strategy and the easing of staffing shortages, a goal of the next budget cycle is to return engagement to pre-pandemic levels or better.

What we plan to do

Result for 2023-2026

Our vision is to ensure that Calgary is among the safest major cities in Canada. We will connect with, equitably serve and represent all aspects of our community, and be police leaders in equity, diversity and inclusion. We will be the police employer of choice in Canada. We will do this as one team working together to build community safety and well-being through engagement, education, prevention, investigation, and enforcement.

We will be a resilient organization. We will transform crisis response, create efficiencies through technology, and build trust with our partners, stakeholders and employees. We will measure our success by increasing community safety and wellbeing, increasing public trust and confidence, increasing effectiveness and efficiency, increasing employee satisfaction and engagement, and increasing equity, diversity, and inclusion within our organization.

How we are going to get there

The Service organized all the directions from Council and the Commission into four strategic pillars: ensuring a resilient organization, transforming crisis response, efficiency through technology, and building trust. The Service will:

1. Address the recruiting and staffing issues impacting the services we provide
2. Continue pursuing the Community Safety Investment Framework and other alternative call response models
3. Develop a Joint Safety Traffic Plan with The City of Calgary
4. Implement recommendations from the review of the body-worn and in-car camera programs
5. Apply an equity, diversity and inclusion lens to our organization and its programs
6. Develop a strategy with Calgary Transit to provide prevention and intervention approaches on transit
7. Implement the anti-racism strategic roadmap with support from the Anti-Racism Action Committee
8. Implement the Indigenous reconciliation road map under the guidance of local Elders and nations
9. Implement race-based data collection in more areas and improve collection where it is happening
10. Build a new indoor firearms range to improve employee safety and allow more officers to be trained
11. Implement the internal Pathways to Engagement plan to improve employee engagement
12. Implement various technological solutions to improve data reporting and organizational efficiency

Operating budget needed to achieve results

Breakdown of net operating budget (\$000s) – Police services

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	433,606		451,509		457,559		463,039	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(109)		(245)		(223)		(225)	
Internal Recoveries Changes	(1,250)	-	-	-	-	-	-	-
Inflation	1,359		245		223		225	
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	17,903	1,600	6,050		5,480	(1,600)	4,520	
Total net budget	451,509	1,600	457,559	-	463,039	(1,600)	467,559	-

Total operating budget (\$000s) for approval – Police services

	2022 Budget	2023			2024			2025			2026		
	At Apr 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	546,524	565,786	1,600	567,386	572,081	-	572,081	577,784	(1,600)	576,184	582,529	-	582,529
Recoveries	(2,600)	(3,850)	-	(3,850)	(3,850)	-	(3,850)	(3,850)	-	(3,850)	(3,850)	-	(3,850)
Revenue	(110,318)	(110,427)	-	(110,427)	(110,672)	-	(110,672)	(110,895)	-	(110,895)	(111,120)	-	(111,120)
Net	433,606	451,509	1,600	453,109	457,559	-	457,559	463,039	(1,600)	461,439	467,559	-	467,559

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
427300	Equipment	265	355	355	355	-	1,330
427603	Communication Systems	5,499	5,293	8,221	5,275	-	24,288
428304	Facilities	2,244	2,655	6,215	375	-	11,489
429406	Computer Systems	4,942	3,377	3,319	3,324	-	14,962
428000	Vehicle	-	-	7,000	7,000	-	14,000
427400	Red Light Camera	-	-	-	1,000	-	1,000
Program(s)							
		-	-	-	-	-	-
Projects(s)							
428303	Indoor Range	10,000	-	-	-	-	10,000
Sub-Total (New Budget Requests)		22,950	11,680	25,110	17,329	-	77,069
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		22,950	11,680	25,110	17,329	-	77,069

Explanation of capital budget requests

Annual Investment Program(s)

Activity 427300: Equipment

Upgrading standard issue police equipment due to operational requirements for policing environment.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$975 thousand) Capital Reserves (\$355 thousand)

Contributing Services: None

Operating Impact: None

Activity 427603: Communication Systems

Lifecycle replacement of existing communication systems, including portable radios, phones, and network infrastructure due to operational requirements for policing environment.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$18,995 thousand) Capital Reserves (\$5,293 thousand)

Contributing Services: None

Operating Impact: None

Activity 428304: Facilities

Lifecycle maintenance on all police facilities due to operational requirements for policing environment.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$8,834 thousand) Capital Reserves (\$2,655 thousand)

Contributing Services: None

Operating Impact: None

Activity 429406: Computer Systems

Lifecycle replacement of hardware and network infrastructure due to operational requirements for policing environment.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$11,585 thousand) Capital Reserves (\$3,377 thousand)

Contributing Services: None

Operating Impact: None

Activity 428000: Vehicle

Vehicle lifecycle replacements (includes hybrid vehicles) due to operating requirement for policing environment.

Funding From: Capital Reserves (\$14,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 427400: Red Light Camera

Red Light Camera equipment lifecycle replacements due to operating requirement for policing environment.

Funding From: Capital Reserves (\$1,000 thousand)

Contributing Services: None

Operating Impact: None

Project(s)

Activity 428303: Indoor Range

New indoor firearms range due to operational requirement for policing environment.

Funding From: Municipal Sustainability Initiative (\$10,000 thousand)

Contributing Services: None

Operating Impact: None

Social Programs and Services



Affordable Housing

Led by: Director of Partnerships

Description

Affordable housing is critical for creating a socially resilient city where Calgarians have vibrant, safe, and secure places to live, work and play.

This service improves outcomes for Calgarians by increasing the supply of affordable housing and improving the housing system. We use municipal initiatives and support the Calgary Housing Company and other partners to create solutions and leverage investments. We supported the creation of 3600 non-market homes for low and moderate-income Calgarians since 2017, helping to prevent and reduce poverty in Calgary. There are about 2500 City-owned, 1860 Calgary Housing Company-owned and 777 Silvera for Seniors owned affordable units.

Value and benefits

Affordable housing is foundational to Calgarians well-being and community prosperity. It creates local jobs; strengthens purchasing power, attracts employers with a stable workforce and reduces demand for emergency services. The private housing market meets the needs of 78 per cent of Calgary's households. Of the remaining, four per cent are supported by government and non-profits, but 18 per cent cannot find housing affordable for their income. It is especially difficult for Indigenous people, newcomers, people with disabilities, lone parent households and seniors. In 2016, 60 per cent of Calgarians earning less than \$60,000 annually spent over 30 per cent of their income on shelter. Addressing this critical need requires collaborative partnerships and City investment to leverage and stack federal and provincial funds to increase the housing supply for social well-being.

Customers

The service's customers include low and moderate-income Calgarians needing affordable housing, non-profit housing providers needing support to build affordable housing, non-profit agencies to support the delivery of programs/services to Calgarians and affordable housing tenants needing safe and stable affordable housing.

Partners

This service partners with Calgary Housing Company who operates/maintains City-owned units, Silvera for Seniors, Attainable Homes Calgary, non-profit housing providers and industry that build/operate units, provincial and federal governments, non-profit service agencies delivering supportive programs, and other Service Lines to collaborate on policies, programs and solutions.

What we deliver

This service delivers new and regenerated City-owned affordable homes, City land at below-market cost to support the non-profit projects, prioritized planning services for affordable housing development, programs and incentives to secure leveraged dollars for affordable housing development and City and non-profit agencies programs to improve outcomes for affordable housing residents.

15,000	10-year need for new units in the sector
81,000	Calgary households in housing need
3,600+	Non-market homes created 2016-2021
777	Subsidized supportive homes for seniors

Key assets

The City's wholly owned subsidiary, Calgary Housing Company (CHC), stewards City-owned housing assets (\$399 million current replacement value) and the CHC-owned housing assets (current replacement value of \$382 million).

Affordable Housing
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Actuals ■ Expected Future Performance

PM1: Number of new City-owned affordable units development through leveraged federal or provincial funding



PM2: Number of new affordable units planned for development by non-market housing providers that are supported through City initiatives



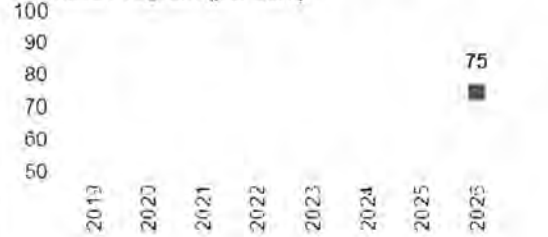
PM3: Applicant level of satisfaction with the Home Program (per cent)



PM4: Number of affordable housing units built through the Non-Market Housing Land Sale



PM5: Applicant's level of satisfaction with the Housing Incentive Program (per cent)



Story behind the curve

Over 81,000 Calgary households are in need of affordable housing, and this number is expected to rise to 100,000 by 2026. Investment by The City, and the federal and provincial governments, is required to close the expanding gap between supply and demand. In 2017-2021, The City opened 198 units with leveraged funding from other orders of government. Approximately 145 more units are planned by 2023. Federal investment is expected through a variety of programs, and this will be targeted as leverage funding for construction of new City-owned units. Data for this measure will fluctuate year-to-year.

The number of affordable units developed by non-market housing providers is increasing. However, inflation, economic conditions, COVID-19 and the lack of operating and capital funding from other orders of government has constrained development in recent years and more investment continues to be needed. The City's Non-market land sale, Housing Incentive Program and collaboration on federal Rapid Housing Initiative applications are critical for enabling the sector to increase supply. New federal funding programs and City programs enable this growth.

The City's Home Program provides grants to non-profit organizations to deliver programs that will improve housing stability and successful tenancies for affordable housing residents or people in core housing need. The desired result is to have 75% of applicants satisfied with the program to track the quality of the service delivery. This is a new measure for the 2023-2026 budget cycle, and no historic data is available.

The City's Non-Market Housing Land Disposition Policy allows for the sale of surplus City-owned land at below market value to experienced non-profit affordable housing developers every two years. The Non-Market Land Sale supports non-profit providers by providing land needed for development. There is a significant shortage of land to develop in Calgary that is suitable for affordable housing development. Since the program began, 166 new units have been committed to being built. This measure indicates the impact the program has on providing below-market housing for those in core housing need

The City's Housing Incentive Program encourages the building of affordable housing units and helps stimulate the economy to support the development of a wide range of housing projects with a flexible approach. The program particularly helps non-profit housing providers with pre-development work and supports them to obtain grants and funding from other orders of government and financial institutions. The desired result is to have 75% of applicants satisfied with the program to track the quality of the service delivery. This is a new measure, and no historic data is available.

What we plan to do

Result for 2023-2026

Affordable Housing supports affordable, safe and secure housing for Calgarians. This service will collaborate with partners, governments, and industry to create new units, maintain existing units, evolve policy and leverage provincial/federal funding to strengthen Calgary's social resiliency.

How we are going to get there

Increase the number of affordable housing units by leveraging funding from provincial and federal governments for City-led projects.

Increase the number of units developed and operated for those in housing need by collaborating with Calgary Housing Company and non-profit housing partners to leverage funding from other orders of government to increase the number of units developed and operated by non-profit housing providers and to strengthen partners' delivery of services.

Support the planning, designing, and building of new City-owned units and maintain existing City-owned units by supporting the Affordable Housing Capital Program.

Create an updated Corporate Affordable Housing Strategy to set the high-level direction for the next five to ten years.

Respond to Council's Housing and Affordability Task Force Notion of Motion by presenting the Housing and Affordability Task Force's recommendations, findings on a Housing Commission, recommendations for updating the Non-Market Land Sale program and policy, and strategies to undertake with partners to leverage federal funding programs.

Support the creation of additional affordable housing units by modifying relevant corporate policies and practices to create additional opportunities for the Non-Market Housing Land Sale.

Increase housing stability and successful tenancies for affordable housing residents or people in core housing need by providing grants through the Home Program to non-profit organizations to create and deliver programs that help Calgarians in the areas of education and skill building, financial empowerment, community inclusion and integration and supports during COVID-19.

Help non-profit organizations reduce development costs and enable them to leverage funding from other orders of government and financial institutions, by providing grants to non-profit organizations towards pre-development activities and rebates on eligible City development fees for both affordable rental and homeownership housing projects through the Housing Incentive Program.

Improve outcomes for Calgarians in need of core housing by leading policy, research and advocacy that will strengthen the housing system and provide Calgarians to access opportunities and overcome barriers.

Fund Silvera for Seniors Lodge Program as required by Ministerial Order under the Alberta Housing Act.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	15,713		16,691		17,351		17,663	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	1,616	-	200	-	41	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	355		379		312		306	
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	(1,616)	-	(200)	-	(41)	-	-	-
Service Increases	623	350	281	200	-	150	-	100
Total net budget*	16,691	350	17,351	200	17,663	150	17,969	100

*The previous year's One-Time Budget is not carried forward to the following year.

Operating Grants to Civic Partners (\$000s)

Civic Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Silvera for Seniors	7,830	8,185	8,563	8,876	9,182

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	25,983	22,763	350	23,113	23,223	200	23,423	23,494	150	23,644	23,800	100	23,900
Recoveries	(187)	(187)	-	(187)	(187)	-	(187)	(187)	-	(187)	(187)	-	(187)
Revenue	(9,883)	(5,885)	-	(5,885)	(5,685)	-	(5,685)	(5,644)	-	(5,644)	(5,644)	-	(5,644)
Net	15,913	16,691	350	17,041	17,351	200	17,551	17,663	150	17,813	17,969	100	18,069
Base	15,713												
One-Time	200												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
414000	Housing Lifecycle CHC owned	2,294	2,294	2,294	2,293	-	9,175
482001	Housing Lifecycle City Owned	6,250	6,250	4,141	4,140	-	20,781
480350	Silvera Lodge Lifecycle	4,771	2,545	2,136	4,548	-	14,000
Program(s)							
482000	Increased Affordable Housing	2,500	20,500	56,500	29,500	-	109,000
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		15,815	31,589	65,071	40,481	-	152,956
Previously Approved Budget Remaining		19,387	10,506	56,229	-	-	86,122
Total Capital Investment		35,202	42,095	121,300	40,481	-	239,078

Explanation of capital budget requests

Annual Investment Program(s)

Activity 414000: Housing Lifecycle CHC Owned

Lifecycle maintenance and suite renovations for two portfolios: Calhome (DOF) with 1654 units, and Private Non-Profit (PNP) with 207 units. With 55% of the Calhome and Private Non-Profit properties > 40 years old, funding is required to reach and maintain the minimum housing standards.

Funding From: Municipal Sustainability Initiative (\$9,175 thousand)

Contributing Services: None

Operating Impact: None

Activity 482001: Housing Lifecycle City Owned

Lifecycle maintenance and suite renovations for two portfolios: City Owned (CHP) with 1047 units, and City Partnerships (INT) with 1176 units. With 50% of the City Owned and City Partnership properties > 45 years old, funding is required to reach and maintain the minimum housing standards.

Funding From: Municipal Sustainability Initiative (\$20,781 thousand)

Contributing Services: None

Operating Impact: None

Activity 480350: Silvera Lodge Lifecycle

Lifecycle maintenance of properties in the Municipal Lodge Program operated by Silvera for Seniors lodge facilities. Maintenance of Lodge properties supports service delivery and resident safety.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$14,000 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 482000: Increased Affordable Housing

New development and redevelopment of affordable housing under the City's Affordable Housing Capital Development Program. This will increase the supply of new and regenerated affordable housing and position the City to leverage provincial and federal funding.

Funding From: Municipal Sustainability Initiative (\$26,750 thousand) and Pay-As-You-Go (\$26,750 thousand). The remaining budget (\$55,500 thousand) is contingent on identifying and allocating funding from other sources, including Other Federal Grants and Other Provincial Grants.

Contributing Services: None

Operating Impact: None

Community Strategies

Led by: Director of Community Strategies

Description

Community Strategies creates and implements policies, strategies, action plans and funding frameworks for community partners, non-profit social service providers, City services and the public. The outputs are used to advance the wellbeing and safety of communities to make Calgary a great city for everyone. We take a holistic view of addressing complex problems and emerging issues that impact the social wellbeing of our community. We work for all Calgarians to create equitable outcomes, particularly for those experiencing vulnerabilities, by advancing strategies that improve social inclusion, reduce poverty, enhance safety, address mental health challenges and remove systemic racism.

Value and benefits

We respond to unmet and emerging social needs that impact Calgarians' community well-being and safety. We identify and engage with community members, partner organizations, Council, and other City services that represent all aspects of the social need, as well as the diversity of our community. We convene broad networks of experts, including those with lived experience, and rely on the strength of data and research to assess and develop strategies to respond to these needs. Our ultimate goal is to build strong relationships and capacity with our partners by providing strategies that set direction on social issues, coordinate the right programming and service-delivery for Calgarians, and administer funding frameworks. It is our expertise and role as convener that sets us apart and positions us well for the efficient and effective response to complex social issues.

Customers

Community Strategies works to improve social well-being for our diverse populations within Calgary, particularly those experiencing vulnerabilities that make it harder for them to fully benefit from all Calgary has to offer. Our customers include community members and organizations, partners and other City services.

What we deliver

We provide strategic advice and expertise on unmet and emerging social issues. We convene and connect key experts on large-scale, complex issues impacting the well-being and safety of communities. Through evidence-informed strategies, we deliver implementation plans and funding frameworks that support programs and services, systems change initiatives and capacity building.

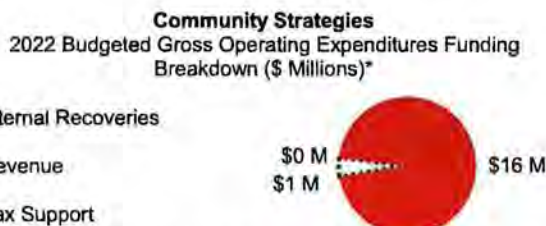
Partners

Community Strategies works with our partners to maximize the collective impact of our strategies and actions. Partners that help to achieve our outcomes include other City services, non-profit social service providers, other funders and orders of government, and community organizations. Advisory committees of Council provide insight and advice on specific social issues.

1:1.8	Ratio of available to needed FCSS funds
23	Communities below equity benchmark
111	Advisory Committee Meetings Held in 2021
1 in 10	Calgarians live in low income

Key assets

N/A – Community Strategies does not own or manage their own assets.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Engagement with Calgarians on Community Strategies (2021 Fall Survey of Calgarians) indicates that 90 per cent consider Community Strategies' services to be important, and 83 per cent are satisfied with the service. 95 per cent feel The City should invest the same or more and 75 per cent agree that Calgary is moving in the right direction to address social well-being. Calgarians ranked prevention, well-being and accessibility as the top values for the service.

Engagement with our direct customers (2021 Partnership Survey) indicates 87 per cent of organizations funded by Community Strategies agree they are well supported throughout the funding process. During the development of the Community Anti-Racism Action Strategy, which involved engagement with over 2,000 participants, many indicated that this was the first time they had an opportunity to share their lived experiences with racism.

What Council has directed

Community Strategies contributes to Council's vision for Calgary as a socially resilient, vibrant, safe and secure place to live, work and play, where people of all backgrounds belong. Working with internal and community partners, we respond to complex social issues such as poverty, social inequities, accessibility, inclusion, and mental health and addiction. We advance population-based strategies to support those experiencing vulnerabilities. Based on Council direction and the emerging needs of communities, we build frameworks that incorporate the latest research and expertise, best practices and actionable strategies for implementation. We administer Council-directed funding programs, including Family & Community Support Services (FCSS), a joint municipal-provincial funding program designed to establish, administer and operate preventive social services that support our goals of social inclusion and wellbeing, and addressing issues before they escalate.

What we are watching

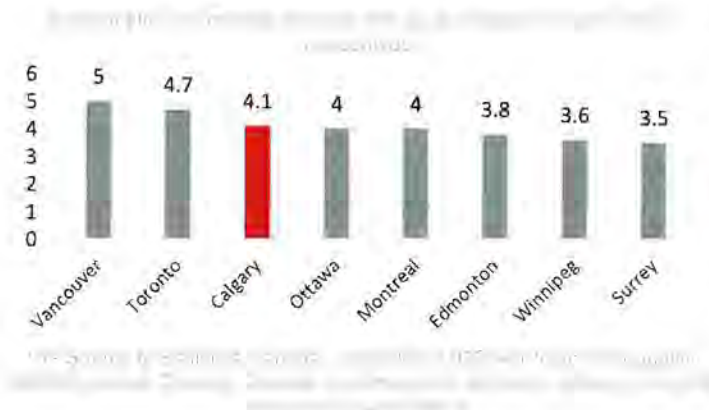
The last four years have been unprecedented in the complexity, scale and velocity of social issues impacting the globe and our local community. Issues related to systemic racism, social inequities spotlighted by COVID-19, crisis response, a rise in issues of addictions and drug poisonings, waning social connections and social unrest related to divergent points of view, are all trends we are monitoring and responding to. Adding to the complexity of these trends, we are watching the growing uncertainty that social organizations will be able to respond to these needs.

We continue to consider the needs and trends of those living in poverty; those experiencing mental health and addictions; and our fastest growing populations of seniors, immigrants and Indigenous people.

We closely monitor how social issues may impact our local communities and provide strategic advice with our partnerships, and to Council, community and internal services.

Comparing our service

In Calgary in 2020, the top 10 per cent of households had incomes 4.1 times higher than the bottom 10 per cent of households. The ratio for Canada overall was 3.8, with higher ratios indicating more income inequality. Compared to other Canadian cities with a population of at least 500,000, Calgary had the third highest ratio, indicating it is the third most unequal big city. Cities such as Edmonton (3.8), Ottawa (4.0) and Winnipeg (3.6) had lower income inequality than Calgary while Vancouver (5.0) and Toronto (4.7) had higher income inequality.



— Actuals ■ Expected Future Performance

PM1: Partners, collaborators and advisory board members who agree that Community Strategies is helping prevent social and community issues (per cent).



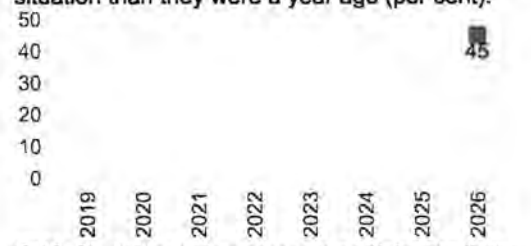
PM2: Partners, collaborators and advisory board members who agree that Community Strategies is helping to remove barriers to participation in civic life (per cent).



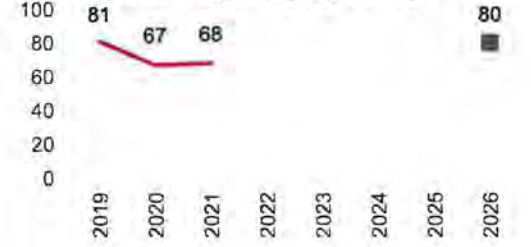
PM3: Agreement that the Anti-Racism Action Strategy is impactful in removing systemic racism (per cent).



PM4: Financial Empowerment program participants that report being less stressed about their financial situation than they were a year ago (per cent).



PM5: Social inclusion program participants that report feeling they have someone to enjoy their time with compared to a year ago (per cent).



Story behind the curve

Understanding if we are preventing social and community issues before they become a crisis is important. This is an expansion of a previous measure that was reported by select program partners in the past. Community Strategies will include this question in surveys to strategic collaborators. Given the expansion, previous data does not exist. However, based on the reporting from available groups in the past, we aim to achieve a future performance level of 85 per cent. If we achieve this value in the early years of the cycle, Community Strategies will increase the value accordingly.

Removing barriers to support civic participation is a key outcome for Community Strategies. Similar to the measure above, this is also an expansion of a previous measure that was sent to select program partners. Community Strategies will include this question in surveys to program and funding partners, as well as advisory board members. Based on the reporting from available groups in the past, we aim to achieve a future value of 90 per cent. If we achieve this value in the early years of the cycle, Community Strategies will increase the value accordingly.

Together with partners we work to implement strategies, guidelines and policies that remove barriers of systemic racism ensuring that Indigenous, Black and diverse Racialized Peoples can live, play and work in Calgary free of racism. With a focus on leading, coordinating and implementing the Anti-Racism Strategic Action Plan, we expect to turn the curve on perception of effectiveness in removing these barriers. We will use surveys with staff, community members and City leadership with an aim to achieve future performance of 85 per cent. If achieved before 2026 the value will be increased.

Increasing financial empowerment is an important element of social and economic resilience for Calgarians. Although this measure is similar to the financial perception measure in the previous cycle, the source and methodology is different and cannot be compared. The measure will be included in the Income and Asset Building survey given to program participants and is one of the main goals of the Family and Community Support Services program. Our future expected performance of 45 per cent by 2026 is conservative and if this measure is reached prior to 2026, it will be increased.

Improving the sense of social connection is an important element of social resilience for Calgarians. This measure is included in the Social Support and Daily Living survey and is one of the main goals of the Family and Community Support Services program. Again, we see the impacts of the pandemic on feelings of social isolation with a decrease in values for 2020 and 2021. Our future expected performance of 80 per cent by 2026, puts in place a clear goal to work with our partners to increase social inclusion and return to pre-pandemic levels.

What we plan to do

Result for 2023-2026

We will increase the resilience of the community to address complex social issues by building capacity with community partners and City services, and developing and implementing strategies that address the social equity and well-being of Calgarians.

How we are going to get there

Reduce poverty and remove barriers for those experiencing poverty to participate in civic life by advancing the Enough For All Strategy in partnership with Vibrant Communities Calgary (VCC), and other community collaborators working in the poverty reduction and homelessness space.

Improve access and strengthen support for Calgarians experiencing mental health and addictions through the implementation of actions in Calgary's Mental Health and Addiction Strategy.

Increase the capacity of community organizations to prevent social issues and respond to emerging community need by developing and implementing investment frameworks such as the Family & Community Support Services fund (FCSS) and the Crime Prevention Investment Plan (CPIP).

Increase the equity and accessibility of City services by supporting the understanding of the unique needs of Calgary communities and equity-deserving groups through policies, research and evaluation tools such as the Social Wellbeing Policy, the Equity Index, Equity Analysis Tools and the Equity in Service Delivery Fund.

Improve community safety through collaborative investments such as the Community Safety Investment Framework (CSIF) which guides investment in crisis prevention and improved crisis response; and the Building Safer Communities Fund, which seeks to further develop and enhance community-based prevention and intervention programs that reduce gun and gang violence.

Improve the resilience of children, youth and young adults at-risk of gang involvement and criminal activity by partnering with the Calgary Police Service, Alberta Health Services and the Calgary Police Youth Foundation to provide early intervention and prevention programs (MASST, YARD and ReDirect).

Improve racial and social equity by taking actions to eliminate systemic racism in The City's processes, programs, services, practices and policies. We will accomplish this through the development and implementation of an anti-racism strategic plan and framework created in collaboration with internal and external partners.

Improve access and social inclusion of diverse populations through the development and implementation of actions related to the Calgary Local Immigration Partnership, the Gender, Equity, Diversity and Inclusion Strategy, and the Seniors Age Friendly Strategy.

Prevent social issues from escalating in severity and complexity for The City's ability to respond by monitoring and addressing emerging trends, and connecting with community members, community organizations, partners and advisory committees.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	13,975		29,867		30,475		31,084	
Previously approved One-time budget		1,948		1,948		-		-
2022 One-time carry forward		1,100		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	19	-	18	-	19	-	19	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	270	-	590	-	590	-	290	-
Transfers (to)/from services**	15,602	-	-	-	-	-	-	-
Total net budget*	29,867	3,048	30,475	1,948	31,084	-	31,393	-

* The previous year's One-Time Budget is not carried forward to the following year.

** Base budget transfer from Social Programs and base budget transfer to Corporate Governance

Operating Grants to Civic Partners (\$000s)

Civic Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Vibrant Communities Calgary	484	503	521	541	560

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	16,667	62,673	3,048	65,721	63,281	1,948	65,229	63,891	-	63,891	64,200	-	64,200
Recoveries	(744)	(3,103)	-	(3,103)	(3,103)	-	(3,103)	(3,103)	-	(3,103)	(3,103)	-	(3,103)
Revenue	-	(29,703)	-	(29,703)	(29,703)	-	(29,703)	(29,703)	-	(29,703)	(29,703)	-	(29,703)
Net	15,923	29,867	3,048	32,915	30,475	1,948	32,423	31,084	-	31,084	31,393	-	31,393
Base	13,975												
One-Time	1,948												

Note: Figures may not add up due to rounding.

Neighbourhood Support

Led by: Director of Community Strategies

Description

Neighbourhood Support builds the capacity of Calgarians to create neighbourhoods that foster social inclusion, economic participation, and sense of belonging. We work to understand and meet the specific needs of neighbourhoods so that no resident or neighbourhood is left behind. We support community associations and social recreation organizations by contributing funding to activate local spaces and support a variety of local programming to develop social connections among neighbours. By supporting residents and community leaders in navigating and aligning City resources, we increase the social wellbeing of Calgarians.

Value and benefits

Socially resilient, safe, inclusive and inspiring neighbourhoods where residents enjoy a high quality of life are essential to a great city. Calgarians, especially those experiencing vulnerability, need opportunities to participate in their neighbourhood which in turn builds their capacity and confidence to contribute to civic life. When residents are actively involved, they are likely to feel more connected. We reduce barriers to civic participation and improve access to City resources for community organizations to support their efforts to be more accessible and reflective of residents. We deliver neighbourhood-level leadership and programming by providing community associations and social recreation organizations with funding and support to effectively manage assets on City-owned land, increase organizational capacity and sustainability and build a sense of belonging.

Customers

Neighbourhood Support provides services to Calgarians with a focus on local communities, community associations, social recreation organizations, and other community groups. Our customers include residents, community and organizational leaders who, in turn, deliver programs and services directly to residents.

Partners

We work in partnership with a variety of community groups including community associations, social recreation organizations, other grassroots-based neighbourhood organizations, residents for community development work, the Federation of Calgary Communities, and the United Way of Calgary and area to support the delivery of programs and services that meet the needs in local neighbourhoods.

What we deliver

We work with our customers and partners to deliver resources, advocacy and opportunities for residents to increase social inclusion and economic participation. We support community-led groups by helping to connect them to the resources they need, and build stronger and more skilled community organizations resulting in increased organizational health, programming and community representation.

153	Community associations
\$9.5M+	COVID relief funding allocated
84%	Proud to live in their neighbourhood
21	Priority neighbourhoods

Key assets

N/A - Neighbourhood Support does not own or manage their own assets.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Engagement with Calgarians (2021 Fall Survey of Calgarians) shows 93 per cent agree Neighbourhood Support is an important service, 84 per cent agree they are satisfied with Neighbourhood Support, and 94 per cent agree The City should invest more or the same amount in the service. Calgarians ranked the most important value metrics for the service as equity and connectivity. Engagement with our direct customers (2021) has shown 91 per cent of community partners agree community social workers understand the unique social issues of neighbourhoods and 87 per cent agree they effectively address the social issues. 89 per cent of community associations and social recreation organizations “often” or “always” connect with The City through their neighbourhood partnership coordinators. 79 per cent of residents who volunteer agree that their sense of belonging has increased because of volunteering.

What Council has directed

Neighbourhood Support contributes to Council's foundational goal of social resilience by working with residents and community groups to build capacity to increase social inclusion, economic participation, and an increased sense of belonging at the neighbourhood level. We engage equitably and meaningfully with residents and act as a vital and efficient conduit between residents and The City. We support efforts towards social equity through our Community Social Work Program which seeks to remove barriers to participation for residents experiencing vulnerabilities, through strategies such as the Community Hubs initiative and the focus of priority neighbourhoods. Our Neighbourhood Partnership Coordinators recognize the significance of the partnership role that community associations and social recreation organizations play in building strong communities. We support these groups by helping them navigate and align City resources, and build healthy and sustainable organizations.

What we are watching

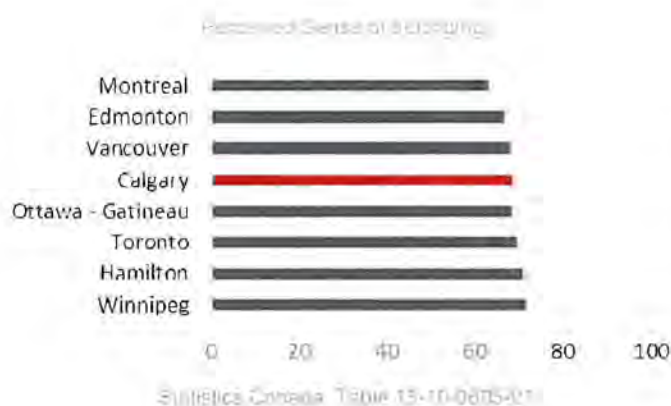
The complexity of social issues as well as the number of people and neighbourhoods experiencing vulnerabilities continues to increase in Calgary. Neighbourhood support uses evidence-based tools such as the Calgary Equity Index which identifies neighbourhoods experiencing different levels of social determinants of health. Examples include socioeconomic disparity, civic engagement, access to physical amenities, and healthy lives.

We continue to watch and respond to areas of growth including populations of newcomers, seniors and Indigenous people and the diversity of their needs, as well as community growth resulting in new community associations and social recreation organizations in development stages.

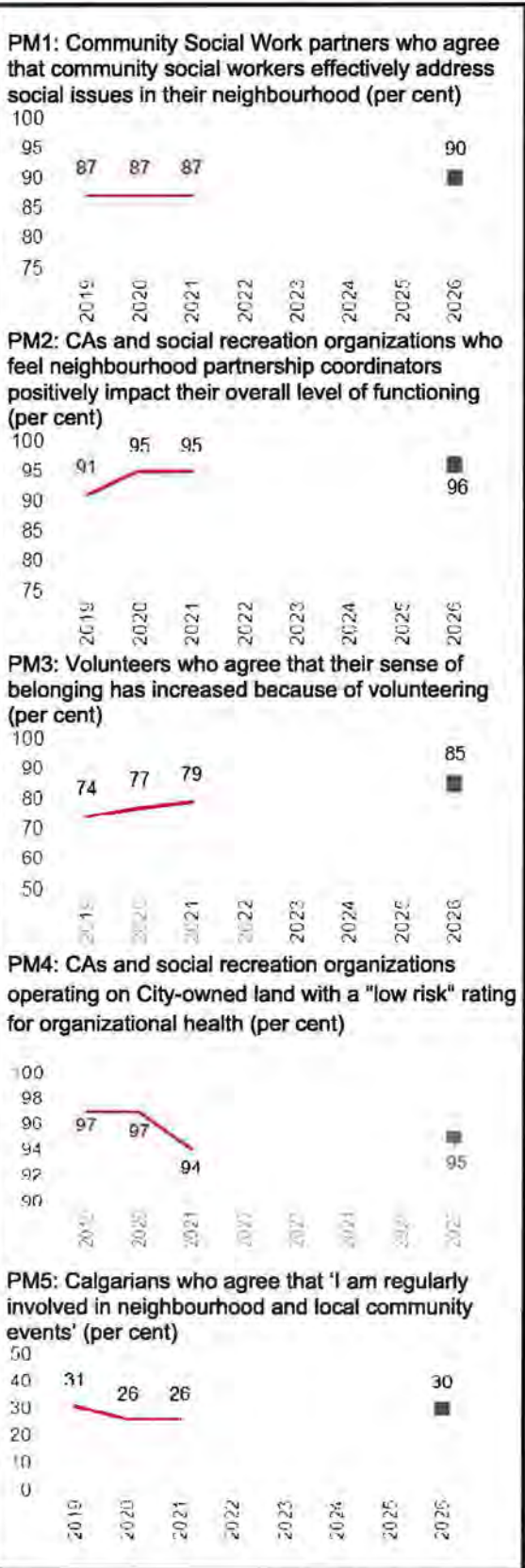
We continue to monitor a variety of factors of organizational health of community organizations so that we can help them mitigate risks to their operations and sustainability. Factors include asset life-cycle, programming, financial health, staffing, and business planning.

Comparing our service

In Calgary, for the 2019/2020 survey period, 68 per cent of households reported that their sense of belonging to their local community was very strong or somewhat strong, which is lower compared to the Canadian average (70 per cent). Compared with eight other similar Canadian cities by population size, Calgary placed fifth in the proportion of households who perceived their sense of belonging as strong or somewhat strong, scoring lower than Winnipeg, Hamilton, Toronto, and Ottawa. However, Calgary performed better than Vancouver, Edmonton, Montreal and Quebec.



— Actuals ■ Expected Future Performance



Story behind the curve

Community social workers build strong relationships with residents and community partners. This measure focuses on the quality of that relationship to achieve the outcome of effectively addressing social issues in a neighbourhood. We see a consistently high result of 87 per cent for the last three years which demonstrates our strong commitment to these relationships. Setting the expected future performance for 2026 at 90 per cent satisfaction reflects our commitment towards continuous improvement.

Neighbourhood Support builds capacity among community groups with 95 per cent of community associations and social recreation organizations stating that their neighbourhood partnership coordinator positively impacts their overall level of functioning. This level of performance is a product of significant investment in supporting these groups and developing business plans in recent years. Setting the expected future performance at 96 per cent satisfaction reflects our commitment towards continuous improvement while recognizing that these organizations are already scoring the impact as high.

Creating an increased sense of belonging is an essential goal for the Community Social Work Program. The percentage of volunteers who agreed that their sense of belonging increased has been rising steadily by two to three per cent since 2019. As more volunteers experience the social inclusion benefits that volunteering can offer and continue on as repeat volunteers, they may shift from saying their sense of belonging has increased to saying it has stayed the same. An expected value of 85 per cent by 2026 represents continued growth, which may be achieved before 2026, and then can be maintained.

Measuring organizational health is part of an annual review process for community associations and social recreation organizations that operate on City-owned land, to evaluate the overall wellness of community-led organizations supported by neighbourhood partnership coordinators. From this assessment we see the majority of groups receive a "low risk rating", however the number of organizations at a low risk rating did decrease during the pandemic. We continue to see a slow recovery and it may take until 2026 to reach the expected future value of 95 per cent.

This measure is part of the annual corporate research on Calgarians' perceptions and opinions of the services The City delivers. It measures the general perceptions of Calgarians of having a sense of belonging in their neighbourhood through the involvement in community events. These events may be offered through local organizations or City services. Results in 2020 and 2021 dipped by five per cent, most likely due to the impact of the pandemic. The expected future performance for 2026 is set at 30 per cent, which represents a goal to return to pre-pandemic numbers.

What we plan to do

Result for 2023-2026

We focus on strengthening social connections at the neighbourhood level. We establish effective relationships, strengthen social resiliency, build neighbourhood capacity and align community assets and leverage investments to help create a sense of community pride.

How we are going to get there

Increase the social inclusion and economic participation of residents in neighbourhoods experiencing high levels of inequity through intentional community development including neighbourhood assessments and community-led initiatives.

Foster vibrant and connected communities by strategically investing in community-based organizations and projects through micro-grants and the Inspiring Neighbourhoods Grant.

Engage with community partners to help address and meet the changing needs of their residents by providing information, advice, and support in navigating City and community resources.

Increase the financial health and organizational resilience of community associations and social recreation organizations by providing in-depth and tailored guidance to strengthen their structure and processes, as well as overseeing compliance of the conditions within the lease or license of occupation.

Improve a sense of community belonging and safety by supporting and advocating the activation of safe and inclusive spaces in collaboration with community residents, and internal and external partners.

Increase a sense of belonging for local residents, particularly those experiencing vulnerabilities, by creating opportunities for them to connect through community hubs.

Increase social inclusion of populations experiencing vulnerabilities by engaging with and facilitating the input of residents and other community groups into the development and implementation of strategies and practices that contribute to social well-being.

Support the social resilience of Calgarians by implementing social wellbeing strategies at the local level such as poverty reduction and Calgary's Mental Health and Addiction Strategy, and through the consideration and inclusion of the needs of diverse populations such as Indigenous and Racialized people.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	6,295		6,295		6,295		6,295	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	-	-	-	-	-	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers to/(from) services	-	-	-	-	-	-	-	-
Total net budget	6,295	-	6,295	-	6,295	-	6,295	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	9,296	9,296	-	9,296	9,296	-	9,296	9,296	-	9,296	9,296	-	9,296
Recoveries	(3,001)	(3,001)	-	(3,001)	(3,001)	-	(3,001)	(3,001)	-	(3,001)	(3,001)	-	(3,001)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	6,295	6,295	-	6,295	6,295	-	6,295	6,295	-	6,295	6,295	-	6,295

Note: Figures may not add up due to rounding

Social Programs

Led by: Director of Recreation & Social Programs

Description

Social Programs provides accessible and equitable programs and services that improve quality of life, contribute to inclusive communities, and promote social, mental, and physical wellbeing of Calgarians. We give Calgarians skills to build social resiliency and the supports they need to thrive. We leverage funds from other orders of government and private foundations through contractual agreements and collaborative partnerships. We offer social recreational programming for families, children and youth; career planning and employment support for youth; coordination of the delivery of senior's home maintenance services; and the administration of the Fair Entry Program.

Value and benefits

Social Programs increases inclusion for Calgarians experiencing vulnerabilities by providing opportunities to build their capacity to fully participate in civic life. Age and culturally appropriate programs are necessary to overcome financial, social, geographic, and physical barriers, and contribute to social and economic resilience. Social Programs helps build resiliency through programs and services such as employment training, social recreational opportunities, and access to support services.

Customers

Our customers are Calgarians at all stages of life. We focus on populations experiencing vulnerabilities and requiring accessible programs and services to build resiliency and improve wellbeing.

What we deliver

With our partners, we deliver and leverage programs and services that focus on social wellbeing, social equity and resilience. We do this by providing easy access to City services at a low or no cost, accessible child and youth programs, youth career and employment services and home services for vulnerable seniors.

Partners

Social programs are offered in partnership with governments, non-profit social service providers, local school boards, businesses, and City services (e.g., Recreation Opportunities, Public Transit, Specialized Transit Service, Waste & Recycling, etc.).

- 1 in 10 Calgarians live with low income
- 80,000 people approved for Fair Entry
- 20,000 Program visits
- 12.4% Youth unemployment

Key assets

Youth Employment Centre, two Fair Entry locations



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

The 2021 Citizen Satisfaction Survey indicates social services are important to Calgarians, with 97 per cent of respondents believing it is important for The City to provide social programs and 85 per cent of respondents expressing satisfaction with those social programs. We coordinate access to the Fair Entry program. In the 2021 Fair Entry Survey, 96 per cent of clients reported that access to the programs helped make their lives better, and 98 per cent of respondents reported they felt respected when they applied for Fair Entry. High demand continues for child and youth programs, with parents and guardians reporting high levels of satisfaction. In March 2022, the Work to Live: Alberta Youth Mobility Report showed 69 per cent of youth ages between 15-24 have considered relocating outside of Calgary, with career opportunities listed as a top contributor in the decision.

What Council has directed

We contribute to Council's foundation of social resilience by promoting individual and community wellbeing. Social Programs, in alignment with Council's guiding principles, provides equitable access to services with positive social outcomes for all Calgarians, especially those experiencing vulnerabilities. We support strong communities by empowering Calgarians to access services that build capacity and promote participation in civic life. Our service contributes directly to Council's Social Equity focus area by reducing barriers to achieving a better quality of life for all Calgarians. We are connected to the goals of the Enough For All Strategy, Seniors Age Friendly Strategy, Social Wellbeing Principles and White Goose Flying report.

What we are watching

Poverty: Calgary continues to report that one in ten Calgarians are living on low income, a number that has remained unchanged for almost two decades.

Inflation/Fair Entry: We continue to watch the impacts of inflation on Calgarians' economic resilience and the increased number of Fair Entry applications. In 2021, 55 per cent of Calgarians living on low income applied for Fair Entry.

Immigrant and Indigenous Needs: We are monitoring the rapid growth of immigrant, senior and Indigenous demographics. Calgary's population is becoming increasingly diverse, with unique needs that require culturally sensitive programs and services.

COVID-19 Pandemic: The impacts of the pandemic on personal financial health and mental health are likely to have lasting effects. Eight in ten Calgarians say the COVID-19 pandemic is a threat to their mental health, and seven in ten Calgarians consider the COVID-19 pandemic to be a threat to their personal financial situation.

Comparing our service

Social Programs reflects the specific demographics and social needs of Calgarians, making it difficult to benchmark across municipalities. Social programs are evidence-based, informed by best practices and designed, delivered and evaluated in local contexts. Where possible, we will explore approaches to benchmarking through municipal networks such as MBN Canada. We will continue to develop and/or implement evaluations to ensure we meet our intended outcomes.

Actuals Expected Future Performance

Story behind the curve

Nation-wide youth unemployment is double that of adult unemployment rates. Youth are an untapped labour market that could assist in addressing the staffing shortage many industries across Calgary face. The Youth Employment Centre (YEC) equips youth for employment readiness with skills development, enabling youth to confidently secure jobs that provide investment in the local economy and create economic resilience. YEC provides a customized approach for youth to secure meaningful employment in Calgary. This measure was not reported during COVID-19 in 2020 and 2021.

The Fair Entry program supports Calgary's low-income population by providing equitable access to services that improve quality of life and enable Calgarians to participate in civic life. As a result of the pandemic, many Calgarians have been impacted by broader economic forces that have worsened their financial circumstance. This has resulted in a need for more reduced-rate services that are essential to their wellbeing. The program is adding more reduced-rate services that will broaden the reach of assistance and further reduce barriers.

Calgary AfterSchool (CAS) offers no-cost programs to children and youth, with a focus on developing social emotional learning. Through participation in CAS, children and youth say they have developed new skills and gained tools needed to solve problems in their lives. By continuing to fund CAS programs, more children and youth will continue to build resilience, preparing them for life. This is a new measure for 2023-2026.

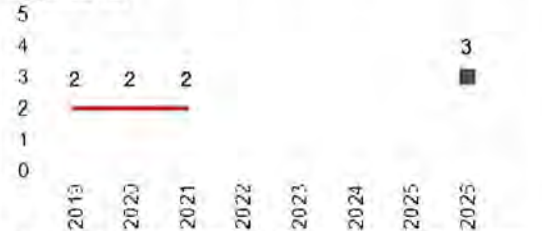
By continuing to fund CAS programs focused on social emotional learning, children and youth will have more opportunities to develop friendships and social skills that build resiliency. The continued funding of this service supports children and youth experiencing vulnerabilities. It provides equitable access to programming and resources that equip them with skills and tools for life-long learning and development. This is a new measure for 2023-2026.

Based on the Equity Index, the programs are strategically located to serve communities where there are known gaps in programming. Parents and caregivers can access these programs in their neighbourhoods or neighbouring communities. Funding these programs gives parents and caregivers confidence their children can participate in safe programs that help them develop new skills and tools for resiliency. This is a new measure for 2023-2026.

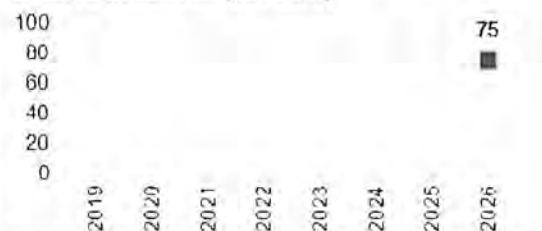
PM1: Youth who agree YEC has increased their ability to find employment (per cent)



PM2: Average number of Fair Entry services applied for



PM3: CAS participants who learned new ways to solve problems (per cent)



PM4: CAS participants who met new friends (per cent)



PM5: Parent and guardians of Park n' Play / Stay n' Play participants who say the programming met their expectations (per cent).



What we plan to do

Result for 2023-2026

Social Programs' focus for 2023-2026 is on supporting Calgarians experiencing vulnerabilities by providing access to programs and services that build social resiliency, wellbeing and equity.

How we are going to get there

Support social wellbeing by providing no- and low-cost, local and equitable programs for Calgarians facing negative social conditions.

Provide Indigenous cultural opportunities for children and youth to further Truth and Reconciliation actions by delivering targeted programming.

Support youth with employment readiness, skills development and employment through the Youth Employment Centre to help them successfully transition into meaningful employment.

Provide career development opportunities for at-risk youth by partnering with and supporting potential employers.

Improve service delivery to clients of Seniors Services Home Maintenance Program through file digitization.

Support community connections for students and their families by streamlining the process for providing access to free and low-cost school space.

Deliver culturally appropriate and trauma-informed programming for refugee children and youth facing complex social situations.

Meet the needs of low-income Calgarians by maintaining Fair Entry service levels, providing access to City services at reduced rates.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	26,744	-	10,030	-	10,074	-	10,074	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	131	-	44	-	-	-	-	-
Transfers (to)/from services**	(16,844)	-	-	-	-	-	-	-
Total net budget*	10,030	-	10,074	-	10,074	-	10,074	-

* The previous year's One-Time Budget is not carried forward to the following year.

** Base budget transfer to Community Strategies.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	63,168	11,968	-	11,968	12,012	-	12,012	12,012	-	12,012	12,012	-	12,012
Recoveries	(2,971)	(611)	-	(611)	(611)	-	(611)	(611)	-	(611)	(611)	-	(611)
Revenue	(31,029)	(1,326)	-	(1,326)	(1,326)	-	(1,326)	(1,326)	-	(1,326)	(1,326)	-	(1,326)
Net	29,168	10,030	-	10,030	10,074	-	10,074	10,074	-	10,074	10,074	-	10,074
Base	26,744												
One-time	2,424												

Note: Figures may not add up due to rounding.

Tax and P

Tax and Property Assessment



Property Assessment

Led by: Director of Assessment & Tax

Description

The Property Assessment service prepares market value property assessments annually as a mechanism to fairly and equitably allocate municipal and provincial property taxes. These taxes are used to fund the provision of public services. Provincial legislation largely directs our service's activities which, while broad and complex, can be summarized as preparing, collaborating on, and explaining property assessments.

Value and benefits

The value and benefits of our service are as follows:

- The Property Assessment service addresses The City of Calgary's and the 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 across property owners which are then used to fund the provision of public services.
- From the property owners' perspective, our service is important as it ensures they will pay their fair share of taxes.
- The non-profit community is supported by assigning appropriate tax status to both taxable and eligible tax-exempt properties as prescribed by provincial legislation.
- Various internal and external interested parties have extensive and reliable property related information made available to them.

Customers

Our customers can be summarized into four main groups:

- The City of Calgary
- The Government of Alberta
- Property owners and their representatives
- Business Improvement Areas

What we deliver

The main outputs of the Property Assessment service are annual, market value property assessments.

Partners

Our primary partners are:

- The Government of Alberta (Designated Industrial Properties)
- Other assessment jurisdictions
- Industry groups
- The City of Calgary business units including, but not limited to: Community Planning; Development; Business & Building Services; Finance; and Law.

559,186	2022 annual property assessment accounts
13,316	2021 customer inquiries
1,976	2022 annual tribunal complaints
3,130	2022 pre-roll consultation agreements



Key assets

Key pieces of Property Assessment specific software include the Assessment Inquiry Management System (AIMS), Calgary Integrated Assessment Office (CIAO), CIAO+, and Electronic Evidence Package (EEP).

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

The 2023-2026 One Calgary Service Plans and Budgets Service Value Dimensions Survey noted that 56 per cent of respondents have contacted, accessed, or used the Property Assessment service. Most cited fairness, accuracy, accessible information, and listens to concerns as key elements of our service.

The Service Lines Research Review held in the Fall of 2021 indicated that 93 per cent of respondents rated property tax assessment as important and 72 per cent were satisfied with property tax assessment.

The Property Assessment service conducts transactional customer service surveys throughout the year and those results have been showing that generally around 80 per cent of customers are satisfied with the customer service provided by the Property Assessment service.

What Council has directed

The Property Assessment service will work to implement "Council's Strategic Direction 2023-2026" with attention provided to each of the three foundational elements – economic resilience, social resilience, and climate resilience. The guiding principles that are the most impactful for Property Assessment are to strengthen relationships with Calgarians, deliver the right services, and finance our future. The main focus area for 2023-2026 will be modernizing government to provide faster and better service to Calgarians but efforts to contribute to downtown revitalization and social equity will also be made. Additionally, throughout the timeframe of this service plan there will be significant progress made towards achieving several of the Financial Task Force recommendations.

What we are watching

We regularly take note of global issues such as the COVID-19 pandemic, supply chains, geopolitics, oil prices, and migration to proactively identify opportunities and threats. 2023-2026 will see a particular focus on the digital shift, Calgarian's relationships with government, climate change, equity, diversity, inclusion, and belonging. More localized issues are also being tracked such as the real estate market, labour market, legislative constraints, customer demands, and matters internal to The City of Calgary. Our efforts will continue to contribute to The City of Calgary's Long Range Financial Plan. Our service is also monitoring and responding to the following key risks as appropriate:

- Atypical property market shifts
- Development and succession management of key talent

Per cent of the property assessment base unchanged by the appeal process



Comparing our service

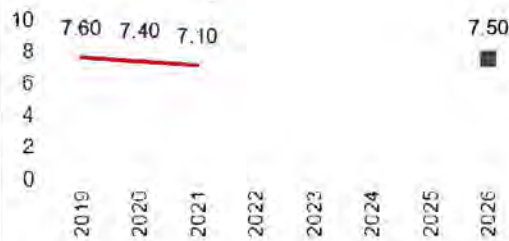
Calgary ranks second best in Canada in this widely used benchmark which indicates how well assessment jurisdictions provide a stable and reliable property assessment base. The selected cities are the best comparables that participate in the Canadian Property Assessment Network, but each differs in some important ways. Calgary and City B are very comparable in terms of legislation. Calgary and City D are quite comparable in terms of size. Calgary and City B are both on a one-year reassessment cycle, but City C is on a two-year reassessment cycle, and City D is on a three-year reassessment cycle.

Measuring performance & where we want to go

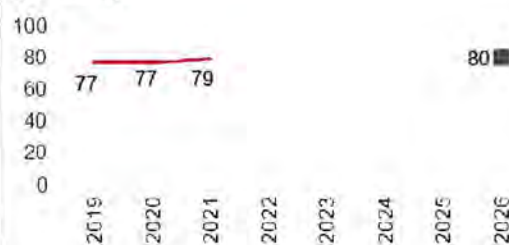
For Council Approval

Actuals Expected Future Performance

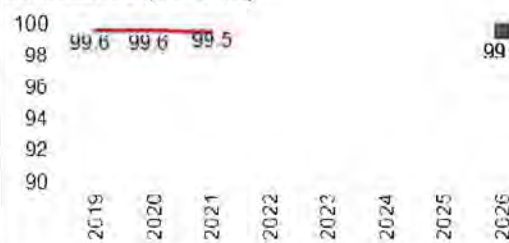
PM1: Total annual assessment base under formal complaint (per cent)



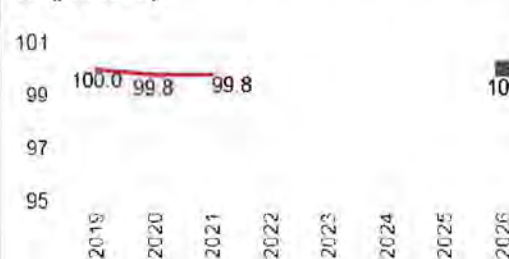
PM2: Assessment customer satisfaction score (per cent)



PM3: Annual property assessment base maintained (per cent)



PM4: Overall ratio of what properties are assessed at versus what those properties sold for (per cent)



PM5: Service cost per property assessment account (dollars)



Story behind the curve

The per cent of the total annual assessment base under formal complaint had been steadily rising until a significant effort to turn the curve was made in 2017 leading to 2021 having the lowest number of complaints since moving to market value assessments in 1999. It will be important to continue with recent successes as this performance measure is one of Property Assessment's best leading indicators for property assessment satisfaction and potential tribunal losses with the corresponding negative financial impact that has for The City of Calgary.

Property Assessment conducts a transactional customer satisfaction survey any time a customer who has called in agrees to undertake one. Historically, results have generally stayed over a very healthy 80 per cent but fell below this target in 2018-2020 before efforts to turn the curve back towards the historical 80 per cent level started to be successful. This positive trend will take effort to maintain as Calgarian's expectations have never been higher and customer understanding will be a key strategic priority over the 2023-2026 timeframe.

The per cent of the annual property assessment base maintained is how Property Assessment measures overall effectiveness of all parts of its operations. Commonly called "Roll Stability", results that move too far below 100 per cent erode The City of Calgary's ability to rely on the sizeable and stable property tax base to supply services. Due to wide-reaching internal and external initiatives, recent results have stabilized at historical best levels and efforts to maintain this performance will be a primary operational goal for 2023-2026.

The overall ratio of what properties are assessed at, versus what those properties sold for, is the most fundamental performance measure that Property Assessment has to measure the quality of the property assessment roll. Commonly called the "Assessment to Sale Ratio", anything close to 100 per cent means that, on average, properties are selling for close to what they are assessed at. Performance measure results have stayed around 100 per cent for many years due to Property Assessment's continued focus on meeting and exceeding legislated standards.

The service cost per property assessment account has generally trended down over the years as operating budgets did not keep up with account growth. This trend reversed in 2021 and is expected to move upward over 2023-2026 due to increased investment by The City of Calgary. In the past, the Property Assessment service has been able to maintain service levels due to efforts to increase efficiency despite the increase in both the volume and complexity of accounts. Increased funding in 2023-2026 will allow Property Assessment to continue to maintain or increase these service levels.

What we plan to do

Result for 2023-2026

Property Assessment's focus for 2023-2026 is on providing fair and equitable property assessments used to provide reliable property tax revenue and enable City services while maintaining strong operational performance and making continuous improvements.

How we are going to get there

Meet and exceed all legislated requirements and industry standards by preparing fair and equitable property assessments for all Calgary properties.

Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.

Manage The City's financial risk and improve relationships with Calgarians by actively collaborating with property owners and agents regarding their property assessments.

Maintain equity for all property owners by listening, reviewing, understanding any complaints, and working to collaboratively resolve any Calgarian's concern by exchange of information, amended notice, and if necessary, by explaining our assessments before the Assessment Review Board.

Ensure exemption legislation is correctly interpreted and applied by managing the taxable and non-taxable status of properties.

Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.

Make the Property Assessment service a more attractive long-term career choice by focusing on staff attraction, development, and retention.

Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.

Support evidence-based decision-making across The City and the industry by providing property assessment information to internal and external data requesters for such issues as downtown revitalization, affordable housing, etc.

Address the climate emergency by reducing Property Assessment's carbon footprint using both technological and process related tools.

Advance equity efforts at The City by making decisions after first considering all Equity, Diversity, Inclusion, & Belonging implications.

Increase resilience and consider how best to operate in a future that is increasingly volatile, uncertain, complex, and ambiguous by proactively preparing for unexpected challenges.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	21,200	-	21,593	-	22,011	-	22,431	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	33	-	43	-	46	-	42	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	360	8	375	8	374	8	368	8
Total net budget	21,593	8	22,011	8	22,431	8	22,841	8

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	21,250	21,593	8	21,601	22,011	8	22,019	22,431	8	22,439	22,841	8	22,849
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(50)	-	-	-	-	-	-	-	-	-	-	-	-
Net	21,200	21,593	8	21,601	22,011	8	22,019	22,431	8	22,439	22,841	8	22,849

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
Sub-Total (New Budget Requests)		-	-	-	-	-	-
Previously Approved Budget Remaining		2,965	1,363	-	-	-	4,328
Total Capital Investment		2,965	1,363	-	-	-	4,328

Taxation

Led by: Director of Assessment & Tax

Description

Taxation service ensures property taxes are properly billed, effectively collected, and that customers receive timely and accurate information on property tax matters.

Value and benefits

We address The City of Calgary's need for reliable revenue via the timely and accurate billing and collection of property taxes. This revenue is used to fund the provision of public services. Proactive and innovative collection efforts ensure the risk of uncollectible revenue remains low and the use of the Tax Instalment Payment Plan (TIPP) program provides The City with stable and predictable cash flow.

From the property tax account holders' perspective, the Taxation service is important as we provide confidence that they are paying their fair share of taxes. The TIPP program provides property tax account holders with a convenient payment option that makes their budgeting easier due to certainty in their monthly property tax expenditures.

Customers

Our customers can be summarized into five main groups:

- Property tax account holders
- Business Improvement Areas
- Law firms, property managers, and financial institutions
- The City of Calgary
- The Government of Alberta

What we deliver

The main outputs of our service are annual property tax billings.

Partners

Our primary partners are The City of Calgary business units including, but not limited to: Customer Service & Communications; Finance; and Law.

545,525	2022 property tax accounts
99.0%	2021 service requests closed on-time
160,000	2021 annual customer interactions
\$2.9 billion	2022 municipal and provincial tax billed

Key assets

Key pieces of Taxation specific software include the Business Tax OnLine System (BTOOLS) and Property Tax Web Application (PTWeb).



Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

The 2023-2036 One Calgary Service Plans and Budgets Service Value Dimensions Survey noted that 43 per cent of respondents have contacted, accessed, or used the Taxation service. Most cited key elements of our service are reliability, accuracy, fairness and accessibility.

The Perception of the Tax Instalment Payment Plan (TIPP) Program Survey held in the Spring of 2021 indicated that:

- 63 per cent of property owners in Calgary are enrolled in TIPP.
- 80 per cent of program users are very satisfied with TIPP and the remaining 20 per cent are somewhat satisfied.
- 91 per cent of program users say that it makes budgeting easier.
- 82 per cent of program users say that the program is easy to understand.
- 78 per cent of program users are satisfied with the enrolment process overall.

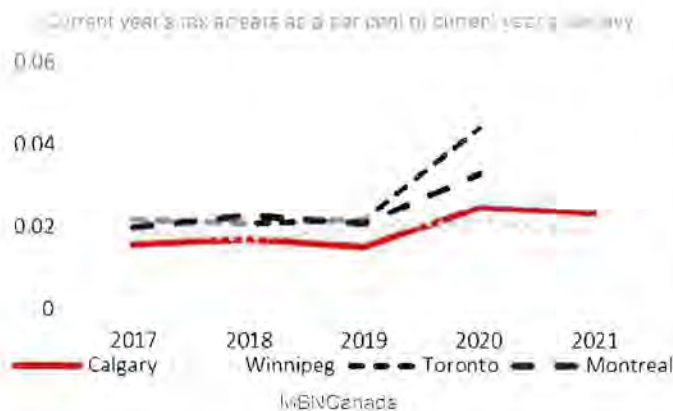
What Council has directed

We will work to implement "Council's Strategic Direction 2023-2026" with attention provided to each of the three foundational elements – economic resilience, social resilience, and climate resilience. The guiding principles that are the most impactful for Taxation are to strengthen relationships with Calgarians, deliver the right services, and finance our future. The main focus area for 2023-2026 will be modernizing government to provide faster and better service to Calgarians but efforts to contribute to downtown revitalization and social equity will also be made. Additionally, throughout the timeframe of this service plan there will be an emphasis on staying nimble and responsive to additional Council ad-hoc requests.

What we are watching

Our service regularly does environmental scans to identify trends of note. 2023-2026 will see a specific concentration on staying responsive to unexpected requests, making things easier for customers, and on the digital shift across society. Moving more to digital platforms and channels should enhance service delivery options, create efficiencies, and align better with customer expectations. Other trends to be tracked will be climate change, equity, diversity, inclusion and belonging. Our efforts will continue to contribute to The City of Calgary's Long Range Financial Plan and we will be monitoring and responding to the following key risks as appropriate:

- Replacement of end-of-life primary property tax system called PTWeb
- Upgrade of older system called City Ownership OnLine (COOL) that interfaces with Alberta Land Titles and allows Taxation to receive feeds of ownership changes
- Development and succession management of key talent



Comparing our service

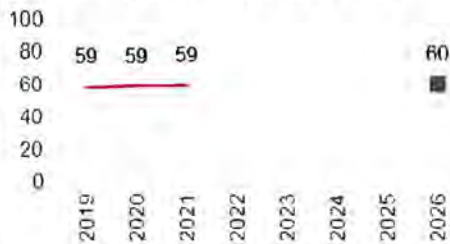
Calgary ranks second best in Canada in this widely used benchmark and the ability to maintain a low current year receivable balance speaks to Taxation's ability to meet expectations for a reliable and responsive service. The proportion of the current year's property tax levy not collected as of year-end is impacted by several factors including: the accuracy and timeliness of annual and supplementary property tax billings, payment processing speed, ability to communicate effectively with taxpayers and resolve their inquiries, and the ability to collect outstanding property taxes.

Measuring performance & where we want to go

For Council Approval

Actuals Exposed Future Performance

PM1: TIPP participation rate (per cent)



PM2: Current year's tax arrears as a per cent of current year's tax levy (per cent)



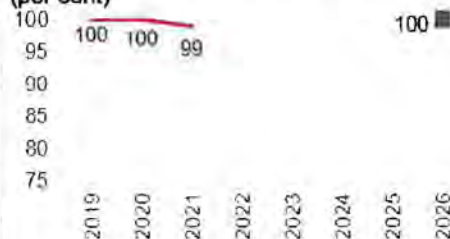
PM3: Operating cost to maintain property tax accounts per property tax account serviced (dollars)



PM4: Prior year's tax arrears not collected in the current year as a per cent of current year's tax levy (per cent)



PM5: Service Requests closed within seven days (per cent)



Story behind the curve

The TIPP participation rate is impacted by a number of factors including the general economic environment, program visibility, and trust in the municipality. While the participation rate has remained steady for several years, it has done so while The City has seen an increasing number of property tax accounts. The goal is to maintain or increase TIPP participation as the number of accounts grows by ensuring the benefits of the program remain visible to Calgarians and the Taxation service continues to maintain the trust and confidence of Calgarians.

The current year's tax arrears as a per cent of the current year levy is indicative of the overall health and effectiveness of the Taxation service. It is supported by the accuracy and timeliness of annual and supplementary billings; speed with which payments are processed; ability to communicate effectively with taxpayers; ease of understanding of taxpayer obligations; payment options; due dates; penalties; ability to collect outstanding taxes; responsiveness of systems and resources to increasing capacity demands; and maintaining low current year tax arrears.

The operating cost to maintain property tax accounts per property tax account serviced has stayed fairly flat in the recent past but it is expected to rise over the 2023-2026 timeframe to reflect the investment that Council is making in this important service. This rise will still likely place Calgary near the lowest result for this performance measure in Canada but will allow Calgary to further leverage technology, enhance efficiency and productivity, and better address requests from Council and administration.

The prior year's tax arrears not collected in the current year as a per cent of current year's tax levy measure shows the proportion of prior years' tax arrears not collected as of the year end. Economic conditions and the strength of a local economy, as well as collection practices, may impact tax arrears, collections, and penalty and interest charges. The City of Calgary is consistently much lower than all other participants in the MBNCanada program and the goal will be to maintain this position.

The per cent of Service Requests closed within seven days is a common performance measure for services that utilize 311 for when Calgarians make inquiries via the phone. Seven days is the current service standard for Taxation and in the past this performance measure result commonly sat at 100% until 2021 which saw a drop to 99%. The goal will be to turn the curve and return results to the 100% level within the 2023-2026 timeframe.

What we plan to do

Result for 2023-2026

We will ensure that Calgarians receive accurate and timely property tax information and provide a significant and reliable property tax revenue stream for The City of Calgary while maintaining strong operational performance and making continuous improvements.

How we are going to get there

Ensure Calgarians have access to their accurate and timely property tax bills by following billing best practices.

Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.

Provide The City with a significant and stable source of property tax revenue by effectively and efficiently collecting property taxes.

Help Calgarians in need of financial assistance by offering compassionate property tax relief-based programs under certain circumstances.

Support Council's Guiding Principle of Building Strong Communities by improving Business Improvement Area (BIA) engagement and relationship building.

Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.

Make the Taxation service a more attractive long-term career choice by focusing on staff attraction, development, and retention.

Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.

Support evidence-based decision-making across The City and the industry by providing taxation information to internal and external data requesters.

Address the climate emergency by supporting the Clean Energy Improvement Program and reducing Taxation's carbon footprint using both technological and process related tools.

Advance equity efforts at The City by making decisions after first considering all Equity, Diversity, Inclusion, & Belonging implications.

Increase resilience and consider how best to operate in a future that is increasingly volatile, uncertain, complex, and ambiguous by proactively preparing for unexpected challenges.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	6,538		6,789		7,033		7,203	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	37	-	37	-	41	-	39	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	214	6	207	3	129	3	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers to/(from) services	-	-	-	-	-	-	-	-
Total net budget	6,789	6	7,033	3	7,203	3	7,242	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	6,880	7,131	6	7,137	7,375	3	7,378	7,545	3	7,548	7,584	-	7,584
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(342)	(342)	-	(342)	(342)	-	(342)	(342)	-	(342)	(342)	-	(342)
Net	6,538	6,789	6	6,795	7,033	3	7,036	7,203	3	7,206	7,242	-	7,242

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
480100	Tax System Modernization	3,500	4,333	4,333	3,334	-	15,500
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		3,500	4,333	4,333	3,334	-	15,500
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		3,500	4,333	4,333	3,334	-	15,500

Explanation of capital budget requests

Program(s)

Activity 480100: Tax System Modernization

PTWeb is the primary property tax system and COOL interfaces with Alberta Land Titles and allows Taxation to receive feeds of ownership changes. Replacement of end-of-life tax system called PTWeb and upgrade of older system called City Ownership OnLine (COOL) to provide required functionality

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$3,000 thousand) Pay-As-You-Go (\$12,500 thousand)

Contributing Services: Appeals and Tribunals, Building Safety, Bylaw Education and Compliance, Citizen Information and Services, City Planning and Policy, Community Strategies, Data Analytics and Information Access, Development Approvals, Financial Support, Fire and Emergency Response, Fire Inspection and Enforcement, IT Solutions and Support, Legal Services, Neighbourhood Support, Police Services, Property Assessment, Real Estate, Streets, Waste and Recycling, and Water Treatment and Supply

Operating Impact: None

Transportation



Parking

Led by: Director of Mobility

Description

The Parking Service facilitates parking and innovative use of space including patios for businesses and communities to benefit Calgarians. This is achieved by providing paid and timed parking and loading, the enforcement of The City's parking policies and bylaws, administration of permitted parking, and space management for special events and seasonal activities. The mission is to contribute to vibrant, safe and accessible communities by managing and administering parking resources.

The Parking Service is self-supported and generates a revenue stream that allows for reinvestment in communities, business areas and other Council priorities.

Value and benefits

This service uses leading-edge technology to provide public parking on-street, in parkades and in surface parking lots. This ensures that parking is reliable and available, facilitating movement throughout the city and access to homes, businesses and services. The service also supports movement and access through the provisioning of special use zones such as commercial loading and accessible parking zones and supporting parking for special events.

Parking enforcement activity ensures safe and accessible parking, while also supporting emergency services through actions such as safeguarding access to fire hydrants. Enforcement also supports activities such as street cleaning and snow removal by ensuring roadways are clear of vehicles when required. This service supports The City's parking policies, assists in maintaining traffic flow and the pursuit of The City's transportation goals.

Customers

Parking serves vehicle and bicycle users, and supports businesses and services across Calgary. Residents and visitors are served by parking permits where required. Enforcement activity serves vehicle operators, residents, and businesses by providing safe movement and access to parking.

What we deliver

This service manages parking to meet Calgary's needs by delivering appropriate parking resources throughout the city, such as paid, permitted and accessible parking. The service develops and maintains City parking strategies, policies and associated bylaws. Parking services administers the parking revenue reinvestment program.

Partners

This service partners with Calgary Transit to support the enforcement of reserved parking stalls at C-Train stations and with the Streets service to support efficient traffic operation and maintenance. The service works externally with community associations and neighborhoods, local school boards, Business Improvement Areas and third-party clients to manage parking services.

5,484,493	Number of parking transactions per year
42	Number of parking facilities managed
166,993	Customer calls in 2021
51	Electric vehicle charging stations

Parking
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

The overall asset replacement value of Parking is estimated at over \$521 million. The major two categories include Parkade (11) and Surface lots (31). Over 72.6% of assets are rated as fair to really good condition, whereas 27.4% are rated as poor condition.

What we have heard & what we are watching

What we have heard

The Citizen Satisfaction Survey shows an improving trend in citizens' satisfaction. 72 per cent of surveyed citizens are satisfied with the job The City is doing in providing Parking and enforcement. Additionally, 50 per cent of citizens think we should maintain the current level of investments for Parking where only 21 per cent think we should invest more and 30 per cent expressed less investment for Parking.

What Council has directed

The Parking Service will deliver parking strategies to support Council's focus areas of Downtown Revitalization and Transit. It will provide an easy to use parking system to help position the City of Calgary as a destination of choice for hosting major events and promoting local ones. It will modernize its parking technology and conduct sustainable parking operations to help promote Calgary's brand as a successful city. The Parking Service will continue to seek efficiencies with the completion of its integration of the Calgary Parking Authority (CPA) operations with the City of Calgary structure, to devise innovative parking solutions to ensure financial sustainability and to continue to explore efficiencies with violation ticket prosecutions. The Parking Service will do its part to minimize emissions from operations and support green options for parkers and play an active role in climate innovation by prioritizing projects through the Climate Resilience prism.

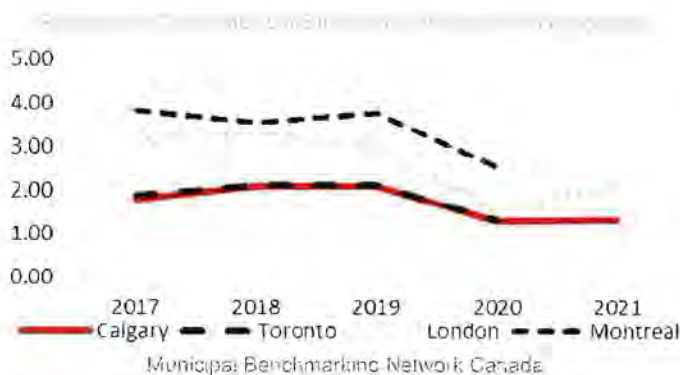
What we are watching

The duration of the pandemic's negative impact on parking activity. Reduced parking activity in high occupancy areas of the city has significantly impacted parking revenue streams, including tag issuance.

Integrating the Calgary Parking Authority's operations fully with The City's new organizational structure will be a complex process and will take time. The transition aims to minimize any disruption of service for customers.

As the trend towards teleworking continues, new products such as the Flex Pass have been developed and will be evaluated and updated as circumstances continue to evolve.

We will be continuing to pay close attention to our customers who will be impacted as we implement the changes to the Residential Permit Parking Program. Adjustments to the program, communications and information sharing will be considered as needed.



Comparing our service

Calculated by dividing the total revenue by total operation costs, this benchmark represents the efficiency with which parking stall revenue is generated. The 2018 and 2019 results show an increase from the continuous declines of prior years. However, as shown in the results from 2020 and 2021, the COVID-19 pandemic caused related loss of jobs/commuters to the downtown core resulting in the decline with Calgary performing better than the national median of 1.22 in 2020 and 1.17 in 2021.

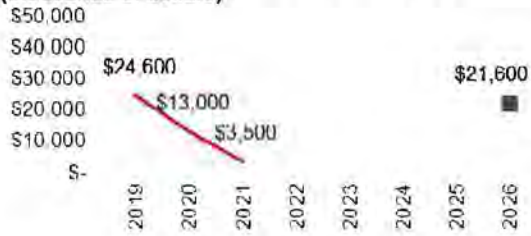
Measuring performance & where we want to go

For Council Approval

— Actuals ■ Expected Future Performance

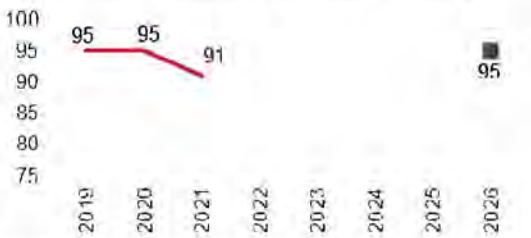
Story behind the curve

PM1: Financial Return to the City of Calgary (thousands of dollars)



Parking and enforcement revenues were severely impacted by the COVID-19 pandemic, resulting in much lower financial returns to the City of Calgary. As parking demand returns to the downtown core, these returns will increase and stabilize. A review of the policy guiding returns is required and will be brought to Council no later than Q2 2023; as such, returns will not meet the policy requirements until this is complete.

PM2: Positive Customer Perception (per cent)



The overall percentage of customers who are satisfied with their experience remains consistently above 90%. The Parking service has worked to increase customer satisfaction through a series of changes to the customer service delivery model to provide proactive, high quality, and timely support to customers. Given that customer satisfaction remains high, the goal is to take steps to maintain or increase the level of positive customer perception over the next four years, particularly in the areas of technology and customer service.

PM3: Total Cost per Paid Parking Space Managed (Total cost, per space, for on-street, off-street surface and off-street structure parking) (dollars)



The cost per parking space managed is a useful measure of service cost and value. Calgary does have a higher cost per stall than other benchmarked municipalities. The total cost per parking stall managed decreased during the COVID-19 pandemic, due to the implementation of several costs saving initiatives and lower property taxes. Cost per parking space is expected to increase as occupancy increases overtime. The "turn the curve" projections recognize that every effort must be taken to find efficiencies to keep costs low and value high for Calgarians.

PM4: Number of Enforcement Tags Issued per Year



Ticket issuance peaked in 2019. Ticket issuance was substantially impacted from changes in parking behaviour due to the pandemic and related health restrictions. From the onset of the pandemic in March 2020 ticket issuance slowly trended higher, and with the removal of all restrictions early in 2022 parking activity increased in the downtown core. Staff anticipate that our ability to improve our monitoring ability (both size of the area monitored and the frequency of monitoring) will support the tag issuance projected increase of 5 % per year.

PM5: Response Time of High Priority Calls for Service (hours)



This is a measure of responsiveness of high priority calls for service received by the parking service. By maintaining a relatively quicker response time, the Parking Service continues to contribute to the safety, mobility and accessibility for all Calgarians. As the Parking Service strives to maintain current level of service, the response time for these types of calls for service is anticipated to be comparatively the same.

What we plan to do

Result for 2023-2026

We will adjust to new demand levels and providing parking products and services to meet evolving customer and business needs while leveraging opportunities resulting from integration with The City.

How we are going to get there

Improve positive perception of the Parking Service by facilitating sponsorship and outreach programs where funding is allocated to groups or organizations that have mobility and transportation-related projects.

Deliver awareness of the ParkPlus System, the Traffic and Parking Bylaws to Calgarians by creating opportunities for Parking Safety & Compliance (PS&C) officers to engage with customers and Calgarians in the community.

Decrease operating costs by upgrading to more fuel-efficient fleet vehicles.

Reduce parkade operating costs by upgrading lighting and heating units.

Increase revenue through the Flex Pass program and other new products.

Allow for a better understanding of business recovery by developing Key Performance Indices (KPIs) focused on gross revenue and net revenue.

Maintain and operate safe facilities for customers, and increase efficiencies and reduce operational costs, by supporting the lifecycle and asset strategy, focusing on upgrading infrastructure (mechanical, electrical).

Support and maintain the City's License Plate Recognition (LPR) enforcement capabilities by replacing aging technology, including mobile and/or vehicle License Plate Recognition equipment, and fixed facility-based License Plate Recognition equipment currently in use.

Enhance user experience, data security, operation stability, reduce technology maintenance cost, provide faster responses to stakeholder needs and the industry's changing requests, and add new features and flexibility to integrate with third party applications, by enabling, supporting, and automating Calgary Parking Authority (CPA) parking management operation to support the lifecycle management of software solutions.

Increase the number of Electric Vehicle charging stations in City-owned parkades in the short-term and assess utilization demand and increase capacity as we advance.

Install Electric Vehicle charging stations on-street by working with the Calgary Sustainability team to assess demand and feasibility.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	89		89		89		89	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(72,820)	-	(3,641)	-	(3,823)	-	(4,014)	-
Internal Recoveries Changes	(30)	-	(2)	-	(2)	-	(2)	-
Inflation	(3,143)	-	(1,506)	-	655	-	624	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	59,864	-	474	-	483	-	493	-
Transfers to/(from) reserves	16,129	-	4,675	-	2,687	-	2,899	-
Total net budget	89	-	89	-	89	-	89	-

Total Operating Budget (\$000s) for Approval

	2022 Budget ¹	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	3,056	75,906	-	75,906	79,549	-	79,549	83,374	-	83,374	87,390	-	87,390
Recoveries	(1,362)	(1,392)	-	(1,392)	(1,394)	-	(1,394)	(1,396)	-	(1,396)	(1,398)	-	(1,398)
Revenue	(1,605)	(74,425)	-	(74,425)	(78,066)	-	(78,066)	(81,889)	-	(81,889)	(85,903)	-	(85,903)
Net	89	89	-	89	89	-	89	89	-	89	89	-	89
Calgary Parking Authority (CPA)													
Expenditures	61,773												
Recoveries	(50)												
Revenue	(92,995)												
Net Income	31,272												
Net	-												
Parking													
Expenditures	96,101												
Recoveries	(1,412)												
Revenue	(94,600)												
Net	89												

Notes:

- In prior budgets, the parking service contained components from both The City and Calgary Parking Authority (CPA). This budget shows a complete service, reflecting the ongoing integration of CPA into The City. This parking service plan and budget reflects the change in status.
- Financial policies contained in Council Policy CP2021-04, Calgary Parking Policies contemplate that CPA operates with financial independence from The City. These financial policies are no longer appropriate with CPA integrated into The City. A review of the policy is required and will be brought to Council no later than Q2 2023.
- Revenues and expenditures for Parking will be reported through the same mechanisms as for the rest of City Administration going forward.

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
426956	Parking Service Capital & Structural Improvement	8,552	12,789	5,844	8,350	-	35,535
Sub-Total (New Budget Requests)		8,552	12,789	5,844	8,350	-	35,535
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		8,552	12,789	5,844	8,350	-	35,535

Explanation of capital budget requests

Projects(s)

Activity 426956: Parking Service Capital & Structural Improvement

To support lifecycle and asset strategy, operate safe facilities, expand the use of LPR technology, and improve technical service delivery. The project ensures facilities operate safely, operational costs reduced, IT infrastructure and legacy systems improved/replaced, climate goals met.

Funding From: Capital Reserves (\$35,535 thousand)

Contributing Services: None

Operating Impact: None

Public Transit

Led by: Director of Calgary Transit

Description

The Public Transit service line provides a network of train and bus transportation for citizens and visitors to Calgary to get from place to place safely, reliably and affordably. Our service includes rapid transit service by bus and CTrain, local bus routes including On Demand bus service and a support system that keeps customers safe, comfortable and informed. We are an environmentally friendly service, with a focus on reducing Green House Gas (GHG) emissions and contributing to the climate strategy.

Value and benefits

Public Transit makes it easier for citizens to get around Calgary safely and affordably. Calgarians care about a public transit system that is safe and secure, accessible for all ages and abilities, reliable and convenient to use. Public Transit connects customers with people and places that they care about by providing a transportation choice that is affordable, accessible to Calgarians with a variety of ages and abilities, while exploring other innovative service options through initiatives such as Mobility as a Service (MaaS). Customer service and information by phone, online, text and applications, help keeps riders informed, and a robust security service keeps them safe. Fares are now conveniently available through the MyFare app, making it easier for customers to purchase fares. Our service offers environmental benefits to make it an attractive investment choice for Calgarians.

Customers

Our customers include citizens and visitors of all ages; Youth, Adults, and Seniors; who ride buses and trains to commute to school or work, and to visit the services, amenities and places they care about. Our service connects people across the city and links to other services like specialized transit, streets, sidewalks & pathways.

Partners

Service partners include Mobility, Capital priorities & Investments, Corporate Planning & Performance, Finance, Information Technology, Human Resources, Supply Management, Community Strategies, Recreation & Social Programs, Emergency Management & Community Safety, Public Spaces Delivery, Fleet & Inventory, Downtown Strategy, Climate & Environment, City & Regional planning, and Corporate Security & Safety.

What we deliver

Our service enables customers to travel almost anywhere across the city for their day-to-day activities. We are supported by teams in planning and scheduling, operations, vehicle maintenance, infrastructure maintenance, and safety & security to ensure safe, reliable, and accessible public transit service for Calgarians.

41.1 million Ridership in 2021.

2.4 million Hours of service in 2021.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Key assets

Key assets to deliver this service include: Service vehicles including 217 Light Rail Vehicles, 1315 buses, 132 km of track, over 100 large and small buildings, 52 traction power substations, overhead catenary system, signals & crossings, security infrastructure, communications, tunnels & bridges, and software & hardware to support customer service technologies.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Through the recent survey conducted by the Corporation, the following are the most frequent themes identified regarding why Public Transit and its values matter.

- Provide more frequent service to support the goals of the Municipal Development Plan and be competitive with other modes of travel.
- Provide safe public transportation and increase security measures around LRT stations, especially in the downtown core and inner city.
- Adapt to changing needs including more service to newer communities and focus on reliability.
- Public transit should be affordable and accessible for all.
- Consider more connection around transit stations and activate the surrounding area.

This finding is consistent with the surveys conducted by customer research program by Public Transit team. Safety, reliability and affordability have been chosen as the top areas of focus.

What Council has directed

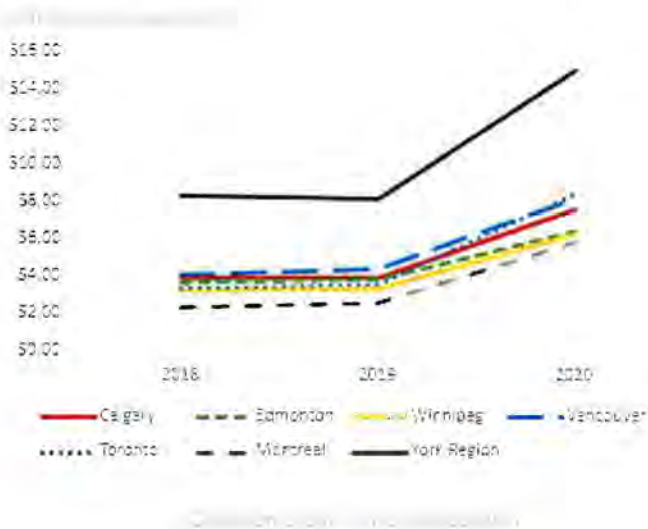
Public Transit service aligns with Council's priorities of Economic, Social, and Climate resilience. Service provided through investments in this line of service contribute to economic and social wellbeing of the community and also contribute to the climate goals. Transit service is one of the focus areas of Council over the next budget cycle and focuses on greening our fleet, expanding the MAX network, expanding the rail line network, connections to the airport, along with making meaningful investments into Public Transit service for Calgarians. Our capital and operating plans include investment requests aligned with these directives to initiate the required work, as outlined in Route Ahead, transit's strategic plan. Over the next four years, public transit will work on investment plan aligned with Council's guiding principles (i.e. Strengthen relationships with Calgarians, Invest in Infrastructure, Deliver the right services, Finance our future, and Build strong communities).

What we are watching

Our service has experienced serious impacts over the last couple of years due to the pandemic. We are closely monitoring the service demand for efficient service delivery, operating and capital funding variability, and changing customer expectations. We will also work with internal partners for continuity of Provincial funding support for Low Income Transit Pass program beyond March 2023. The emergence of innovative service delivery is changing the transit industry, and we will continue to focus on technological advancements. Our service will continue to support the construction and delivery of the new Green Line LRT which will improve the entire system. We will evaluate and implement On Demand and other alternate service delivery models to provide efficient and effective service. We will evaluate alternate fuel technologies like battery electric, hydrogen and RNG (renewable natural gas) for CT's buses.

Comparing our service

This benchmark measures the cost effectiveness of the service. This measure increased in 2020 because throughout the pandemic Calgary Transit (CT) carefully balanced reduced revenues and ridership with customer expectations to ensure that the service is available for service users who used transit service as their primary mode of transportation. In 2020, public transit service was approximately 8% lower than the average operating cost per trip for agencies mentioned here. Calgary Transit will continue to optimize service investments through the service recovery phase.



Measuring performance & where we want to go

For Council Approval

— Actual ■ Expected Future Performance

Story behind the curve

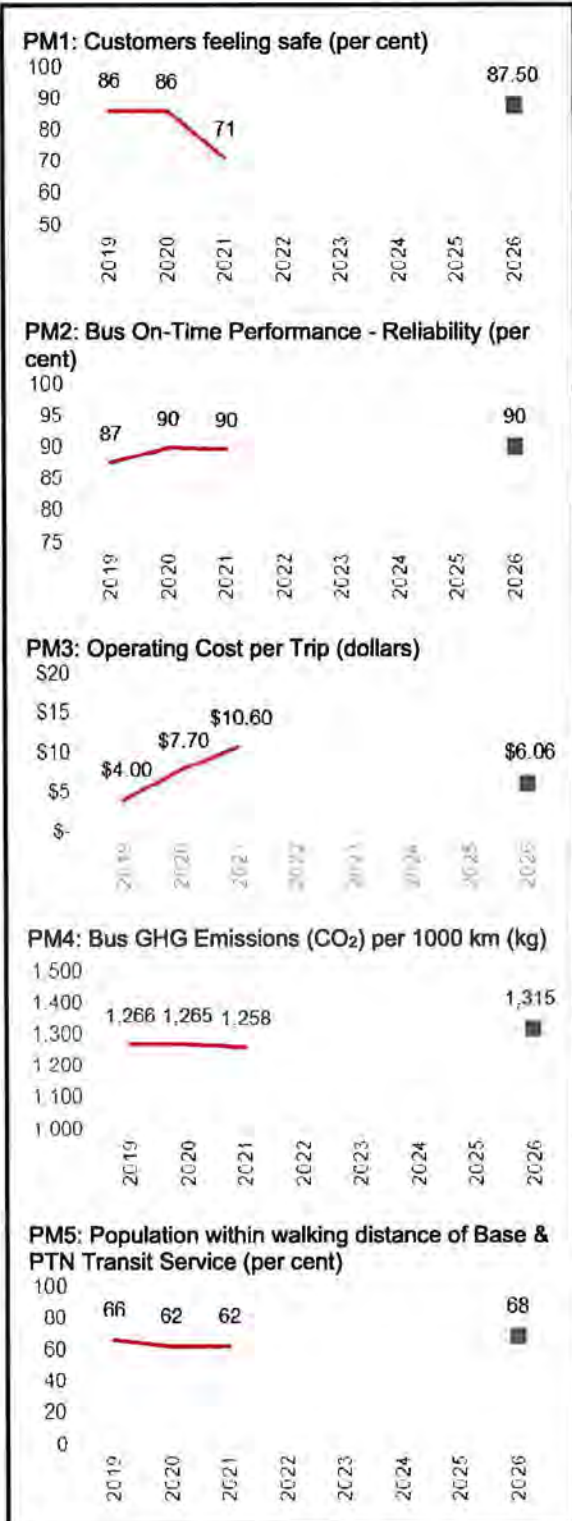
This performance measure demonstrates perception of customer safety and is gathered through Calgary Transit's customer commitment program. This measure was impacted by customer concerns around COVID-19 and also general safety & security concerns while on CT vehicles and properties through 2021. As service recovers from the pandemic, service will work with service partners and make investments into safety resources to improve customer perception of safety over the next budget cycle.

This measures the on-time performance of buses through the on-board technologies used by Calgary Transit and by optimizing the routes and schedules on a regular basis. Due to COVID-19, this measure reported higher than usual as there were fewer vehicles on road. Capital investments will be made into the onboard technologies, vehicle/infrastructure maintenance to improve on time performance and availability of service to customers.

This is a measure of operational efficiency which balances service demand with service delivery. This was impacted by reduced service demand because of COVID-19 since 2020. As the service recovers from the pandemic, appropriate service investments will be made to balance the service demand, of the returning ridership, attracting new riders, and providing efficient service.

This performance measure contributes to the overarching Climate Strategy by reducing bus GHG emissions. Calgary Transit will continue to work towards improving the GHG emissions through improvement in technologies in CNG buses (lifecycle replacement of older diesel buses) and use of bio diesel fuel. Reduced service contributed to lowering of GHG emissions through the pandemic. Additionally, battery electric buses (BEBs) will be piloted through the next budget cycle. Procurement of BEBs is not certain at this time, so that is not taken into consideration for these projections.

This measure intends to capture the accessibility of public transit service to Calgarians, measuring the percent population within the walking distance of base and Primary Transit Network (PTN) service. This measure had been impacted due to service reduction associated with COVID-19 ridership decrease. With the returning ridership and to attract new riders to the network, Calgary Transit will make investments to improve the accessibility of the service.



What we plan to do

Result for 2023-2026

We will focus on recovering from the pandemic while analyzing the shifts in travel patterns and choices, evaluating technological advancement options, innovative ideas, network improvement opportunities, investing in infrastructure, and reprioritizing service investments.

How we are going to get there

Improve service and align service levels with return of ridership by optimizing routes and schedules.

Improve transit service by investing in innovative service delivery options and technologies.

Improve employee engagement and safety awareness training by investing in employee commitment.

Support transit customer safety strategy, Safety 4 All, by coordinating efforts with Council, other departments and business units.

Reduce greenhouse gas (GHG) emissions by transitioning to Compressed Natural Gas, Zero Emissions Bus, or hydrogen buses, leveraging funding support from other levels of government.

Contribute to corporate climate strategy goals by procuring innovative and environmentally friendly technologies.

Support developing the Green Line including design and construction.

Implement and monitor the accountability framework for Calgary Transit safety areas which are moving to other business units and/or departments.

Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.

Leverage continued support from Provincial government for initiatives like Sliding Scale program while working with corporate partners.

Maintain network reliability by investing in infrastructure, system maintenance, and asset renewal programs

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	265,110		278,460		280,436		284,604	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	33,000	(525)	-	(875)	-	(1,050)	-
Internal Recoveries Changes	-	(33,000)	-	-	-	-	-	-
Inflation	11,914	-	203	-	2,543	-	(782)	-
Operating Impact of Previously Approved Capital	-	750	-	750	-	750	-	750
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,436	1,659	2,298	84	2,500	-	3,000	-
Total net budget*	278,460	2,409	280,436	834	284,604	750	285,773	750

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	472,190	485,040	2,409	487,449	487,541	834	488,375	492,584	750	493,334	494,802	750	495,552
Recoveries	(11,983)	(11,983)	(33,000)	(44,983)	(11,983)	-	(11,983)	(11,983)	-	(11,983)	(11,983)	-	(11,983)
Revenue	(194,597)	(194,597)	33,000	(161,597)	(195,122)	-	(195,122)	(195,997)	-	(195,997)	(197,047)	-	(197,047)
Net	265,610	278,460	2,409	280,869	280,436	834	281,270	284,604	750	285,354	285,773	750	286,523
Base	265,110												
One-Time	500												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
481301	Transit Buildings	5,146	4,896	4,986	4,998	-	20,026
431310	Bus Refurbishment	1,610	1,610	1,610	1,610	-	6,440
481300	Rail System Lifecycle	4,205	6,688	5,019	2,956	-	18,868
431825	Fare Collection Equipment	80	80	720	3,870	-	4,750
430007	Transit Customer Service Tech	6,913	8,222	7,349	3,406	-	25,889
481303	Fleet Equipment	448	458	419	430	-	1,755
430109	LRT Lifecycle & Asset Management	5,424	4,493	5,244	4,596	-	19,756
431435	LRV Refurbishment	5,471	5,436	3,625	3,555	-	18,088
Program(s)							
431600	LRV Procurement	-	137,500	-	-	-	137,500
430001	Transit Network Optimization	262	262	262	262	-	1,050
481304	Bus & Shuttle Procurement	89,200	142,245	38,495	35,315	-	305,255
Projects(s)							
481302	Facility Expansion	-	100	-	-	-	100
Sub-Total (New Budget Requests)		118,759	311,990	67,729	60,998	-	559,477
Previously Approved Budget Remaining – Green Line		252,637	177,241	183,653	797,497	2,863,763	4,274,791
Previously Approved Budget Remaining – Non-Green Line		61,504	5,500	-	-	-	67,004
Previously Approved Budget Remaining – Total		314,141	182,741	183,653	797,497	2,863,763	4,341,795
Total Capital Investment		432,900	494,731	251,382	858,495	2,863,763	4,901,272

Explanation of capital budget requests

Annual Investment Program(s)

Activity 481301: Transit Buildings

This funding will be used for lifecycle planning, condition assessments and rehabilitation to ensure building safety and reliability.

Funding From: Municipal Sustainability Initiative (\$18,023 thousand) Pay-As-You-Go (\$2,003 thousand)

Contributing Services: None

Operating Impact: None

Activity 431310: Bus Refurbishment

The funding will help meet the reliability commitments, keeping the buses in an economically viable condition and delivering safe, reliable service.

Funding From: Municipal Sustainability Initiative (\$6,118 thousand) Pay-As-You-Go (\$322 thousand)

Contributing Services: None

Operating Impact: None

Activity 481300: Rail System Lifecycle

This program enables proper maintenance and regular lifecycle management of aging and outdated Rail System components to deliver safe and reliable service.

Funding From: Municipal Sustainability Initiative (\$15,094 thousand) Pay-As-You-Go (\$3,774 thousand)

Contributing Services: None

Operating Impact: None

Activity 431825: Fare Collection Equipment

The funding will allow for the latest technology on ticket vending machines and mobile payment methods to provide better payment options to transit customers.

Funding From: Municipal Sustainability Initiative (\$1,900 thousand) Pay-As-You-Go (\$2,850 thousand)

Contributing Services: None

Operating Impact: None

Activity 430007: Transit Customer Service Tech

This funding will allow for maintenance and improvements to customer service technologies for improved accessibility of technologies for customers.

Funding From: Municipal Sustainability Initiative (\$20,711 thousand) Lifecycle Maintenance & Upgrade Reserve (\$1,450 thousand) Pay-As-You-Go (\$3,728 thousand)

Contributing Services: None

Operating Impact: None

Activity 481303: Fleet Equipment

This funding will help with lifecycle replacement of supporting fleet equipment required to maintain the bus fleet to deliver safe and reliable service.

Funding From: Municipal Sustainability Initiative (\$878 thousand) Pay-As-You-Go (\$877 thousand)

Contributing Services: None

Operating Impact: None

Activity 430109: LRT Lifecycle & Asset Management

This funding will allow for lifecycle asset management of the assets in Engineering Support and Track & Way areas of Calgary Transit to deliver safe and reliable service.

Funding From: Municipal Sustainability Initiative (\$17,780 thousand) Pay-As-You-Go (\$1,976 thousand)

Contributing Services: None

Operating Impact: None

Activity 431435: LRV Refurbishment

The funding will help keep transit vehicles in an economically viable condition to deliver safe and reliable service.

Funding From: Municipal Sustainability Initiative (\$8,140 thousand) Canada Community-Building Fund (\$8,140 thousand) Pay-As-You-Go (\$1,808 thousand)

Contributing Services: None

Operating Impact: None

Program(s)**Activity 431600: LRV Procurement**

The funding will replace older transit vehicles with new transit vehicles to provide a higher quality service with improved passenger information, security and accessibility.

Funding From: Municipal Sustainability Initiative (\$59,727 thousand) Canada Community-Building Fund (\$59,727 thousand) Capital Reserves (\$18,046 thousand)

Contributing Services: None

Operating Impact: None

Activity 430001: Transit Network Optimization

This funding will be used to optimize corridors on Primary Transit Network, maintain bus zones and add shelters at new locations and will help Transit priority measures by addressing travel time delays.

Funding From: Municipal Sustainability Initiative (\$568 thousand), Canada Community-Building Fund (\$262 thousand), Pay-As-You-Go (\$220 thousand)

Contributing Services: None

Operating Impact: None

Activity 481304: Bus & Shuttle Procurement

This funding will be used to replace service vehicles based on Calgary Transit's fleet plan to ensure safety and reliability of service. A total of \$10.8 million in capital funding will be utilized for lifecycle replacement of specialized transit buses from the Bus & Shuttle Procurement program (budget is contained in the Public Transit service line).

Funding From: Municipal Sustainability Initiative (\$125,785 thousand) Canada Community-Building Fund (\$112,809 thousand) Pay-As-You-Go (\$44,623 thousand) Capital Reserves (\$22,038 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)**Activity 481302: Facility Expansion**

This funding will help with additional space to support Transit Safety personnel and support staff growth over the few and future years.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$100 thousand)

Contributing Services: None

Operating Impact: None

Sidewalks & Pathways

Led by: Director of Mobility

Description

Mobility designs and maintains Calgary's network of sidewalks and pathways. This pathway system is one of the most extensive metropolitan pathway networks in North America. With traffic control and safety, sweeping and snow control, Mobility supports active travel modes and wheeling for all ages and abilities. Sidewalks, pathways, trails and protected on-street bikeways connect communities and provide Calgarians with safe and accessible year-round opportunities to walk, cycle, run, ride, and use mobility devices. We focus on inclusive, equitable, safe, accessible and reliable sidewalks and pathways to ensure that walking and wheeling are viable and attractive options for all Calgarians.

Value and benefits

Calgarians make over eight hundred thousand trips per day by walking and wheeling on the City's sidewalks and pathways, and this enables Calgarians realize the physical and mental health benefits of these activities. Safe, accessible, and walkable communities are important to Calgarians, and sidewalks and pathways provide convenient connections to neighbors, shopping, services, and natural spaces. We support clear rules and processes for businesses to access sidewalks and pathways for special uses.

Our sidewalks and pathways aim to provide alternative modes of travel that adhere to the Always Available for All Ages and Abilities (5A) guidelines. In addition, we develop comprehensive plans for future networks and design standards for a wide variety of contexts, which allows developers and communities participate in the realization of an active sidewalk and pathway network in the city.

Customers

Calgary's sidewalk and pathway network is enjoyed by commuters and recreational users of all age groups and abilities. The network supports active travel modes and connects people to services and amenities such as parks, parking, public transit, and other locations. Businesses, utilities, and festivals use the space for access and special events.

Partners

We partner and consult with agencies and industry stakeholders across public and private sectors to deliver services that Calgarians need. Partners such as developers and the construction industry collaborate with our service regarding infrastructure design and construction. Community/business associations, school boards and the Calgary Policy Service are also engaged regarding safety initiatives.

What we deliver

The Sidewalks & Pathways service includes the planning, design, construction, and maintenance of approximately 5,900 km of concrete sidewalks, 1,100 km of paved pathways, 150 km of designated trails, and protected bikeways. Elements that support Sidewalks & Pathways include pedestrian bridges, pedestrian corridors, rapid flashing beacons, pedestrian-activated flashers, crosswalks, and lighting.

292 million	Number of trips per year
5899 km	Length of sidewalks maintained
4644	Number of actuated crossings maintained
4806	Number of service requests in 2021

Key assets

Sidewalks & Pathways primary asset classes include: Pedestrian Bridges (194), Plus 15s (87), Sidewalks (5,899 km), Paved Pathways (1,100 km), Designated Trails (150 km), Overhead Flashers and Rectangular Rapid Flashing Beacons.

Sidewalks and Pathways
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

The Citizen Satisfaction Survey shows a positive trend with satisfaction for our service performance at 94 per cent. The pathway network is considered either as “Very Important” or “Somewhat Important” by the public (66 per cent and 28 per cent, respectively, totaling 94 per cent).

However, Calgarians shared a lower satisfaction with snow clearing on sidewalks along Calgary’s main roads (69 per cent). We will continue to monitor performance indicators, and the new Snow and Ice Control Policy will address some concerns. Almost an equal percentage of Calgarians agree that The City should increase the budget for snow and ice removal on sidewalks (63 per cent). Calgarians expect accessibility improvements and in response, we plan to install wheelchair ramps. Survey results indicate that the overall desire to further invest in sidewalks and pathways is 49 per cent.

What Council has directed

The Sidewalks & Pathways service is committed to supporting all Council focus areas. We will continue to focus on improvements in downtown revitalization with the support of Plus 15 wayfinding improvements and enhance the overall network in alignment with Council’s Always Available for All Ages and Abilities (5A) network directives. The 5A guiding principles on travel networks include separating people by their speed, and improving visibility, reliability, accessibility and ease-of-use. Considerations also focus on optimizing sidewalks and pathways to enhance network connectivity to any underserved areas and prioritize missing network links. As technology and business modes change, we are modernizing our service with new mobility trends such as automated-vehicle usage on sidewalks. We will also continue to support Council’s strategic direction with plans and policies such as the Calgary Transportation Plan, the Safer Mobility Plan, the Step-Forward Strategy and the Cycling Strategy.

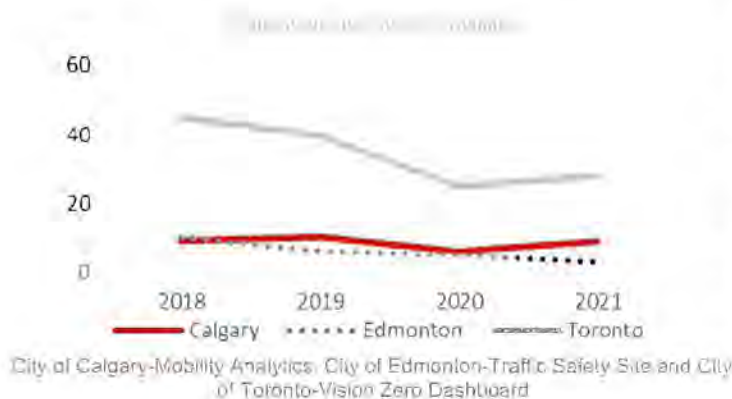
What we are watching

The expectations of Calgarians are changing as demographics and behaviors evolve. Furthermore, the city’s growth continues to drive network expansion and the need to connect communities. Hence, we continually monitor and adjust to trends that impact delivery of the Sidewalks & Pathways service. These adjustments include an increasing focus on pedestrian and cyclist safety, an emphasis on year-round accessibility and wayfinding, and the long-term impact of the pandemic on the economy. Insufficient funding to maintain/upgrade related infrastructure is also a key risk.

Emerging transportation technologies such as e-bikes, scooters and pedelecs, and business models such as undocked bike sharing are changing how we move. There is also a growing number of commercial activities such as festivals and mobile vendors that use our street and pathway network. Thus, we continue to monitor provincial, national and international standards and trends that promote safe walking and wheeling activities.

Comparing our service

A safe sidewalk and pathway system is an integral part of our service and major Canadian cities move towards this goal regarding similar infrastructure. In 2021, the number of pedestrian and cyclist fatalities increased in Calgary and Toronto, while decreasing in Edmonton. Although Toronto had a relatively high number of fatalities in 2021, both Toronto and Edmonton have an overall downward trend from 2018-2021, while Calgary shows a slightly more alternating trend. We will continue to explore related improvements through engagement, design, engineering, education, feedback and enforcement.



Measuring performance & where we want to go

For Council Approval

— Actual — Forecasted Future Performance

Story behind the curve

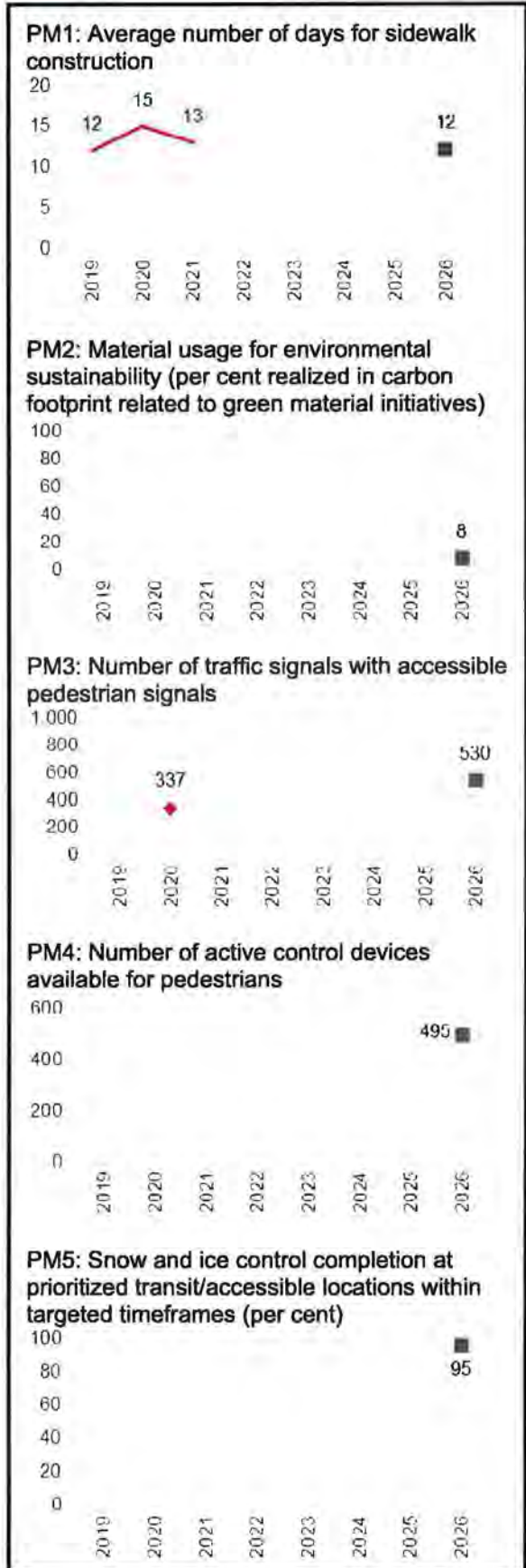
When the duration of sidewalk construction is minimized, Calgarians benefit from the provision of reliable and safe infrastructure. While previous years have seen lower durations for sidewalk construction, there are a variety of emerging construction factors such as weather, supply chain delays and challenges with material acquisition that impact the annual average duration of construction work. Hence, the expected future performance considers these impacts while we continually work towards lower construction durations.

This new performance measure focuses on environmental sustainability through the adoption of green initiatives in material usage. A minimum of eight percent reduction in carbon or related environmental sustainability footprints from 2022 levels of material usage is anticipated by 2026 through planned material adoption of green concrete and carbon upcycled products.

To ensure that we deliver the right services to all Calgarians and enable safe pedestrian traffic on our sidewalk and pathway network, equipping traffic signals with accessible pedestrian devices is necessary. The expected future performance for this measure focuses on increasing the number of accessible pedestrian signals in the network.

Active control devices for pedestrians include Rectangular Rapid Flashing Beacons (RRFBs), overhead flashers and pedestrian signals in operation, with the objective of enhancing commitment to mobility modes that do not include vehicles. This new performance measure aims to have at least 495 active control devices available on the network by 2026.

Building upon feedback and engagement with Calgarians, this newly included pedestrian-focused performance measure focuses on the delivery of winter maintenance services on high priority routes with a focus on accessibility and services for pedestrians. The expected future performance was set to provide a high level of service and safe mobility on sidewalks and pathways. Higher target rates can be challenging due to the nature of major weather events. The 95 percent target is among the highest in Canada for large cities and is an annual target driven by Council policy.



What we plan to do

Result for 2023-2026

Our service focuses on accessibility, innovative design, pedestrian and cyclist safety and education, reliability, connecting communities, wayfinding improvements, supporting commercial activities, modernizing service delivery, and adopting safe walking and wheeling practices.

How we are going to get there

Enhance support for walking and wheeling as preferred mobility choices to and beyond schools, shopping, parks, recreational and other locations by prioritizing Always Available for All Ages and Abilities (5A) routes, enabling coordinated lifecycle replacements with adjacent roadway assets and other engineering measures that connect or extend routes, and address missing sidewalk or pathway links.

Provide innovative and environmentally-friendly approaches to sidewalk design and construction, and reduce carbon dioxide emissions through the exploration and implementation of carbon upcycling practices, using waste material such as fly ash in concrete sidewalks and by adopting the usage of glass materials in new use categories such as concrete construction.

Improve the availability and use of sidewalks and pathways infrastructure to Calgarians by enhancing coordination, engagement, collaboration, feedback and communication activities with workgroups, supporting partners and impacted communities.

Improve the safety, accessibility and attractiveness of the pedestrian realm through continuous improvement, design, maintenance, innovation, benchmarking, and implementation of related programs and technology such as piloting the use of heave phenomena control devices that control the expansion and contraction of concrete.

Strengthen the culture of safety throughout the sidewalks and pathways network by establishing safety protocols and projects through the Safer Mobility Plan, and exploring opportunities for more social media-based campaigns and short animated clips about safe pedestrian behavior that would engage various age groups and focus on the shared responsibility of safety for all sidewalk, pathway and roadway users.

Enhance maintenance and functional performance through the use of collected data, analysis, reporting, forecasting, risk-based approaches and innovative equipment exploration such as the use of Segway-style paint machines for painting longer stretches or tight areas, and the use of durable marking products that make crosswalks and high pedestrian traffic areas visible even after winter and increase safety for pedestrians.

Provide Calgarians with stronger sidewalks that require less maintenance and have an extended lifespan through updated sidewalk designs and specifications.

Continually enhance responses to community traffic, walking and biking concerns or issues, through attention to 3-1-1 trends and innovative techniques to delivery efficient and effective service improvement.

Enhance snow and ice control on sidewalks and pathways by continuing to explore cost-effective methods and innovative technology-based solutions for removing snow and ice.

Advance additional carbon dioxide emission reduction, incorporating green technologies and materials for environmental sustainability, through the use of materials such as Green Concrete which can store carbon dioxide and by replacing cement material with limestone which reduces cement content by five percent.

Adopt permanent public realm enhancements by continuing to review, explore and investigate temporary options for transition towards permanent public realm structures where applicable or required.

Provide service quality and responsiveness associated with the sidewalks and pathways service by continually monitoring and reviewing overall network usage and fee schedules.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	50,778	-	53,073	-	53,993	-	54,610	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(200)	-	(200)	-	(200)	-	(200)	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	2,136	-	608	-	625	-	626	-
Operating Impact of Previously Approved Capital	6	40	26	80	45	120	65	160
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	353	-	486	-	147	-	147	-
Total net budget*	53,073	40	53,993	80	54,610	120	55,248	160

*The previous year's One-time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	66,014	62,809	40	62,849	63,928	80	64,008	64,745	120	64,865	65,583	160	65,743
Recoveries	(6,586)	(6,586)	-	(6,586)	(6,586)	-	(6,586)	(6,586)	-	(6,586)	(6,586)	-	(6,586)
Revenue	(2,949)	(3,149)	-	(3,149)	(3,349)	-	(3,349)	(3,549)	-	(3,549)	(3,749)	-	(3,749)
Net	56,478	53,073	40	53,113	53,993	80	54,073	54,610	120	54,730	55,248	160	55,408
Base	50,778												
One-time	5,700												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
481354	Concrete Rehabilitation	4,000	4,000	4,000	4,000	-	16,000
423080	Pathways & Trails Lifecycle	1,500	1,500	1,500	1,500	-	6,000
481350	Plus 15 Rehabilitation	2,000	2,000	2,000	2,000	-	8,000
464929	Public realm investments	5,000	6,500	8,300	13,200	-	33,000
481360	Accessibility Improvements	1,500	1,500	1,500	1,500	-	6,000
463960	Main Streets	14,225	16,130	16,545	13,100	-	60,000
Program(s)							
481400	Community Mobility Improvements	500	2,000	2,000	220	-	4,720
Projects(s)							
Sub-Total (New Budget Requests)		28,725	33,630	35,845	35,520	-	133,720
Previously Approved Budget Remaining		19,986	4,061	294	-	-	24,341
Total Capital Investment		48,711	37,691	36,139	35,520	-	158,061

Explanation of capital budget requests

Annual Investment Program(s)

Activity 481354: Concrete Rehabilitation

This program funds replacement of concrete assets and ensuring an accessible, pedestrian friendly environment. Improving pedestrian accessibility is the key outcome of this program.

Funding From: Canada Community-Building Fund (\$12,480 thousand) Pay-As-You-Go (\$3,520 thousand)

Contributing Services: None

Operating Impact: None

Activity 423080: Pathways & Trails Lifecycle

This program ensures pathways and trails are maintained and extends their lifespan and reduces the need for more expensive repairs. Pathways are a critical component of Calgary's pedestrian and cycling networks and contributes to high quality of life.

Funding From: Municipal Sustainability Initiative (\$2,970 thousand) Canada Community-Building Fund (\$2,970 thousand) Lifecycle Maintenance & Upgrade Reserve (\$60 thousand)

Contributing Services: None

Operating Impact: None

Activity 481350: Plus 15 Rehabilitation

This program contributes to vibrancy of the downtown core by providing lifecycle rehabilitation and protection of Plus 15 bridges. Plus 15 Network is a key part of Calgary's downtown that enables pedestrian travel in an all-weather transportation network and attracts businesses.

Funding From: Municipal Sustainability Initiative (\$6,960 thousand) Pay-As-You-Go (\$1,040 thousand)

Contributing Services: None

Operating Impact: None

Activity 464929: Public realm investments

Public realm investments were identified with input from stakeholders to attracting investment, creating complete communities, and supporting growth. Public realm investments have been identified with input from developer and community stakeholders to align with plans and corporate goals.

Funding From: Reserve for Future Capital (\$12,000 thousand) Capital Reserves (\$21,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 481360: Accessibility Improvements

This program will provide an enhanced level of service for pedestrian accessibility while also improving meaningful access in facilities. Accessibility is a priority for Council and enhances social equity by delivering infrastructure for all needs.

Funding From: Canada Community-Building Fund (\$4,140 thousand) Pay-As-You-Go (\$418 thousand) Reserve for Future Capital (\$1,442 thousand)

Contributing Services: None

Operating Impact: None

Activity 463960: Main Streets

Constructing equitable and vibrant main streets that builds economic resiliency, improves health and safety throughout Calgary communities. Rebuilding and modernizing equitable use and access of our streets and sidewalks that improve safety, economic investment and health.

Funding From: Municipal Sustainability Initiative (\$54,000 thousand) Lifecycle Maintenance & Upgrade Reserve (\$6,000 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 481400: Community Mobility Improvements

This program is dedicated to the strategic investment in planned community mobility and active transportation infrastructure, equipment and testing. Program will support transportation choices for people to walk and cycle, at all ages and abilities and will promote safer streets and neighborhoods.

Funding From: Pay-As-You-Go (\$4,720 thousand)

Contributing Services: None

Operating Impact: None

Specialized Transit

Led by: Director of Calgary Transit

Description

Specialized Transit provides specialized buses, vans and sedans for Calgarians with disabilities and seniors with limited mobility to get them where they need to be safely, reliably and affordably. Calgarians who have disabilities often have fewer transportation options; our service is a vital connection to the people, services and amenities Calgary has to offer.

Value and benefits

Specialized Transit is a door-to-door shared-ride service that makes it easier for citizens living with disabilities to get around Calgary safely, reliably and affordably. Specialized Transit connects customers with people and places that they care about by providing safe, accessible, reliable and courteous public transportation services. Our customers may have fewer transportation options making this service a vital connection to the people, services and amenities Calgary has to offer.

Customers

Our customers are Calgarians who have disabilities that prevent them from taking regular bus and train service. Specialized Transit connects people across the city and links to other transportation services like public transit, streets, and sidewalks and pathways.

What we deliver

Our service enables customers to connect anywhere across the city. We are supported by teams in planning and scheduling, operations, customer eligibility & training, vehicle maintenance, infrastructure maintenance, and safety & security to ensure safe, reliable, and accessible service. Service is priced according to usage and ability to pay.

Partners

We partner with a number of business units including Finance, Supply Management, Community Strategies, Recreation & Social Programs, Capital priorities & Investments, Mobility, Fleet & Inventory, Facility Management, Downtown Strategy, City & Regional planning, Information Technology, Human Resources, and Corporate Security.

530,127

Number of trips provided in 2021.



Key assets

Key assets to deliver this service include: Service vehicles (i.e. specialized buses which are covered under the Public Transit service capital request), other supporting infrastructure such as administration buildings (covered under the Public Transit service capital request), and software applications and hardware to support customer service technologies.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Through the recent survey conducted by the Corporation, the following are the most frequent themes identified regarding why Specialized Transit and its values matter.

- It is a service that is valued for independence and needs to be affordable.
- Safety concerns with accessing the LRT and stations.

From value dimensions, Calgarians ask to focus more on reliability, accessibility, and safety.

What Council has directed

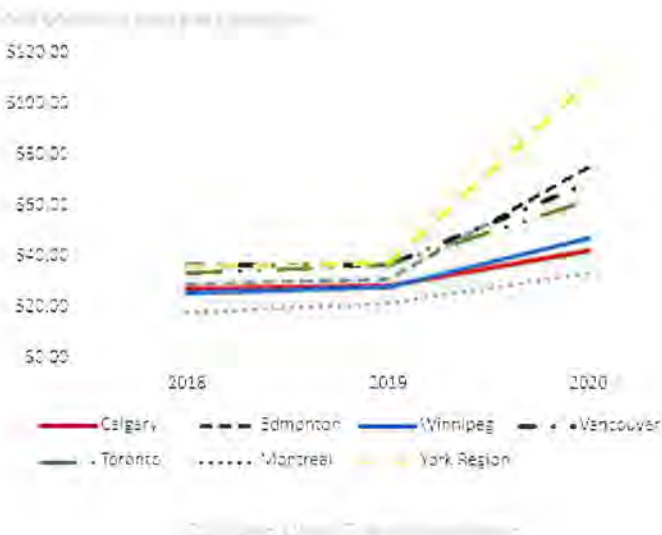
Specialized Transit service aligns with Council's priorities of Social resilience. This line of service contributes to social wellbeing of the community. Investments into increased service, aligned with Route Ahead, The City's strategic transit plan, would help support Calgarians with disabilities and seniors, eligible for this service. Over the next four years, specialized transit service will work on an investment plan aligned with Council's guiding principles (i.e. Strengthen relationships with Calgarians; Invest in Infrastructure; Deliver the right services; Finance our future, and Build strong communities).

What we are watching

Our service has experienced serious impacts over the last couple of years due to the COVID-19 pandemic. Service demand is picking up for specialized transit service relatively quickly as compared to public transit service. We will continue to increase service to accommodate increasing service demand, while efficiently using the contractual resources at our disposal. We are also working with internal partners for continuity of the Provincial funding support for Low Income Transit Pass program beyond March 2023. We will continue to focus on technological advancements and other innovative service delivery models.

Comparing our service

This benchmark measures the cost effectiveness of the service. This measure increased in 2020 because throughout the pandemic Calgary Transit continued to provide service based on service demand. In 2020, specialized transit service was approximately 33% lower than the average operating cost per trip for agencies mentioned here. Calgary Transit will continue to effectively use the contractual service providers and internal resources to control the costs.

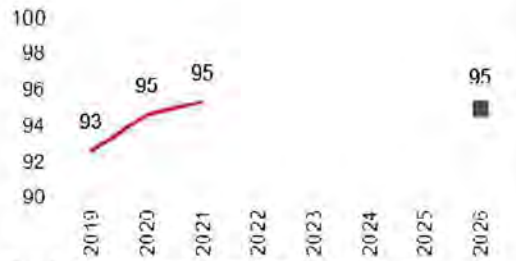


Measuring performance & where we want to go

For Council Approval

— Actual — Budgeted Future Performance

PM1: On Time Performance - Reliability (per cent)



PM2: Operating Cost per Trip (dollars)



PM3: At Fault customer service reports per 1000 trips



PM4: Number of Trips



PM5: Calls answered in 3 minutes or less (per cent)



Story behind the curve

For specialized transit service, this performance measure calculates the on time performance of trips within the pick up and drop off times of the customers. On board technologies installed on Calgary Transit buses and optimizing the routes and schedules on a regular basis, assist with this measure. Due to COVID-19, this measure reported higher than usual due to fewer vehicles on road. Capital and operating investments will be made into onboard technologies, vehicle/infrastructure maintenance and schedules to ensure on time availability of service to customers.

This is a measure of operational efficiency which balances service demand with service delivery. This was impacted by reduced service demand because of COVID-19 since 2020. As the service recovers from the pandemic, appropriate service investments will be made while balancing the work between in house and contractual service providers to meet the service demand.

Specialized transit service monitors the at fault customer service reports closely to continuously improve customer satisfaction on a regular basis. Calgary Transit will continue to make investments and coordinate to provide uninterrupted specialized transit service to Calgarians while keeping a check on customer service reports. Various initiatives such as appropriate training for front line staff working directly with customers, eligibility interview process, continuous improvements in trip booking process, etc. will contribute to improvement of this measure

Number of trips provided to the Calgarians with disabilities is a direct measure of the service demand. Due to COVID-19, service demand was very low and number of trips were quite low. With the recovery of service from the pandemic, service demand is increasing and investments will be made to improve the number of trips provided.

This is a measure of efficiency in call bookings to ensure that calls from the majority of customers are answered within a reasonable timeframe. Due to the reduced number of calls, more calls were being answered within the target timeframe. However, the number of calls will increase with the increase in service, negatively affecting the measure. Service improvements through efficient work assignments, staff retention and improved coordination will mitigate this.

What we plan to do

Result for 2023-2026

Specialized Transit service will continue to provide service to Calgarians as it recovers through the pandemic, aligned with the service demand. Over the recovery, service will continue to be optimized through efficient use of in-house resources and contractual service providers.

How we are going to get there

Improve service and align service levels with return of customers to the specialized transit system by optimizing schedules.

Improve service by investing in innovative service delivery options and technologies.

Improve employee engagement and safety awareness/training by investing in employee commitment.

Implement and monitor the accountability framework for Calgary Transit safety areas which are moving to other business units and/or departments.

Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.

Leverage continued support from Provincial government for initiatives like Sliding Scale program while working with corporate partners.

Mitigate potential On Time Performance impacts of increased motor vehicle traffic volumes post-pandemic

Increase use of online booking for specialized transit service trips by promotion

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	43,289	-	45,292	-	45,691	-	46,179	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	2,003	-	399	-	488	-	358	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	-	-	-	-	-	-	-
Total net budget	45,292	-	45,691	-	46,179	-	46,537	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	46,236	48,239	-	48,239	48,638	-	48,638	49,126	-	49,126	49,484	-	49,484
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(2,947)	(2,947)	-	(2,947)	(2,947)	-	(2,947)	(2,947)	-	(2,947)	(2,947)	-	(2,947)
Net	43,289	45,292	-	45,292	45,691	-	45,691	46,179	-	46,179	46,537	-	46,537

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
430006	CT-AC Technology Upgrade	321	924	320	714	-	2,279
Program(s)							
		-	-	-	-	-	-
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		321	924	320	714	-	2,279
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		321	924	320	714	-	2,279

Explanation of capital budget requests

Annual Investment Program(s)

Activity 430006: CT-AC Technology Upgrade

This program allows for investments into customer technologies for specialized transit service to help provide a better service for passengers.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$2,279 thousand)

Contributing Services: None

Operating Impact: None

Streets

Led by: Director of Mobility

Description

Our streets connect people and places throughout Calgary. We drive, walk, cycle and ride every day to and from work or school, for social or recreational activities, and to move goods and services. Streets provide critical access for emergency services and rights-of-way for all underground and overhead utilities. We provide space for on-street parking which supports businesses and residential users. We also support The City's efforts to reduce greenhouse gas emissions.

Streets are Calgary's most abundant public space, and we support nearly every service The City of Calgary provides to Calgarians.

Value and benefits

Calgarians make 2.7 billion trips per day in a vehicle. These trips require a safe, well planned, and maintained street network that adapts to change, and allows for predictable travel. We strive to provide pavement surfaces that are smooth, clear in winter and clean in summer, clearly marked, and well-lit at night.

We also provide traffic signals and other controls required for safe and effective traffic management through intersections and enable the safe interaction of different users of the space. Streets require well-signed speed zones, road rules, wayfinding, and are the principal public space in the city. Streets are also a backbone of The City's built environment and enable movement between places, influence travel, drive the economy, transport goods, support future growth and allow special road use such as those requested through street-related permits.

Customers

Streets are used by the public and businesses, including freight, emergency services, and services such as Public Transit and Waste & Recycling. Private and public utilities run overhead or underground infrastructure on our rights-of-way. Street space is also used by businesses as a work space; to meet and host festivals and special events.

What we deliver

Streets infrastructure is worth over \$19 billion, which includes planning, building and maintenance of streets and alleys, bridges, traffic signals and other controls that provide safe and efficient travel. Our street lights support safe activity throughout the day. Programs such as Snow and Ice Control and Spring Clean-up allow people and goods to move freely and safely throughout the city.

Partners

We partner and consult with a large variety of diverse internal and external groups to deliver services that Calgarians need. These partners include the traveling public, Alberta Transportation, developers, the construction industry, and the goods movement industry. Services and initiatives are delivered through engagement with the community, business associations and Calgary Police Service.

1.8 billion	Trips per year as a driver or passenger
16,958	Paved lane kms of roadway
103,503	Number of streetlights maintained
64,742	Number of service requests in 2021

Key assets

The primary asset classes in the Streets service line include: Vehicular Bridges /Tunnels (200), Pavement (16,958 lane-km), Curbs and Gutters (6,836 km), Sound Attenuation Walls (96.7 km), Signalized Intersections (1,103), Street Lights (88,550 poles), Lanes (3,112 lane-km), and Fences or Barriers (336 km).



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Citizen Satisfaction Surveys consistently show that infrastructure, traffic, and roads networks are important to Calgarians. Calgarians rated several activities with high importance, low satisfaction and an increased willingness to invest: in snow removal, road maintenance, pothole repairs, and traffic flow management. The Fall 2021 Citizen Satisfaction Survey shows high satisfaction with the Spring Clean-up program (92 per cent) and the City's overall operation of roads and infrastructure (85 per cent). However, satisfaction is lower for snow and ice control (68 per cent), pothole repairs (70 per cent) and traffic flow management (77 per cent).

Although we rank high compared to major cities in Canada, survey results indicate the need to continue to invest in our infrastructure, traffic assets and roads networks to continue to build a prosperous and accessible city.

What Council has directed

The Streets service is committed to supporting all Council focus areas. Regarding downtown revitalization, we will continue to support programs such as 'Clean to the Core' and the seasonal patio initiative. We will continue to focus on improving mobility network accessibility for all users while also adopting environmentally sustainable methods by building and maintaining infrastructure with environmentally friendly products. As technology, business, and priorities for Calgarians change, we are attentive, innovative and modernizing policies and services through automated-vehicle delivery and Snow and Ice Control route optimization. We understand the importance of the film industry and hosting special events on our streets, which we will continue to support through efficient processes. We will support Council's direction with plans and policies such as the Calgary Transportation Plan, the Safer Mobility Plan, the Goods Movement Strategy and the Neighbourhood Streets Policy.

What we are watching

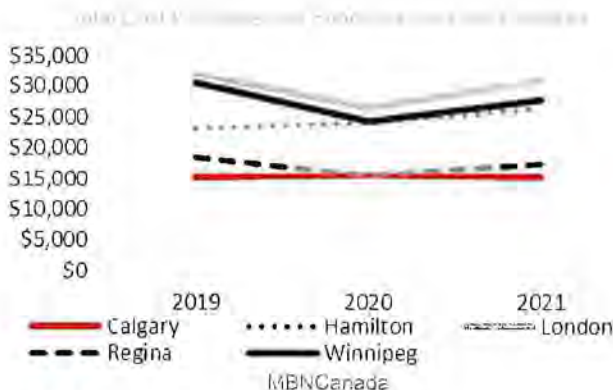
Expectations of Calgarians are changing as demographics and behaviors evolve. As city growth continues to drive network expansion, our goal is to continue to connect communities. We monitor and adjust to trends that impact delivery of our streets service to best align with the evolving needs of our city.

Trends we monitor include an increasing focus on safety, the impact and frequency of severe weather events, further enabling non-mobility uses (e.g. street patios, pop-up parks), as well as transparency and speed of internal and external processes. We focus on innovation, continuous improvement and changes in emerging technologies such as snow removal lumebots which enable new approaches to street maintenance. We are also introducing innovative solutions in our rights-of-way such as roadside naturalization and low CO2 concrete mixtures.

We use data to drive our decisions and continue to collect a wide range of data to support decision-making for future investments and improvements.

Comparing our service

While cities may experience a variety of conditions that impact service delivery, a useful and consistent benchmark amongst municipalities is the cost per lane kilometer. Benchmarking results depict a low cost per lane kilometer for the City of Calgary in comparison to other Canadian cities. In 2021, Calgary's total cost for roads reduced by 2 percent from the previous year and when typically compared to other municipalities, the relatively low 2021 cost for Calgary's lane kilometers is attributed to factors that include lower costs for winter roadway maintenance.



Actuals: Expected-Future Performance

Story behind the curve

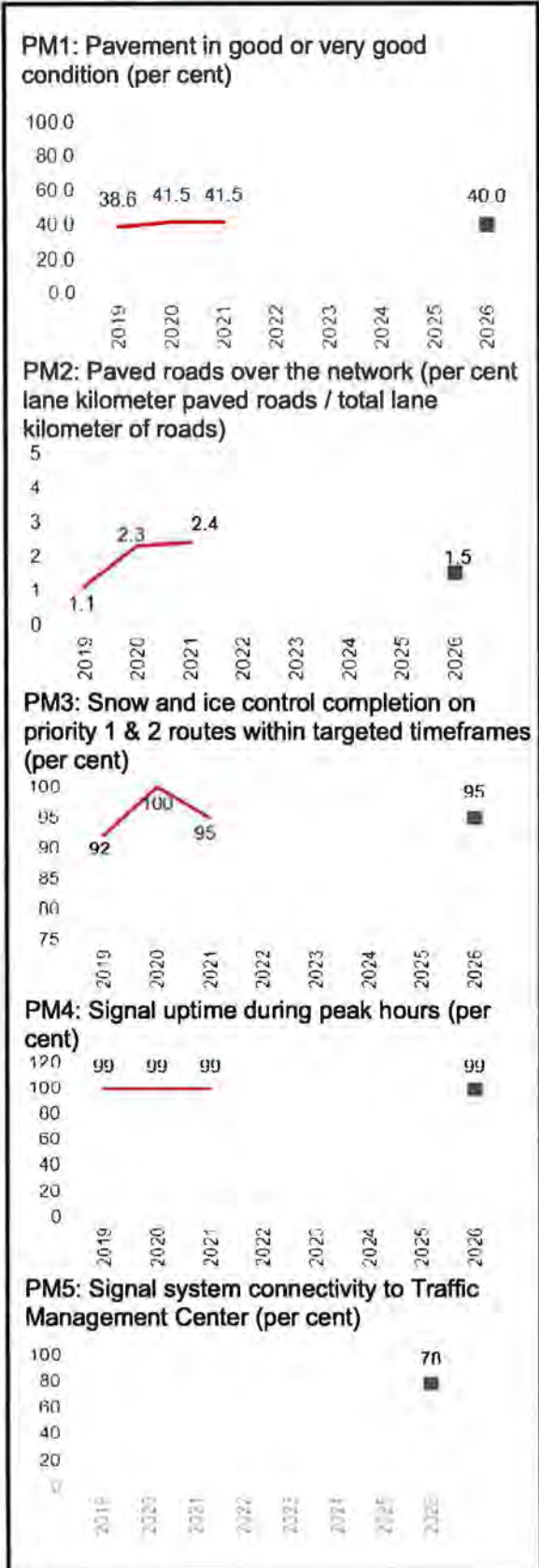
The overall pavement condition is maintained or improved through annual infrastructure investments. However, without sufficient investments to the lifecycle phases of pavement surfaces, deterioration of the asset will occur and could lead to significant cost increases and decreased percentages of pavements that are in good or very good condition, especially if optimal annual pavement surface rehabilitation or renewal windows are missed. Sufficient funding, cost effective pavement maintenance, timing and treatments results in improved pavement conditions and road reconstruction savings.

The yearly per cent paved roads over the network depicts the percentage of lane kilometres roads paved in the city yearly compared to the total lane kilometres of roads in the city. Estimated funds for 2025 and 2026 for road paving provide an expected future paving percentage of 1.5 percent for 2026.

The target for percent snow and ice control completion was set to provide a high level of service and safe mobility on streets and is among the highest targets for this performance measure in Canada for large cities. It is also an annual target driven by Council policy. Higher targets can present challenges due to the nature of major weather events.

At least 99 percent of signal uptime is targeted for traffic signals to be good working condition during the morning and evening peak hours to ensure high quality service is provided.

This is a new performance measure that tracks the percentage of connectivity to the Mobility system's Mobility Operations Centre (MOC). The expected future performance was determined to advance signal connectivity to the MOC from an estimated or expected lower value to an expected increased connectivity of 78 percent in 2026.



What we plan to do

Result for 2023-2026

The Streets service is committed to providing an accessible mobility network for all people. Our service focuses on safety, environmental sustainability, the voice of Calgarians, innovation, improvement, modernizing technology, data-driven decisions and supporting Council's strategic direction.

How we are going to get there

Enhance safety and accessibility of the mobility network by promoting safety-related processes, procedures and communication, and by installing ramps and related infrastructure.

Maintain safe workspaces while delivering services to Calgarians by establishing employee safety enhancements to support staff with safety meetings, and techniques and guidelines for incorporating safety-based awareness and thinking in day-to-day tasks and activities.

Promote actions that encourage transportation mode changes such as from driving to walking or the use of transit and vice-versa through participation in transportation mode projects, activities and collaborations with other workgroups or partners.

Expand employee training, awareness and learning opportunities regarding respect in the workplace, diversity and inclusion, and code of conduct through encouraged participation in City-specific learning and development programs, team communications, internal courses and employee-centered discussions.

Enable opportunities for positive economic and environmental impacts by determining strategies and mechanisms to reduce travel hours within specified or peak travel periods.

Minimize construction costs and interruptions to the public or to traffic flows through enhanced or continued engagement, collaboration and coordination with internal and external groups.

Improve work efficiency, lower costs, generate savings and maintain or improve levels of service and overall service delivery by researching, exploring and implementing technologies that provide efficiencies and solutions.

Provide longer lasting roadway results and less invasive roadway repair activities by utilizing efficient roadway-associated repair and rehabilitation methods such as narrow trenching for utility work and durable pothole repair patches.

Maximize the useful life of roadway assets by continually monitoring and managing asset lifecycles, planning for timely maintenance, making the best use of resources, proactively procuring materials and implementing efficient asset rehabilitation and replacement activities.

Eliminate or minimize procurement-related disruptions by continuing to work with Supply Management and other internal teams/resources, and external groups and partners including contractors, vendors and consultants to conduct procurement in a timely manner.

Enable appropriate adjustments as a result of emerging trends regarding the use of streets by engaging and working with various groups to better understand and incorporate transportation data and street-use feedback.

Eliminate work duplications and maximize efficiencies with other workgroups by exploring other channels of efficiencies related to working with colleagues and partners, to develop strategies and achieve common goals.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	149,561		157,294		163,391		165,554	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(770)	-	-	-	-	-	-	-
Inflation	7,065	-	5,613	-	2,028	-	1,901	-
Operating Impact of Previously Approved Capital	128	-	77	-	135	-	194	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,310	2,678	407	2,678	-	2,678	-	2,678
Total net budget*	157,294	2,678	163,391	2,678	165,554	2,678	167,649	2,678

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	225,447	230,998	2,678	233,676	237,095	2,678	239,773	239,257	2,678	241,935	241,353	2,678	244,031
Recoveries	(46,302)	(47,072)	-	(47,072)	(47,072)	-	(47,072)	(47,072)	-	(47,072)	(47,072)	-	(47,072)
Revenue	(26,632)	(26,632)	-	(26,632)	(26,632)	-	(26,632)	(26,632)	-	(26,632)	(26,632)	-	(26,632)
Net	152,514	157,294	2,678	159,972	163,391	2,678	166,069	165,554	2,678	168,232	167,649	2,678	170,327
Base	149,561												
One-Time	2,953												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
432200	Street Light Lifecycle & Upgrade	8,000	8,000	5,300	5,300	-	26,600
432271	Pavement Rehabilitation	21,500	21,500	14,244	14,244	-	71,488
433150	Bridge Rehabilitation	18,000	18,000	11,925	11,925	-	59,850
432270	Traffic Signal Lifecycle	5,000	5,000	5,000	5,000	-	20,000
433197	Railway Crossings	1,700	750	750	750	-	3,950
481357	Mobility Facilities and Depots	400	460	2,000	2,000	-	4,860
432240	New Traffic Signals	2,700	2,700	2,700	2,700	-	10,800
481361	Next Generation Mobility	1,500	1,500	1,500	1,500	-	6,000
464170	Major Road Reconstruction	6,500	6,500	4,306	4,307	-	21,613
432290	Technology Upgrades	750	750	750	750	-	3,000
481356	Signal Communications	1,500	1,500	1,500	1,500	-	6,000
481351	Sound Wall Lifecycle	1,500	1,500	1,500	1,500	-	6,000
432411	Ditch Reconstruction	200	200	200	200	-	800
481359	Mobility Infrastructure	1,500	1,500	1,500	1,500	-	6,000
433095	Various Street Improvements	350	350	350	350	-	1,400
432300	Plants Capital	1,210	1,219	1,308	1,316	-	5,053
Program(s)							
432514	Safety Improvements	5,000	5,000	5,000	5,000	-	20,000
432390	Slope Stabilization	400	400	400	400	-	1,600
433160	Subdivision Construction	700	700	700	700	-	2,800
422201	Development Infrastructure	700	700	700	700	-	2,800
481355	Operational Improvements	1,000	1,000	1,000	1,000	-	4,000
Projects(s)							
481407	144 Ave/Nose Creek	9,003	15,007	-	-	-	24,010
Sub-Total (New Budget Requests)		89,113	94,236	62,633	62,642	-	308,624
Previously Approved Budget Remaining		52,383	31,571	-	-	-	83,954
Total Capital Investment		141,496	125,807	62,633	62,642	-	392,578

Explanation of capital budget requests

Annual Investment Program(s)

Activity 432200: Street Light Lifecycle & Upgrade

This program will deliver lifecycle replacements of critical street light infrastructure and improving lighting quality in communities. The benefits of roadway lighting are to enhance public safety and comfort and to enhance nighttime personal and business activities.

Funding From: Municipal Sustainability Initiative (\$6,384 thousand) Canada Community-Building Fund (\$6,384 thousand) Lifecycle Maintenance & Upgrade Reserve (\$11,970 thousand) Pay-As-You-Go (\$1,862 thousand)

Contributing Services: None

Operating Impact: None

Activity 432271: Pavement Rehabilitation

Program delivers safe, reliable, sustainable, and efficient pavement network for Calgarians through lifecycle investments. Well maintained roads improve citizen satisfaction and provides reduced overall life cycle costs by minimizing the costly rehabilitation treatments.

Funding From: Municipal Sustainability Initiative (\$16,558 thousand) Canada Community-Building Fund (\$8,545 thousand) Lifecycle Maintenance & Upgrade Reserve (\$19,232 thousand) Pay-As-You-Go (\$18,917 thousand) Capital Reserves (\$8,236 thousand)

Contributing Services: None

Operating Impact: None

Activity 433150: Bridge Rehabilitation

Investment in the repair and preservation of bridge assets, ensuring public safety and maximizing the value of capital investments. Bridges require maintenance and major interventions throughout their life to provide reliable public infrastructure.

Funding From: Municipal Sustainability Initiative (\$621 thousand) Canada Community-Building Fund (\$42,281 thousand) Lifecycle Maintenance & Upgrade Reserve (\$1,197 thousand) Pay-As-You-Go (\$15,751 thousand)

Contributing Services: None

Operating Impact: None

Activity 432270: Traffic Signal Lifecycle

Lifecycle improvements include replacement of aging steel, deteriorated concrete bases, underground ducting guide sign panels and audible signals. Improvements to signalized intersections are prioritized annually to improve safety, accessibility and efficiency.

Funding From: Canada Community-Building Fund (\$13,614 thousand) Pay-As-You-Go (\$6,386 thousand)

Contributing Services: None

Operating Impact: None

Activity 433197: Railway Crossings

Transport Canada has passed new grade crossing guidelines that must be implemented by Road authorities and Rail authorities. Railways complete the repairs and then invoice The City to fulfill these legal obligations.

Funding From: Municipal Sustainability Initiative (\$3,634 thousand) Pay-As-You-Go (\$316 thousand)

Contributing Services: None

Operating Impact: None

Activity 481357: Mobility Facilities and Depots

This program provides funding to complete improvements and lifecycle replacement of facilities to deliver core operational services. It is a priority to ensure infrastructure is upgraded to meet environmental regulations and needs for effective service delivery to citizens.

Funding From: Municipal Sustainability Initiative (\$972 thousand) Pay-As-You-Go (\$3,888 thousand)

Contributing Services: None

Operating Impact: None

Activity 432240: New Traffic Signals

Program funds construction of new traffic signals at unsignalized locations if they meet national guidelines for signalization. Benefits of signalization are to improve efficiency and safety for motorists, pedestrians, cyclists, and Calgary Transit.

Funding From: Canada Community-Building Fund (\$6,588 thousand) Pay-As-You-Go (\$4,212 thousand)

Contributing Services: None

Operating Impact: None

Activity 432517: Next Generation Mobility

Investment will improve transit service, goods movement, and corridor optimization and will support the reliability of the transportation system. The result will be a direct benefit to motorists in Calgary through travel time savings and reduced congestion.

Funding From: Municipal Sustainability Initiative (\$600 thousand) Canada Community-Building Fund (\$600 thousand) Pay-As-You-Go (\$4,800 thousand)

Contributing Services: None

Operating Impact: None

Activity 464170: Major Road Reconstruction

Includes rehabilitation and upgrades to existing roadways and intersections at highest priority areas. Reconstruction will improve ride-quality, significantly reduce maintenance costs and reduce the potential of a major structural failure.

Funding From: Canada Community-Building Fund (\$16,500 thousand) Pay-As-You-Go (\$5,113 thousand)

Contributing Services: None

Operating Impact: None

Activity: 432290: Technology Upgrades

The City requires updated technology to better manage assets, maintain functionality and fully utilize our capital assets. Leveraging new technology and equipment will allow operational areas to modernize services.

Funding From: Pay-As-You-Go (\$3,000 thousand)

Contributing Services: None

Operating Impact: None

Activity: 481356: Signal Communications

Program supports The City to coordinate with other agencies and mobilize crews during major emergencies and fund system software and maintenance. The Mobility Operations Centre uses many technologies and systems to provide accurate information for safe travel in Calgary.

Funding From: Canada Community-Building Fund (\$4,320 thousand) Pay-As-You-Go (\$1,680 thousand)

Contributing Services: None

Operating Impact: None

Activity: 481351: Sound Wall Lifecycle

Funds lifecycle repairs at highest severity sound wall locations along major roadways. These walls provide a safety barrier for motorists, pedestrians, cyclists and reduce road noise to nearby homes.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$6,000 thousand)

Contributing Services: None

Operating Impact: None

Activity: 432411: Ditch Reconstruction

Program funds ditch maintenance and reconstruction to minimize environmental impacts and to meet legal obligations. These improvements are vital to reducing environmental impacts and drainage issues.

Funding From: Pay-As-You-Go (\$800 thousand)

Contributing Services: None

Operating Impact: None

Activity: 481359: Mobility Infrastructure

Program funds the lifecycle replacement of key infrastructure such as large guide signs, network signage and signal controllers/heads. Existing programs do not fund the replacement of this key infrastructure and investment will minimize long-term operating costs.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$6,000 thousand)

Contributing Services: None

Operating Impact: None

Activity: 433095: Various Street Improvements

Program provides for design and construction of various small to medium road, transit, active modes improvements in all areas of Calgary. Program allows The City to be able to respond to emerging issues and address high priority concerns as they arise.

Funding From: Pay-As-You-Go (\$1,400 thousand)

Contributing Services: None

Operating Impact: None

Activity: 432300: Plants Capital

Plant/Crusher Operations are a financially self-sustaining operation that provide aggregates and asphalt/concrete for City operations/private sector. This revenue generating asset is integral to provide resiliency for material supplies and for landfill operations.

Funding From: Capital Reserves (\$5,053 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 432514: Safety Improvements

This program will enable the delivery of actions identified in the Calgary Safer Mobility Plan. This program will create opportunities to cost-effectively improve traffic safety in Calgary.

Funding From: Canada Community-Building Fund (\$11,382 thousand) Pay-As-You-Go (\$8,618 thousand)

Contributing Services: None

Operating Impact: None

Activity 432390: Slope Stabilization

When slope stability concerns pose risks to public safety, The City will assess the slope and determine the most appropriate course of action. Addressing slope failures in a timely manner is key to mitigate potential property damage and ensuring public safety.

Funding From: Pay-As-You-Go (\$381 thousand) Reserve for Future Capital (\$1,219 thousand)

Contributing Services: None

Operating Impact: None

Activity 433160: Subdivision Construction

Program leverages cost/construction efficiencies by having developers build roadways/sidewalks and paying the City's share of development charges. Program supports Council Priority to improve roadway/pedestrian facilities in conjunction with adjacent private developments on a city-wide basis.

Funding From: Municipal Sustainability Initiative (\$2,800 thousand)

Contributing Services: None

Operating Impact: None

Activity 422201: Development Infrastructure

Program allows for construction of key missing links and related development infrastructure in newly developed areas. Services results will be met by constructing infrastructure beyond the obligations of adjacent developments.

Funding From: Pay-As-You-Go (\$2,800 thousand)

Contributing Services: None

Operating Impact: None

Activity 481355: Operational Improvements

Program implements low-cost measures that maximize the efficiency and safety performance of the existing transportation network for all users. Program takes holistic approach when developing and implementing safety and operational improvement projects balancing the needs for all modes.

Funding From: Pay-As-You-Go (\$4,000 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 481407: 144 Ave/Nose Creek

Phase 1 of project was underground utilities, earthworks, sound wall and future works. Phase 2 will be single span bridge over West Nose Creek. To enable future development in NW Calgary.

Funding From: Municipal Sustainability Initiative (\$2,588 thousand) Canada Community-Building Fund (\$3,097 thousand) Pay-As-You-Go (\$18,325 thousand)

Contributing Services: None

Operating Impact: None

Taxi, Limousine & Vehicles-for-Hire

Led by: Director of Emergency Management & Community Safety

Description

Taxi, Limousine & Vehicles-for-Hire regulates drivers, vehicles, brokerages and transportation network companies operating in the livery industry under the Livery Transport Bylaw. This service ensures that all drivers have the right qualifications and proper, mechanically-inspected vehicles so passengers have safe rides. Community peace officers provide education and promote compliance with drivers by assessing complaints and seeking resolutions that create a fair and safe environment for drivers and passengers.

Value and benefits

Taxi, Limousine & Vehicles-for-Hire ensures that all Calgarians have timely and reliable access to safe, quality and economical livery services. The Livery Transport Bylaw ensures that Calgarians' experiences are consistent across all providers by setting conditions and responsibilities for the livery industry and its associates. We ensure that accessible transportation options are available to Calgarians that are convenient, affordable and efficient.

Customers

Our customers include: livery industry service providers seeking fair, transparent and consistent regulations; passengers requiring a safe and accessible ride to their destination; and Calgarians reporting a concern.

Partners

Our service relies on partnerships with internal lines of service, including Public Transit and Calgary Police Service. We also partner with other orders of government, including The Government of Alberta, The Department of Transportation, Carrier Services and Service Alberta.

What we deliver

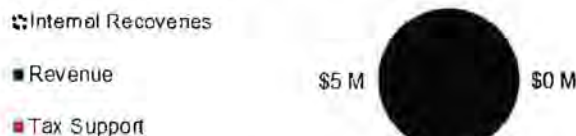
We deliver assurance of public safety, consumer protection and accessible service quality. Offering timely issuance of licences for livery service providers and access to consistent information ensures that passengers can have safe rides. Calgarians can expect prompt resolution of inquiries by community peace officers who seek to promote compliance with the Livery Transport Bylaw.

3,845	Licensed taxi drivers
3,905	Licensed Transportation Network drivers
1,763	Applicants for Livery driver training
7.3 million	Total rides completed in 2021

Key assets

Airways Centre; Livery licensing system (POSSE); Alberta Registries access; Livery Transport Bylaw.

Taxi, Limousine and Vehicles-for-Hire
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)



Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Our strategic actions are informed by ongoing citizen and stakeholder engagement. Calgarians identified quality of licensing services and legislative compliance as key service values, followed by fairness and responsiveness. Taxi, Limousine and Vehicles-for-Hire continues to meet Calgarians' service expectations:

- 87 per cent overall satisfaction with Taxi, Limousine and Vehicles-for-Hire services in the 2021 Spring Pulse Survey report.
- 99 per cent of customer wait times at the Livery Transport service licensing counter are less than 15 minutes.
- 100 per cent of livery related complaints were resolved on time.

What Council has directed

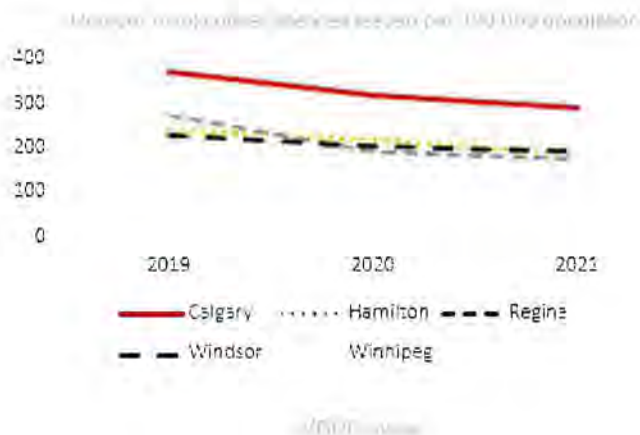
We support Council's strategic direction by advancing economic, social and climate resilience. Our commitment to enforce conditions and responsibilities outlined in the Livery Transport Bylaw ensures the safety of passengers. Social equity is prioritized by ensuring that consistent and timely transportation options are accessible and reliable for all passengers. Assurance that Taxi, Limousine and Vehicle-for-Hire services are available in Calgary will directly contribute to downtown revitalization and hosting capacity for large events. We contribute to the overall transit system in Calgary by offering accessible rides that can connect Calgarians and visitors with public transit and Calgary's broader multi-modal transportation network. Continuing to deploy centralized systems to support wheelchair accessible vehicles and the Accessible Taxi Incentive Program advances our global position and reputation for consistently adapting and innovating service delivery.

What we are watching

Taxi, Limousine and Vehicles-for-Hire will continue to evolve to meet the needs of customers. Calgary's demographics are becoming more diverse and complex, and we will adapt to meet demand for safe, reliable and accessible livery and ride-sharing services. We anticipate demand for service to increase following two-years of disruption caused by COVID-19. Technological advancement presents new opportunities for customers to access public vehicles and we are committed to enforce the Livery Transport Bylaw in the interest of public safety. We seek opportunities to leverage technology to improve access to virtual services that benefit our customers and service providers. As new vehicle offerings emerge, including electric and autonomous fleets, we will be proactive in our approach to enable and regulate service. Understanding that inflationary pressures impact operating costs for drivers, we will routinely evaluate regulated meter-rates to ensure consistent availability of service.

Comparing our service

Compared with other municipalities, Calgary ranks high for the number of taxi driver licences issued per 100,000 population and exceeds the MBN Canada average of 284. In 2021, there was a decrease in licences issued due to process improvements that eliminated the need for drivers to obtain both a taxi and limousine licence. Continued economic growth in Calgary and recovering demand for service following the COVID-19 pandemic will increase the number of taxi licences issued.



— Actuals ■ Expected Future Performance

Story behind the curve

We are committed to the safety of the travelling public, maintaining user confidence, fostering positive industry relationships and conducting proactive enforcement. Setting expected future performance to maintain our current performance will be achieved by efficiently responding to complaints and inquiries that will help promote public safety and compliance with the Livery Transport Bylaw. Improved technical systems, coordination with our industry partners and maintaining effective resource management will support our efforts to be responsive to livery related complaints.

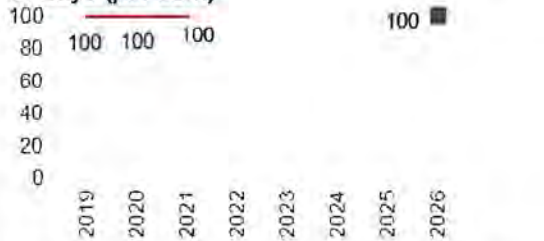
Providing access to the Livery Transport Service counter ensures that we can deliver education, resources and assistance to industry participants. With anticipated growth of industry participants, we expect to maintain our responsive capacity and targeted wait times by offering access to virtual services and online licensing portals that will decrease the number of customers visiting the service counter in-person.

The livery industry has experienced a decrease in trip volumes in recent years due to the COVID-19 pandemic and associated health restrictions. Future expected performance was set based on observed recovery and growth of demand for taxi services that is expected to continue, which will increase the number of drivers and licences issued. Further service improvements including an online licensing platform will remove additional barriers for taxi drivers seeking to enter the industry.

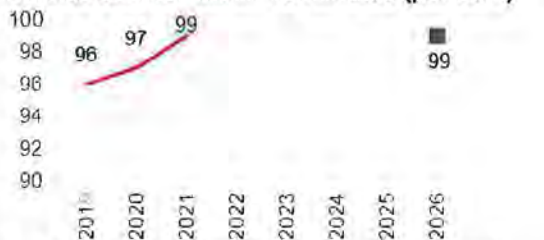
The livery industry has experienced a decrease in trip volumes in recent years due to the COVID-19 pandemic and associated health restrictions. Expected future performance was set based on observed recovery and growth of demand for ride-sharing services that is expected to continue, which will increase the number of drivers and licences issued. It is possible that an emergence of new market entrants could further increase the number of licences issued.

On-demand taxi service is an important transportation option for customers that require special assistance to accommodate a wheelchair or other mobility devices. Following implementation of the Accessible Taxi Incentive Program and the wheelchair accessible taxi service (WAV Calgary), we have observed a trend of increasing trip volumes that is expected to continue. Our expected value of increased accessible trip volumes is also in response to population growth, diversification and aging that is expected to increase dependence on accessible services over time.

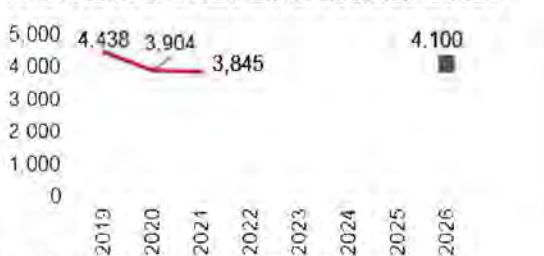
PM1: Livery related complaints resolved within 30 days (per cent)



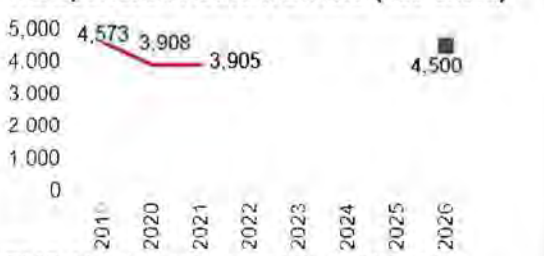
PM2: Customers served at Livery Transport Service counter within 15 minutes (per cent)



PM3: Number of taxi driver licenses issued



PM4: Number of licenses issued to Transportation Network Drivers (ride-share)



PM5: Number of accessible vehicle trips provided through the City's on-demand centralized dispatch system for those requiring a wheelchair accessible taxi



What we plan to do

Result for 2023-2026

We will leverage technology and innovation to modernize service and respond to the evolving needs of industry participants and our customers. Proactive engagement will identify opportunities to meet service demand, support the livery industry and promote public safety.

How we are going to get there

Offer fair and equitable livery options for all Calgarians and industry participants by monitoring the effectiveness of the Livery Transport Bylaw.

Foster positive relationships with livery industry participants and partners by prioritizing routine engagement that will inform a proactive response to emerging trends.

Optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.

Meet the evolving needs of the livery industry by maintaining routine reviews of driver training programs, focused on passengers with disabilities, cultural diversity, and Anti-Racism while aligning with enabling partners and corporate standards.

Satisfy demand for livery services and respond to feedback from industry partners and participants by monitoring the supply and allotment of taxi plate licences.

Increase industry participation and capacity to meet growing demand for accessible livery services by monitoring wheelchair accessible taxi trip volume and the effectiveness of the Accessible Taxi Incentive Program.

Explore opportunities to support Calgary's Climate Strategy through collaboration and engagement with industry participants and partners.

Enforce public vehicle safety standards and compliance with the Livery Transport Bylaw regulatory framework by providing education and resources to industry participants.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	(3)		(3)		(3)		(3)	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(20)	-	-	-	(15)	-	(50)	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	20	-	-	-	15	-	50	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	-	-	-	-	-	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers to/(from) services	-	-	-	-	-	-	-	-
Total net budget	(3)	-	(3)	-	(3)	-	(3)	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	4,544	4,564	-	4,564	4,564	-	4,564	4,579	-	4,579	4,629	-	4,629
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(4,547)	(4,567)	-	(4,567)	(4,567)	-	(4,567)	(4,582)	-	(4,582)	(4,632)	-	(4,632)
Net	(3)	(3)	-	(3)	(3)	-	(3)	(3)	-	(3)	(3)	-	(3)

Note: Figures may not add up due to rounding

Utilities and Environment



Climate & Environmental Management

Led by: Director of Climate & Environment

Description

Climate & Environmental Management provides leadership, strategies, programs, and support to plan for and manage climate and environmental issues, risks, opportunities and trends associated with the delivery of public services. Climate action aims to reduce the impacts of severe climate events on infrastructure, people and nature, reduce greenhouse gas (GHG) emissions, and improve energy management. Environmental sustainability aims to protect and reduce our impact on land, air and water resources to ensure quality of life, human and ecological health. We identify, assess and manage contamination risks of city-owned land to protect human health and the natural environment.

Value and benefits

Calgarians rely on The City to protect the environment, build resilience and reduce impacts of climate change on people, infrastructure and the natural environment. We assess environmental and climate risks to our infrastructure, services, people, air, land, water and biodiversity. We provide support and guidance so The City meets or exceeds environmental legislation. We provide expertise and support to Calgarians, ICI (Industrial, Commercial & Institutional) customers to reduce GHG emissions, manage energy more efficiently and plan to mitigate and adapt to climate change. We develop and deliver environment and climate programs, to support and build awareness for Calgarians, ICI, Partners as well as The Corporation. We identify, assess, and manage the risks of soil and groundwater contamination on City-owned lands and protect the health of workers, the public, and the natural environment

Customers

Our service supports Calgarians, non-governmental organizations and ICI organizations through climate resilience and environmental education and programming. Within the organization, we support corporate management, other City services and employees. We collaborate with executive leadership to ensure we meet evolving legislative requirements.

What we deliver

We provide customers expertise, strategic advice, tools and products to manage risks through our environmental management system and associated policies and programs. We assess risks using science-based analysis and develop cost-effective solutions to manage energy, reduce climate risks and greenhouse gas emissions. We identify, assess and manage contamination risks of city-owned land.

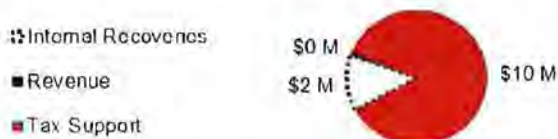
Partners

We are trusted internal strategic partners providing support through corporate governance, risk management and advocacy to reduce environmental risks in services and operations as well as in the community. We assist operational and land-owning business units to manage contamination related risks. We partner with external organizations and governments to amplify the reach and impact of our efforts.

777	Sites assessed in 2021 for contamination
26,302	Environmental Expo participants 2022
Conserved 52ha	Environmental Significant Area 2021
22	Infrastructure Climate Lens Assessments

Key assets

Climate and Environmental Management
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

A majority of Calgarians (79 per cent) support taking climate action. Through various focus groups and engagement sessions, we heard:

- The importance of biodiversity,
- The City needs to be more involved in development of a green economy and should provide incentives to help with this transition,
- A need to prioritize natural-based solutions whenever possible,
- Climate action should be approached with an equity lens to ensure we have a healthy environment and access to environmental and climate services for all Calgarians regardless of socio-economic status.

We also heard this work, while important, must be balanced with the concern that funding Climate and Environmental actions are costly to Calgarians.

What Council has directed

Council declared a climate emergency and outlined climate resilience as a foundational element in its Strategic Direction 2023-2026. Council expects Calgary to be a sustainable community that can manage impacts of severe weather; reduce emissions; build a green economy and play an active role in climate innovation. This will be done through: Implementation of the Climate Strategy and work towards a net zero emissions by 2050 target; coordination with City services to prioritize emission and climate risk reduction, implement a carbon budget and advocate for funding from other orders of government to accelerate these actions; collaboration with the Indigenous Relations Office to foster relationships with First Nations and inform climate change and environment strategies with traditional knowledge; participation in global programs on climate change like Global Covenant of Mayors; compliance with legislation and meet regulatory requirements.

What we are watching

There has been increasing trends towards municipalities to increase natural space connectivity and increase use of natural infrastructure that provides tangible municipal services while offering key ecosystem services (e.g. urban heat island mitigation, dust mitigation, stormwater filtration and retention, pollination etc.).

The expansion of federal government funding programs for municipal investment in reducing corporate and community greenhouse gas emissions, transitioning towards a low-carbon economy, reducing climate risk, and building climate resilience into public infrastructure, and investment in natural infrastructure solutions.



Comparing our service

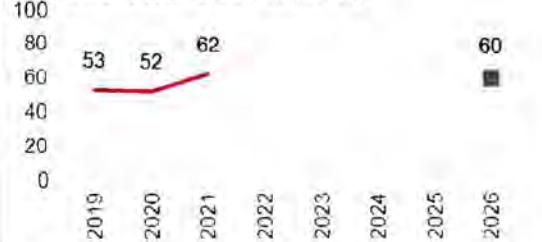
C&E business unit oversees several environmental and climate governance and initiatives aimed to advance The City's environmental sustainability and climate resilience. This index tracks 12 key indicators of urban sustainability related to climate change, air quality, land use, transportation, water, waste, policy, and resilience. Comparisons between the City of Calgary's Sustainable Cities Index score are made with other Canadian and North American cities, as well as the lowest (33) and highest (67) city scores from the Index. Future updates can show changes to Calgary's score.

Measuring performance & where we want to go

For Council Approval

— Actuals ■ Expected Future Performance

PM1: Environmentally Significant Area protected and conserved in greenfield development (per cent of ESA protected or restored calculated at land use amendment/outline plan approval)



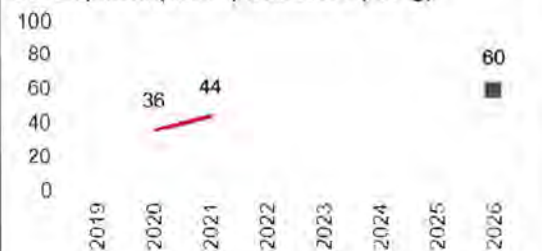
PM2: Number of sites assessed annually - Contaminated Site Management



PM3: Number of properties within 1:100 River Flood Extent - Flood Exposure Risk



PM4: Tracking Adaptation and Measuring Development (TAMD) Scorecard (rating)



PM5: Measured amount of carbon dioxide (CO₂) equivalent (e) released - Corporate Greenhouse Gas Emissions (1,000 tonnes CO₂e (kilotonnes))



Story behind the curve

Expected future performance was set to maintain environmentally significant area (ESA) conservation at current levels. This measure supports existing policy to protect identified ESA as natural areas in greenfield development; the Municipal Development Plan, the Open Space Plan and the Biodiversity Policy. Quality of biotic community, ecological function, distinctive and/or unusual landforms, and uniqueness of a habitat or ecosystem components are identified via assessment to determine if an area qualifies as ESA.

This future expected performance is comprised of a combination of new service requests and the review and management of existing City sites. The annual target was established based on historical performance data and is expected to be achieved by end of each year. Provision of contaminated sites services is an ongoing endeavour and will continue even if the future expected performance is reached prior to the end of the cycle.

The 2026 target (1590 properties) represents 70% reduction in exposure from the 2019 value. It is based on hydraulic modelling of scenarios that include all of the permanent structural flood mitigation measures (upstream reservoirs, community flood barriers, drainage system improvements) that are either constructed or are planned to be constructed prior to 2026. The value will be adjusted (reference to the principles of the Flood Resilience Strategy) so that if it is met earlier or climate change or land use projections change the risk profile, a practical minimum of exposure is planned for.

This measure tracks the ability of The City of Calgary to prepare and implement climate adaptation measures in eight different indicator categories, consisting of: Integration of climate change into planning; Institutional coordination for integration; Budgeting and finance; Institutional knowledge and capacity; Adaptation planning under uncertainty; Participation; Awareness of climate change issues, risks and responses among stakeholders

Corporate GHG emissions have been consistently below 2005 levels since 2012, when the City of Calgary began purchasing renewable electricity certificates for 100% of our electricity consumption. Recently corporate energy consumption and the associated emissions have been affected by the ongoing COVID-19 pandemic. In 2021, corporate GHG emissions were 347.4 kilotonnes of carbon dioxide equivalent (CO₂e), which is 6 per cent less than in 2019. Expected future performance is set to achieve 30% below 2005 levels by 2026 in order to be on track to achieve our Corporate net zero target by 2050.

What we plan to do

Result for 2023-2026

We will focus on implementing critical steps towards the Environment Strategy and the Climate Strategy: Pathways to 2050.

How we are going to get there

Increase protection and conservation of Environmentally Significant Areas (ESA) in greenfield development by developing standard protocols for ESA identification in ecological inventories and biophysical impact assessments, by retaining identified ESAs using Environmental Reserve or other planning tools as part of Land Use Amendment/Outline Plan approvals and by updating ESA and Environmental Reserve policies and guidelines.

Protect the environment and public health and safety by providing corporate-level leadership and support to City services on identifying, assessing and managing contaminated lands. A proactive approach to identifying potential contamination concerns on City land assets and lands contemplated for development ensures that appropriate due diligence is performed and responsible management of environmental risk occurs.

Combine local and regional, structural and non-structural flood mitigation measures to optimize economic, social and environmental resilience to river floods. City-led, supported or advocated initiatives include: new upstream dams and reservoir operations; local flood barriers and infrastructure floodproofing; thoughtful flood hazard zone land use regulation and regulatory refinement; public engagement/education; enhanced flood forecasting; response planning and emergency response.

Drive drought resilience in Calgary through a corporate-wide stance and significant collaboration involving Water Treatment & Distribution Service Line by planning for local and regional water demand, water allocation and/or licensing, water treatment and distribution infrastructure and/or operations and emergency response. Shifting regional climate, utility and environmental equity and the provincial moratorium on new licenses from the Bow Basin make this initiative complex, timely & important.

Guide effective corporate-wide environmental and climate management and performance through policy, frameworks, strategic plans, standards, procedures and tools. Includes assurance activities including audits, risk registers, compliance tracking and performance reporting on behalf of the corporation.

Develop, implement and manage outreach and education initiatives and partnerships aligned with environmental and climate outcomes of the community and the corporation. Key objectives include to educate and build awareness, as well as collaborate and partner to amplify efforts. Services are provided with equity considerations.

Integrate climate and environment considerations into planning and approvals continuum. Review and update existing planning and design policies, guidelines, regulations and processes to include net zero, climate resilience or environmental targets, recommendations and/or requirements; incentivize innovation and quality improvements for new developments to further climate or environment; research and analysis to support appropriate city growth targets and types.

Improve climate resilience of Calgary's people, communities, food systems, buildings, infrastructure and natural assets. Use engagement, data analysis and policy to address climate risk/vulnerability of Calgary communities; advance emergency preparedness and business/service continuity planning for climate-driven events; develop relationships (industry, builders, civic partners), incentives, operational improvements, assessment tools to support climate-resilient built and natural infrastructure.

Support Calgary's transition to a net-zero City. Improve energy efficiency and reduce emissions from new and existing buildings and transportation systems through training and capacity building, financing, incentives and regulatory / policy improvements.

Lead by example by improving the energy efficiency and reducing emissions from City-owned and operated assets and services, including buildings, vehicles, facilities, land, and City operations. Support the transition of City fleet to low-carbon alternatives; manage greenhouse gas emissions from waste; include climate considerations in new capital projects; explore offsets to drive further energy efficiency projects and improvements.

Ensure our policies and services support The City's commitment to building and maintaining a respectful, inclusive, and equitable workplace that is representative of the community we serve.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	8,806		9,724		10,000		10,060	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		450		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	42	3	58	74	60	112	54	129
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	876	5,809	218	6,891	-	11,565	50	15,778
Total net budget*	9,724	6,262	10,000	6,965	10,060	11,677	10,164	15,907

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	12,016	10,832	6,262	17,094	11,108	6,965	18,073	11,168	11,677	22,845	11,272	15,907	27,179
Recoveries	(1,624)	(999)	-	(999)	(999)	-	(999)	(999)	-	(999)	(999)	-	(999)
Revenue	(108)	(108)	-	(108)	(108)	-	(108)	(108)	-	(108)	(108)	-	(108)
Net	10,284	9,724	6,262	15,986	10,000	6,965	16,965	10,060	11,677	21,737	10,164	15,907	26,071
Base	8,806												
One-Time	1,478												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
410887	Environ Analytics System	619	250	-	-	-	869
410886	Env Mgmt Sys (EnviroPortal)	115	115	2	-	-	232
Program(s)							
410751	Centralized Climate Fund	3,518	9,720	11,350	5,400	-	29,988
410899	Corporate Infrastructure Climate Risk & Resilience Program	150	150	150	150	-	600
410888	Natural Infra Invest Prog	100	100	100	100	-	400
410885	Corporate Infrastructure Climate Mitigation Program	360	840	100	100	-	1,400
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		4,862	11,175	11,702	5,750	-	33,489
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		4,862	11,175	11,702	5,750	-	33,489

Explanation of capital budget requests

Annual Investment Program(s)

Activity 410887: Environmental Analytics System

Implement an environmental analytics system to produce indicator dashboards, data for report inclusion and analyze scenarios for future planning. Develop tools to increase visibility into environmental performance, reporting, information exchange, advance decision making and planning.

Funding From: Pay-As-You-Go (\$869 thousand)

Contributing Services: Data Analytics & Information Access

Operating Impact: None

Activity 410886: Environmental Management System (EnviroPortal)

Implement technology for tracking environmental impact of City services, compliance obligations, and actions to reduce risk and improve performance. Provides information and assurance related to environmental and climate risk, and feedback on the corporate environmental management system.

Funding From: Pay-As-You-Go (\$232 thousand)

Contributing Services: IT Solutions & Support

Operating Impact: None

Program(s)

Activity 410751: Centralized Climate Fund

Support service lines to integrate climate considerations into new infrastructure projects or major retrofits. Support service lines to integrate GHG and climate risk reduction measures into major infrastructure projects.

Funding From: Municipal Sustainability Initiative (\$9,000 thousand) Canada Community-Building Fund (\$9,000 thousand) Pay-As-You-Go (\$11,988 thousand)

Contributing Services: Facilities Management, Affordable Housing, Infrastructure & Engineering, Real Estate, Parks & Open Spaces, Urban Forestry, Stormwater Management, Wastewater Collection & Treatment, Water Treatment & Supply, Waste & Recycling

Operating Impact: None

Activity 410899: Corporate Infrastructure Climate Risk & Resilience Program

Conduct climate risk and resilience assessments of existing asset portfolios and develop design criteria. Reduce impact of extreme climate events to existing and new City owned infrastructure to protect citizens and reduce financial and service loss.

Funding From: Pay-As-You-Go (\$600 thousand)

Contributing Services: Affordable Housing, Facility Management, Wastewater Collection & Treatment, Waste & Recycling, Fleet Management, Recreation Opportunities, Real Estate, Public Transit, Emergency Management & Business Continuity, Stormwater Management, Data Analytics & Information Access, Property Assessment

Operating Impact: None

Activity 410888: Natural Infrastructure Investment Program

Expand scope of the Natural Asset Valuation Project to include engineered natural infrastructure and non-city owned assets. Natural Infrastructure provides citizens with critical ecosystem services that provides significant annual service benefit.

Funding From: Pay-As-You-Go (\$400 thousand)

Contributing Services: Parks & Open Spaces, Urban Forestry, Stormwater Management

Operating Impact: None

Activity 410885: Corporate Infrastructure Climate Mitigation Program

Implement Corporate carbon budget, develop service line GHG plans, and support low carbon technologies. Reduce GHG emissions from existing and new City owned infrastructure and assets.

Funding From: Pay-As-You-Go (\$1,400 thousand)

Contributing Services: Water Treatment & Supply, Corporate Governance, Facility Management, Waste & Recycling, Fleet Management

Operating Impact: None

Stormwater Management

Led by: Director of Water Services

Description

Stormwater Management is a highly regulated, essential and public health focused service that protects property from flooding and ensures our watersheds are healthy by working with citizens and partners. Our service manages water from rain or snow/ice melt by collecting, storing, or moving it into the nearest river or creek through storm drains, pipes, ponds and outfalls. To prepare Calgarians for emergency response to flooding, we work with the community and other levels of government. We monitor river water quality and quantity, assess riverbank health, and we are involved in land use and development issues to reduce water quality impacts and flood risk in Calgary and the region.

Value and benefits

Stormwater Management service plays a critical role to ensure public safety, mitigate property damage and reduce localized and river flooding. Through multi-pronged river bank preservation, public flood readiness programs and climate change response, we improve our city's resilience. Our riparian areas help make Calgary a great place to live. Recreation and enjoyment are key for Calgarians and 83 per cent say that river areas are important to them. We limit sediment going to the river, ensuring healthy rivers for Calgarians and downstream users that value river protection and habitat preservation. We integrate infrastructure to enhance the vibrancy of the natural environment and create unique spaces that connect us to each other, our history and nature. We closely monitor and prioritize spending to deliver great service value for our customers.

Customers

All Calgarians benefit from stormwater management, particularly homes, businesses and communities at higher risk of flooding. Developers also receive guidance and oversight as they complete stormwater design and planning. To be future-ready, we must listen to citizens, businesses and customers. These conversations lead to innovation.

What we deliver

Stormwater, the water from rain and melting snow, is collected and diverted, reducing local and river flooding. Storm ponds and green infrastructure treat the stormwater, sediment and other pollutants before they are released to rivers, creeks and local water bodies. Customers can trust that we work with communities and partners to protect rivers and natural areas.

Partners

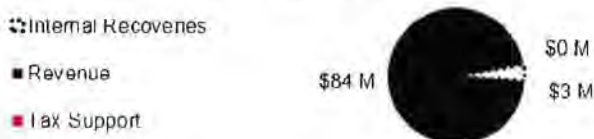
Non-governmental organizations, community groups and education partners; Government agencies (Alberta Environment and Parks, Infrastructure Canada); Upstream/downstream municipalities, river users and infrastructure operators; Landowners and Developers; City services (Fire, Emergency Management, Transportation, Parks, Planning); Regional municipalities and Calgary Metropolitan Regional Board

342	storm ponds and wetlands throughout city
934	outfalls flowing back to rivers/creeks
26,291	catch basins cleared to reduce flooding
\$92M/year	damage avoided from flood mitigation

Key assets

Stormwater Management has a growing network of 334 ponds and wetlands, 33 lift stations, 934 outfalls and over 5,000 km of underground pipes throughout our city. Paired with flood protection barriers, embankments, and ditches, this critical infrastructure makes up the holistic system our customers count on to ensure safety, protect property, reduce flooding and preserve the environment.

Stormwater Management
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

We prioritize understanding our customers' values, priorities, and service expectations to develop levels of service, guide continuous improvement, and inform long-term planning. Based on our most recent research, our customers' top priorities are the health of the river, public safety and reducing the risk of river and street flooding. Customers expect a low risk of localized and river flooding events that cause property damage, disrupt travel or pose safety risks. Two-thirds of customers expect us to manage stormwater quality and riverbank health to maintain river water quality and riparian health at current levels. Customers want storm ponds in their community to be well maintained, functional and safe. Customers expect us to deliver this and more at a fair price, with predictable and accurate billing.

What Council has directed

With Council oversight, we are improving water management practices, land use planning and design capacity of stormwater systems to strengthen resiliency. Our Stormwater Management Strategy identifies goals and actions we will take to further reduce flooding risk, mitigate pollutants, ensure regulatory compliance, provide recreation opportunities, preserve habitat, and protect watersheds for Calgarians and downstream users. This direction includes investing in grey, green and natural infrastructure, and ensuring services are cost effective and fair for new and existing communities. Success will be gained through a sustained effort between The City, citizens, property owners, businesses, industry, environmental organizations and watershed partners.

We are being encouraged to be bold and rethink our programs, processes and systems to make life better every day for Calgarians and thrive into the future.

What we are watching

Our customers' priorities are our priorities. Climate change will alter how and when we receive precipitation and could lead to increased localized and river flooding. Improvements in design, policy, and levels of service are required to protect property. Citizen expectations and the regulatory environment continue to evolve, resulting in increased expectations for environmental accountability and progress in spaces like stormwater re-use. This evolution requires flexibility in operations and impacts future planning.

Through engagement, improved understanding of customer expectations helps the service better respond to storm pond safety needs, facilitate collaborative opportunities with the development industry and correct drainage challenges within neighbourhoods. We are watching for opportunities to increase capacity with urban densification and create greater service equity for our diverse customer base. Underpinning everything, our services must remain affordable for everyone.

2022 Combined water, wastewater, and stormwater service bill (\$)



Comparing our service

In this budget cycle stormwater rates remain at \$16/month. In return, Calgarians can expect major systems investment and a lower likelihood of experiencing neighbourhood flooding.

Calgary's water, wastewater and stormwater rates are at median with other cities on small rivers that have similar regulatory requirements, environmental conditions, capital obligations and complexity of systems to operate. Comparisons are challenging since growth costs and stormwater charges are calculated differently and many utilities do not pay return on equity to municipalities.

Measuring performance & where we want to go

For Council Approval

Actual Performance ■ Expected Future Performance

Story behind the curve

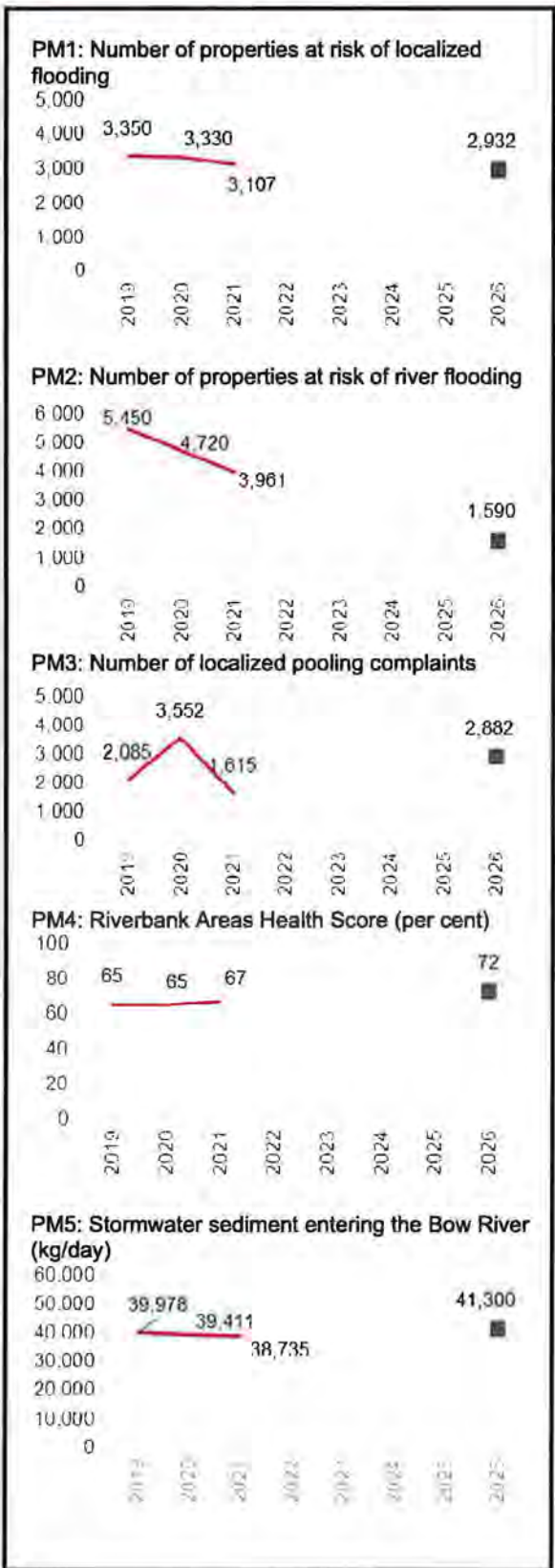
Calgarians trust the Stormwater service to protect public safety and reduce damage to property. Key focuses to protect vulnerable areas from flooding damages during intense storms are the Community Drainage Improvement (CDI) program and a citywide macro scale modelling initiative. Establishing levels of service for neighbourhood flooding and updating the CDI program will help identify required investments to address physical limitations for stormwater solutions in established communities. Planned capital upgrades of \$107M will support improved service levels and enhance safety of residents.

Key strategies to reduce river flooding risks centre on capital investments in upstream dams, reservoirs, barriers and outfalls as well as continued enhancements in flood zone regulations and public education. A standout example is the Springbank Offstream SR1 Reservoir that will work with other measures on the Elbow River to avoid nearly \$120M/year in annual flood damages. Since 2013, over half of Calgary's net economic risk exposure has been eliminated through strategic investments and partnerships with government, industry, property owners, NGOs and citizens.

Stormwater pooling complaints are highly variable and reflective of increased wet weather. In many cases water is pooling away from properties, intersections, and higher risk areas as designed. To keep this service flowing, Stormwater crews completed approximately 38,000 preventative maintenance inspections and 2,000 work orders in 2021 (receiving 163 customer compliments). Additional resourcing is being put in place to increase operational capacity for infrastructure condition assessments, respond to extreme weather events and to increase customer understanding of the stormwater system.

River banks, also known as riparian areas, are integral to maintaining healthy rivers and play a role in slowing flood waters. The City's Riparian Action Program (RAP) establishes actions to protect, manage and restore river banks and sets a 2026 performance value of a city-wide average riparian health score of 72%. The measure has increased to 67% from the 2007-2010 baseline of 61%. Improvements are due to improved management of recreational sites, ongoing riparian restoration projects and improved soil fertility and vegetation regeneration following the 2013 flood.

Sediment entering the Bow River remains below the 2005 benchmark target of 41,300 kg. In 2020, the Bebo Grove storm pond in Woodland/Woodbine was completed and resulted in 567 kg/day of sediment diverted from the river. Over the next cycle, \$32M in stormwater servicing investments will reduce stormwater impacts from new communities on the river and help the Utility and our industry partners to enable development. Continued focus on watershed health, maintaining critical stormwater infrastructure, and spill mitigation initiatives help keep this measure below the benchmark target.



What we plan to do

Result for 2023-2026

We will work with communities and partners to deliver infrastructure and programs to ensure public safety, reduce property damage, and protect our rivers. We are committed to climate change mitigation and reducing the number of properties at risk of river and community flooding.

How we are going to get there

Reduce risk of localized flooding by continuing to invest in community and local drainage improvements, evolving the community drainage program to achieve desired levels of service, and quantifying the investments needed to address gaps and physical limitations of stormwater infrastructure in established communities.

Create safe and resilient communities through the continued delivery of strategic initiatives and capital flood mitigation projects to reduce the risk of river flooding.

Build resilient communities by guiding redevelopment in established areas to mitigate flood risks and working with developers on innovative stormwater management solutions that enhance public spaces.

Maintain service resilience by ensuring appropriate resources to respond to more frequent and extreme events and operate the growing Stormwater Management network (334 ponds and wetlands, 33 lift stations, 934 outfalls and over 5,000kms of underground pipes).

Build understanding of customer interactions and expectations of the Stormwater line of service. Develop programs that build customer awareness and shared responsibility for managing water quality and quantity on private property.

Reduce the risk of safety incidents on stormwater infrastructure through the development of a storm pond safety program. Build understanding of investments needed for communicating, partnering, designing, and upgrading storm ponds to meet program goals for safety.

Adapt to our future climate by delivering and enabling investments and advancing initiatives that reduce flood risks and pollutants entering the river, and ensure operational staff and systems are prepared to respond to more frequent and extreme rain and flood events.

Meet future needs and advance the Stormwater Strategy to guide prioritization and resourcing for key initiatives on low impact development, watershed targets, customer and developer engagement, and partnership in development of public spaces.

Protect the health of the river and maintain our environmental performance by continuing to meet regulatory requirements on total loadings to the river and mitigating the risk of spills into the stormwater system.

Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.

Optimize investment decision-making and proactive service delivery through the development of Stormwater Asset Management plans and preventative maintenance plans to align capital investments, maintenance contributions and operational resources.

Build shared priorities, develop objectives and improve activity planning by building partnerships across internal city business units.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	-	-	-	-	-	-	-	-
Previously approved One-time budget	-	-	-	-	-	-	-	-
2022 One-time carry forward	-	-	-	-	-	-	-	-
Revenue Changes	(2,995)	-	(261)	-	320	-	1	-
Internal Recoveries Changes	(151)	-	(87)	-	(84)	-	(86)	-
Inflation	154	-	270	-	325	-	291	-
Operating Impact of Previously Approved Capital	1,799	-	(2,501)	-	(1)	-	(225)	-
Operating Impact of New Capital (Incremental)	299	-	1,520	-	1,741	-	1,847	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,639	-	608	-	560	-	573	-
Transfers to/(from) reserves	(745)	-	451	-	(2,861)	-	(2,401)	-
Total net budget	-	-	-	-	-	-	-	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	87,302	90,448	-	90,448	90,796	-	90,796	90,560	-	90,560	90,645	-	90,645
Recoveries	(3,487)	(3,638)	-	(3,638)	(3,725)	-	(3,725)	(3,809)	-	(3,809)	(3,895)	-	(3,895)
Revenue	(83,815)	(86,810)	-	(86,810)	(87,071)	-	(87,071)	(86,751)	-	(86,751)	(86,750)	-	(86,750)
Net	-	-	-	-	-	-	-	-	-	-	-	-	-

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
453429	Drainage Facilities & Network	39,455	47,696	47,696	47,696	-	182,543
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		39,455	47,696	47,696	47,696	-	182,543
Previously Approved Budget Remaining		8,241	-	-	-	-	8,241
Total Capital Investment		47,696	47,696	47,696	47,696	-	190,784

Explanation of capital budget requests

Program(s)

Activity 453429: Drainage Facilities & Network

Maintain the delivery of stormwater services in existing communities, extend services to new communities and improve service in flood prone areas.

Funding From: Capital Reserves (\$72,062 thousand) Self-supported Debt (\$110,481 thousand)

Contributing Services: None

Operating Impact: This request requires \$299 thousand base funding of operating costs starting in 2023, \$1,520 thousand base funding of operating costs starting in 2024, \$1,741 thousand base funding of operating costs starting in 2025, and \$1,847 thousand base funding of operating costs starting in 2026.

Urban Forestry

Led by: Director of Parks & Open Spaces

Description

This service manages public trees and promotes tree stewardship to Calgarians. Trees increase climate resiliency by improving air quality, reducing storm water runoff, and providing shade, cooling and wildlife habitat. Trees increase property values and create attractive, stress-reducing environments. The City plants public trees to replace those lost from construction and natural decline and grows the urban canopy to benefit future generations. The City also receives public trees from the development industry. The City waters newly planted trees for healthy establishment, and inspects and prunes trees to increase their lifespans. Urban Forestry reviews development projects to protect trees.

Value and benefits

Trees improve Calgarians' mental and physical well-being and foster attractive, walkable communities. Environmental benefits include improved climate resiliency, air quality, cooling effects, reduced storm water runoff and increased wildlife habitat. Economic benefits include trees increasing residential and commercial property values. Equitable access to trees across the city realizes benefits for all Calgarians. Proactive tree care ensures resilience of the urban forest and reduces tree damage during severe weather events. A diverse mix of tree species reduces the impact of pests and climate change. Good watering practices establish new trees in the Calgary climate for long lifespans. Effective planning ensures trees are planted sustainably for long-term survival and benefits. Stewardship programs encourage Calgarians to plant and care for trees.

Customers

Direct customers are Calgarians of all ages, property owners, park users, developers and home builders. Indirect customers include tourists, business improvement areas and future generations of Calgarians. The urban forest also creates and sustains habitat for wildlife.

Partners

The service works with the development industry to protect, inspect and receive new trees; The City and community partners to plant trees and identify planting sites; the landscape industry and educational institutions to define best practices and provide public education for tree care; and, external funders to leverage planting and incentive programs for Calgarians.

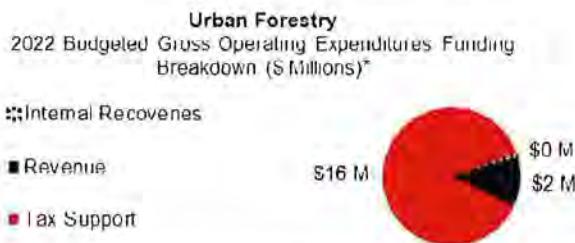
What we deliver

Urban Forestry is working towards delivering on the Municipal Development Plan's long-term urban canopy target of 16 per cent. The service's key work includes: tree planting; public engagement (e.g. community planting programs, tree care education); and, tree maintenance (structural pruning, watering newly planted trees, tree/stump removals, tree protection and tree pest/disease management).

8.22%	Current tree canopy (target is 16%)
72.5%	Communities below the 16% canopy target
472,819	Public trees we steward
\$1.8 Billion	Asset value of The City's public trees

Key assets

Almost 500,000 public trees as well as many more in native forest habitats (e.g. Weaslehead Flats, Griffith Woods, Douglas Fir Trail, etc.); the Pine Creek Tree Nursery; specialized equipment ranging from stump grinders, chippers, Geographic Information System (GIS) software and five aerial trucks.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

As part of the 2022 One Calgary public engagement, 89 per cent of Calgarians were satisfied with Urban Forestry. There were no significant differences among survey respondents with Urban Forestry when looking at gender, age, income, visible minorities, immigrants and disability status groupings. Value dimensions ranked by Calgarians in 2022 were: 1) Environmental, 2) Wellness, 3) Connectivity, and 4) Attractiveness. The most frequent themes from Calgarians included the importance of planting more trees, biodiversity and protecting trees. The mental health (i.e. access to greenery) and environmental contributions of the urban forest were also noted as important to Calgarians.

What Council has directed

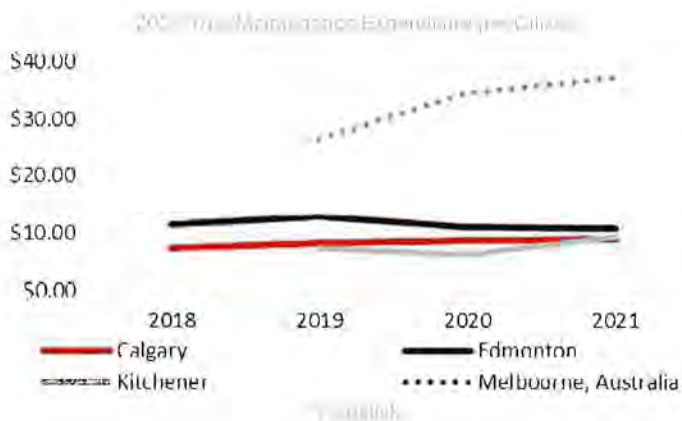
A healthy and growing urban forest directly supports Climate Resilience. Trees capture carbon and become 'carbon sinks' that help reduce the greenhouse effect. Trees also filter out particle matter in the air to make it more breathable. Tree root systems also prevent soil erosion, helping prevent water pollution and flooding. In terms of Council's Focus Areas: Global Positioning and Reputation are supported by public trees enhancing Calgary's quality of life and attractiveness. Public trees are also located in all Calgary communities and the centre city, supporting Social Equity and Downtown Revitalization. Modernizing Government is supported by leveraging partnerships with external organizations and using digital technologies (e.g. GIS data) to optimize service delivery.

What we are watching

Risks include severe weather events (snow, winds, drought, hail, etc.) and tree pests and diseases. A genetically diverse urban forest is needed to mitigate the impacts of drought, insects, diseases and climate change. The City is at risk of not meeting the Municipal Development Plan's long-term urban canopy target at our current planting levels. Planting 3,500 trees per year will maintain the current urban canopy level. Planting another 4,000 trees per year will get us to the MDP target by 2060. The increasing number of mature trees lost to developments is also a risk without improved policies, planning and planting standards. The aging of large canopy trees could result in more canopy loss. A process for succession planning with other city infrastructure is needed. GIS technologies are improving efficiency and effectiveness. Urban Forestry is also focusing on tree planting programs, incentives and preservation on private property (77 per cent of the urban canopy is on private land).

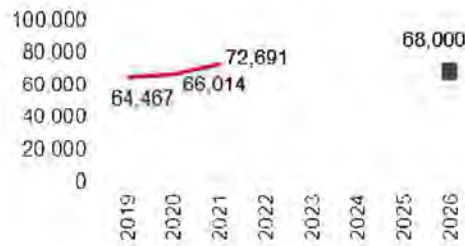
Comparing our service

This benchmark compares a municipality's budget for maintenance of public street and park trees with the size of its population. Tree maintenance costs include inspections, structural pruning, watering, tree removals, tree protection and pest management. Calgary typically spends less than most Canadian cities with similar climates. The data source is Yardstick, an international parks and recreation benchmarking organization operated as a partnership between private sector and industry groups.



— Actuals ■ Budgeted Future Performance

PM1: Number of trees inspected and/or pruned



PM2: Number of trees planted annually



PM3: Calgary's urban canopy percentage (per cent)



PM4: Public Tree Maintenance Cost Per Calgarian (dollars)



PM5: Number of 3-1-1 tree emergency calls



Story behind the curve

Risk-based tree inspections and pruning continue to be a service priority. This proactive work increases the resilience of the urban forest and leads to improved lifespans for trees and less damages from severe weather, such as extreme winds or late/early seasonal snowfalls. The City also completes regular tree assessments to ensure asset management data is accurate, enabling informed decision making and the efficient use of available funds.

Tree planting is funded through available capital funding. For 2023-26, Urban Forestry requests lifecycle capital funding to replace approximately 3,500 trees per year that are at the end of their natural lifecycles. This funding will help maintain Calgary's urban canopy level (currently about 50 per cent towards the long-term Municipal Development Plan target). To improve progress towards achieving this target, Urban Forestry must plant another 4,000 new trees per year (7,500 in total). However, due to funding constraints, approximately 2,100 new trees will be planted per year.

The City of Calgary's Municipal Development Plan set a long-term urban canopy target of 14-20 per cent. Based on available planting land, Urban Forestry estimates 16 per cent is achievable by 2060. To accomplish this, Urban Forestry needs to replace 3,500 existing trees and plant 4,000 new trees each year. Calgary is currently half way to the 16 per cent target. Because trees grow slowly, progress comes in small increments. To stay on track towards Calgary's long-term urban canopy target, Urban Forestry needs to grow the canopy by 0.2 per cent each year in 2023-26.

Calgary's tree maintenance costs are low compared to most benchmarked cities. Modest annual cost increases are due to more public trees being added to The City's inventory each year and rising resource costs. As well, increases in 2023-26 are anticipated as more mature trees age and result in higher tree decline, removals and succession planting needed in older communities. Tree maintenance costs include inspections, structural pruning, watering, tree removals, tree protection and pest management. Some costs will be offset by efficiency efforts (e.g., GIS to optimize service routes).

Urban Forestry implemented a proactive strategy in 2015 to prioritize the pruning of existing public trees. As a result, the service expects more climate resilient trees and fewer 3-1-1 tree emergency calls (e.g., fallen trees or heavy branches blocking roads). This is despite an anticipated increase in severe weather events with climate change. So far, tree emergency calls have significantly decreased since 2015, when there were almost 2,000 of these calls per year. In 2021, tree emergency calls accounted for less than seven per cent of Urban Forestry's total 3-1-1 service requests.

What we plan to do

Result for 2023-2026

Urban Forestry will continue to prioritize risk-based tree inspections and pruning to sustain the existing public tree canopy. The City will also plant new trees with available funding, pilot projects and partnerships but more resources are required to reach the long-term urban canopy target.

How we are going to get there

Increase tree resilience to severe weather, invasive pests and diseases and expand tree lifespans by continuing to prioritize risk-based pruning of public trees.

Protect mature trees and sustain the urban forest by continuing to responding to Calgarian (3-1-1) and developer requests for tree health, protection and hazard mitigation.

Enhance public safety and mitigate damages to property by removing dead trees and select stumps.

Continually improve asset management and effectiveness by annually updating Urban Forestry's digital inventory of public trees.

Encourage sustainable tree planting in development and construction activities through tree inspections by aligning with land use bylaws, specifications and best practices.

Sustain the urban forest by assessing the risk of, and treating public trees for, invasive pests and diseases.

Adapt trees to Calgary's harsh environment and trial new tree species in Calgary's climate by managing a civic nursery.

Educate and incentivize Calgarians to plant and care for private trees by continuing to participate in public education and partnership programs.

Grow the urban canopy by continuing to participate in collaborative programs and funding opportunities (e.g., canopy growth, food security and volunteer planting).

Maintain Calgary's existing canopy through the development of a citywide program to systematically identify and replace older, larger trees when they are at the end of their natural lifecycles.

Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and well-being.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	15,187		15,610		16,559		16,749	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	916	-	-	-	-	-	-	-
Internal Recoveries Changes	(916)	-	-	-	-	-	-	-
Inflation	74	-	103	-	124	-	101	-
Operating Impact of Previously Approved Capital	150	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	34	-	66	-	66	-	66	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	164	-	780	-	-	-	-	-
Total net budget*	15,610	-	16,559	-	16,749	-	16,916	-

* The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	18,751	18,216	-	18,216	19,165	-	19,165	19,355	-	19,355	19,522	-	19,522
Recoveries	(156)	(1,315)	-	(1,315)	(1,315)	-	(1,315)	(1,315)	-	(1,315)	(1,315)	-	(1,315)
Revenue	(2,207)	(1,291)	-	(1,291)	(1,291)	-	(1,291)	(1,291)	-	(1,291)	(1,291)	-	(1,291)
Net	16,387	15,609	-	15,609	16,558	-	16,558	16,748	-	16,748	16,915	-	16,915
Base	15,187												
One-Time	1,200												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
422195	Urban Forestry - Lifecycle	2,528	3,018	3,596	3,767	-	12,909
Program(s)							
423436	Urban Forestry MDP Target	2,235	2,277	2,289	2,333	-	9,134
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		4,763	5,295	5,885	6,100	-	22,043
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		4,763	5,295	5,885	6,100	-	22,043

Explanation of capital budget requests

Annual Investment Program(s)

Activity 422195: Urban Forestry - Lifecycle

The annual replacement of approximately 3,500 trees lost due to attrition of the existing public tree inventory. Replacing public trees lost to attrition supports climate resilience and will help maintain current urban canopy levels.

Funding From: Municipal Sustainability Initiative (\$8,909 thousand) Capital Reserves (\$4,000 thousand)

Contributing Services: None

Operating Impact: This request requires \$17 thousand base funding of operating costs starting in 2023, 2024, 2025 and 2026.

Program(s)

Activity 423436: Urban Forestry MDP Target

Plant new trees in public spaces to improve The City's progress towards the Municipal Development Plan's urban canopy target. Capital funding to plant 2,100 new trees a year (although 4,000 new trees a year are needed to stay on track for the urban canopy target).

Funding From: Municipal Sustainability Initiative (\$9,134 thousand)

Contributing Services: None

Operating Impact: This request requires \$17 thousand base funding of operating costs starting in 2023, \$49 thousand base funding of operating costs starting in 2024, 2025 and 2026.

Waste & Recycling

Led by: Director of Waste & Recycling Services

Description

Waste & Recycling service is focused on enabling Calgarians to reduce and manage their waste responsibly, now and into the future. The service delivers residential Black Cart, Blue Cart, Green Cart programs, container collection, as well as several community-based waste reduction and diversion programs. The service also manages operations and environmental performance at The City's three active and five closed landfill sites. Waste & Recycling is responsible for planning, delivering and maintaining its assets to meet current and future service needs.

Value and benefits

Calgarians need waste safely removed from their homes, businesses and communities to protect health and the environment. Customers can expect that their waste will be collected on their collection day by a competent and committed team. Customers have access to services and information on how to reduce waste and properly dispose of garbage, recyclables, food and yard waste and household hazardous waste. Once The City has received waste, it is managed in compliance with regulatory requirements to protect the environment. Waste & Recycling is the primary service provider to over 340,000 households. Businesses and organizations select The City as an equal access service provider when their properties are difficult to service and they value customer service. We continually improve and modernize services to manage costs for our customers.

Customers

Our customers include Calgary's residents, businesses and organizations. We also provide service to other waste generators and haulers in the Calgary region. We enable our customers to reduce waste and safely dispose of garbage, recyclables, food and yard waste, and household hazardous waste.

What we deliver

We deliver programs, education, information and bylaws that enable customers to waste less and conserve more. We deliver collection and processing services that support Calgarians to manage waste responsibly. We also provide access to waste management facilities and manage processes, infrastructure and technologies that protect Calgary's environment and reduce greenhouse gas emissions.

Partners

Other City services & contractors
 Waste Organizations (Alberta Recycling Management Authority, Recycling Council of Alberta, Green Calgary, Compost Council of Canada, National Zero Waste Council)
 Education and community organizations (universities, school boards, community associations)
 Governments (federal, provincial, municipal)

40,000,000	Scheduled Collections for Cart Programs
532,000	Visits to Waste Management Facilities
1,200,000	Total Tonnes Managed
126,000	Tonnes of Green Cart Material Collected

Key assets

Key assets to deliver this service include: Three active Waste Management Facilities, composting facility; infrastructure for leachate and landfill gas collection, drainage systems; roads, monitoring wells; buildings and technology supporting collections, diversion and landfill operations. Over one million carts for the black, blue and green programs; commercial bins; and material-specific depots.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

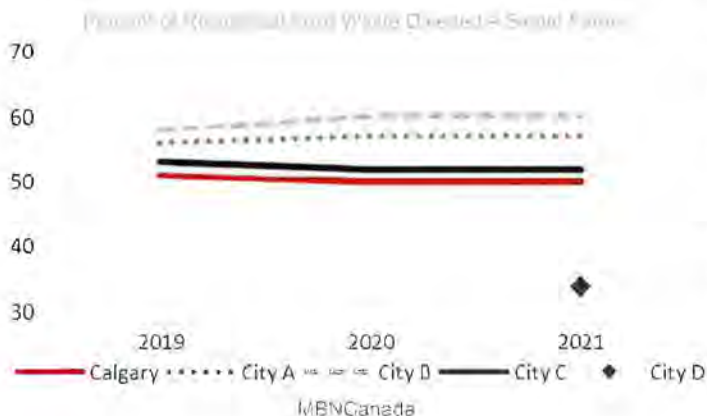
The 2022 Spring Pulse survey ranked Waste & Recycling as a primary strength for The City of Calgary based on high satisfaction (85%) and importance (98%) results. Engagement with customers indicated a desire to reduce waste and minimize negative impacts on the environment, aligning with our mission statement "To enable Calgarians to reduce and manage their waste responsibly, now and into the future." Through One Calgary engagement, Calgarians identified affordable, transparent, and fair rates and environmental protection as the top two value characteristics for our service, followed by service reliability, accessibility and safety.

What Council has directed

Waste & Recycling continues to progress on the Council-approved waste diversion goal of 70 per cent by 2025. Council-approved projects include the composting facility expansion, which will increase processing capacity in response to the success of the residential Green Cart Program, and the Mixed Service Delivery Pilot, which will evaluate private-sector to public service delivery. We contribute to the climate and economic resilience elements of Council's Foundations and align with Council's Guiding Principles. We aim to deliver the right services and maintain strong relationships with Calgarians by listening to what they need and care about. We continue to strengthen our financial sustainability to finance our current and future service needs. In response to the Climate Emergency, we are committed to developing strategies that will further reduce greenhouse gas emissions. In support of Council's focus areas, we continue to modernize our services and advance equity in service delivery.

What we are watching

The primary trends and risks affecting Waste & Recycling relate to financial sustainability and customer relationships. Global changes to recycling markets, evolving regulations and service changes in response to customer needs and expectations affect the cost of service we deliver. Efforts to finance our future and improve financial sustainability by moving toward a cost of service model also impacts our rates and customer relationships. The City is working toward extended producer responsibility and enabling waste reduction, reuse and a more circular economy. Continued engagement of customers to strengthen the relationship with Calgarians enable better customer service and increased participation in programs. These efforts support our shared responsibility to reduce and manage waste responsibly, now and into the future to protect the environment and reduce greenhouse gas emissions.



Comparing our service

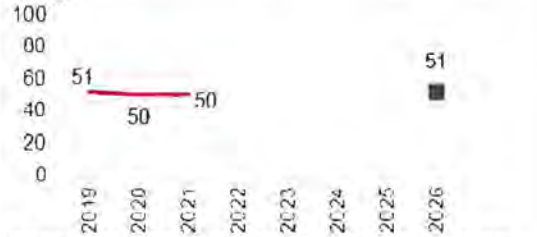
When comparing results with other municipalities the implementation of a curbside organics program is the largest influencer of the percent of residential solid waste diverted, since organic waste tends to be heavier than recyclable materials. In Calgary, residential waste collected through the Black and Green Cart Programs is higher than pre-pandemic levels. The Blue Cart Program continues to receive less material as packaging changes and printed materials decline. Calgary's diversion programs are now mature, so results are expected to remain relatively stable under the current service model.

Measuring performance & where we want to go

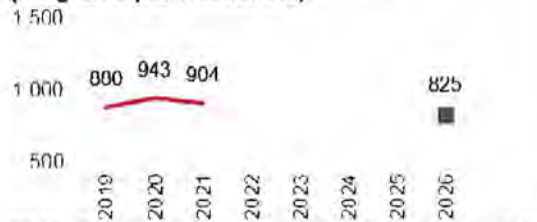
For Council Approval

Actual Performance ■ Expected Future Performance

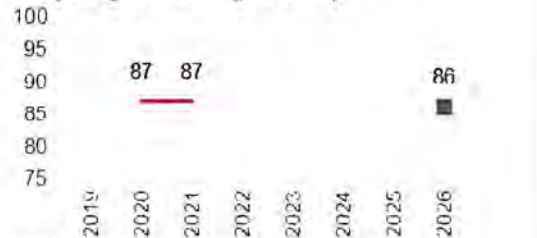
PM1: Residential Waste Diverted from Landfill through Blue and Green Cart Programs (per cent)



PM2: Residential Waste Generated through Black, Blue and Green Cart Programs (kilograms per household)



PM3: Calgarians who are satisfied with the job The City is doing providing Waste and Recycling services (per cent)



PM4: Waste Collection Interruptions per 10,000 Scheduled Stops



PM5: Greenhouse Gas (GHG) Emission Reduction from Landfill Gas Management (1,000 tonnes CO₂e (kilotonnes))



Story behind the curve

Waste collected through the Black and Green Cart Programs is higher than pre-pandemic levels. The Blue Cart Program continues to receive less material as packaging changes and printed materials decline. Black Cart collection was changed from weekly to every other week when the Green Cart Program began in 2017. In 2018, Green Cart service was reduced from weekly to every other week in the winter. The Blue and Green Cart diversion programs are now mature, so this measure is expected to remain relatively stable under the current service model.

Now that Calgary has implemented the major diversion programs, it is important to focus on the upper levels of the waste hierarchy (prevention, reduction, and reuse/repair of materials). This measure allows us to monitor the impact that waste policy decisions have on amounts of contamination received through diversion programs. This measure is expected to decline as residential activities and associated waste generation return closer to pre-pandemic levels, and as less packaging and printed materials are received in the Blue Cart.

This measure is based on results from the Spring Pulse Survey. Responses falling into "very satisfied" and "somewhat satisfied" make up the per cent of responses that are satisfied. It's reasonable to expect that this measure will remain within the range of consistently high satisfaction as we work towards the Council focus area of modernizing government and WRS goals of delivering value through waste services and strengthening business and financial management. This measure and its expected performance reflect The City's current service delivery model.

This measure captures 311 service requests related to interruptions in Black, Blue and Green Cart waste collection. Results support improvements to operational processes and targeted citizen engagement. A collection day change was implemented for Green Cart in 2020, resulting in increased requests. Requests related to interruptions also increased during the pandemic. Expected performance reflects The City's current service delivery model, including the April 2022 commencement of contracted Black Cart collection to residents in most of the northwest and part of the southwest quadrants.

Methane is a potent greenhouse gas (GHG) that is emitted when organic materials decompose in a landfill. Landfill gas emissions happen over decades and contribute to climate change. Reducing the organics disposed in the garbage can reduce how much landfill gas is generated in the future. The City collects and destroys the gas at all three active landfill sites. Combusting landfill gas in a flare reduces its global warming impact by about 94 per cent. The City is also building a facility that will convert landfill gas to renewable electricity, which is scheduled to be completed in 2024.

What we plan to do

Result for 2023-2026

We will enable Calgarians to reduce and manage their waste responsibly now and into the future.

How we are going to get there

Deliver safe and efficient waste processing and disposal services at The City's waste management facilities by complying with regulatory requirements and continually improving assets and operations in response to service demand.

Provide safe and reliable collection services for residential black, blue and green cart programs by adjusting to demand, continually improving service performance and investing in technology and responding to growth.

Continue supporting Calgarians and the community to reduce and manage their waste responsibly by providing community-wide waste management programs.

Provide safe and reliable container collection services to multi-residential developments, businesses and organizations through investments in technology and responding to customer needs.

Enable Calgarians to move towards zero waste and a more circular economy by improving access to and participation in waste reduction and diversion through communications, education, enforcement and engagement with customers.

Improve customer experience by designing and adapting services to be equitable and inclusive reflecting what Calgarians need and expect, through customer engagement, partnerships, pilots and modernization.

Contribute to corporate climate change actions by reducing greenhouse gas emissions through strategies to manage organic waste, expand landfill gas management and improve energy efficiencies of fleet and facilities.

Continue advancing provincial and regional waste management solutions, including Extended Producer Responsibility (EPR), through alignment with legislation, advocacy, collaboration and partnerships.

Continue strengthening Waste & Recycling business and financial management through implementation of the business and financial plans that are responsive to customer needs, Council's Strategic Direction and Calgary's changing economic environment.

Continue developing and delivering the Waste & Recycling Infrastructure Investment Plan in collaboration with Infrastructure Services.

Continue providing a positive work environment through a commitment to safety, employee engagement, development and inclusion.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	7,596		7,596		7,596		7,596	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(10,235)	-	(5,288)	-	(5,025)	-	(5,439)	-
Internal Recoveries Changes	(1,098)	-	(187)	-	(337)	-	(211)	-
Inflation	1,094	-	1,435	-	1,553	-	1,590	-
Operating Impact of Previously Approved Capital	134	-	792	-	912	-	1,154	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	-	3,094	-	2,498	-	2,433	-
Transfers to/(from) reserves	10,104	-	155	-	398	-	473	-
Total net budget	7,596	-	7,596	-	7,596	-	7,596	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	162,697	174,030	-	174,030	179,505	-	179,505	184,867	-	184,867	190,517	-	190,517
Recoveries	(15,313)	(16,411)	-	(16,411)	(16,598)	-	(16,598)	(16,935)	-	(16,935)	(17,146)	-	(17,146)
Revenue	(139,789)	(150,024)	-	(150,024)	(155,312)	-	(155,312)	(160,336)	-	(160,336)	(165,775)	-	(165,775)
Net	7,596	7,596	-	7,596	7,596	-	7,596	7,596	-	7,596	7,596	-	7,596

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
451799	Waste & Recycling Landfill/Treatment Infrastructure	6,371	5,586	2,213	3,987	-	18,157
452299	Waste & Recycling Facilities & Equipment	9,179	10,876	7,614	8,012	-	35,681
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		15,550	16,462	9,827	11,999	-	53,838
Previously Approved Budget Remaining		12,300	24,400	8,000	-	-	44,700
Total Capital Investment		27,850	40,862	17,827	11,999	-	98,538

Explanation of capital budget requests

Program(s)

Activity 451799: Waste & Recycling Landfill/Treatment Infrastructure

Manage waste in accordance with legislation and regulatory compliance to protect public health and the environment. The capital program ensures waste is managed in compliance with regulatory requirements to protect the environment.

Funding From: Municipal Sustainability Initiative (\$11,600 thousand) Capital Reserves (\$6,557 thousand)

Contributing Services: None

Operating Impact: None

Activity 452299: Waste & Recycling Facilities & Equipment

Managing waste management facilities in accordance with legislative and regulatory compliance to protect public health and the environment. The capital program ensures waste management facilities support service delivery, diversion of waste materials and protecting the environment.

Funding From: Municipal Sustainability Initiative (\$26,400 thousand) Capital Reserves (\$9,281 thousand)

Contributing Services: None

Operating Impact: None

Wastewater Collection & Treatment

Led by: Director of Water Services

Description

We're a big, growing city on a small river. This is a highly regulated, essential and public health focused service that ensures over 1.3M Calgarians and regional customers can trust that their wastewater is removed and treated to protect the health of the river. The Wastewater Collection & Treatment service collects wastewater from toilets, sinks and drains, treats it, and returns it to the river. We ensure necessary investments are made in treatment plants, pipes and people to keep pace with the needs of a growing population and so that service is available 24/7, 365 days a year during evenings, weekends, and emergencies.

Value and benefits

Our wastewater service reliably removes and treats wastewater from Calgary homes and businesses before returning it to river; it ensures public health, reduces risk to property and is essential to the health of the river and economy. Downstream communities depend on us to manage the quality of water returned to the river as it passes through the city and it is our responsibility to do exactly that. A healthy river is equally important to fish and wildlife. Three wastewater treatment plants treat over 300 thousand litres of wastewater every minute and the treated water that goes back into the Bow River consistently meets or exceeds all environmental and regulatory requirements. As the city grows and our climate changes, pressure on treatment processes will increase and we must continually optimize our plants to ensure we can serve future generations and protect the river.

Customers

Our customers include residential customers, commercial customers (e.g. hotels and septage haulers), institutional customers (e.g. hospitals and schools) and industrial customers (e.g. food producers). They may be longtime Calgarians or newcomers to the region, speaking many languages and having varied experiences with wastewater service.

What we deliver

Wastewater from toilets, sinks and drains is collected and removed from homes and businesses, treated and then returned to the river. We work to ensure system reliability through investment and proactive maintenance. If there is a disruption, we work to have service restored quickly. Customers can trust that we are protecting the health of the watershed and responsibly managing biosolids.

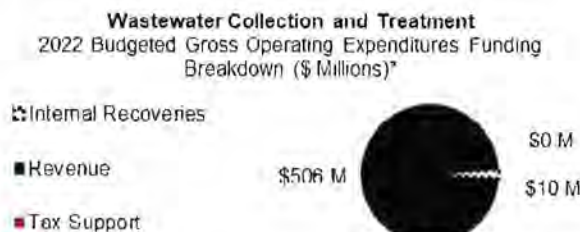
Partners

Education partners (RiverWatch, Advancing Canadian Wastewater Assets); Research partners (Universities, Alberta Innovates); Government agencies (Fisheries and Oceans Canada, Alberta Environment and Parks); Upstream and downstream municipalities City services (Waste & Recycling Services, Planning); Biosolids recipients Developers; Regional municipalities and Calgary Metropolitan Regional Board

341,807	# of customer service connections
7,300	# of calls we respond to per year
300,000 litres	of wastewater treated every minute
125,000	tests to ensure environmental safety

Key assets

Wastewater Treatment & Collection is a growing network of three treatment facilities, 2 pump stations, 43 lift stations and over 5,000 km of underground pipes throughout our city. Paired with technology to capture energy and nutrients from wastewater, this critical infrastructure makes up the system customers count on to remove wastewater before treating and safely returning it back to the river.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

We prioritize understanding our customers' values, priorities and service expectations to develop levels of service, guide continuous improvement, and inform long-term planning. Our customers' top priorities are treating wastewater to protect the health of the river, reliable service, and responsiveness to service issues. Based on our research so far, over half of customers expect us to maintain the current level of river water quality. Three-quarters of customers expect a low risk of experiencing a wastewater backup, and over half expect that we respond to a wastewater backup within six hours. Customers expect us to deliver this and more at a fair price, with predictable and accurate billing. Current service levels are generally in line with customer expectations. To be future-ready, we must listen to citizens, businesses and customers. Many innovations come from these conversations.

What Council has directed

To maintain highly reliable wastewater systems, meet regulatory requirements and protect the environment, service resiliency is vital. We focus on finding process improvements within the plants and collection system. This includes exploring practices to reduce risk of sewer back-ups, mitigate safety risks, and ensure proactive and timely capital investments to keep wastewater bills lower for customers. Aligning with Council priorities, we are committed to climate change mitigation by improving energy management measures and reducing greenhouse gas emissions. Innovation in resource recovery helps ensure we reach 2050 climate mitigation and adaptation outcomes. As The City grows, pressure on treatment processes increases. To maintain wastewater rates at affordable levels, the service identified cost reduction methods to operate infrastructure, manage debt, and respond to inflationary pressures in chemicals, energy, and fuel.

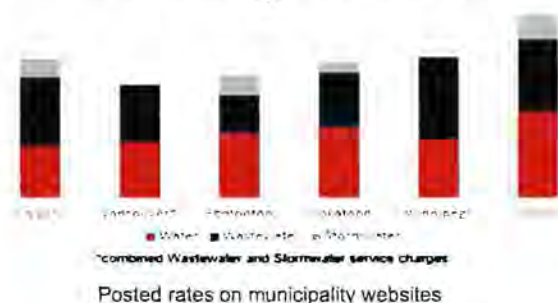
What we are watching

Our customers' priorities are our priorities. We are future focused and closely monitor how climate change can impact our ability to ensure river health and thrive as a service. At the same time, a growing and aging infrastructure base requires additional tools, dollars, and people to be maintained and ensure service is reliable for our customers. We are monitoring our critical assets and their condition to ensure we operate and maintain a resilient system.

We continue to watch economic indicators of our residential and business customers to find opportunities to ensure costs are allocated based on usage, equity and system impacts. We are fostering partnerships to reduce hydrogen sulphide by-products that can harm our customers and employees. We are exploring opportunities to offset greenhouse gas emissions through wastewater energy capture as well as the beneficial uses of biosolids removed at our plants. Underpinning everything, our services must remain affordable for everyone.

Combined water, wastewater and stormwater service bill

2022 Combined water, wastewater, and stormwater service bill (\$)



Comparing our service

Calgary's water, wastewater and stormwater rates are at the median compared with other cities on small rivers that have similar regulatory requirements, environmental conditions, capital obligations and complexity of systems to operate. Comparisons are challenging since growth costs are calculated differently and many utilities do not pay return on equity to municipalities.

In this cycle, wastewater bills increase slightly to \$55/month on average. With higher investment in infrastructure replacement and maintenance, our customers can expect improved service reliability versus other cities.

Measuring performance & where we want to go

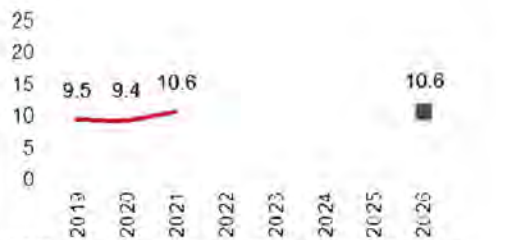
For Council Approval

— Actuals ■ Expected Future Performance

PM1: Years remaining of installed treatment plant capacity



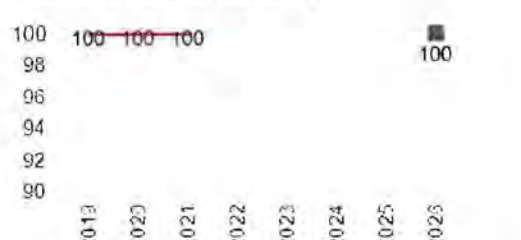
PM2: Properties impacted by interruption to wastewater service (per 1,000)



PM3: Time it takes to respond to wastewater service interruption (hours)



PM4: Regulations met for treated wastewater returned to the river (per cent)



PM5: Electricity and heating powered by wastewater biogas (per cent)



Story behind the curve

Customers in Calgary and the region expect assured wastewater treatment capacity now and into the future. Given the duration and complexity of wastewater system investments, a 5-year target buffer helps ensure that treatment capacity meets projected population growth. Since 2016, substantial upgrades have been made to expand the Bonnybrook facility to accommodate population growth into the 2030s. Calgary's installed capacity is re-set to 9 years as of 2022 and significant wastewater treatment investments at other facilities will be on the horizon to stay ahead of the curve.

Customers can experience a wastewater backup due to factors such as tree roots, collapsed pipes or clogs from wipes, hair, grease and other unflushable items. In recent years, ~10 out of 1000 properties had their service interrupted. Customers expect their risk of a wastewater backup to be low, so if one happens it often impacts service value perceptions and trust. In order to maintain service levels over the next four years, a key focus will be to build understanding of the most effective risk reduction levers and invest in condition assessments to inform targeted infrastructure upgrades.

This measure reflects the time it takes the Water Utility to respond to a customer that is experiencing a wastewater backup. Response times have averaged between 2.5-3.5 hours in recent years and have seen some fluctuations due to seasonality and COVID-19 protocols. To maintain this service level, operating budget for fuel and overtime are needed as well as improved monitoring technology and resourcing plans to build resilience and operate infrastructure.

Wastewater is a highly regulated, essential, and public health focused service. The service is greatly valued by customers, and they expect their wastewater is cleaned to protect the health of the river. Calgary's three treatment plants continue treating wastewater better than the quality specified by Alberta Environment & Parks, 100% of the time. In order to maintain this high standard, a key focus will be to prioritize significant wastewater plant and collection system upgrades and work with high-strength customers to reduce their impact to the wastewater system and, ultimately, the river.

Wastewater is a valuable, nutrient rich product that can be harnessed to reduce greenhouse gas emissions and offset rising energy costs that would otherwise pass onto customers. Innovative biogas technologies are projected to generate 27% of energy needs at the Bonnybrook Wastewater Treatment Plant. A focus for this service will be to explore and maximize the benefits at this and Calgary's two other wastewater treatment facilities to build towards an overall biogas energy generated quantity of 25%.

What we plan to do

Result for 2023-2026

The service will focus on process improvements within its plants and collection system. We will improve service reliability, mitigate safety concerns, and optimize costly system upgrades to keep customer bills affordable. We are committed to climate change mitigation and greenhouse gas reduction.

How we are going to get there

Reduce risk of wastewater backups for customers by building understanding of the most effective risk reduction levers and investing in condition assessments to inform targeted upgrades and replacements for critical infrastructure.

Establish clear levels of service for customers who experience wastewater backups by reviewing options with a lens of sustainability, customer expectations and industry best practices.

Explore opportunities to improve system monitoring and enable proactive response to issues such as choked wastewater mains and system risks that emerge.

Maintain service resilience through ensuring appropriate resources including competent and certified operators to maintain regulatory compliance and operate a growing wastewater collection and treatment network (three treatment facilities, 43 lift stations and over 5,000 km of underground pipes).

Protect the river and reduce impacts to the system by working together with high-strength wastewater customers to ensure rate equity and bylaw compliance.

Meet growth demands and reduce risks of customer backups, releases to the environment and regulatory non-compliance by evaluating and prioritizing significant upgrades at Bonnybrook Wastewater Treatment Plant, Fish Creek Wastewater Treatment Plant and the wastewater collection system.

Improve energy efficiency and reduce Greenhouse Gas (GHG) emissions from wastewater operations.

Reduce the exposure and vulnerability of the wastewater service to changes in influent strength, shifting seasonality, extreme weather events and higher temperatures related to climate change by supporting, prioritizing and enabling mitigation actions.

Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.

Reduce safety risk for employees and Calgarians caused by Hydrogen Sulfide (H₂S) gases through improved modeling, monitoring and mitigation initiatives.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	-		-		-		-	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	276	-	7,071	-	(9,815)	-	(9,804)	-
Internal Recoveries Changes	(503)	-	(254)	-	(243)	-	(248)	-
Inflation	1,741	-	1,371	-	1,689	-	1,461	-
Operating Impact of Previously Approved Capital	5,733	-	(2,892)	-	(2,953)	-	(2,980)	-
Operating Impact of New Capital (Incremental)	11,960	-	8,868	-	7,852	-	10,558	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	-	1,734	-	1,578	-	1,613	-
Transfers to/(from) reserves	(19,207)	-	(15,898)	-	1,892	-	(600)	-
Total net budget	-	-	-	-	-	-	-	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	516,458	516,685	-	516,685	509,868	-	509,868	519,926	-	519,926	529,978	-	529,978
Recoveries	(10,057)	(10,560)	-	(10,560)	(10,814)	-	(10,814)	(11,057)	-	(11,057)	(11,305)	-	(11,305)
Revenue	(506,401)	(506,125)	-	(506,125)	(499,054)	-	(499,054)	(508,869)	-	(508,869)	(518,673)	-	(518,673)
Net	-	-	-	-	-	-	-	-	-	-	-	-	-

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
455739	Wastewater Treatment Plant	43,987	91,525	97,728	145,440	-	378,680
456129	Wastewater Collection Network	108,291	63,160	63,160	63,160	-	297,771
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		152,278	154,685	160,888	208,600	-	676,451
Previously Approved Budget Remaining		39,441	11,203	5,000	-	-	55,644
Total Capital Investment		191,719	165,888	165,888	208,600	-	732,095

Explanation of capital budget requests

Program(s)

Activity 455739: Wastewater Treatment Plant

Treatment capacity expansion to accommodate population growth, and investment to address capital maintenance needs to meet regulatory requirements.

Funding From: Capital Reserves (\$154,078 thousand) Self-supported Debt (\$224,602 thousand)

Contributing Services: None

Operating Impact: This request requires \$3,455 thousand base funding of operating costs starting in 2023, \$5,247 thousand base funding of operating costs starting in 2024, \$4,770 thousand base funding of operating costs starting in 2025, and \$7,361 thousand base funding of operating costs starting in 2026.

Activity 456129: Wastewater Collection Network

Maintain the delivery of wastewater services in existing communities, and extend services to new communities, and address capital maintenance needs.

Funding From: Capital Reserves (\$129,359 thousand) Self-supported Debt (\$168,412 thousand)

Contributing Services: None

Operating Impact: This request requires \$8,505 thousand base funding of operating costs starting in 2023, \$3,621 thousand base funding of operating costs starting in 2024, \$3,082 thousand base funding of operating costs starting in 2025, and \$3,197 thousand base funding of operating costs starting in 2026.

Water Treatment & Supply

Led by: Director of Water Services

Description

This is a highly regulated, essential and health-focused service that ensures reliable access to safe, high-quality drinking water for Calgarians now and for generations to come. Water Treatment & Supply protects public health and ensures long-term sustainability of our most valuable natural water resources. Plants, pipes, pumps and people work 24/7, 365 days a year through evenings, weekends, and emergencies to protect public health by providing clean drinking water for over 1.3 million customers in Calgary and the region. Calgarians are able to turn on the tap and receive safe, clean, affordable drinking water thanks to dedicated teams of experts and forward-thinking investments.

Value and benefits

Our water service provides the foundation for economic, social, and climate resiliency for all Calgarians. The reliable delivery of safe, clear, good tasting and smelling water supports public health, allows businesses to thrive, and provides fire protection. The confluence of the Bow and Elbow rivers has always been a place where people gathered and built community around our two safe water supplies. Protecting and managing the health of our rivers today ensures high-quality water is available for future generations. As Calgary's population continues to grow, so does the demand on our rivers. Since we have a finite supply of water, we need to use it wisely to ensure we have enough to meet our future water needs. Calgarians are committed to water efficiency and protecting our rivers, and we play a leadership role in supporting Calgarians and businesses to reduce their water consumption.

Customers

Our customers are all people who use water in the Calgary region. This includes residential users, commercial customers (e.g., hotels and restaurants), hospitals, schools and industrial customers (e.g., food producers). To be future-ready, we must listen to our customers as these conversations lead to many innovations.

What we deliver

Customers receive reliable, high-quality drinking water that is safe to drink and aesthetically pleasing delivered right to their tap. We ensure system reliability through investment and proactive maintenance. If there is a disruption, we work to restore service quickly. Customers trust we will protect the watershed and plan for the future to meet Calgary's needs now and in the years to come.

Partners

Non-governmental organizations, community groups and education partners; Research partners (Universities, Alberta Innovates); Government agencies (AHS, Alberta Environment & Parks); Upstream/downstream municipalities, river users and infrastructure operators; City services (Fire, Emergency Management, Roads, Parks); Developers; Regional municipalities and Calgary Metropolitan Regional Board

400,520	customers in Calgary and region
130,000	quality tests per year to ensure safety
177	main breaks/year over 5,000+ km of pipes
340,000 litres	of water treated every minute

Key assets

Water Treatment & Supply has a growing network of two treatment facilities, Glenmore and Bears paw reservoirs, 23 treated water reservoirs, a dam, 41 pump stations, 17,000 hydrants and over 5,000 km of underground pipes. Paired with 61,000 distribution valves and 340,000 meters for accurate billing, this critical infrastructure makes up the system customers count on to deliver their water needs.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

We prioritize understanding our customers' values, priorities and service expectations to develop levels of service, guide continuous improvement, and inform long-term planning. Our customers' top priorities are safe, reliable, and aesthetically pleasing drinking water and ensuring sufficient supply for future demand. Based on our research so far, nearly half of customers believe no instance of safety risk to their drinking water to be acceptable. Customers expect a low risk of experiencing a service interruption and most expect instances of taste or appearance issues to be infrequent, occurring only 1-3 times per year. When service is unavailable, customers want timely, accurate information and information on what they are responsible for as either a homeowner or business/property owner. Customers expect us to deliver this and more at a fair price, with predictable and accurate billing.

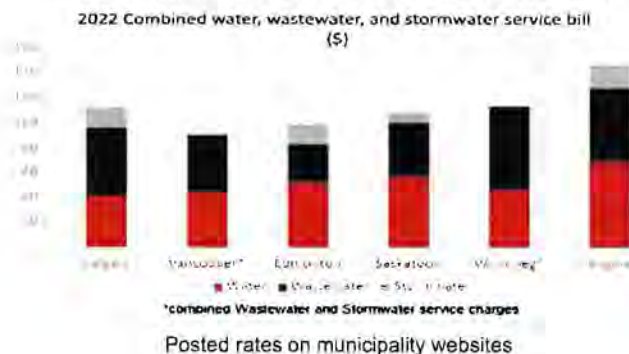
What Council has directed

As an essential service, continuity of drinking water is a Council expectation. The Utility is taking action to ensure resilient service and reliable infrastructure. This includes treatment plant investments, additional maintenance staff, and upgrades to aging infrastructure. We are investing in lead mitigation programs, reintroducing fluoride, and advancing water metering initiatives to meet changing regulations and customer expectations. This service aligns with corporate climate change direction by implementing risk management measures and evaluating system resilience. We will be piloting new technologies to improve reliability of potable water treatment processes in the face of changing water quality and quantity. These resources are required to accelerate climate change actions and work towards 2050 climate mitigation and adaptation outcomes. With Council oversight, cost reductions keep customer rates low despite increasing inflation pressures in fuel, energy, and chemicals.

What we are watching

Our customers' priorities are our priorities. We are updating our performance measures to include reporting on water aesthetics, take a holistic view of service reliability and inform our response to outages and emergencies. High-quality drinking water is dependent on system capability and performance as well as demand. Climate change will impact the frequency of flood and drought, affect source water quality and availability, and put pressure on our ability to deliver a service that meets customer expectations. Water supply and demand will need to be effectively managed, water storage capacity will become increasingly important, and our approach to treating drinking water may need to adjust with additional tools. Changing regulatory expectations and impacts to our operations mean that flexibility in service planning and delivery is required. Underpinning everything, we must monitor to ensure our service remains equitable and affordable for everyone.

Combined water, wastewater and stormwater service bill (\$)



Comparing our service

In this budget cycle water rates remain at \$41/month. In return, Calgarians can expect a higher level of investment in infrastructure replacement and maintenance which will maintain overall service reliability.

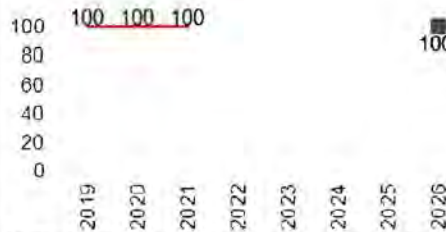
Calgary's water, wastewater and stormwater rates are at the median of other cities on small rivers that have similar regulatory requirements, environmental conditions, capital obligations and complexity of systems to operate. Comparisons are challenging since growth costs and service charges are calculated differently and many utilities do not pay return on equity to municipalities.

Measuring performance & where we want to go

For Council Approval

Actual ■ Expected Future Performance

PM1: Regulations met for treated drinking water quality (per cent)



PM2: Properties impacted by water outages per 1,000 properties



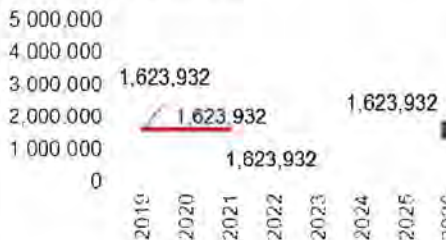
PM3: Number of days of water conservation measures (restrictions) per year



PM4: Average time to return to regular water service due to a water main break (hours)



PM5: Total population Calgary (region) can provide water to on a peak day



Story behind the curve

Provincial and federal regulations are in place to ensure that water is safe for our customers to drink. For many years, Calgary has maintained 100% compliance for treated water quality. This accomplishment centres on investments in resilient infrastructure, high maintenance standards, and approximately 1,300 employees dedicated to planning, administering, and delivering a world class water utility. Highlighted in conversations with our customers, we are looking ahead at ways to further improve the taste, smell, and appearance of our water.

Both a daily need and a critical service during emergencies, we understand the impact of a water outage for our customers. To ensure reliability, we strategically design systems and maintenance plans to minimize service disruptions. To present in 2022, projections are consistent with previous data. This stability is due to investments to reduce water main breaks as well as proactive maintenance and replacement plans to ensure service continuity. Over the coming business cycle, we are investing \$342 million to ensure continued service reliability for our customers.

Calgarians typically experience very few water use restrictions, yet customer research tells us that they are comfortable with outdoor use restrictions. To meet the demand of a growing region, respond to a climate with changing water flows, and maintain service affordability, customers may expect to experience water restrictions (less than seven days) in the coming years. We continue to increase drought resilience through water efficiency programs to reduce water demand and by protecting and diversifying water supplies so they meet the needs of communities, businesses and individuals.

This measure reflects the Water Utility's responsiveness to customers that are out of water. With added resources and other operational improvements, the time to restore service is expected to decrease. Coupled with lowering repair times, we are focused on improving the customer experience during an outage by updating frequency of our communications and integrating other tools to minimize customer impacts (i.e. water wagons, Recreation facility shower passes).

Calgarians expect that their water supply is sustainably managed for the future. Key support strategies include conservation programs, regional supply planning, growth monitoring, addressing system water loss, and ensuring water treatment plant capacity. At present, the Water Utility is able to service approximately 1.6 million customers in Calgary and surrounding communities. To stay ahead of demand, optimization upgrades are on track for 2026 completion and longer-term capacity needs are being strategized.

What we plan to do

Result for 2023-2026

We are investing to improve levels of service and reliability of infrastructure. Maintenance and replacement programs will help ensure customers do not experience main breaks or interrupted service. We are responding to climate change through risk management and system resilience evaluation.

How we are going to get there

Reduce potential risks (Emerging Substances of Concern, Distribution Monitoring Program, Lead Servicing Replacement, Dead End Mains) by continuing to deliver on water quality investments and programs and implementing best practices.

Protect Calgary's source water by continuing to work within the region to establish a governance framework to have an aligned regional growth plan.

Reduce the risks associated with source water entering the water treatment plant on the Elbow River by implementing the Glenmore Reservoir source water protection plan.

Reduce long-term system reliability risks through continued exploration of water licensing and plant expansion, while implementing programs that influence timing of sizeable investments (e.g. water restrictions, water loss program, Water Efficiency Plan, graduated water rates).

Maintain service resilience through ensuring appropriate resources including competent and certified operators to maintain regulatory compliance and operate a growing water treatment and distribution system network (two treatment facilities, two raw and 23 treated water reservoirs, Glenmore and Bears paw dams, 41 pump stations, 17,000 hydrants and over 5000 km of underground pipes).

Continue to work with our regulators to ensure water quality safety and to navigate operational and reporting requirements that support improvements in priority areas for the service.

Prepare to address major system failure and to operate significant new infrastructure through building effective workforce capacity plans.

Prepare for climate resilient service delivery by becoming more energy efficient, investigating new technologies and using new practices to improve water treatment process reliability, factoring in changing water quantity (volume and/or timing) and quality while supporting, prioritizing and enabling mitigation actions.

Reduce water use and average per day demand while maintaining Water Utility financial sustainability including incorporating climate change, drought management and offsetting future infrastructure costs by updating the Water Efficiency Plan and exploring new initiatives.

Advance water meter strategy to reducing meter reading costs, enhancing customer experience with more timely resolution of billing issues, and improving customer communication and feedback on water usage.

Continue to improve the customer experience and customer understanding of the service by establishing levels of service, innovating, optimizing value, and deliver service equity by leveraging innovation, data, technology, and customer insights.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	-		-		-		-	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(1,632)		(968)		383		(60)	
Internal Recoveries Changes	(495)		(260)		(248)		(255)	
Inflation	2,460		1,185		1,370		1,016	
Operating Impact of Previously Approved Capital	(3,162)		(1,505)		(1,487)		(1,526)	
Operating Impact of New Capital (Incremental)	2,525		4,717		5,869		8,355	
Service Reductions	-		-		-		-	
Service Increases	1,276		1,819		1,567		1,603	
Transfers to/(from) reserves	(972)		(4,988)		(7,454)		(9,133)	
Total net budget	-		-		-		-	

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	326,016	328,143	-	328,143	329,371	-	329,371	329,236	-	329,236	329,551	-	329,551
Recoveries	(10,304)	(10,799)	-	(10,799)	(11,059)	-	(11,059)	(11,307)	-	(11,307)	(11,562)	-	(11,562)
Revenue	(315,712)	(317,344)	-	(317,344)	(318,312)	-	(318,312)	(317,929)	-	(317,929)	(317,989)	-	(317,989)
Net	-	-	-	-	-	-	-	-	-	-	-	-	-

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
460989	Facilities, Equipment & Technology	12,900	8,100	8,100	8,100	-	37,200
459259	Water Treatment Plant	17,378	41,349	36,178	36,178	-	131,083
460940	Water Distribution Network	32,081	65,662	93,942	93,942	-	285,627
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		62,359	115,111	138,220	138,220	-	453,910
Previously Approved Budget Remaining		38,861	-	-	-	-	38,861
Total Capital Investment		101,220	115,111	138,220	138,220	-	492,771

Explanation of capital budget requests

Program(s)

Activity 460989: Facilities, Equipment & Technology

Investment in technology, tools & equipment, lab equipment and building maintenance.
 Funding From: Capital Reserves (\$37,200 thousand)
 Contributing Services: None
 Operating Impact: None

Activity 459259: Water Treatment Plant

Investment in capital maintenance, upgrades to pump stations, plant electrical upgrades and plant capacity optimization.
 Funding From: Capital Reserves (\$90,767 thousand) Self-supported Debt (\$40,316 thousand)
 Contributing Services: None
 Operating Impact: This request requires \$887 thousand base funding of operating costs starting in 2023, \$1,823 thousand base funding of operating costs starting in 2024, \$1,632 thousand base funding of operating costs starting in 2025, and \$2,323 thousand base funding of operating costs starting in 2026.

Activity 460940: Water Distribution Network

Maintaining the delivery of water in existing communities, extend services to new communities, and addressing capital maintenance needs.
 Funding From: Capital Reserves (\$163,468 thousand) Self-supported Debt (\$122,159 thousand)
 Contributing Services: None
 Operating Impact: This request requires \$1,638 thousand base funding of operating costs starting in 2023, \$2,894 thousand base funding of operating costs starting in 2024, \$4,237 thousand base funding of operating costs starting in 2025, and \$6,032 thousand base funding of operating costs starting in 2026.

Enabling Services



Corporate Governance

Led by: General Manager of People, Innovation and Collaboration Services

Description

Corporate Governance works to build a resilient city and future-ready organization. Our service executes on strategic direction established by Council and Executive Leadership, advocates and negotiates agreements on behalf of The City and manages relationships with other orders of government. Strategic areas we are advancing include resilience, regional cooperation, Truth and Reconciliation, and ensuring the needs of the business community are considered for innovative service delivery. We also provide the administrative policies, frameworks, and standards to direct service delivery and maximize capital delivery and limit exposure to legal, financial, reputational, health and safety risks.

Value and benefits

Corporate Governance fulfills the need for resilient thinking, strategic direction and service delivery guiderails for all services. We provide one voice for The City with partners and other orders of government, support the advancement of the Indigenous Policy and White Goose Flying report, and promote a customer first approach for the business community. We are modernizing governance by reviewing and updating policies, examining compliance and ensuring policy alignment.

Contributors include: Business & Local Economy, Capital Investment Planning, City Clerks, Climate & Environment, Corporate Analytics & Innovation, Customer Service & Communications, Facility Management, Fleet, Finance, Health & Safety, Human Resources, Government Relations, Indigenous Relations, Information Technology, Law, Real Estate & Development Services, Resilience, Supply, and Strategic Issue Management.

Customers

Our customers include:

- Council
- Service Directors
- Employees
- Calgarians and Business Owners
- Indigenous Nations, Metis and Peoples

What we deliver

We work to develop a resilient City and modernized government, and advance corporate strategies through advocacy, innovative and collaborative approaches, relationship building, communication, training and efficiency improvements. We also establish guidance systems such as policies and frameworks to ensure adherence to external legislation and standards and manage risk.

Partners

We partner with other orders of government, external regulatory bodies, Executive Leadership (ELT), agencies and committees (i.e. Alberta Municipalities, Federation of Canadian Municipalities, Indigenous Agencies and Committees, Business Advisory Committee), Indigenous Nations, Metis Nation, civic partners (Calgary Economic Development), and internal subject matter experts.

23	Administration policies updated in 2022
11	Indigenous Relationships managed
40	Strategic Foresight sessions held
4,569	Businesses benefiting from BLE programs

Key assets

N/A



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Resilience, transparency, alignment, legislative compliance and risk reduction are the value characteristics of our service. Delivering on these value dimensions helps build confidence and trust in the organization which is essential for strong relationships with citizens, businesses, partners, Indigenous communities and other orders of government.

Research has shown that people believe this is a good time to invest in infrastructure projects, Calgary's downtown, and programs and services designed for specific groups. Calgarians feel The City has an obligation to help support the economy in what-ever way possible; but there is a perceived opportunity for improvement in supporting a business-friendly environment.

Customers expect commitments made to our Indigenous communities honoured; and empowered staff that reflect the diversity of the community.

What Council has directed

As home to Resilience and other groups advancing Council direction, Corporate Governance is working to ensure a future focus and achieve economic, social and climate resilience. By managing relationships with other orders of government, Government Relations is focused on ensuring that Calgary gets its fair share through negotiated long-term funding agreements and advocating for legislative changes that consider The City's interests. The Indigenous Relations Office supports the Corporation in building trusting, mutually beneficial relationships and guiding reconciliation with Indigenous communities. The Business and Local Economy group is actively working with the business community to ensure that services are innovative and efficient while Capital Investment Planning is managing frameworks to ensure that The City strategically invests in infrastructure. The administration governance group continues to support the organization by working to modernize policy and governance practices.

What we are watching

The primary focus of Corporate Governance is to ensure awareness and action to address the rapid changes and emerging issues arising in the current environment where change is increasingly volatile, uncertain, complex and ambiguous. Issues include declining trust in government, uncertain and unpredictable funding, regional tensions, reconciliation, economic conditions, climate change, aging infrastructure, social inequity, service downloading, the impact of leadership changes and the state of relationships with other orders of government. The City also must remain diligent in balancing the need to adhere to corporate governance requirements with the desire for a nimble, modernized and innovative organization that provides transparency in decision making and supports outcome focused and empowered employees.

Actuals Expected Future Performance

Story behind the curve

PM1: Policies up to date (per cent)



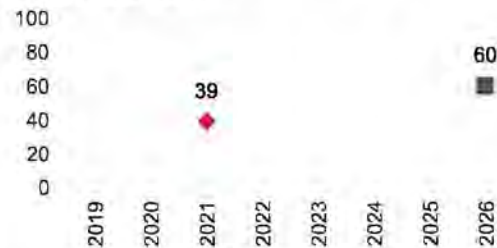
Percent policies up-to-date is an indicator that the organization is taking the required action to ensure Council and Administration policies are current, relevant, and reflect the volatile, uncertain, complex and ambiguous environment the organization is operating within. Given ever-changing regulatory requirements and increasing governance responsibilities, policies must be up-to-date to appropriately manage risk. The percentages shown for 2019-2021 represent the administration policy library only. The 2026 future expected performance is for both Council and Administration policies.

PM2: Businesses Supported by Business and Local Economy (BLE)



Business & Local Economy (BLE) coordinates various efforts across the Corporation to support local businesses. Programs in 2020-2022 included two grant programs - the Reopening Grant Program and the Restrictions Exemption Business Grant program which benefitted 4569 businesses; the Digital Services Squad provided free digital marketing support to 2400 businesses and the Business Experience Representative (BER) program is supporting 100 businesses on their journey to obtaining a business license.

PM3: Respondents who answer favorably about whether they consider The City to be "business-friendly" (per cent)



The Business Perspectives Research Panel conducts quarterly surveys. Through a question about The City's perceived business-friendliness a good baseline can be established as to whether the programs offered by the BLE group and other service improvement initiatives are contributing to an improved perception of doing business with The City.

PM4: City and community participants who report being better able to understand and/or apply resilient qualities or futures thinking to their work (per cent)



Calgary is increasingly facing volatile, uncertain, complex and ambiguous changes that may disrupt the ability to deliver services, reach policy outcomes, or foster trusting relationships with Calgarians. For Calgary to be prosperous, safe, green and equitable, it is important to strengthen social, economic, and climate resilience and apply futures thinking to policy and strategy decisions. Building this capacity includes a mindset shift to embed this thinking into city decision making and policy development and elevate community voices in co-creating their future.

What we plan to do

Result for 2023-2026

We are committed to developing a resilient City, managing current and emerging issues, overseeing capital spend, ensuring appropriate governance frameworks are in place and improving relations with other orders of government, Indigenous Communities, and local businesses.

How we are going to get there

Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.

Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.

Explore opportunities to maximize capital funding by identifying new funding sources, reallocating funding and developing strategies to secure funding for unfunded, high priority capital investment projects.

Support the needs of the business community and achieve the goals of Calgary in the New Economy by coordinating and administering programs such as the Digital Service Squad Program, undertaking cross-corporate process and collaborative improvement efforts and implementing initiatives identified by the Business Advisory Committee.

Continued engagement and support of the Calgary hospitality industry and businesses through the Business Advisory Committee to ensure that they benefit from, and thrive, during major festivals and events.

Co-create an Indigenous governance model aligned with the Indigenous Policy including relevant Indigenous governance best practices for the City of Calgary by working with the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.

Increase the inclusivity and actionability of the Indigenous Policy by engaging the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.

Effectively manage The City's reputation by proactively tracking and responding to issues that arise through-out The City.

Advance goals and interests with other orders of government and enhance overall responsiveness through continuous advocacy process improvements and working closely with department clients.

Build Futures Thinking capacity within The City and across equity-deserving communities to better respond to unpredictable changes, challenge our assumptions about the future, better anticipate, shape and adapt to emerging trends, and co-create equitable futures through Strategic Foresight methods.

Leverage opportunities to strengthen social, economic and climate resilience through consultations and application of a resilience lens and tools into City processes to improve project and program development.

Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	12,263		14,371		14,371		14,371	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(274)	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,005	-	-	334	-	334	-	-
Transfers (to)/from services**	1,378	-	-	-	-	-	-	-
Total net budget	14,371	-	14,371	334	14,371	334	14,371	-

** Base budget transfers from Community Strategies and Executive Leadership

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	17,044	19,427	-	19,427	19,427	334	19,761	19,427	334	19,761	19,427	-	19,427
Recoveries	(4,528)	(4,802)	-	(4,802)	(4,802)	-	(4,802)	(4,802)	-	(4,802)	(4,802)	-	(4,802)
Revenue	(253)	(253)	-	(253)	(253)	-	(253)	(253)	-	(253)	(253)	-	(253)
Net	12,263	14,371	-	14,371	14,371	334	14,705	14,371	334	14,705	14,371	-	14,371

Note: Figures may not add up due to rounding.

Corporate Security

Led by: Director of Corporate Security

Description

Corporate Security's purpose is to keep people, information and assets safe and secure in a way that makes Calgarians proud. Using a risk-based approach, our service protects The City's information, infrastructure, assets and people – including Calgarians, employees, The Mayor and Members of Council.

Our service focuses on proactive security risk management through security risk assessments and mitigation strategies, security intelligence, security investigations and forensics, security monitoring and response, security technical applications and support, and security awareness and training.

Value and benefits

Our customers receive value from our services through the protection of City assets, infrastructure and information. We work to proactively identify, assess and mitigate risks; improve organizational resilience, safety and security; and maintain availability of all City services. Customer segmentation and public engagement helped identify what our customers value:

Employees: Safe and secure, responsiveness, integrity, transparency, availability.

Internal partners: Quality, timely response, expertise, collaborative partnerships, consistency.

Service owners: Value, safe and secure, quality and expertise, responsibility, accountability, engaged workforce.

Executive Leadership and Members of Council: Resiliency, transparency, value, compliance, proactive risk management.

Citizens/visitors: Resiliency, transparency, value, compliance, proactive risk management, availability, safe and secure.

Customers

Our customers include The City of Calgary employees, service owners, executive leadership, the Mayor and Members of Council, citizens and visitors, internal and external partners, external enforcement agencies and regulatory bodies.

What we deliver

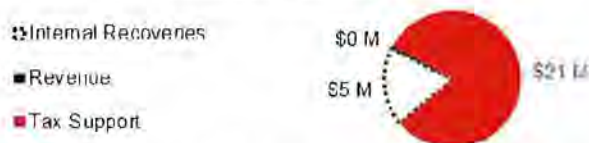
Following a risk-based approach, Corporate Security collaborates with and advises customers by delivering risk assessment and mitigation strategies, security intelligence, investigations and forensics, security operations, monitoring and response, technical application and support, education and awareness courses, and cyber security incident mitigation and response.

Partners

Key partners include the Executive Leadership Team, the Senior Management Team, Mayor and Council, Human Resources, Law, City Clerks, Information Technology, Facility Management, Parks, and all business units within Operational Services and Community Services. External key partners include Calgary Police Service and other enforcement and security agencies, the province and other municipalities.

106	Investigations - policy breach
283	Threat risk assessments and consultation
186	Security response to distress
1600	Incidents

Corporate Security
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

Physical and cyber security require security monitoring and assessment tools in order to manage risk and respond to security events. Security assets include employees, risk management tools, systems and network monitoring, video management systems, access control and monitoring systems, telecom devices, help stations and fleet.

What we have heard & what we are watching

What we have heard

Corporate Security engages with other municipalities, enforcement agencies and various stakeholders to identify and manage security risks and improve its security services. We engage with internal City clients by working with:

- The Information Management & Security Governance Committee, The Security Client Council and Plus 15 Safety & Security Committee – discuss security initiatives and policies.
- The Whistleblower and Audit Committee – discuss and collaborate on investigations.
- Groups focusing on community issues and problems such as 9-block and Central Memorial Park.

We conduct numerous threat risk assessments for our clients to provide proactive security solutions that manage risks to the organization. We use The City's employee satisfaction survey to address and improve gaps in employee engagement.

What Council has directed

Underlying every service provided to Calgarians, Corporate Security aligns with Council's Strategic Directions to Deliver the Right Services and Modernizing Government. Corporate Security is committed to meeting increasing demand, improving organizational resilience and assisting in maintaining availability of City services by proactively managing new and evolving risks through identifying threats, implementing effective security measures, and prioritizing response to incidents.

What we are watching

Global changes to the political, economic and social environment, including altering social attitudes and perspectives; unrest, changes in politics and political movements, impact Calgary. We will continue to proactively identify and respond to increasing social disorder, protests, and demonstrations in collaboration with other enforcement agencies to help ensure the safety of employees, citizens, The Mayor and Members of Council during these events. Our Cyber Security teams will continue to monitor the increased volume in cyber threats, including ransomware and phishing emails, and trends of a digital shift in modern government.

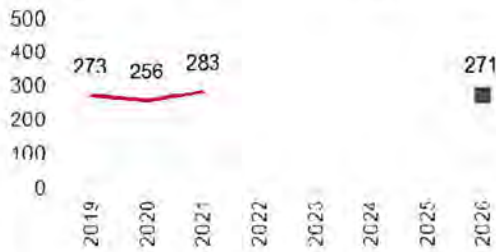
Comparing our service

Municipal governments are lagging in the application of security measures to appropriately protect critical infrastructure and information. Corporate Security will look to consider other critical infrastructure benchmarks such as energy and telecommunications.

Currently there are no relevant municipal benchmarks available and applicable for Corporate Security. Development of a metrics program to allow benchmarking to global standards will be a priority for Corporate Security.

— Processed ■ Expired Future Performance

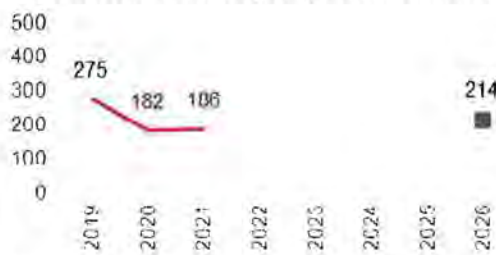
PM1: Number of threat risk assessments and security consultations conducted by year



PM2: Number of incidents including social disorder



PM3: Number of security responses to distress



PM4: Number of security education sessions delivered



PM5: Number of investigations - policy breaches



Story behind the curve

There has been an ongoing increasing need to provide consultation for services including the following: physical and cyber threat risk assessments, security risk evaluation, and control review and audits. The increased number in 2021 compared to the baseline shows that Corporate Security continues to provide service value by collaborating with clients to identify and manage security risks that impact their service and project delivery. Early client engagement and proactive security risk identification continue to advance our service quality.

While the number of security incidents has decreased slightly, this is primarily due to reduced reporting as a result of a remote workforce. The severity and concerning nature of security incidents related to social disorder, criminal activity and cybersecurity threats continue to rise, surpassing 2021, with the highest numbers of criminal activity reported since 2018. This drives increasing demand for security intelligence and services.

The complexity and variety of social distress incidents that front-line guards encounter and respond to continues to rise. This measure includes medical response, count of overdoses, Naloxone administered, and chest compressions conducted by City guards. In 2021, this included nearly one-third of Corporate Security's medical call responses. Since making Naloxone available to frontline guard staff, it has been used on forty-four occasions and during eight of those incidents, the guards actively performed CPR on the patient before the arrival of Emergency Medical Services.

Security training is the most cost effective and efficient control to proactively manage security risk, including workplace violence, dealing with aggressive behaviour, and risk management. Training and education decreased significantly due to remote workforce and pandemic restrictions. Mandatory cybersecurity awareness training was approved in 2021 to improve organizational resilience and minimize outages due to security events. Dealing with Aggressive Behaviour remains the most requested training which reflects the overall increase in reported crime and social disorder.

Investigations of reported City policy violations slightly decreased in 2019 to 2021, however notable increases occurred related to acceptable use of technology, off-duty behaviour and/or criminal conduct, malfeasance, and workplace violence. Corporate Security will continue to engage partners in Human Resources, Corporate Governance, and Executive Leadership, to identify policy breaches and root causes.

What we plan to do

Result for 2023-2026

Corporate Security will maintain 2022 service levels. We will invest to maintain existing security infrastructure through capital lifecycle and maintenance initiatives, and prioritize increasing service demand, through a risk-based approach to manage security needs with current resource capacity.

How we are going to get there

Provide a safe and secure working environment by maintaining current delivery of workplace violence and active assailant response training for City employees.

Maintain organizational resilience from cyber security events by implementing mandatory cyber security awareness training for City employees.

Improve public safety, and response to social disorder and criminal activities, through increased training for emergency response and de-escalation techniques for the in-house guard program.

Maintain availability of all City services by completing reactive threat risk assessments for City critical infrastructure and recommending security measures.

Maintain availability of all City services and minimize outages due to ransomware events through improvements of cybersecurity incident response.

Support Enterprise Risk Management through the implementation of business impact assessments.

Improve organizational resilience and maintain availability of all City services by developing and implementing a program to identify confidential and personal information and apply efficient and effective security measures.

Improve organizational resilience and public safety through the lifecycle and upgrade of security tools, applications and hardware in public facing facilities and other City infrastructure.

Improve application of security measures and reduce security risk to The City through the development and implementation of a security architecture program, which will embed security in all planning and design activities.

Enable modern government and support the management of increasing digital and workforce risks by developing and hiring leaders throughout the organization, functional management, and support of employee engagement initiatives.

Support effective decision-making and reduce the amount of administration effort through client engagement, transparency, and accountability of core security services by maintaining The City's Internal Recovery and Implementation Project initiative through Corporate Security's internal recovery model.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Budget	21,244		23,953		25,284		25,926	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	111	-	209	-	230	-	216	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	2,598	127	1,122	6	412	339	434	-
Total net budget	23,953	127	25,284	6	25,926	339	26,576	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	26,243	28,952	127	29,079	30,283	6	30,289	30,925	339	31,264	31,575	-	31,575
Recoveries	(4,869)	(4,869)	-	(4,869)	(4,869)	-	(4,869)	(4,869)	-	(4,869)	(4,869)	-	(4,869)
Revenue	(130)	(130)	-	(130)	(130)	-	(130)	(130)	-	(130)	(130)	-	(130)
Net	21,244	23,953	127	24,080	25,284	6	25,290	25,926	339	26,265	26,576	-	26,576

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
471001	CS Lifecycle & Upgrades	4,042	6,431	3,098	2,436	-	16,008
Program(s)							
471000	Risk Monitoring & Response	1,539	1,807	953	757	-	5,056
471030	Risk Assessment & Mitigation	2,720	4,534	6,120	3,442	-	16,815
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		8,301	12,772	10,171	6,635	-	37,879
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		8,301	12,772	10,171	6,635	-	37,879

Explanation of capital budget requests

Annual Investment Program(s)

Activity 471001: CS Lifecycle & Upgrades

Maintenance of existing essential security infrastructure necessary to manage security risks and reduce impacts to City of Calgary service delivery. Maintain and replace legacy hardware, applications, and systems to provide access control, video and cyber monitoring, and risk management tools.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$16,008 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 471000: Risk Monitoring & Response

Investment in security to monitor, protect, and respond to security incidents to keep employees, The City and citizens safe and secure. Implement efficient and effective measures to identify threats, prioritize response, and reduce impacts to service delivery due to security events.

Funding From: Pay-As-You-Go (\$5,056 thousand)

Contributing Services: None

Operating Impact: None

Activity 471030: Risk Assessment & Mitigation

Investment in security necessary to proactively identify and manage risks to The City through client engagement and security awareness. Conduct proactive security threat risk assessments on City infrastructure and provide security awareness to reduce impacts to service delivery.

Funding From: Pay-As-You-Go (\$16,815 thousand)

Contributing Services: None

Operating Impact: None

Council & Committee Support

Led by: City Clerk/Director of City Clerk's Office

Description

Council & Committee Support provides the governance structures and processes by which The City of Calgary's legislative decision-making and protocol functions are conducted.

Value and benefits

In accordance with legislation, bylaws and Council policies, we facilitate the governance functions of City Council and its Committees, providing avenues for transparency and public participation in the legislative process, as well as appropriate protocol support.

Without this function, City Council and Council Committees that make decisions on behalf of Calgarians would be unable to give direction to City Administration, and Calgarians would be unable to participate in their local government.

Customers

Calgarians, through access to legislative meetings and decisions; appointments to boards, commissions or committees, or through recognition and protocol events; Council, Mayor and Councillors, The Executive Leadership Team, Administration.

What we deliver

Council and Committee meetings and their related documents (bylaws, agendas, minutes), agreements and Council policies; appointments to boards, commissions and committees; governance documents; and protocol activities including flag raisings, proclamations, or recognitions by Council.

Partners

Corporate Security, Vendors, Information Technology, Mayor's Office, General Manager's Offices, Law, Recreation, Customer Service and Communications, Facility Management, boards, commissions, and committees' administrative supports and chairs / vice chairs.

140	Meeting minutes produced - 2021
123	Council policies reviewed - 2021
446	Protocol activities delivered - 2021
1022	Agreements executed - 2021

Key assets

Audiovisual and control system technology required to support and broadcast legislative meetings.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

The Public, Administration and Members of Council have indicated their support for continued remote participation in Council and Committee meetings. Participants in protocol activities have expressed satisfaction with the support provided, even as adaptations have been undertaken to reflect a remote or hybrid environment. Administration feedback demonstrates that Council & Committee Support is valuable and well delivered.

What Council has directed

- **Modernizing government:** Our service will continue the ongoing review of Council policies, embrace Indigenous representation in protocol and recognition activities, and propose further improvements to the accessibility and transparency of the legislative process.
- **Strengthen relationship with Calgarians:** Through legislative meetings, we will enhance the avenues by which Council and The City share information with, and receive feedback from, Calgarians, as well as providing meaningful opportunities for Calgarians to participate in their government.
- **Social equity:** We will continue the development, analysis and implementation of improvements to the public hearing process to make it more inclusive and convenient.

What we are watching

- **Transparency and technology:** Public expectations of greater transparency and accessibility are expected to grow, as is the need to adapt to new and changing technology. This trend continues to drive appropriate investments in meeting management technology and support for remote participation in legislative meetings.
- **Event protocol:** Supporting The City's contributions to advancing Indigenous Reconciliation.
- **Changing service expectations:** For all sub-services in this service, there has been a trend towards increasing volume, complexity, and velocity of requests, reflecting new and evolving expectations from customers.
- **Public Trust:** Failing to meet these expectations may impact public trust in The City and poses a reputational risk.

Number of citizen applications per Boards, Commissions and Committees vacancy



Comparing our service

This benchmark reflects the effectiveness of recruitment and marketing of volunteer opportunities, as well as the level of public interest in participating in The City's Boards, Commissions and Committees. It is influenced by engagement, advertising, public awareness and other factors.

Story behind the curve

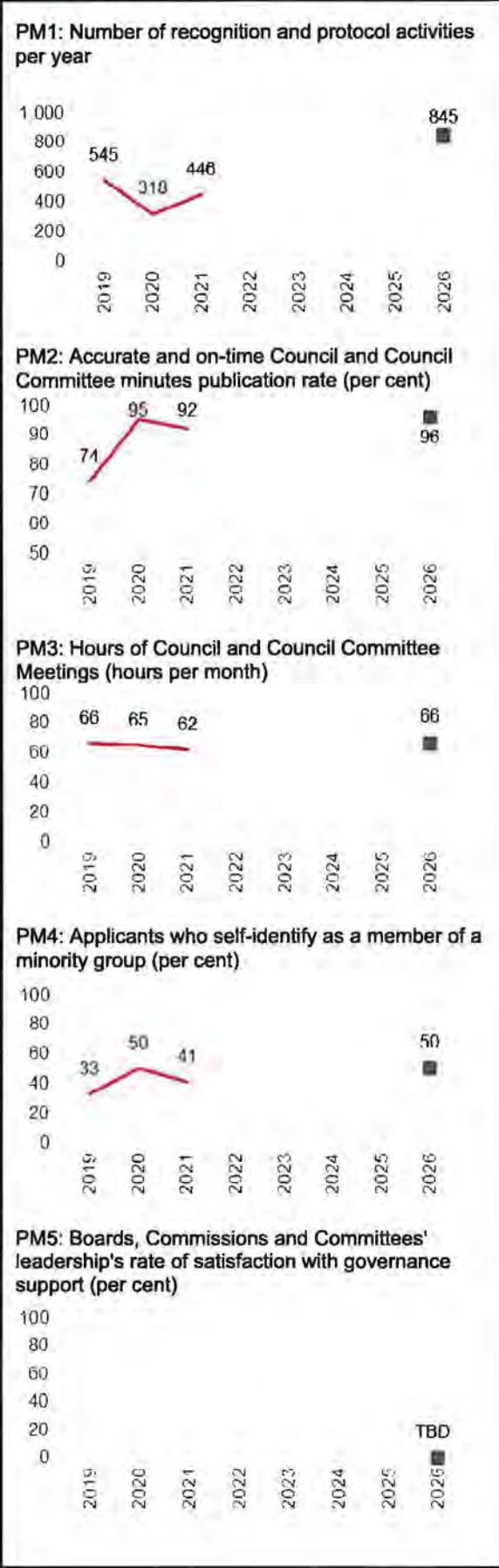
This performance measure is an indicator of demand. An increasing number of activities over the coming years would be reflective of new citizen recognition activities and an increased awareness of the services available. A decreased number of activities performed would likely be an indicator of an environmental change that reduced the need for public-facing activities, such as the COVID-19 pandemic having caused a reduction in demand for in-person travelling delegation support.

Percentage of Council and Council Committee meeting minutes that are published three business days or fewer from the conclusion of the meeting and did not require correction after initial unconfirmed publication. Additional resources assigned to legislative meeting management are expected to increase performance.

Duration in hours of Council and Council Committee meetings that are staffed by City Clerk's employees per month. The number of hours per month of Council and Council Committee meeting time is influenced by the number of bodies, number of times they meet, and duration of each meeting.

Of those Board, Commission and Committee (BCC) applicants who completed the demographics survey, the percentage who self-identify as a member of a minority group (per cent identifying minority). The diversity of applicants to BCCs is expected to be an area of focus for Administration over the 2023-2026 period.

New performance measure. No historical data. Future expected performance will be developed based on first round of data collected. This measure will evaluate the satisfaction with City Clerk's Office support for BCC leadership, distinct from the support provided by each BCC's administrative liaison.



What we plan to do

Result for 2023-2026

We will continue to provide the transparent and accessible governance structures by which The City's legislative decisions are made. The service will also continue to deliver protocol and citizen recognition activities.

How we are going to get there

Support the Mayor's Office and City Administration on matters of protocol and citizen recognition by providing knowledgeable and expert advice.

Maintain standards of excellence in Citizen Recognition and Protocol by ensuring related policies are up-to-date, accurate and reflect leading practices.

Improve ease of participation in public hearings by modernizing the process to include new technology for participants to register for Public Hearings, receive reminder notifications, and access mobility supports to enhance inclusion and accessibility.

Enhance support for users of The City's legislative meeting management system including report writers, Mayor's Office, Councillors' Offices and General Managers' Offices.

Maintain the hybrid delivery of legislative meetings by investing in technology systems, and the proactive replacement of audiovisual and technology systems that are reaching obsolescence.

Enhance support for Boards, Commissions and Committees, by providing education, training, and sharing of best practices.

Maintain service excellence by continuing to support the timely and accurate execution of corporate contracts and agreements.

Support public transparency and participation in local government by continuing to provide public access to records of Council decisions, including bylaws and meeting minutes.

Support the successful evolution of The City's policy program by contributing to the establishment of a Service Policy & Governance program within the Corporate Governance service line.

Support effective decision-making and governance by delivering legislative coordination excellence and providing the structures and processes by which The City of Calgary's legislative decisions are made.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	3,702		3,917		4,008		4,036	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	19	-	26	-	28	-	25	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	196	8	65	-	-	-	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers (to)/from services	-	-	-	-	-	-	-	-
Total net budget	3,917	8	4,008	-	4,036	-	4,061	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	3,744	3,959	8	3,967	4,050	-	4,050	4,078	-	4,078	4,103	-	4,103
Recoveries	(23)	(23)	-	(23)	(23)	-	(23)	(23)	-	(23)	(23)	-	(23)
Revenue	(19)	(19)	-	(19)	(19)	-	(19)	(19)	-	(19)	(19)	-	(19)
Net	3,702	3,917	8	3,925	4,008	-	4,008	4,036	-	4,036	4,061	-	4,061

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
481001	CC AV Tech Lifecycle	300	325	-	-	-	625
Program(s)							
		-	-	-	-	-	-
Projects(s)							
Sub-Total (New Budget Requests)		300	325	-	-	-	625
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		300	325	-	-	-	625

Explanation of capital budget requests

Annual Investment Program(s)

Activity 481001: CC AV Tech Lifecycle

Lifecycle replacements of AV systems and components. Audiovisual system components are reaching the end of their useful life in several City Clerk's facilities.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$625 thousand)

Contributing Services: None

Operating Impact: None

Data, Analytics & Information Access

Led by: Collaboration, Analytics & Innovation

Description

Data, Analytics & Information Access (DA&IA) provides Geographic Information System (GIS) platforms, Imagery, intellectual property management, innovation training and consulting services, Computer-Aided Design and Drafting (CADD) platforms, asset drafting, base maps, addressing and open data hubs for administration, council and citizens.

We connect customers with accurate, consistent location intelligence data and analytics. We also support emergency response and recovery under the Municipal Emergency Plan, 911 dispatch routing and mapping, open data, advanced analytics and engineering design, to enable more proactive data-driven decisions, improved services, reduced cost and time saved.

Value and benefits

Customers need authoritative sources for reliable and accessible City data, analytics, maps, drawings and open data, to enable transparency in how The City makes informed decisions. Innovation tools and methodologies create a nimble organizational culture with a willingness to experiment, fail and iterate to increase the value and effectiveness of services to modernize government, meet citizens' expectations, and build trust in municipal government. CADD, GIS, and data analytics provide the foundations for accessing and analyzing information in a spatial context relevant to City services such as catchment areas, ward boundaries, demographics, service requests, and infrastructure assets. In addition, CADD and GIS tools are available to support city operations such as routing city crews, mobile data collection, asset design and construction, asset management, and emergency management.

Customers

Addressing, mapping, imagery, data and information users such as City services, Federal and Provincial Government Agencies, Energy and Telecommunications Utilities, School Boards, Civic Partners and Related Authorities, Businesses, Post-Secondary Institutions, Professional Institutions and Associations, Not for Profits, and the General Public.

Partners

IT, Supply Management, Law, Customer Service & Communications, Operational Services, Community Services, Infrastructure Services, Planning & Development, CEMA, University of Calgary, SAIT, Mount Royal University, Calgary Housing, ENMAX, Calgary Airport Authority, Calgary Police Service, Municipal Emergency Partners, Downtown Strategy, Platform Calgary, Calgary Economic Development.

What we deliver

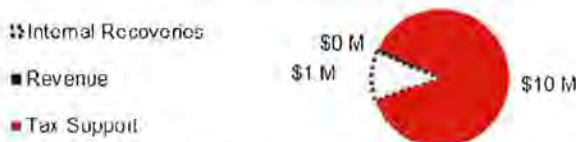
Data, information, products/services, including the data.calgary.ca portal, eCommerce solutions, design, construction & record drawings, base maps and addresses, CAD standards, dashboards, map gallery, vehicle routing, imagery and LiDAR derived products, 3D models, advanced analytics, scanning and content management, GIS location intelligence, maps.calgary.ca gallery, innovation tools & training.

27,193	New addresses created
493	City staff trained in Innovation tools
6,384,275	Number of infrastructure files shared
163	GIS technology projects requested

Key assets

Geospatial data, design and as-built CAD drawings, Historical aerial photo library, LiDAR and derived imagery products, ETL Processes, data.calgary.ca, City Online, Cognitive Computing Environment, myCityInnovation, GIS platform/products, CAD Standards/framework, Calgary Automated Survey Plan Evaluation & Reporting

Data Analytics and Information Access
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Global trends indicate that Data Analytics and Data Governance are increasingly important for cities to remain competitive. Open data and transparency are increasingly important for municipal governments to build and maintain trust with citizens.

Customers value the availability and accessibility of data to optimize their operations and find innovative ways of doing business. They also value data quality and responsive service, enabling them to make more informed decisions. Based on interactions with customers, it is known that they value the ability to customize service offerings for their unique needs.

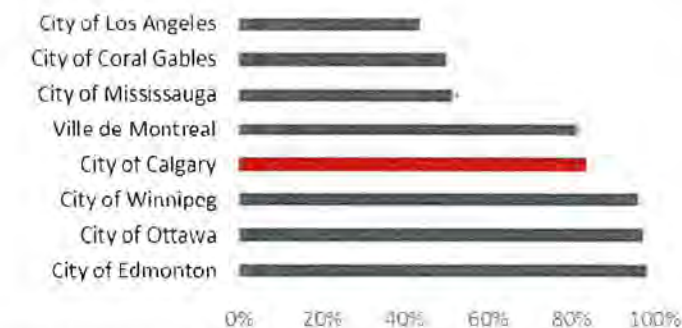
What Council has directed

This service aligns with and supports the Information Management & Security Policy, Open Data Strategy, Digital Strategy, and GIS Roadmap. Climate resilience: This service helps ensure the water utility's asset data is maintained and accurate, supports flood mitigation, and models Calgary's watershed, floodway/fringe and the solar potential of buildings. Economic resilience: This service promotes data-informed decision-making, sharing of data, research and expertise across the corporation—collaboration and connection to help customers eliminate service silos and simplify the process to be more cost-effective. Quality data, products and services through channels such as CITYonline, Calgary.ca and the Open Data portal also support Calgary businesses. Social resilience: Geospatial analytics, routing, and 911 dispatch mapping support The City's front-line service providers to ensure public spaces are safe, vibrant, and support efficient transportation of people and goods across the city

What we are watching

Local Governments are experiencing a digital shift to using data and AI technology to increase efficiency and deliver value as they evolve to meet the needs of citizens, the economy, and the environment. However, many of these new technologies and data have yet to be fully leveraged for strategic planning and City operations. Modernizing and ensuring an equitable approach to human centered service design and delivery is necessary, supported by innovation tools & methodologies. In addition, population growth will increase demand for services, products and infrastructure. Public access to authoritative data and transparency of City operations is an ongoing trend that builds trust, allowing further connections and innovative uses of City data. It promotes data mining, location intelligence, 3D visualization and virtual/augmented reality. These insights enable The City to make smarter investments in infrastructure, and develop services that better meet the evolving needs of Calgarians.

Open Cities Index / World Economic Forum



Benchmarking study for municipal open data programs by PSD Citywide

Comparing our service

With open access to public sector data becoming increasingly important through legislation and public demand, the bi-annual Open Cities Index provides a way for local governments to measure the maturity and performance of their open data programs and initiatives, while providing insights on how to improve. Compared against other North America municipalities, Calgary's overall index ranking retained fourth place in 2020 with a score of 83.7%. This was well above national average score of 56.6% for 2020.

Measuring performance & where we want to go

— Actuals ■ Expected Future Performance

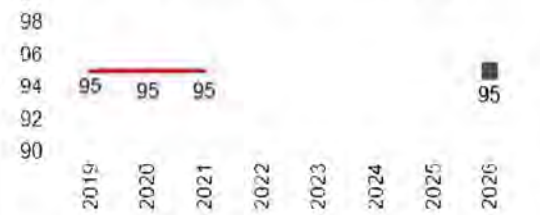
PM1: Annual number of mapping product views on calgary.ca - Web Mapping Views



PM2: Number of City employees accessing GIS data and mapping products - GIS Technology Adoption



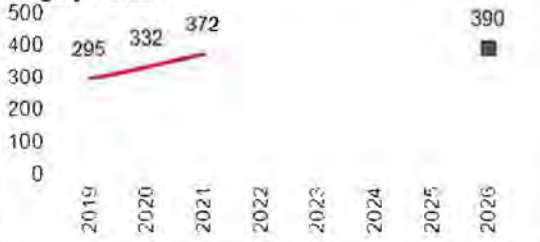
PM3: Base Map Updates - registered survey plans that are mapped within 21 days of receipt (per cent)



PM4: Addressing Updates - external addressing service requests resolved within 10 days of receipt (per cent)



PM5: Number of open data sets available on Open Calgary Portal



Story behind the curve

Mapping information and products on calgary.ca are integrated to source data and updated in near real-time, and demand will continue to grow over the next four years as business units incorporate more location intelligence and mapping into citizen facing content. Continued growth in the demand is anticipated for mapping data and location analytics by Calgarians and businesses who go to Calgary.ca for city services, events and facilities information. As the population of the city increases more Calgarians want location based information that will help them stay connected to The City.

City business units use GIS data and mapping products extensively in their service delivery to citizens by adding location intelligence to everyday business decision making. Location intelligence is a growing requirement of service delivery. Our plan is to continue to improve GIS portals and make access easier for users. We anticipate that the number of customers will increase annually throughout the business cycle.

This measures the service level (in terms of turnaround time) to our clients. Performance for 2023–2026 is expected to remain at or above 95%. There may be complex cases that go beyond the 21 days.

This measures the service level (in terms of turnaround time) to our clients and citizens. Our 2023–2026 expected future performance is lower, due to a combination of significantly increased demand and reduced budgets, which has negatively impacted this performance measure. We are examining process improvements to increase the turnaround on these requests.

In support of City transparency, data utilization and innovation, the Open Data program releases City of Calgary data to the public for use by anyone. The number of datasets indicates transparency by openly publishing City related data.

What we plan to do

Result for 2023-2026

The DA&IA service focuses on connecting customers with data, analytics, tools, dashboards, visualizations, innovation practices and transformative technology solutions, to enable informed decision-making and supports collaboration, to improve City services for citizens, businesses, and city staff.

How we are going to get there

Create, manage and provide corporate-wide geospatial technology, data and analytics that are reliable, secure and accessible for customers and Calgarians.

Provide City operational groups with tools and analytics to deliver their services more efficiently and providing them greater insight into strategic decision making.

Promote and expand the use of location-based tools and data by customers and Calgarians to enable self-service and open access to geospatial information.

Develop and support the Corporation's advanced analytics practice, providing guidance, sharing best practices and developing corporate data analytics and governance solutions.

Support information access by creating a corporate infrastructure and business process for automated inbound and outbound transfers of information regarding critical City infrastructure assets (Gas, Electric, Telecommunications, Water, Sewer).

Provide professional learning opportunities and consulting to build City employee's innovation capacity and continue to partner on cross-corporate innovation projects with business units, to nurture a culture of innovation and human-centered design & prototyping, supporting the development of the next generation of civic services to Calgarians.

Increase the number of data sets available in the Open Data Catalogue and promote easy self-serve access to City data for Calgarians, businesses, researchers and educational institutions.

Modernize eCommerce across the Corporation through standardization of commerce transaction processes, a rationalization of technologies, improved data insights, and improved customer experiences.

Standardize Computer-Aided Design and Drafting (CAD) data and practices by maintaining, updating and expanding The City CAD Standard and make it easily assessable to all customers. Further ensure the use of vendor supported versions of CAD software by managing CAD software licenses and users. Develop an on-demand Engineering Block Profile tool to make the creation of Profiles more efficient.

Centralize the storage and lifecycle of construction drawings by creating a Construction Drawings Repository (CDR) to store, organize and enable accessibility to City CAD drawings, and pilot the electronic submission of construction drawings initiative to align with the CDR.

Transition data maintenance from CAD to GIS environments where permissible, to create more robust attribute rich data that allows for analysis and informed decision making. Support clients with the transition of data and processes between CAD and GIS technology platforms.

Enhance base map and addressing management, stability, quality, and efficiency by transitioning data maintenance processes to modern 3D mapping environments. This modern 3D base mapping product will be the fabric upon which the City's digital twin is created and maintained, allowing for greater accuracy in simulations, and better engagement of citizens in envisioning the future of Calgary's urban form.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	9,205		13,317		13,427		13,441	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(625)	-	-	-	-	-	-	-
Inflation	9	-	13	-	14	-	13	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,753	-	97	-	-	-	-	-
Transfers (to)/from services	2,976	-	-	-	-	-	-	-
Total net budget*	13,317	-	13,427	-	13,441	-	13,454	-

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	11,121	21,577	-	21,577	21,687	-	21,687	21,701	-	21,701	21,714	-	21,714
Recoveries	(1,298)	(7,621)	-	(7,621)	(7,621)	-	(7,621)	(7,621)	-	(7,621)	(7,621)	-	(7,621)
Revenue	(68)	(640)	-	(640)	(640)	-	(640)	(640)	-	(640)	(640)	-	(640)
Net	9,754	13,317	-	13,317	13,427	-	13,427	13,441	-	13,441	13,454	-	13,454
Base	9,205												
One-Time	549												

Capital budget needed to deliver service

For Council Approval

Budget ID	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027 Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
480703	Corporate GIS Upgrades	850	1,150	1,350	1,150	0	4,500
411308	Corporate Imagery Program	435	1,325	1,323	1,752	0	4,836
411350	Business Equipment	40	40	40	30	0	150
Program(s)							
480707	Location Data Modernization	1,325	3,275	2,795	2,835	0	10,230
480708	CAD Technology Modernization	647	1,200	1,300	791	0	3,938
480709	Modernizing Commerce @ City	1,416	1,416	1,506	1,446	0	5,782
Projects(s)							
Sub-Total (New Budget Requests)		4,713	8,406	8,314	8,004	0	29,437
Previously Approved Budget Remaining		0	0	0	0	0	0
Total Capital Investment		4,713	8,406	8,314	8,004	29,437	29,437

Explanation of capital budget requests

Annual Investment Program(s)

Activity 480703: Corporate GIS Upgrades

Ensure the Graphical Information System (GIS) platform is upgraded & build on significant existing city investments in geospatial technologies used to increase resiliency of geospatial data collection, access & information distribution. Reduce customization & risks of disruptive large-scale upgrades.

Funding From: Lifecycle Maintenance & Upgrade Reserve \$4,500 (thousand)

Contributing Services: None

Operating Impact: None

Activity 411308: Corporate Imagery Program

Deliver aerial imagery data for daily operations and emergency response. Results in efficiency, cost savings and revenue for The City via data sharing. Fulfill the Corporate need to update & deliver accurate aerial imagery information & products, which are critical inputs for business unit operations.

Funding From: Pay-As-You-Go \$4,836 (thousand)

Contributing Services: None

Operating Impact: None

Activity 411350: Business Equipment

Replace specialized equipment at the end of their lifespan to ensure these assets are well managed and able to best deliver our services. Replacement of specialized equipment at the end of their lifespan will ensure these assets are well managed and able to best deliver our services.

Funding From: Pay-As-You-Go \$150 (thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 480707: Location Data Modernization

Digital transformation of location data and tools ensure The City becomes future ready, agile & able to meet needs of citizens, businesses & employees. Driven by data access & people-centric design this project leverages existing & emerging technologies to meet needs of citizens & City decisionmakers.

Funding From: Pay-As-You-Go \$10,230 (thousand)

Contributing Services: None

Operating Impact: None

Activity 480708: CAD Technology Modernization

Modernize and sustain Computer-aided Design (CAD) platform and content management efficiency through updates to dated technologies, processes, source. Updating, integration and automation of CAD platform is essential to our operation and allows for more efficient creation and use of The City's data.

Funding From: Pay-As-You-Go \$3,938 (thousand)

Contributing Services: None

Operating Impact: None

Activity 480709: Modernizing Commerce @ City

Common commerce approach with outcomes where users can easily find what they need, pay for what they need, and access goods and services they need. The program will strengthen the connection with citizens, allowing The City to respond to their needs through improved analytics and communications.

Funding From: Pay-As-You-Go \$5,782 (thousand)

Contributing Services: Financial Support, IT Solutions, Citizen Information & Services

Operating Impact: None

Executive Leadership

Led by: City Manager

Description

Executive Leadership works to secure the trust and confidence of Calgarians, businesses, Council, and employees by providing corporate oversight. This service realizes Council's Strategic Direction by aligning priorities and resources and monitoring performance for continuous improvement opportunities. Executive Leadership builds cooperative relationships by leading a municipal government that is resilient, sustainable and focused on finances, service delivery, our employees and The City's reputation. Executive Leadership enables a thriving workplace that is diverse, respectful, fair and safe, and is committed to developing, motivating, and inspiring employees to excel in public service.

Value and benefits

Executive Leadership provides organizational leadership and corporate oversight to deliver on the expectations of Council, Calgarians, businesses, and employees. These expectations include:

- Aligning the organization's goals, services, and resources as required to achieve Council and Administration's Shared Strategic Agenda,
- Building a service-centric and future-ready City that is both resilient and financially sustainable,
- Leading a corporate culture focused on the equitable, accessible, and responsive delivery of valued services to all Calgarians,
- Coordinating City service priorities and objectives to deliver immediate and long-term benefits for Calgarians and businesses with the goal of making Calgary a great place to live and to make life better every day for all Calgarians; and
- Ensuring a well-run municipal government that promotes a respectful safe workplace for all employees.

Customers

The primary recipients of the Executive Leadership service include Calgarians, businesses, and employees.

What we deliver

Executive Leadership is focused on mitigating risk to The City's reputation and instilling trust and confidence with Council, Calgarians, and employees. Service outputs include corporate culture, norms/values, corporate brand, leadership, plans, policies, priorities, corporate ethics, and conduct that contribute to an inspired and diverse workforce required to deliver services to all Calgarians.

Partners

Executive Leadership works closely with the Mayor and Council, other orders of government, Calgary's regional neighbours, as well as Civic Partners and other non-governmental organizations (e.g., Calgary Chamber of Council, post-secondary institutions, United Way, etc.) and those who collectively share the goal of making life better every day for all Calgarians.

\$28.8 billion City's total assets

12,900* Budgeted full-time equivalents
*Does not include Calgary Police Service

\$3.9 billion* Total annual operating expense
*Does not include Calgary Police Service

Key assets

Executive Leadership
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Executive Leadership routinely receives public feedback and engagement data from Calgarians, local businesses, and stakeholders on: confidence and trust in Calgary's municipal government; perceived value of services received; and concerns on existing issues and problems. Data shows overall perceptions of trust and public confidence in The City remain stable, despite challenges presented by the pandemic and the economic recovery. This information is shared with Council and used to inform Council and Administration's Shared Strategic Agenda.

Employee satisfaction index continues to be strong and remains stable. Other results from the Corporate Employee survey are used to better understand employee concerns. Additionally, a Culture Assessment Survey is used to frame The City's desired culture.

What Council has directed

Executive Leadership is accountable to Council for Administration's implementation and achievement of Council's Strategic Direction. This service sets the priorities and oversees the schedule to advance and implement Council's Strategic Direction in an integrated and coordinated approach. Executive Leadership ensures that Administration's objectives are aligned to Council's vision and that employees are individually responsible and collectively accountable for achieving Council's Strategic Direction. Executive Leadership defines and leads the organizational culture that is open and transparent earning the trust and confidence of Council, Calgarians, and employees. By focusing on "One City - One Voice" culture, Executive Leadership serves Calgarians by positioning Administration to be future-ready to identify and adopt innovative solutions to service delivery, sustainable infrastructure, finances, and social equity.

What we are watching

The key trends Executive Leadership monitors include those that impact The City's ability to realize economic, social, and climate resilience, including:

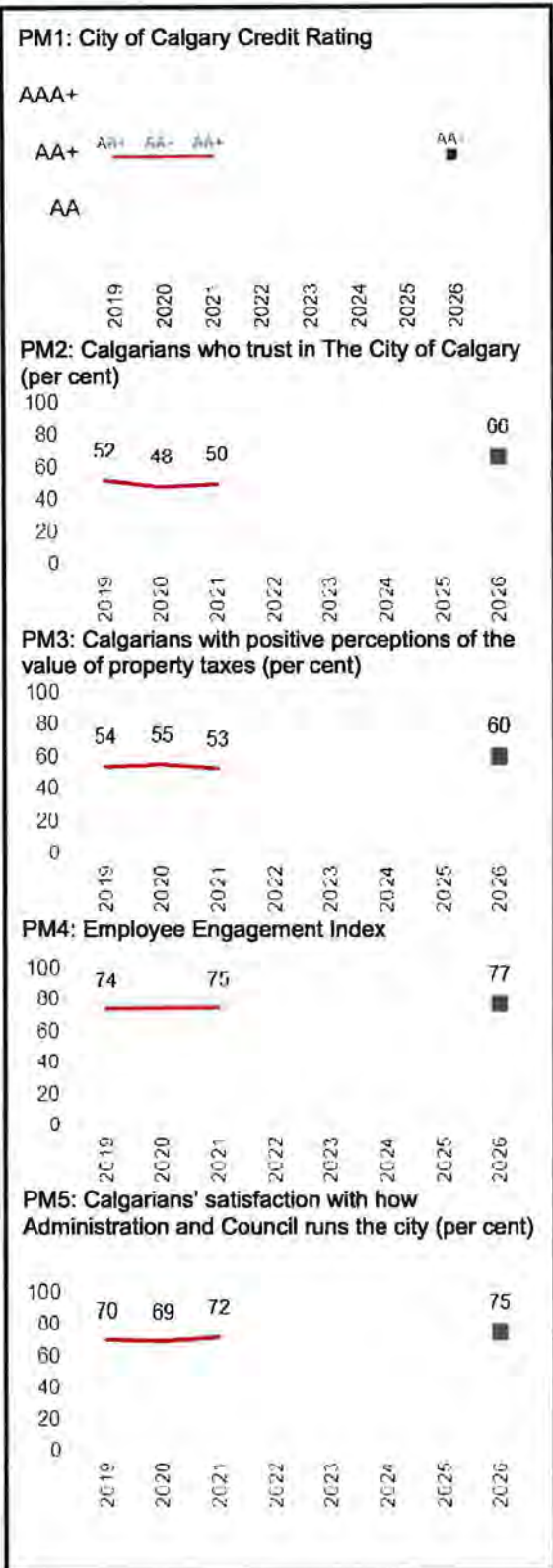
- Economic data on business formation, local economic growth, business taxes, etc.
- Social trends that focus on demographic changes including poverty, homelessness, accessibility, inclusiveness, and City support for reconciliation with our Indigenous residents and neighbours,
- Climatic patterns impacting City infrastructure and practices that promote climate resistant service continuity,
- Trends in stakeholder trust and confidence,
- Changes in the political landscape, and
- Trends in the types of services Calgarians and our stakeholders require.

Finally, Executive Leadership is collectively accountable for the strategic risks as defined by the Principal Corporate Risks. Members of the Executive Leadership Team are assigned individual responsibility as risk owners to monitor, manage, and mitigate assigned risks.

Benchmarking information is not available for this service.

Measuring performance & where we want to go

— Actuals ■ Estimated Future Performance



Story behind the curve

The City's current AA+ credit rating means that Calgary has a very strong capacity to meet all its short and long-term debt obligations but may be impacted by certain long-term risks. Those risks are: the impact on assessed property values and tax revenues resulting from the continued high office vacancy rate in the downtown coupled with Calgary's dependence on the oil and gas sector. Executive Leadership addresses these risks by working in collaboration with our partners to diversify the local economy and by prioritizing downtown revitalization.

The City began collecting data on Calgarian's trust in their municipal government in 2017. That year 62% of respondents trusted The City. However, increased political activism that began before the pandemic was amplified by public health measures adopted by The City. The result is that trust in government eroded to its lowest point in the Fall 2020 Survey. The slight recovery in 2021 is within the margin of error and not yet indicative of a change in trends or attitudes. Working together to earn Calgarians' trust is a priority for both Council and Administration.

Calgarian's perception of value peaked in 2014 with 65% of respondents agreeing they received good value for their tax dollars. With the oil price collapse in 2015 impacting the oil and gas sector, perceived value began a slow decline stabilizing in the mid-50s in 2019. Executive Leadership is working with Council to ensure taxes remain affordable. Also, by positioning Administration to be future-ready and seeking innovative solutions to service delivery, sustainable infrastructure, finances, and social equity Calgarian's value perceptions should help turn the curve and slowly improve.

Employee engagement is strongly linked to improved business performance and productivity, drives voluntary behaviours and an overall concern for quality, and fosters employee pride in the organization. Scores in employee engagement continue to remain stable. With Executive Leadership focusing on employee engagement, leadership, and culture it is expected that results for this measure will improve.

Calgarians' satisfaction with how City Administration and Council runs the city has seen a slight decline since the measure was first introduced in 2017. Since 2019, scores have improved and remain stable. Through the execution of the Shared Strategic Agenda, it is expected results for this measure will improve.

What we plan to do

Result for 2023-2026

The Executive Leadership Service is committed to making The City a leader in municipal government by earning the trust of Calgarians, businesses, Council, and employees. This requires a workplace that is respectful, fair and safe, where our employees are inspired to excel in public service.

How we are going to get there

Continue to integrate Council's Strategic Direction and Administration's Rethink to Thrive Strategy through the Shared Strategic Agenda to demonstrate alignment and provide focus and clarity to City employees.

Empower decision-making at the right levels of the organization by evolving Administration's governance practices. A resilient modern municipal government must have capacity and flexibility to address the unexpected by being agile, adaptable, and responsive. Clarity of roles, responsibilities, and accountabilities for individuals and cross-corporate committees will enhance how the organization works to collaboratively deliver Council's Strategic Direction.

Improve our services to Calgarians by enhancing continuous improvement and energizing, empowering, and amplifying our service improvement efforts and building on the strong foundation of programs like Zero Based Reviews and Solutions for Achieving Value and Excellence as well as ongoing work across the organization to continually improve our service to Calgarians.

Advance risk management at The City by developing and implementing guidelines on risk appetite to enhance innovation and decision-making, implementing a technology solution and by adopting and implementing a formal risk maturity model.

Advance Environmental, Social and Governance (ESG) results including the Corporate commitment to climate action, anti-racism and equity by evolving corporate planning, measurement and reporting to better monitor and demonstrate accountability.

Deliver strategic and proactive communications to Council, Calgarians and the media by enhancing our corporate communications that focuses on providing key salient points through the right channels to ensure clarity and transparency, and mitigate misinformation.

Inspire a thriving workforce committed to making life better every day for Calgarians by evolving The City's culture, while supporting recruiting and retention, and positioning The City as an "employer of choice", as outlined in Administration's Rethink to Thrive Strategy.

Manage the balance between the services Calgarians want and the level of taxation they will accept by delivering annual budget adjustments and the next four-year service plans and budgets in 2026 November in line with Calgarians' and Councils' expectations.

Drive organizational performance improvements by strengthening the consistency, coherence, and effectiveness of our corporate approach to performance management.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	14,236		15,664		15,877		15,902	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	19	-	24	-	25	-	22	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	667	-	189	-	-	-	156	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers (to)/from services	742	-	-	-	-	-	-	-
Total net budget*	15,664	-	15,877	-	15,902	-	16,080	-

* The previous year's One-Time Budget is not carried forward to the following year.

** Base budget transfer from Corporate Programs and base budget transfer to Corporate Governance.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	15,235	16,115	-	16,115	16,328	-	16,328	16,353	-	16,353	16,531	-	16,531
Recoveries	(451)	(451)	-	(451)	(451)	-	(451)	(451)	-	(451)	(451)	-	(451)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	14,784	15,664	-	15,664	15,877	-	15,877	15,902	-	15,902	16,080	-	16,080
Base	14,236												
One-Time	548												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
482051	Risk Management Technology	150	200	-	-	-	350
Sub-Total (New Budget Requests)		150	200	-	-	-	350
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		150	200	-	-	-	350

Explanation of capital budget requests

Projects(s)

Activity 482051: Risk Management Technology

Identifying, assessing, and managing risk is critical to achieve Council's vision. Technology is an important tool for managing risk. A risk technology solution will support business decisions by enhancing access to risk information and enabling better risk processes.

Funding From: Pay-As-You-Go (\$350 thousand)

Contributing Services: None

Operating Impact: None

Facility Management

Led by: Director of Facility Management

Description

Buildings are necessary to deliver services to citizens. Facility Management (FM) stewards a diverse portfolio of 549 facilities totaling 7.3 million sq.ft and with a current replacement value of \$2.7 billion. Through professional facility management services, we create and enable positive experiences for staff to deliver effective and quality services to citizens. FM coordinates the facility and site needs to accommodate people, vehicles and equipment and provides the operations, maintenance and sustainment for these facilities and sites. FM's portfolio increased over 500 per cent as a result of consolidation of facility stewardship and will continue to grow through 2026.

Value and benefits

Service owners require a diverse portfolio of complex facilities to deliver their services. Facility Management provides professional expertise and customer service that is reliable, responsive and efficient, enabling them to focus on their critical service delivery to citizens. Service owners benefit from safe, reliable, sustainable, accessible, and resilient City facilities that optimize staff productivity. Citizens and community groups have access to City facilities that are safe, accessible, service-oriented, and also enrich and improve their quality of life. In addition, Facility Management seeks to preserve, conserve and protect our heritage assets on behalf of the Corporation to create strong and vibrant communities.

Customers

Facility Management is an enabling service providing services to Council, Executive Leadership Team, Service Owners and the public who access services within our facilities. We also have indirect customers including private/non-profit organizations, businesses, other levels of government, community associations and civic partners.

What we deliver

Facility Management delivers City facilities to enable service owners to deliver efficient and quality services to Calgarians.

Partners

Internal partners include City Council, Executive Leadership, and Service Owners. External partners include third-party tenants, consultants, contractors, vendors, other orders of government and municipalities. Facility Management considers opportunities to work with the private sector, non-profit agencies, external organizations and other levels of government for optimal service delivery.

508	Number of staff moves completed (2021)
41550	Total work orders processed (2021)
\$23.3 million	Community Conservation Grants 2019-2021
7.3 million	Total square feet managed

Key assets

Key assets to deliver this service include: 198 community facing buildings, 40 office accommodation buildings, 294 operations facilities, 14 processing facilities, 2 Calgary Housing buildings and the supporting technology. FM stewards and maintains most of The City of Calgary buildings. These buildings provide office accommodation and support the delivery of all 61 service lines to the public.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

The 2021 Facility Management Customer Engagement survey indicated 89 per cent of customers were satisfied with Facility Management services overall. High ratings were received in safety (89 per cent), expertise (89 per cent) and assurance (88 per cent). Quality (85 per cent) and availability (85 per cent) also received high ratings for satisfaction. Customers identified opportunities for improvement in communications and understanding customers' needs. The customer survey ranked responsiveness, workplace safety and the delivery of quality professional management services as most important to our customers. FM will continue to identify and implement opportunities for improved customer experience under the Facility Management Customer Service Framework.

What Council has directed

We are directed to strategically operate, maintain and sustain City facilities and strive to balance the environmental, social, economic and cultural needs of employees, communities and citizens. This is supported by the Corporate Facility Planning and Delivery Policy and Framework, Corporate Coordinated Operations and Maintenance Program and Calgary Heritage Strategy. FM also administers the Council Capital Conservation Grant policy which provides investment for social recreation organizations and community associations. We enable the delivery of all 61 service lines through the stewardship of a diverse City facility portfolio. This contributes to long-term community sustainability through facility investment. We create and enable safe, positive facility spaces for staff to deliver effective and quality services to citizens.

What we are watching

FM continues to monitor and address ongoing and emerging risks and trends that impact facilities and service delivery. With a portfolio of facilities categorized as critical to fair, FM is prioritizing investments to protect its aging building infrastructure while meeting climate and energy efficiency requirements. Post COVID has presented FM an opportunity to explore a hybrid workplace, review the increasing reliance on flexible office space and the divestment of its portfolio as the workforce becomes more distributed. An emerging trend is the increasing number of employees departing the organization. Shifting demographics and workstyles make recruiting and retaining the best possible workforce increasingly complex and challenging. Supply chain delays, labor shortages and the rise of inflation may impact construction project delivery in terms of costs, timelines and quality. FM is addressing this trend by taking a proactive approach in procurement, sourcing locally and project timing.

Annual Operating Cost per Square Foot for Facility Management's Office Portfolio



IFMA = International Facilities Management Association

Comparing our service

Operating costs of office buildings have reduced by transitioning to a service delivery model that focuses on preventative maintenance, strategic investment in critical building systems, and energy management. Our costs are typically higher due to 24-hour operations in some facilities. Moving forward, costs are expected to increase due to corporate standards implementation, economic and inflationary pressures, aging infrastructure, deferring maintenance and the centralization of facility stewardship. As centralizing continues and practices are standardized, long-term efficiencies are expected.

Actuals Expected Future Performance

Story behind the curve

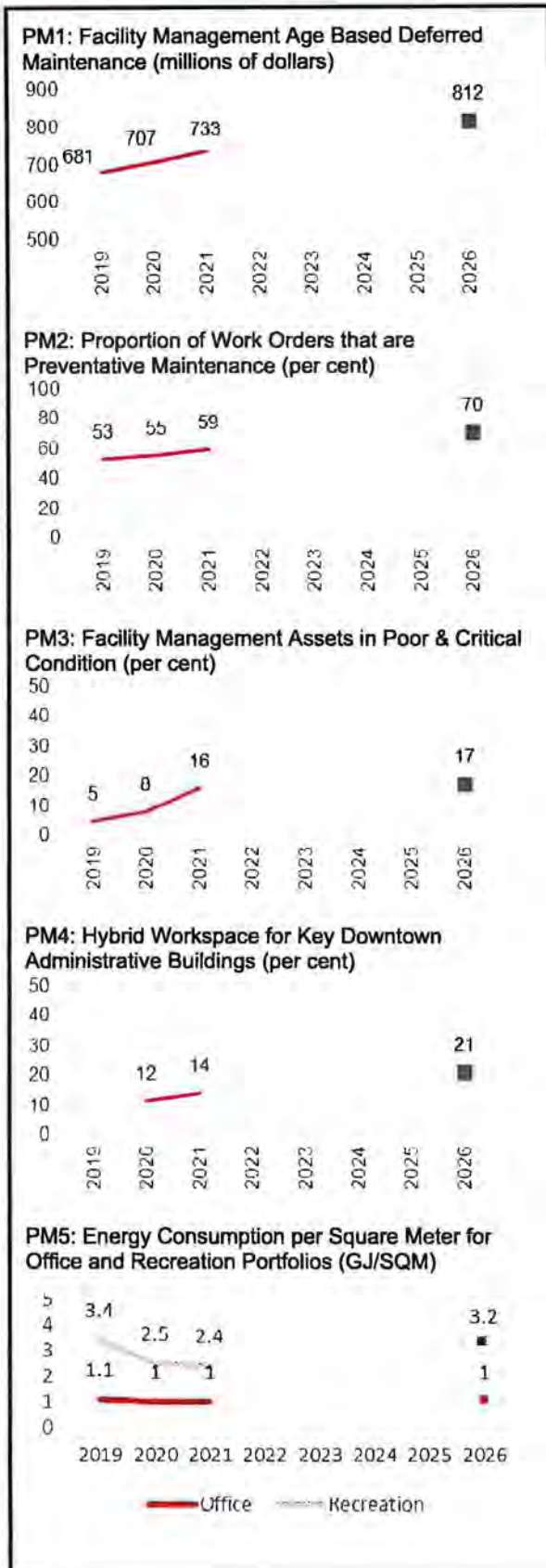
Deferred maintenance is the amount of investment required to maintain facilities but is not performed. If left unfunded, accelerated deterioration of facilities will have a compounding effect on future capital costs, higher operating costs, increased risk exposure, potential unexpected service disruptions and reduced levels of service and customer satisfaction. Deferred maintenance continues to increase each year due to ageing infrastructure and investment is needed to minimize the increase.

Preventative maintenance ensures reliability of building equipment by taking precautionary and proactive steps to reduce unplanned failures. On-demand maintenance costs are between three and nine times more than preventative maintenance so we will continue to strategically plan and prioritize preventative maintenance activities. These activities will advance by identifying areas for process improvements and by optimizing the planning, scheduling and tracking of this work.

Facility assets are assessed through the building condition assessments (BCAs) program. Tracking the assets in poor and critical condition enables data driven investments to reduce facility risk. We forecast the percentage of facilities assets in poor and critical condition will increase as we continue to on-board and assess additional buildings transferred through CCOM. To prevent this percentage from increasing, we plan to focus on strategic capital investment in life safety and critical building systems, ensuring facilities meet building code requirements while minimizing service disruptions.

Facility Management intends to increase hybrid workspace by 50 per cent in downtown Corporate Accommodation facilities by 2026. Responding to the requirements of a hybrid workforce by investing in renovations and space allocations that increase collaboration opportunities, develop desired amenities, and a reduction of redundant real estate, we will begin to drive incremental change towards vibrancy in our spaces and amenities. This will provide the physical infrastructure to enable the desired workstyles and workplace cultures in a post pandemic state.

This measure tracks the energy efficiency of our buildings. The Office Accommodation and Recreation Portfolios were selected based on the size and significant contribution to total facility energy consumption. The 2020 and 2021 values are low due to the pandemic; therefore, Facility Management will use 2019 as the appropriate comparison year. All energy sources are included, and a weather correction was made. The expected future performance value is a 5% reduction in energy use per square meter across both portfolios during this budget cycle.



What we plan to do

Result for 2023-2026

Enable the delivery of services through operations, maintenance and sustainment of City facilities. We will do this with a focus on the evolving needs of our workplace, an investment in safety and critical building systems, preventative maintenance, and reducing the climate footprint of our building portfolio.

How we are going to get there

Enable the delivery of all City services to Calgarians by operating, maintaining and sustaining 549 City facilities, which will increase to approximately 1000 with the completion of the Corporate Coordinated Operations & Maintenance (CCOM) implementation.

Improve the utilization of existing facilities and reduce the corporate facility footprint, reducing overall climate impact by responding to evolving corporate needs and post-pandemic workplace requirements through the development of a robust corporate accommodation strategy for workstyles and distributed workplaces.

Complete Corporate Coordinated Operations and Maintenance (CCOM) mandate by finalizing the transfer of remaining facility service and buildings to Facility Management.

Generate long-term corporate gains through a mix of process harmonization, cost and procurement efficiencies, economies of scale, risk management, and investments that optimize value for money to achieve the long-term benefits from the Corporate Coordinated Operations & Maintenance (CCOM) transfers.

Reduce Facility Management's environmental footprint by implementing practices, systems and technologies within facilities in alignment with the Climate Strategy and the Corporate Greenhouse Gas and Energy Plan to meet climate change goals and targets.

Extend the life span and maintain existing facilities through a defined multi-year investment plan while improving climate and energy efficiencies and reducing negative service impacts.

Reduce unanticipated down time and number of break/fix work orders by harmonizing the preventative maintenance program across buildings transferred to Facility Management.

Inform lifecycle and sustainment investment decisions for the provision of operations and maintenance of the Corporation's facilities by enhancing transferred facilities' building asset data for Corporate Coordinated Operations & Maintenance (CCOM).

Foster operational sustainability of 191 community organizations by providing expertise and funding for facility investments through the Capital Conservation Grant in alignment with Council's Capital Conservation Grant policy.

Optimize, right size and maximize value from The City's facility portfolio through operationalizing The City's integrated approach to portfolio management, including coordination of service requirements, delivery of The City's portfolio management plan, maturing the processes for management of the facility pipeline and benefit realization, and identifying where to strategically invest in multi-service facilities and sites, including internal services' and Civic Partners'.

Promote physical and psychological safety for employees by providing a safe and healthy work environment through the Culture Initiative, training and development, employee engagement and participation in health and safety programs.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	63,565		69,386		70,075		70,954	
Previously approved One-time budget		250		250		250		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	255	-	-	-	-	-	-	-
Inflation	2,262		612		710		694	
Operating Impact of Previously Approved Capital	1,349	575	-	575	169	575	-	575
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,955	1,488	77	1,488	-	1,488	-	1,488
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers (to)/from services	-	-	-	-	-	-	-	-
Total net budget*	69,386	2,313	70,075	2,313	70,954	2,313	71,648	2,063

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	91,604	94,180	2,313	96,493	94,869	2,313	97,182	95,748	2,313	98,061	96,442	2,063	98,505
Recoveries	(22,669)	(22,414)	-	(22,414)	(22,414)	-	(22,414)	(22,414)	-	(22,414)	(22,414)	-	(22,414)
Revenue	(2,380)	(2,380)	-	(2,380)	(2,380)	-	(2,380)	(2,380)	-	(2,380)	(2,380)	-	(2,380)
Net	66,554	69,386	2,313	71,699	70,075	2,313	72,388	70,954	2,313	73,267	71,648	2,063	73,711
Base	63,565												
One-Time	2,990												

* Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
480775	Facility Climate Sustainment	134	1,209	4,188	3,650	-	9,181
480750	Facility Sustainment	20,051	35,116	19,074	16,276	-	90,517
480754	Data & Technology	541	541	541	541	-	2,165
480777	Workplace Planning Sustainment	11,054	16,054	13,336	5,336	-	45,779
Program(s)							
480759	Historic Building Program Asset Sustainment	500	3,000	4,000	3,100	-	10,600
480774	Walden Fire Station	460	1,800	1,650	1,990	-	5,900
411292	Capital Conservation Grant	7,550	7,550	7,550	7,550	-	30,200
480776	Operations Facilities Portfolio Upgrades	15,500	19,940	44,560	40,000	-	120,000
480761	Facility Portfolio Planning	1,875	1,875	1,875	1,875	-	7,500
480757	Forest Lawn Civic Centre - Phase 1A	1,000	3,000	12,000	9,000	-	25,000
480753	Corporate Coordinated Operations and Maintenance	500	-	-	-	-	500
Projects(s)							
480773	Privacy and Accessibility Project for the Multi-Agency Training Centre	200	1,500	2,000	300	-	4,000
Sub-Total (New Budget Requests)		59,365	91,585	110,774	89,618	-	351,342
Previously Approved Budget Remaining		35,150	13,950	-	-	-	49,100
Total Capital Investment		94,515	105,535	110,774	89,618	-	400,442

Explanation of capital budget requests

Annual Investment Program(s)

Activity 480775: Facility Climate Sustainment

Funding supports Facility Management specific strategies and actions related to climate change and energy performance. Funding will enable improvement of The City's environmental footprint and contribute to net zero GHGs by 2050.

Funding From: Municipal Sustainability Initiative (\$4,591 thousand) Canada Community-Building Fund (\$4,590 thousand)

Contributing Services: None

Operating Impact: None

Activity 480750: Facility Sustainment

Funding for lifecycle needs and demolition of facilities no longer viable to use or maintain; includes Recreation, Fire, Parks and Roads services' buildings. Funding enables multiple service lines, increases accessibility and inclusivity, operational efficiencies, building performance and reduces the City's environmental footprint.

Funding From: Municipal Sustainability Initiative (\$90,517 thousand)

Contributing Services: None

Operating Impact: None

Activity 480754: Data & Technology

Funding for implementation of new InforEAM and Archibus modules; upgrades to Facility Management's Data warehouse and Corporate Structures List. Funding ensures accurate data, a key component for responsible asset management and investment decision making.

Funding From: Pay-As-You-Go (\$2,165 thousand)

Contributing Services: None

Operating Impact: None

Activity 480777: Workplace Planning Sustainment

Funding for major lifecycle needs, upgrades, expansion and optimization of operations depots and Operations Workplace Centres. Funding enables multiple service lines, increases accessibility and inclusivity, operational efficiencies, building performance and reduces environmental footprint.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$34,779 thousand) Capital Reserves (\$11,000 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 480759: Historic Building Program and Sustainment

Funding to plan and complete deferred maintenance and rehabilitation projects for the City's historic buildings, many of which are in poor condition. Funding enables delivery of many civic services, supports accessibility and inclusiveness, and improves building condition and performance generally.

Funding From: Municipal Sustainability Initiative (\$10,600 thousand)

Contributing Services: None

Operating Impact: None

Activity 480774: Walden Fire Station

Funding for a Fire Station, and public WCs in growing communities of Wolf Willow, Legacy, Chaparral and Walden. Funding ensures development permit conditions for a permanent station to be operational by 2024 and Fire service delivery targets are met.

Funding From: Municipal Sustainability Initiative (\$4,200 thousand) Developer & Other Contributions (\$1,700 thousand)

Contributing Services: None

Operating Impact: None

Activity 411292: Capital Conservation Grant

The Capital Conservation Grant provides expertise and funding to assist Community Associations and Social Recreation Groups address aging infrastructure. Lifecycle conservation funding and technical expertise enables these groups to manage and improve building conditions, in turn enhancing the delivery of services provided from these spaces.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$16,308 thousand) Pay-As-You-Go (\$13,892 thousand)

Contributing Services: None

Operating Impact: None

Activity 480776: Operations Facilities Portfolio Upgrades

Funding for major lifecycle needs, upgrades, expansion and optimization of operations depots and Operations Workplace Centres. Funding enables multiple service lines, increases accessibility and inclusivity, operational efficiencies, building performance and reduces environmental footprint.

Funding From: Municipal Sustainability Initiative (\$120,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 480761: Facility Portfolio Planning

Funding for sustainment of Corporate Facility Portfolio Planning as well as integrated multi-service facility feasibility studies, as per CP2018-04. Funding enables integrated service delivery, with aim of optimizing the portfolio, aligning with corporate initiatives and improving service to citizens.

Funding From: Pay-As-You-Go (\$7,500 thousand)

Contributing Services: None

Operating Impact: None

Activity 480757: Forest Lawn Civic Centre - Phase 1A

Funding for the first phase of a multi-service civic facility; includes the relocation and replacement of Fire Station 12. A completed facility improves Fire coverage and response times; initiates a program to address Library, Recreation, Calgary Neighbourhoods, Transit and Arts and Culture citizen needs.

Funding From: Reserve for Future Capital (\$25,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 480753: Corporate Coordinated Operations and Maintenance

Funding for salaries for CCOM employees responsible for consolidating and optimizing operations & maintenance for facilities across the corporation. Funding to consolidate facility services for long-term gains through process harmonization, efficiencies, economies of scale and risk management

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$500 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)**Activity 480773: Privacy and Accessibility Project for the Multi-Agency Training Centre**

Funding required for accessibility and inclusivity; identified as a human rights issue; represents a portion of the funds required for the whole facility.

Funding From: Municipal Sustainability Initiative (\$4,000 thousand)

Contributing Services: None

Operating Impact: None

Financial Support

Led by: Director of Finance/City Treasurer

Description

This service provides sound leadership in financial planning & budgeting, reporting, cash-flow forecasting, measuring services' financial performance and monitoring adherence to financial plans.

This service also provides investment management, non-tax revenue billing and collection, and payments for goods and services provided to The City.

Value and benefits

A strategic financial partner that ensures The City's financial position is stewarded, economic assets are safeguarded for long-term sustainability, financial risks are monitored and mitigated, and finance related Municipal Government Act and legislative requirements are met. Financial Support provides a disciplined and responsive fiscal framework including guidance, advice, systems, tools and standards to maintain a financially resilient and healthy organization.

Customers

Financial Support provides service to many different customer groups:

Members of the public, Council, Service Owners, City employees, various levels of government, vendors, banking and investment partners, and external parties that hold financial information.

Partners

Financial Support's primary partners include: Service Owners, Executive Leadership Team, Infrastructure Calgary, Audit Committee, Investment Advisory Committee, Pension Governance Committee, Information Technology, Communications, Law and Internal and External Reporting agencies

What we deliver

A financially well managed City as demonstrated by the preparation of comprehensive annual Financial and Investment reports that evidence transparency and full disclosure for Calgarians. Finance also provides financial expertise and analysis to inform decision support, budget recommendations and strategic planning.

\$325 million	Revenue billed on behalf of BUs
4,689,300	Number of payments received & processed
528,164	Number of invoices paid
46 out of 46	Number of Business Units supported

Key assets

Key assets utilized by Financial Support include the following software and programs:

- Hyperion
- FSCM PeopleSoft
- HCM PeopleSoft
- PSAM PeopleSoft
- PTWeb
- CIAO
- iNovah Cashiering system



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Through ongoing interaction with our customers and collaborators, Finance understands there are ever-increasing expectations for timely and meaningful information to support analytics, drive performance and inform decision-making.

This has been especially prevalent as we worked to support our customers through the Corporate Realignment. This process has highlighted a growing need for financial and related information that will support the organization's successful transition from the previous state to the recently realigned state. Service and deptid owners have identified partnering with Finance will be critical to enable them to fulfill the expectations and accountabilities that accompany those roles.

Finance will continue to evolve its service provision to ensure expectations of timely and meaningful information are delivered.

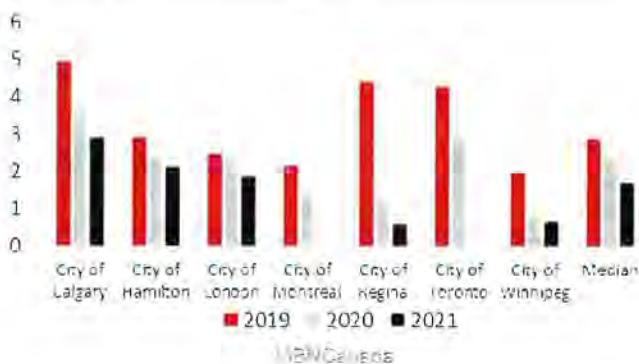
What Council has directed

The Financial Support service aligns primarily with Council's goal of achieving "Economic Resilience" which notes "A city where everyone participates in a strong, diverse economy. We remove barriers for business success, enabling businesses to start, grow and invest in our city". The guiding principles "Finance our Future" and "Strengthen Relationships with Calgarians" align with the key deliverables provided by Financial Support.

What we are watching

There are a number of trends Financial Support is monitoring:

- The economic environment impacting The City's finances, and long range financial planning and resilience, including operating and capital budgets;
- Future provincial capital funding and its implications to The City's debt financing and ability to maintain infrastructure;
- New funding agreements with the Provincial Government (City Charter);
- Council decisions and service level changes that impact operating and capital budgets; Changes in legislative requirements (Municipal Government Act, Public Sector Accounting Standards) impacting City compliance, processes and systems;
- Increasing demand for financial leadership and information to minimize risks to financial sustainability and resilience;
- Evolving customer expectations of the services offered by Finance and the way in which they are delivered; and
- Attraction, retention, and succession management of key talent as a major contributor to service success.



Comparing our service

Compares the Gross Percent Realized Return on the Total Investment Portfolio of Municipalities. This benchmark is based on the Average Adjusted Book Value and refers to the General Investment Fund only (excluding sinking funds, pension funds and trust funds). The City of Calgary consistently realizes investment returns above comparable municipalities as a result of a longer-termed, proactive, balanced investment strategy.

Actuals Exceeded Future Performance

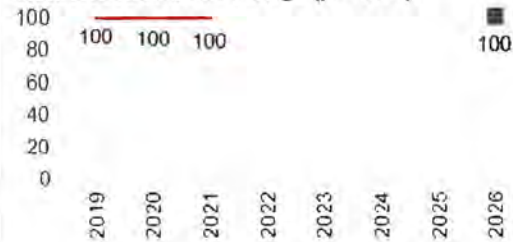
PM1: City of Calgary Credit Rating



Story behind the curve

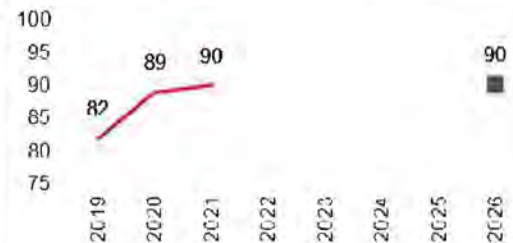
Credit ratings measure the credit worthiness and affect The City's ability to borrow. A higher rating translates into a lower cost of borrowing.

PM2: Unmodified External Audit Opinion with no Unaddressed Audit Findings (per cent)



The City strives for an unmodified opinion issued annually by the external auditor. This is based on audit evidence obtained about the amounts and disclosures of the financial statements. Ongoing monitoring of new Public Sector Accounting Standards to be implemented in the future budget cycles is important so that there are sufficient financial and operational resources to implement internal controls and processes that enable The City to continue to achieve an Unmodified Audit Opinion.

PM3: Invoices Paid within 30 days (per cent)



The City prides itself on its reputation and the relationships it builds with vendors. Processing invoices is highly coordinated reaching many levels and across the entire organization. All invoices and billings issued to The City are centrally received by the Accounts Payable division for processing. This reflects The City's well managed cash flow and the priority with which it treats vendor payments.

PM4: Bad debt write-off as a per cent of billed revenue (per cent)



Ensuring collections of The City's receivables is critical to managing The City's overall cash flow. The City of Calgary has consistently outperformed most of its Municipal Benchmarking Network Canada (MBNC) peers on this metric in recent years.

PM5: Accounts Payable Operating Cost per Invoice Processed (dollars)



This measure represents the operating cost directly associated with the processing of accounts payable invoices. Invoices counted in this calculation include paper and electronic purchase orders and non-purchase orders. Through technology enhancements, training and improved customer communications, the ability to reduce costs and maintain an efficient invoicing workflow will be achieved in alignment with The City's focus to modernize government processes.

What we plan to do

Result for 2023-2026

Continue to provide financial expertise and analysis to inform decisions, budget recommendations and strategic planning. We will focus on the timely delivery of financial information through the development of a comprehensive suite of financial reports and implementation of process efficiencies.

How we are going to get there

Implementation of prudent investment strategies and preventative internal controls to mitigate risk to ensure The City's economic assets are safeguarded for long-term sustainability.

Support The City's financial sustainability by monitoring and responding to the changing economic and political environment.

Ensure Finance support can be efficient and effective now and in the future by prioritizing process and system improvements.

Minimize The City's financial risk by providing analysis, preparing reports, and make recommendations to operations that support decision-making.

Support and inform the Executive Leadership Team and Council decision-making by preparing a comprehensive suite of financial reports.

Attract and retain staff to make Finance with The City a long-term career choice by creating a rewarding, respectful environment that fosters career development, learning opportunities and team collaboration.

Increase capacity and support employee growth by introducing cross-training, developing cross-functional positions, where possible and consolidating work functions to find efficiencies.

Develop a Financial Support delivery model that aligns with the expectations of Council and our customers.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	25,784		26,952		26,971		26,991	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		125		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(405)	-	-	-	-	-	-	-
Inflation	15	-	19	-	21	-	19	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,288	3	-	-	-	-	-	3
Transfers (to)/from services**	270	-	-	-	-	-	-	-
Total net budget*	26,952	128	26,971	-	26,991	-	27,010	3

* The previous year's One-Time Budget is not carried forward to the following year.

** Base budget transfer from Corporate Programs.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	42,227	42,484	128	42,612	42,503	-	42,503	42,524	-	42,524	42,543	3	42,546
Recoveries	(15,025)	(15,430)	-	(15,430)	(15,430)	-	(15,430)	(15,430)	-	(15,430)	(15,430)	-	(15,430)
Revenue	(102)	(102)	-	(102)	(102)	-	(102)	(102)	-	(102)	(102)	-	(102)
Net	27,099	26,952	128	27,080	26,971	-	26,971	26,991	-	26,991	27,010	3	27,013
Base	25,784												
One-Time	1,315												

* Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
480201	Modernize Financial Systems	1,050	1,350	-	-	-	2,400
480202	Financial Reporting	1,858	1,965	3,672	1,250	-	8,745
480203	Modernizing Commerce	770	420	140	140	-	1,470
Projects(s)							
480204	Capital Deposit Reporting	500	1,200	1,200	1,100	-	4,000
Sub-Total (New Budget Requests)		4,178	4,935	5,012	2,490	-	16,615
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		4,178	4,935	5,012	2,490	-	16,615

Explanation of capital budget requests

Program(s)

Activity 480201: Modernize Financial Systems

Sustainment of the City's financial systems to ensure the organization can track all aspects of financial activities. Upgrades for various financial systems to meet business and legislative needs while maintaining transparency and accountability.

Funding From: Pay-As-You-Go (\$2,400 thousand)

Contributing Services: None

Operating Impact: None

Activity 480202: Financial Reporting

TCA Modernization and Sustainment and Accounting Standard Implementation and Sustainment. The requested funding will advance, improve and ensure compliance for the organizations systems and processes that support financial reporting.

Funding From: Pay-As-You-Go (\$8,745 thousand)

Contributing Services: None

Operating Impact: None

Activity 480203: Modernizing Commerce

Corporate eCommerce solution to enhance and standardize the payment experiences. Systems upgraded to meet industry compliance and standards while mitigating reputation risk.

Funding From: Pay-As-You-Go (\$1,470 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 480204: Capital Deposit Reporting

Create a comprehensive Capital Deposit tracking system to enhance transparency and accountability of reporting.

Funding From: Capital Reserves (\$4,000 thousand)

Contributing Services: to be determined

Operating Impact: None

Fleet Management

Led by: Director of Fleet & Inventory

Description

Fleet Management enables City Services and external partners by providing reliable and efficient vehicles and equipment that maximize safety, environmental sustainability, and minimize lifecycle costs. Fleet Management is responsible for green and safe driver training, vehicle and equipment maintenance, fabrication and repair, asset management, fuel management, and green fleet initiatives.

Fleet Management provides a range of vehicles and equipment from sanders to refuse trucks to snowplows and construction equipment. These vehicles and equipment enhance mobility of staff, act as mobile offices, and enable the delivery of services to Calgarians.

Value and benefits

Fleet Management's customers require the provision of, and training for, vehicles, equipment, and manufactured goods to perform front line services for Calgarians. Fleet Management's expertise ensures reliable assets, responsive services, and safe operations. Fleet Management enhances the success of other City services by providing appropriate, available, and innovative solutions that support the continuity and mobility of services.

Fleet Management's customers value transparent, affordable, and innovative professional services that meet their needs. Customers rely on Fleet Management to provide green driver training, green fleet solutions, and safe vehicles and equipment that contribute to The City's economic and climate resiliency.

Customers

Fleet Management's primary customers are City Services including Mobility, Waste & Recycling Services, Water Services, Parks & Open Spaces and Recreation & Social Programs. It also provides light-duty vehicles for Calgary Transit and Calgary Fire. Other external customers include Alberta Health Services, government agencies, and external utilities.

Partners

Fleet Management partners with several City Services including Supply Management, Climate & Environment, Corporate Security & Safety, Information Technology, Facility Management, Collaboration, Analytics & Innovation, Finance, Law and Corporate Planning & Performance.

What we deliver

Fleet Management provides professional lifecycle asset management for vehicles and equipment from planning and acquisition to end-of-life management to minimize the total cost of ownership of The City's fleet. Fleet Management provides fabricated items, maintenance, collision repairs and investigation, roadside inspections, legislative, regulatory, and specialized training for City operators.

23,000,000	KMs traveled by City vehicles in 2021
47,184	Work orders completed in 2021
6,301	Vehicle/equipment training hours in 2021
34	Green vehicles owned in 2021

Key assets

Fleet Management maintains over 4,500 vehicles and equipment for The City of Calgary and external customers. This includes approximately 1,400 light fleet vehicles, 1,450 medium and heavy fleet vehicles, and 1,200 motorized and specialized equipment. Fleet Management operates 66 maintenance bays, 10 commissioning bays, and fabrication and body shops.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Fleet Management promotes two-way dialogue with its customers to ensure awareness and understanding of service needs. Fleet Management relies on customer forums, open houses, steering committees, and daily interactions between Customer Account Coordinators and customers to improve satisfaction levels and collect feedback.

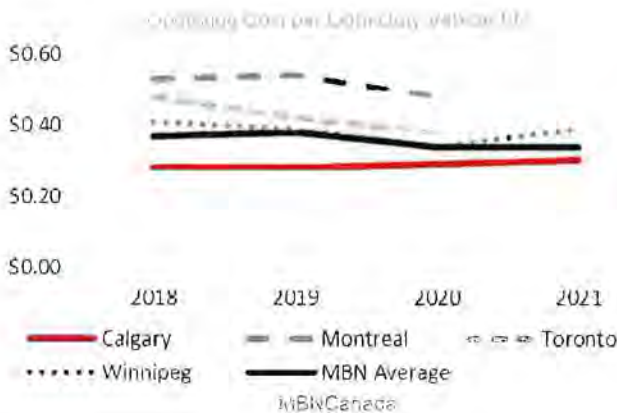
Engagement shows customers value responsiveness, availability, safety, transparency, and affordability, along with innovative and cost-effective solutions that support their service needs. Fleet Management combines customer feedback with telematics to provide enhanced insights, reporting and real-time information to improve safety, customer satisfaction, transparency, and ensure services are resilient and responsive.

What Council has directed

Council directed Administration to deliver 'faster and better' services for citizens. Fleet Management plays a vital role by providing innovative technology solutions and analytics to improve evidence-based decision-making to modernize The City's fleet. Council and Administration have identified an immediate need to reduce greenhouse gases to mitigate the effects of climate change, improve air quality, and reduce The City's carbon footprint. Fleet Management has developed a Green Fleet Strategy to modernize our fleet by moving away from gasoline and diesel vehicles, reducing fuel consumption, increasing our capacity to procure green vehicles and equipment, and supporting the testing and implementation of new technology through a Green Vehicle Technology Framework. The Green Fleet Strategy will ensure The City leads by example and reduces greenhouse gas emissions while supporting low-carbon, resilient and green operations that strengthen The City's brand and reputation.

What we are watching

The recruitment and retention of skilled trade workers is an ongoing challenge. Paired with rising costs, inflation, demand for new technologies and supply chain constraints these challenges may disrupt operations and ability to be cost-effective. We are watching technological trends including artificial intelligence, autonomous vehicles, and advancements in analytics that have the potential to increase efficiency and right-size fleets. The accelerated pace of electric vehicle adoption poses an opportunity to reduce fuel consumption, emissions and maintenance costs. These benefits are balanced by the cost to replace existing vehicles and install electric charging infrastructure. The new dynamic Carrier Profile R-Factor threshold can result in additional monitoring, service delivery disruption and increased liability. Aging infrastructure and space challenges is a major constraint for operations. A proactive approach is required to get ahead of service impacts and improve safety.



Comparing our service

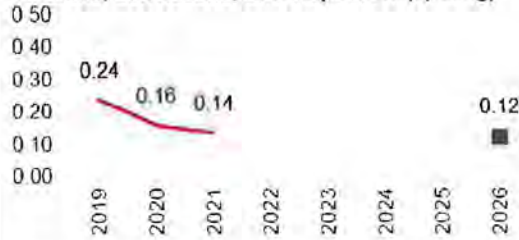
The City's cost per light-duty vehicle kilometer has remained consistently below the Municipal Benchmarking Network's average.

This measure is impacted by labor, parts and fuel costs, severity of use, driver behaviour, utilization, data quality, environmental conditions, asset age/condition and preventative maintenance plans.

Several initiatives are underway to support improved performance, including idling reduction, improved driver behavior, increased utilization from The City's car share program, Flex Fleet, as well as a transition to utilization-based maintenance for light-duty units.

Actuals ■ Targeted Future Performance

PM1: Carrier Profile Risk Factor (calculation using collisions, convictions, and inspections) (rating)



PM2: Maintenance labour hours spent on unplanned jobs - Fix-on-Fail Jobs (per cent)



PM3: Underutilized Light-Duty Fleet (per cent)



PM4: Total Fuel Consumed by Light-Duty Vehicles (Litres per 100 km)



PM5: Fleet-Owned Vehicles that are Green (per cent)



Story behind the curve

The Government of Alberta's Carrier Profile Risk-Factor (R-Factor) measures and monitors the on-road safety performance of The City's commercial fleet. Fleet Management strives to consistently stay below the Government of Alberta's dynamic Stage 1 threshold to avoid additional monitoring, service delivery disruption and reduce liability to The City and citizens. With a continued focus on safe operator behaviour, inspections and training, Fleet Management is confident in its ability to further reduce The City's Carrier Profile risk rating.

A lower percentage of labour hours spent on unplanned jobs ('fix-on-fail') supports high availability and uptime of The City's fleet, reduces cost and improves service delivery to citizens. Fleet Management intends to have no more than 30 per cent of maintenance labour time spent on fix-on-fail jobs. This means that 70 per cent or more of the time spent on work orders will be dedicated to preventative maintenance to avoid unexpected breakdowns.

The increased utilization of light-duty fleet vehicles will optimize the use of City assets. Fleet Management will focus on light fleet vehicles travelling less than 7500 km/year and those used less than 50% of working days. Fleet Management will use advanced telematics to support initiatives such as Flex Fleet, The City's car share program, to increase vehicle utilization. This reduces costs to partner business units, while maintaining City staff's access to fleet vehicles.

Fuel consumed per 100 km by light-duty vehicles contributes to the measure of fuel efficiency and the integration of green technology. This measure accounts for the fuel fluctuation and the seasonality of business needs. Fleet Management has developed initiatives to replace existing vehicles with green technology, reduce corporate idling and improve safe and green driver behaviour to increase fuel efficiency and reduce environmental impact.

This measure will support the Corporate Green Fleet Strategy, and Fleet Management's goal of increasing Fleet-owned vehicles to be 5.5 per cent "green". A green vehicle is either zero-emission (e.g. electric), hybrid, or uses an alternative fuel that has a lesser impact on the environment. This description aligns with the current Municipal Benchmarking Network Canada definition. Fleet Management will provide reliable, sustainable and green vehicles through its Capital Asset Management plan and pursue additional external funding opportunities to accelerate the greening of the City's fleet.

What we plan to do

Result for 2023-2026

We will reduce the environmental impact of The City's fleet while implementing initiatives that will improve customer safety and service delivery.

How we are going to get there

Reduce the environmental impact of The City's fleet and contribute to achieve corporate greenhouse gas emissions reduction targets by implementing the Corporate Green Fleet Strategy.

Improve safety and business continuity by investing in critical facility and equipment lifecycle upgrades.

Engage employees to be actively involved in maintaining a safe workplace through participation in safety governance committees, implementation of safety programs and performance improvement.

Reduce liability to The City and citizens by investing in telematics and critical technology infrastructure that will improve vehicle safety and driver behaviour.

Improve vehicle utilization and maximize the use of City-owned vehicles and equipment by advancing Flex Fleet, The City's corporate car share program.

Provide reliable and sustainable service delivery to customers by delivering The City's Fleet Capital Asset Management plan.

Improve vehicle and equipment uptime, service delivery to citizens, and reduce costs by implementing Reliability Centered Maintenance (RCM).

Support critical service delivery and attract and retain a diverse workforce by implementing a workforce strategy for hiring "difficult to fill" positions.

Partner with service owners to consolidate The City's fleet management practices to realize efficiencies and improve service quality and delivery to customers

Ensure safe operation of vehicles and equipment through operator training, testing and certifications for new and existing employees to maintain compliance.

Support efficiency and effectiveness in service delivery by implementing a continuous improvement process framework to engage employees and customers in the implementation, testing, and evaluation of innovative solutions.

Support staff development and performance by providing opportunities for learning and development that promote safety, respect, and inclusion to support Council's strategic direction.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	-		140		140		140	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(353)	-	(391)	-	(468)	-	(439)	-
Inflation	53	-	391	-	468	-	439	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	440	-	-	-	-	-	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers (to)/from services	-	-	-	-	-	-	-	-
Total net budget	140	-	140	-	140	-	140	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	93,074	93,567	-	93,567	93,958	-	93,958	94,426	-	94,426	94,865	-	94,865
Recoveries	(90,301)	(90,654)	-	(90,654)	(91,045)	-	(91,045)	(91,513)	-	(91,513)	(91,952)	-	(91,952)
Revenue	(2,773)	(2,773)	-	(2,773)	(2,773)	-	(2,773)	(2,773)	-	(2,773)	(2,773)	-	(2,773)
Net	-	140	-	140	140	-	140	140	-	140	140	-	140

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
414450	V&E Replacement	66,000	54,000	41,000	38,000	-	199,000
414350	V&E Growth	3,700	4,400	1,700	2,600	-	12,400
Program(s)							
480810	Facility/Equipment Lifecycle	2,700	2,600	900	700	-	6,900
480800	Data & systems improvements	1,250	1,250	-	-	-	2,500
414470	Green Fleet Strategy	2,500	4,500	4,000	4,000	-	15,000
Projects(s)							
Sub-Total (New Budget Requests)							
		76,150	66,750	47,600	45,300	-	235,800
Previously Approved Budget Remaining		25,385	-	-	-	-	25,385
Total Capital Investment		101,535	66,750	47,600	45,300	-	261,185

Explanation of capital budget requests

Annual Investment Program(s)

Activity 414450: V&E Replacement

Capital budget request for \$199M (funding from self-supported debt) for the replacement of vehicles and equipment. The City's fleet currently has 25 per cent of the assets nearing replacement requirements to continual provide essential services to Calgarians.

Funding From: Self-supported Debt (\$199,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 414350: V&E Growth

Capital budget request for \$12.4 (funding from self-supported debt) for additional vehicles and equipment purchases. This request will ensure The City's fleet will reflect any changes in operational service levels for the next business cycle.

Funding From: Self-supported Debt (\$12,400 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 480810: Facility/Equipment Lifecycle

Capital budget request of \$6.9M for the replacement of critical equipment and facility lifecycle upgrades to support essential services. This request maintains legislative, regulatory compliance and ISO standards. It is critical to safety, business continuity, and service delivery.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$3,605 thousand) Self-supported Debt (\$3,295 thousand)

Contributing Services: None

Operating Impact: None

Activity 480800: Data & systems improvements

Capital budget request for \$2.5M for critical technology and information system automation and integration. This investment will ensure reliable and accurate data to support operational, tactical, and evidence-based strategic decisions.

Funding From: Pay-As-You-Go (\$1,750 thousand) Self-supported Debt (\$750 thousand)

Contributing Services: None

Operating Impact: None

Activity 414470: Green Fleet Strategy

Capital budget request of \$15M to implement the Green Fleet Strategy and support the procurement of green vehicles, technology and infrastructure. The Green Fleet Strategy supports corporate Green House Gas emissions reduction targets by reducing the environmental impact of The City's fleet.

Funding From: Municipal Sustainability Initiative (\$15,000 thousand)

Contributing Services: Public Transit

Operating Impact: None

Human Resources Support

Led by: Director of Human Resources

Description

Human Resources (HR) Support offers strategies, governance, programs and services that contribute to the effective leadership and management of the City's workforce. This service line supports the employee experience through recruitment, onboarding, learning and development, compensation, pay, benefits and pensions, recognition, health and wellness, performance development and succession management. HR Support strengthens and shapes the workplace by consulting on corporate culture, workforce planning, and employee and labour relations. This service inspires a proud and engaged workforce through fostering an inclusive, ethical and respectful workplace.

Value and benefits

As an enabling service, HR Support assists City leaders and employees as they make life better every day for Calgarians. The programs, services and advice offered by this service shapes and fosters an engaged, healthy and productive workplace environment. This in turn drives productivity and makes The City of Calgary an attractive place to work and build a career. Respecting privacy and confidentiality, this service line provides high quality, ethical, inclusive and professional HR services to their customers in a consistent, accurate, timely and reliable manner. HR Support continuously seeks ways to improve value for the cost of the service, while contributing to the effective execution of Council's strategic direction.

Customers

- City leaders at all levels
- City employees
- Council members
- External job applicants

Partners

HR Support partners with subject matter experts, suppliers and City leaders at all levels to design and deliver HR programs and services. The service has strong partnerships with unions and associations whose input and support enables effective service delivery, and with external bodies, including MEBAC (benefits), pension authorities and others to manage plans and services for employees.

What we deliver

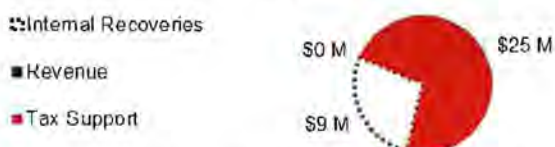
HR Support delivers key services to meet customer needs and to foster an engaged, healthy and productive workplace. These services include recruitment, learning and development, labour relations, payroll, compensation, benefits and wellness services, business advisory and organization development consulting, technology and data analytics services to inform business decisions.

61	City services supported
1,101	Job positions posted in 2021
11	Unions/associations that we partner with
19,723	Attendees on HR learning courses in 2021

Key assets

PeopleSoft Human Capital Management (HCM), Talent Management System

Human Resources Support
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Feedback from the 2021 biennial Corporate Employee Survey provided valuable insights as the organization prioritizes strengthening the workplace and inspiring a proud and engaged workforce. Overall, survey results indicated strong employee satisfaction rates and a steady increase in employee engagement scores. Employee engagement is linked to higher performance, lower absenteeism, improved customer service, and lower employee turnover. This all leads to better service delivery to citizens. Human Resources' customers have previously indicated that reliability, responsiveness and quality of our services are critical focus points for them. HR Support is conscious of the value of the cost of their services as they strive for continuous improvement.

What Council has directed

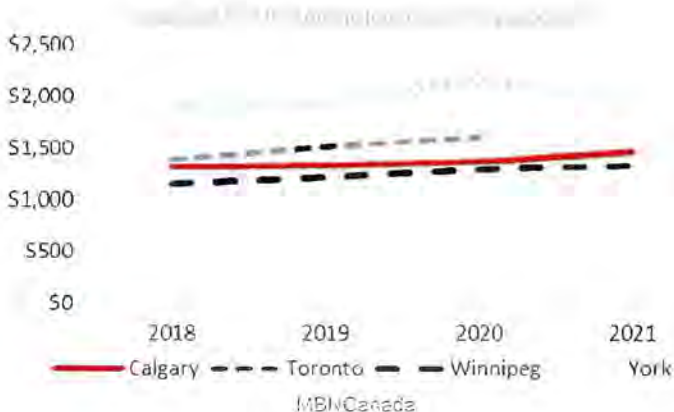
HR Support contributes to Council's strategic direction: Deliver the right services; Global reputation: Work with the organization to deliver quality services and programs that promote The City as an employer of choice, build organization resilience and foster a service culture that puts people first. Finance our future; Modernizing government: Actively pursue opportunities to add efficiency and technology that will improve the value of HR Support services and build the customer/employee experience. Social equity: Support efforts to enhance the organization's commitment to workplace equity, diversity, inclusion and belonging, and partner with other areas focused on reconciliation and anti-racism to strengthen relationships and build trust.

What we are watching

Work trends that stemmed from the pandemic, changing demographics and an evolving local economy, are leading to a rapidly changing workplace and workforce. With potential difficulties ahead in attracting and retaining talent, HR Support is closely monitoring this trend. HR Support also anticipates that a focus on the employee experience will become a priority in many organizations, where they will be asked to support an evolving Employee Value Proposition (EVP) that focuses on a positive workplace environment, with health, wellbeing and employee growth opportunities seen as key priorities. Finally, greater innovation in Human Resources technology is a continuing trend. Leveraging current City technology will mean being better able to manage and engage our workforce for today and for the future.

Comparing our service

Human Resources Support has participated in this benchmarking program for a number of years in an effort to continuously improve, objectively evaluate service efficiency, foster innovation and learn from our peers. Comparisons are challenging due to differences in organization structure, size, total rewards programs and outsourcing. HR Support actively monitors our costs and works diligently with partners to improve service delivery, while contributing to the effective execution of Council's strategic direction.



— Actuals ■ Expected Future Performance

Story behind the curve

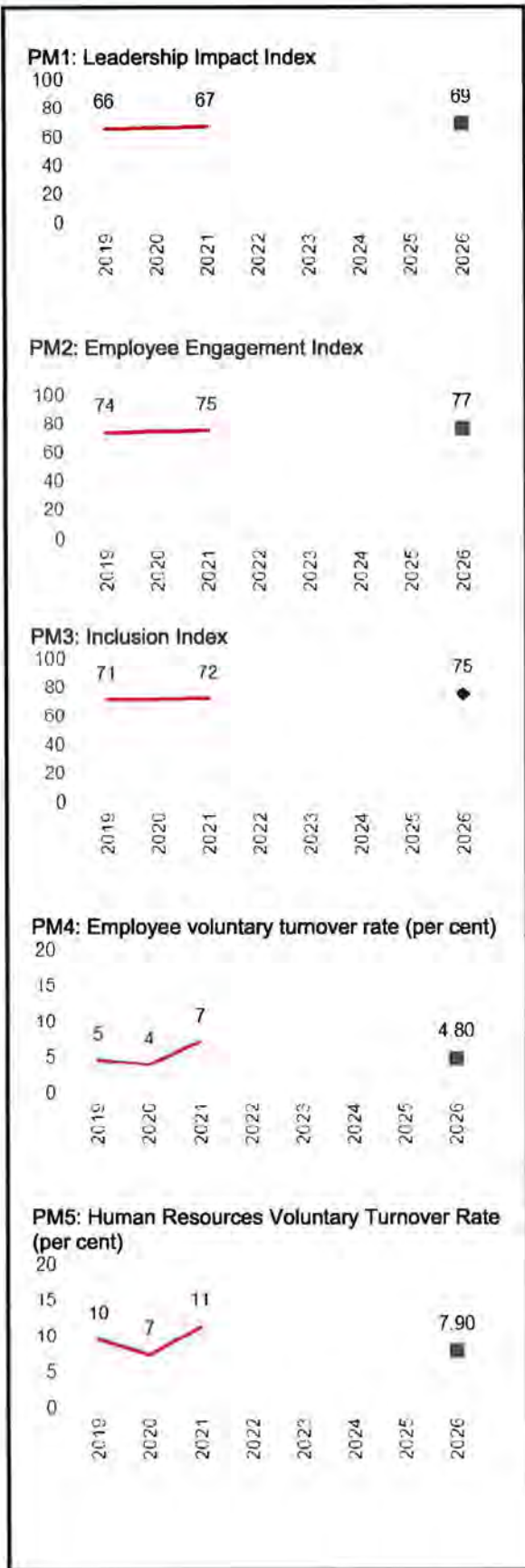
The Leadership Impact Index is evaluated as part of the biennial Corporate Employee Survey. This measure focuses on creating a culture of accountability, communication and empowerment of employees to take action when opportunities arise. Since being introduced in 2015, leadership impact has scored in the mid-60s out of 100. Without additional attention, this level should be maintained. Increasing this index score would require additional support for leadership to continue creating a culture that advances accountability and performance within their work environment.

The Employee Engagement index measures how engaged City employees are in the work they do delivering services to citizens. Employee engagement is linked to increased performance, lower sickness and accident rates, better customer service, and lower employee turnover. Since the introduction of this measure in 2015, the index has remained stable at approximately 75 out of 100. It should remain at that level with no further attention. Increasing the level of employee engagement would require continued work with leadership and partners to advance a positive, productive work environment and culture

The Inclusion Index measures employee perceptions of how inclusive their work environment is at The City of Calgary. This measure was added to the biennial Corporate Employee Survey in 2016 and the results for the last few years have been stable at approximately 72 out of 100. Without additional attention, this index is expected to remain stable. Advancing employee perceptions of an inclusive and supportive work environment will require a continued focus on diversity, inclusion and belonging initiatives in our organization.

Employee voluntary turnover is the percentage of voluntary departures (resignations and retirements) for a given period of time. Monitoring this metric provides an opportunity for The City to respond to emerging trends and evolve to enhance our ability to attract, retain and inspire a proud and engaged workforce. Voluntary turnover levels have remained relatively stable until 2021. Ongoing analysis of both internal and external factors, and collecting additional information on reasons why employees leave the organization, will be vital to understanding ways to attract and retain talent.

The Human Resources voluntary turnover rate is the percentage of voluntary departures (resignations and retirements) from the Business Unit over a given period of time. As an enabling service, Human Resources programs, services and supports shape and foster an engaged, healthy and productive workplace environment. Monitoring the factors that may be influencing employees' to voluntarily leave, combined with ongoing analysis and collection of additional information on the reasons behind departures, is vital to the continued delivery of Human Resources services.



What we plan to do

Result for 2023-2026

We will shape and foster an engaged, healthy and productive workplace environment, where all employees belong and are inspired to do their best.

How we are going to get there

Strengthen our workplace by providing guidance and expertise in equity, diversity, inclusion and belonging (EDIB), and partnering on major EDIB corporate initiatives.

Progress organizational maturity in human rights and respectful workplace through prevention, intervention and restorative strategies, systems and processes.

Enhance the employee experience through the advancement of organization health systems.

Support the cultural growth of a resilient and modern organization and strengthen employee engagement through collaboration with senior leadership.

Advance The City as an employer of choice by exploring the development of a refreshed people strategy.

Improve the leader and employee experience by continuing to deliver professional human resources services and programs.

Maximize service delivery by improving our use of data to drive decision-making.

Support current and future organization and workforce needs by strengthening human resources systems and technology.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	24,607		31,206		31,402		31,582	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	99	-	196	-	180	-	160	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	-	-	-	-	-	-	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers (to)/from services**	6,500	-	-	-	-	-	-	-
Total net budget*	31,206	-	31,402	-	31,582	-	31,742	-

* The previous year's One-Time Budget is not carried forward to the following year.

** Base budget transfer from Corporate Programs.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	34,450	34,188	-	34,188	34,384	-	34,384	34,564	-	34,564	34,724	-	34,724
Recoveries	(9,482)	(2,982)	-	(2,982)	(2,982)	-	(2,982)	(2,982)	-	(2,982)	(2,982)	-	(2,982)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	24,968	31,206	-	31,206	31,402	-	31,402	31,582	-	31,582	31,742	-	31,742
Base	24,607												
One-Time	361												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
442001	HR Systems Requirements	280	-	280	-	-	560
Sub-Total (New Budget Requests)		280	-	280	-	-	560
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		280	-	280	-	-	560

Explanation of capital budget requests

Projects(s)

Activity 442001: HR Systems Requirements

This investment will advance the functionality of critical Human Resources (HR) systems to support an evolving organization. Our critical HR systems, including Recruitment, Pay and Job Evaluation, must become more streamlined, modern, efficient and accessible.

Funding From: Pay-As-You-Go (\$560 thousand)

Contributing Services: IT Solutions & Support

Operating Impact: None

Infrastructure & Engineering

Led by: Director of Business & Engineering Services

Description

The Infrastructure & Engineering service enables the highest asset and project management standards on The City's infrastructure projects for public safety, regulatory compliance and investment optimization. This support service is provided to teams involved in new capital projects or managing existing assets. The service includes:

- Asset and project management
- Capital contract management
- Corporate energy oversight
- Engineering practice oversight
- Field surveying
- Right of way management
- Grants, Partner & Industry Relations

Value and benefits

The City's front-line operations require support to ensure that infrastructure value for Calgarians is maximized, while minimizing service disruption and public safety and security risks. This service reduces The City's legal, financial and reputational risks and environmental impacts. It improves accountability and transparency to taxpayers by using industry best practices and following legislative requirements in sustainability, engineering, survey control and asset and project management.

Customers

City of Calgary business units, civic partners and related authorities, external utilities, private/not for profit organizations.

What we deliver

We provide information and services that enable infrastructure investment plans, lifecycle cost and risk analysis, project documentation, energy audits, drawings, and survey control. Examples include: Infrastructure Status Report, Asset Management Plan, Project Plan, Engineering Compliance Review, Block Profile, Field Survey Report.

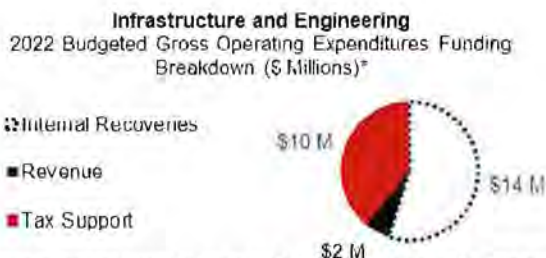
Partners

Information Technology, Supply Management, Law, ENMAX Corporation, Association of Professional Engineers and Geoscientists of Alberta (APEGA), Consulting Engineers of Alberta, Calgary Construction Association, Government of Alberta

\$100.3 billion	The City's infrastructure asset value
20,813,068 kWh	Total City solar electricity production
1,500	Requests for surveying services
1,008,047	Meters of utility alignments reviewed

Key assets

Asset management software systems, project and portfolio management software system (P2M), field surveying equipment.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Calgarians believe in prioritizing investments in our city, including new businesses that will help create jobs, encourage trade and tourism, and invest in multipurpose infrastructure and downtown revitalization. Calgarians continue to expect high value for their tax dollars and depend on our services such as: engineering and project management services and energy management through sustainable building policy. We will continue to oversee the practice of engineering and geoscience at The City to deliver safe and resilient infrastructure. Resilience is a Council focus, including investing in infrastructure lifecycle maintenance and a review of asset strategy to ensure citizens are getting best value for infrastructure investment. We will continue to build partnerships, improve service delivery and protect The City's interests.

What Council has directed

Economic Resilience: asset/project management and engineering services support planning and delivering safe and resilient infrastructure.

Climate Resilience: identify and implement ways to reduce energy consumption, energy costs and environmental impacts.

Invest in Infrastructure: optimize and prioritize capital funding for services by guiding how we use and manage corporate assets for effective service delivery.

Build Strong Communities: manage utility rights-of-way, which helps plan and develop accessible neighbourhoods. Surveys and technological solutions support transportation and mobility optimization.

Downtown Revitalization and Transit: enable transparent and accountable infrastructure decision-making and play a role in Council's focus areas where infrastructure decisions are embedded

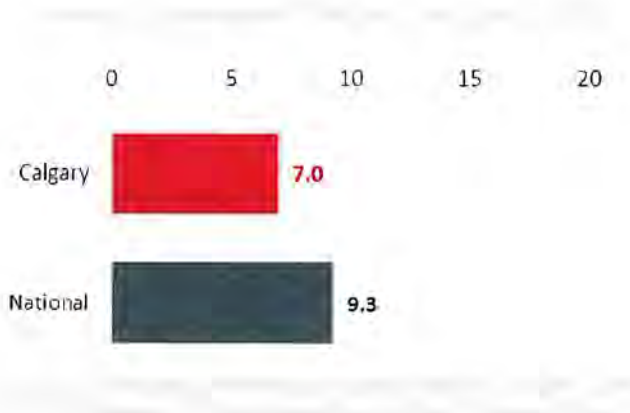
Modernizing Government: provide innovative solutions and cost savings that mitigate infrastructure risks.

What we are watching

Limited and unpredictable funding will widen the infrastructure gap (difference between available and needed investment to fund maintenance, growth, and operating requirements of our assets). Along with inflation and supply chain issues, this could delay infrastructure investments impacting service levels and our ability to address assets deterioration. We must monitor climate change impacts to our assets and services and develop mitigation strategies by leveraging innovative technology. Infrastructure asset management plays a large role in reaching net-zero emissions by 2050. There is continued public expectation for strict compliance to engineering standards and practices, legislation/regulation requirements and industry best practices to ensure public safety. Given the trends and competing priorities, the service plays a crucial role in supporting investment decision-making and project delivery while balancing public safety, municipal resiliency, and affordability.

Comparing our service

Analysis of infrastructure condition is important for identifying short and long infrastructure risks and investment needed to address it. Comparison with national data indicates that Calgary is in a similar, but slightly better, situation as many Canadian municipalities when it comes to addressing infrastructure condition challenges. Active and continuous monitoring of infrastructure's state and ensuring budget decisions align with identified infrastructure needs will allow us to ensure service continuity and address any conditions where public safety is at risk.



Measuring performance & where we want to go

For Council Approval

Actuals ■ Expected Future Performance

PM1: Asset-intensive service lines with completed maturity assessment (per cent)



Story behind the curve

The City services provided to Calgarians are grouped into 61 service lines with 21 of them being asset-intensive. Robust asset management practices are a foundation for advancing City's goals to provide safe, effective and efficient service delivery and keeping the assets maintained, repaired and upgraded as needed. Maturity assessments identify strengths and gaps in asset management practices and inform recommendations and actions for asset performance and management. No historical data is available as maturity assessments will now be completed for service lines rather than business units.

PM2: Number of completed Value Management studies



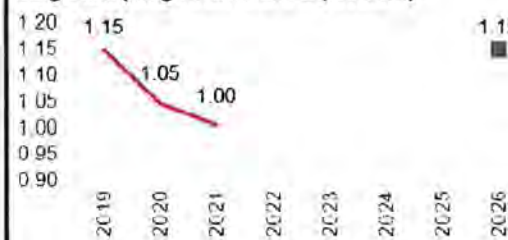
Value management study is an assessment of any capital program or project on the service/functions/benefits that the future asset will be delivering to Calgarians and that identifies the investment required to build and maintain the asset during its lifecycle. This approach maximizes the value of the City's investment in infrastructure. This performance measure is about increasing capacity to provide this service to projects that require this work.

PM3: Capital managed in the corporate Project Management System (per cent)



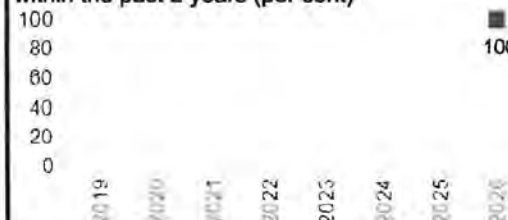
In 2022, The City started implementing a corporate-wide project management system for infrastructure-related projects over a three-year period. Using the corporate project management system will improve consistency and alignment in capital project management and will enable accurate reporting on capital spending. This metric will show the percentage of our capital that is managed and reported in this new system.

PM4: Energy used to deliver all City services, per Calgarian (megawatt hours equivalent)



The City strives to be efficient in its use of energy. Tracking total energy use to provide services to Calgarians provides a measurement of how well The City is achieving this goal. The City uses various energy sources to run its operations (e.g., gasoline and diesel to run its fleet, electricity and natural gas for its buildings). These various energy sources are converted into one standardized measurement unit. Note: during the pandemic years City's energy needs declined, however City's population was maintained/increased that resulted in skewed data for those years.

PM5: Professional members who have completed Professional Practice Management Plan training within the past 2 years (per cent)



This measures the percentage of Association of Professional Engineers and Geoscientists of Alberta (APEGA) members who have completed the mandatory Professional Practice Management Plan training within the past 2 years. Engineering governance is developing a tool to champion, track and audit this training as part of The City's responsibility as an APEGA Permit to Practice Holder.

What we plan to do

Result for 2023-2026

Continue further adoption and improvement of the asset and project management practices and infrastructure-related services while modernizing technology (including implementation of the project and asset management systems) and implementing a shift to a more centralized asset management network.

How we are going to get there

Optimize investment in Calgary infrastructure by successful integration of the corporate project management software system across City operations to improve consistency and maximize efficiencies in planning, delivery, monitoring and reporting on capital projects.

Champion project and contract management excellence at The City as foundational for successful project delivery by providing project and contract management supports, training and stewarding of policy and standards.

Deliver a seamless customer service experience for Calgary businesses by continuing to effectively manage access to City lands for installation of shallow utilities and implementing a new online solution for effective processing of requests for access to City assets for installation of wireless infrastructure.

Maximize The City's efforts in securing funding for capital projects and strengthen our relationship with the development and construction industry by launching a capital grant management program and continuing to organize annual partnering with industry events.

Maximize The City's infrastructure value for Calgarians by optimizing capital contract management practices across the organization.

Ensure the highest infrastructure and land development standards through delivery of land measurement surveys, modernizing surveying technology and ongoing maintenance of survey control networks for which The City is responsible.

Improve building safety, reliability and efficiency by providing building engineering advisory services and by maintaining strict adherence to engineering and/or architectural professional standards across The City.

Oversee the practice of engineering and geoscience at The City by ensuring that professional members have completed the required professional practice training and development.

Advance The City's climate goals by guiding business units across the Corporation towards efficient energy management and reduction of greenhouse gas emissions through advisory services, stewarding relevant City policies, standards and initiatives.

Optimize City-wide infrastructure investments to ensure safety and reliability through stewardship and implementation of asset management policy, practices, processes, and systems across corporation.

Ensure tax and rate payers receive full value from investments in infrastructure assets through a City infrastructure asset portfolio evaluation to be undertaken within the Better Value for City Assets program.

Deliver service and asset-specific asset management plans, condition inspections and performance assessments to drive optimal infrastructure asset investment, with a particular focus on critical infrastructure in Roads, Transit, Water, and Waste and Recycling.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	8,465		5,603		5,648		5,648	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(3,217)	(375)	(65)	-	(74)	-	(63)	-
Inflation	53	-	65	-	74	-	63	-
Operating Impact of Previously Approved Capital	-	300	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	3,278	75	45	-	-	-	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers (to)/from services**	(2,976)	-	-	-	-	-	-	-
Total net budget*	5,603	-	5,648	-	5,648	-	5,648	-

* The previous year's One-Time Budget is not carried forward to the following year.

** Base budget transfer to Data Analytics and Innovation.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	25,387	18,019	375	18,394	18,129	-	18,129	18,203	-	18,203	18,266	-	18,266
Recoveries	(13,967)	(11,486)	(375)	(11,861)	(11,551)	-	(11,551)	(11,625)	-	(11,625)	(11,688)	-	(11,688)
Revenue	(1,501)	(930)	-	(930)	(930)	-	(930)	(930)	-	(930)	(930)	-	(930)
Net	9,919	5,603	-	5,603	5,648	-	5,648	5,648	-	5,648	5,648	-	5,648
Base	8,465												
One-Time	1,454												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
480706	Asset Management Systems	4,465	1,950	960	910	-	8,285
461812	Green Building Investments	2,275	2,275	2,275	2,275	-	9,100
480705	PM Governance and Technology	5,395	1,900	1,200	1,200	-	9,695
482100	Value Management	500	500	500	500	-	2,000
482151	Asset Management Programs	1,550	1,500	1,200	1,200	-	5,450
480702	Survey Control Program	555	485	465	495	-	2,000
482153	Advance Design to Shovel Ready	-	25,000	25,000	-	-	50,000
Projects(s)							
482101	Naming Web Portal	100	100	-	-	-	200
432412	WID - Online	750	750	-	-	-	1,500
482102	Surveying Technology	200	200	200	200	-	800
Sub-Total (New Budget Requests)		15,790	34,660	31,800	6,780	-	89,030
Previously Approved Budget Remaining		277	-	-	-	-	277
Total Capital Investment		16,067	34,660	31,800	6,780	-	89,307

Explanation of capital budget requests

Program(s)

Activity 480706: Asset Management Systems

This program will continue to manage and enhance the corporate asset management technology, systems, processes and architecture. Asset management is essential to ensure safe and reliable infrastructure depended on by Calgarians.

Funding From: Municipal Sustainability Initiative (\$5,054 thousand) Canada Community-Building Fund (\$3,231 thousand)

Contributing Services: None

Operating Impact: None

Activity 461812: Green Building Investments

In support of the Sustainable Building Policy to implement policy recommendations and actions for new construction projects and building retrofits. Delivering and operating infrastructure in a sustainable and climate resilient manner while ensuring investments are made in priority areas.

Funding From: Municipal Sustainability Initiative (\$4,100 thousand) Capital Reserve (\$5,000 thousand)

Contributing Services: Facility Management; Fleet Management

Operating Impact: None

Activity 480705: PM Governance and Technology

The program includes funding to complete the rollout of the project and program management software and its enhancements. The program is to ensure consistency in project management (PM) methodology and acceptable systems/standards corporation wide.

Funding From: Pay-As-You-Go (\$9,695 thousand)

Contributing Services: None

Operating Impact: None

Activity 482100: Value Management

The program provides a central value management (VM) fund for capital programs/projects. Value management studies funded through the program will ensure optimization of the City's infrastructure investments.

Funding From: Pay-As-You-Go (\$2,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 482151: Assets Management Programs

This program enables analysis, reporting and effective management of The City's entire asset portfolio. It is intended to minimize cost of our infrastructure while ensuring public safety, asset performance and resilience in our communities.

Funding From: Pay-As-You-Go (\$5,450 thousand)

Contributing Services: None

Operating Impact: None

Activity 480702: Survey Control Program

The investment is for inspection, maintenance, expansion, and lifecycle activities for The City's portion of the Alberta Survey Control Marker Network. The City is responsible for maintaining the Alberta Survey Control Marker Network within the city limits.

Funding From: Pay-As-You-Go (\$2,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 482153: Advance Design to Shovel Ready

This corporate funding is for advancing capital projects to a shovel-ready state required to qualify for external grant/next cycle funding. The City needs a pool of shovel ready projects to qualify for funding available for projects with tight completion deadlines.

Funding From: Municipal Sustainability Initiative (\$40,000 thousand) Pay-As-You-Go (\$10,000 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)**Activity 482101: Naming Web Portal**

Public web portal for easy navigation and visual representation of historical and current asset naming, and sponsorship/naming rights opportunities. Citizens and organizations currently have little information on the naming of City assets and sponsorship opportunities.

Funding From: Pay-As-You-Go (\$200 thousand)

Contributing Services: None

Operating Impact: None

Activity 432412: WID – Online

A new online system for processing wireless service providers' applications to access City infrastructure for Wireless Infrastructure Deployment (WID) The current manual processing of applications to access City infrastructure for wireless infrastructure installations is ineffective and laborious.

Funding From: Pay-As-You-Go (\$1,500 thousand)

Contributing Services: None

Operating Impact: None

Activity 482102: Surveying Technology

Investigation, evaluation and determination of new surveying technologies and processes that could benefit The City. Upgrading field surveying technology is critically important for supporting the development and maintenance of City infrastructure and land projects.

Funding From: Pay-As-You-Go (\$800 thousand)

Contributing Services: None

Operating Impact: None

Insurance & Claims

Led by: City Solicitor & General Counsel

Description

Insurance & Claims monitors the operational risks of The City and associated boards and authorities to determine cost-effective ways to eliminate, reduce, manage, transfer or insure such risks. We also manage the adjustment of claims either brought forward by the public or The Corporation in a fair and equitable manner.

Value and benefits

Insurance & Claims provides advice on operational risk management. We manage the placement of all corporate insurance policies and operate the civic insurance fund in accordance with industry standards. This service also manages the investigation, negotiation and settlement of claims brought forward by the public or The Corporation.

Customers

Insurance & Claims provides a direct benefit to all areas within The Corporation, a number of civic partners and to the general public.

What we deliver

Insurance & Claims provides many services, including: - Advice on managing operational risks - In-house investigation, negotiation and settlement of claims brought forward by the public or The Corporation - Management of the civic insurance fund - Purchasing all Corporate insurance policies - Reporting on claims data & trend analysis - Contract reviews - Loss Control Inspections

Partners

The primary partner of the Insurance & Claims service line is Legal Services.

8,800	Avg. # of Reported Claims Per Year
\$10.1 billion	Total Insured Property Values
5,157	Total Number of Insured Vehicles
1,800	Avg. # of 311 Service Requests Per Year

Key assets

There are no key assets for this service line.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Insurance & Claims conducted surveys with our five largest clients based on overall claims volume and insurance premiums. The surveys show that the respondents are satisfied with the claims management process and they find value, both operationally and financially, in the advice provided on risk management and insurance matters.

What Council has directed

As an enabling service, Insurance & Claims supports the corporation's delivery of services through the provision of risk, insurance and claims management. We advance Council initiatives through contract negotiations on large projects, risk identification and treatment on new initiatives, insurance to protect against financial uncertainty, and if a claim occurs - in-house expertise to efficiently resolve the matter. By managing risk through loss prevention activities, and by transferring risk through commercially reasonable insurance, this service enables The City to offer quality services to the public while maintaining an affordable tax rate. This service has also been actively involved in flood protection and hail protection efforts to help mitigate future climate-related losses, both from an insurance and claims perspective. As a result, the insurance markets continue to recognize the improving risk profile of The City.

What we are watching

The Insurance & Claims service line is monitoring:

Climate Change Risk - Large weather events are occurring more frequently, and this creates a challenge with internal resources as well as funding higher insurance premiums that may result.

Cyber Security Risk - As business operations increasingly rely on technology, the risk of network and data breaches has increased as well. There is a market-wide focus on ransomware claims.

Insurance Market Risk - Hardening of the insurance markets, which was caused by an increase in loss ratios and a decrease in competition and capacity over the last two years.

Comparing our service

The City of Calgary's insurance and claims services are closely aligned to The City of Edmonton. This chart compares the total cost of risk, which is the sum of all operations that relate to risk, including purchased insurance policies, self-insured claims, adjusting expenses, risk control and transfer costs, and administrative costs per \$1,000 of operating revenue. Although geographical size, location and weather patterns result in differences between the risk profiles and insurance requirements of the two cities, this comparison is the most relevant benchmark.



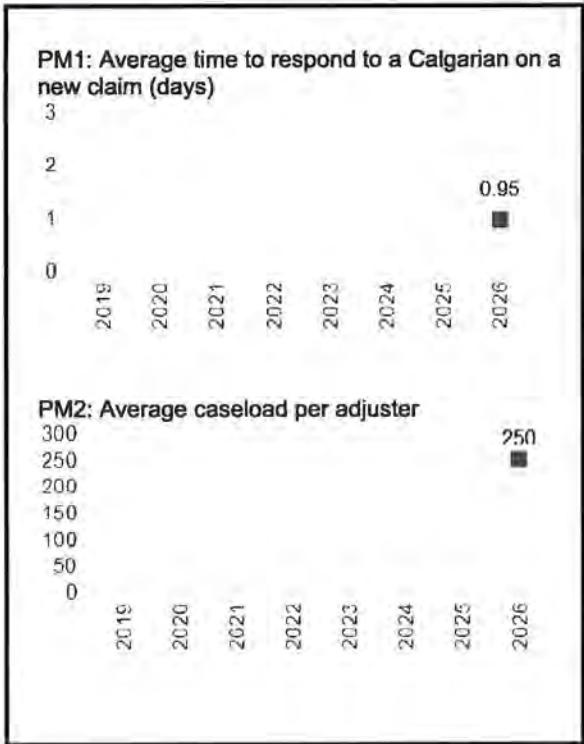
The City of Edmonton - Insurance and Claims Management Division

Measuring performance & where we want to go

For Council Approval

Actuals

Expeded Future Performance



Story behind the curve

When a member of the public submits a new claim to The City through 311, the Insurance & Claims division aims to make contact and close the service request within one business day. In normal operating conditions, it is possible to achieve this expected performance. In peak periods, it is also possible to achieve this performance with proper business and workforce planning.

The average caseload of open claims for an adjuster at The City of Calgary is 280 files. The benchmark caseload across all major municipalities in Canada is 250 files (Source: Municipal Forum 2022). With additional resourcing, the Insurance & Claims service line expects to achieve the benchmark value by the end of this budget cycle.

What we plan to do

Result for 2023-2026

The primary service result for Insurance & Claims is to provide a resilient and predictable model for managing insurance and claims for the corporation. This includes reducing financial uncertainty for all service lines, mitigating emerging risks, and helping to turn the curve on claims trends.

How we are going to get there

Continue to build strong relationships within the insurance industry to reduce market risk and volatility in the corporate insurance program.

Continuous improvement initiatives to automate and enhance claims data collection and continue corporate discussions about risk and claims reductions.

Continue to conduct loss control inspections.

Support currency of replacement costs for the corporate property insurance policy and ensure ongoing compliance with Provincial automobile insurance requirements.

Focus on the employee experience to support a high performing, healthy and engaged workforce.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	1,175		1,175		1,175		1,175	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(1,980)	-	(1,635)	-	(1,500)	-	(1,500)	-
Inflation	532	-	657	-	708	-	634	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,448	-	978	-	792	-	866	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers to/(from) services	-	-	-	-	-	-	-	-
Total net budget	1,175	-	1,175	-	1,175	-	1,175	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	37,369	39,349	-	39,349	40,984	-	40,984	42,484	-	42,484	43,984	-	43,984
Recoveries	(31,086)	(33,066)	-	(33,066)	(34,701)	-	(34,701)	(36,201)	-	(36,201)	(37,701)	-	(37,701)
Revenue	(5,108)	(5,108)	-	(5,108)	(5,108)	-	(5,108)	(5,108)	-	(5,108)	(5,108)	-	(5,108)
Net	1,175	1,175	-	1,175	1,175	-	1,175	1,175	-	1,175	1,175	-	1,175

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
471500	Risk Master Upgrades	86	86	86	87	-	345
Sub-Total (New Budget Requests)		86	86	86	87	-	345
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		86	86	86	87	-	345

Explanation of capital budget requests

Projects(s)

Activity 471500: Risk Master Upgrades

Upgrade Risk Master in order to maintain its functionality

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$345 thousand)

Contributing Services: None

Operating Impact: None

IT Solutions & Support

Led by: Director of Information Technology

Description

This service provides and manages the technology, devices, data, infrastructure, and governance that underpins the delivery of all technology solutions for The City. This service develops and maintains both enterprise and line of business applications and improves and automates business processes to enable City business units to deliver services to Calgarians as well as core internal services.

Value and benefits

IT Solutions and Support delivers technology that enables City employees to provide municipal services to all Calgarians. This includes architecting, managing, and supporting the technology behind every business and public facing interaction including 19,000 servers and computers, 1,900 software applications, 267 online services, 17,000 mobile devices (radios, modems, smartphones), 25 call centres, 2,700 connected vehicles, and 440 meeting spaces. A leader amongst Canadian municipalities, The City's 650 kilometers of fibre-optic infrastructure and award-winning sensor network promotes research and development, encourages economic diversity and resiliency, and provides connectivity to 910 sites. Leveraging technology improves The City's effectiveness, efficiency, and capacity to deliver and modernize services to Calgarians.

Customers

Direct customers are all City employees, Council and members of their staff, civic partners, and other municipalities. Indirect customers include Calgarians, businesses, external service providers, and post-secondary institutions.

What we deliver

Business Systems & Consultation: Applications, tools, and standards to improve delivery of services to Calgarians.
Workforce Productivity: Collaboration tools and devices to perform business activities. **Infrastructure & Platforms:** Connectivity and software to enable service delivery.
Technology Infrastructure for Future Economic Development: Leveraging technology to enhance community building.

Partners

Key partners of this service include Business Unit service owners; Collaboration, Analytics & Innovation; Customer Service & Communications; Law; Corporate Security; Finance; Human Resources; Supply; City Clerks; Facility Management; and external contracted service providers.

100%	staff with access to productivity tools
119,285	service desk tickets yearly
43 million	spam and malicious emails blocked yearly
31,471	network devices and sensors

Key assets

Based on Information Technology's 2021 Asset Management Plan, key assets for this service include line of business applications, network and telecommunications infrastructure (eg. network/phone switches and cell towers), fibre optic cable, data centre hardware and software, enterprise software, desktop computing, and corporate data.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

In the 2021 IT Client Satisfaction Survey, 91 per cent of respondents indicated they were satisfied overall, 89 per cent agreed that new IT systems have met their desired business objectives, and 88 per cent agreed IT offers devices and services that allow them to be productive in their daily tasks.

Surveys conducted when IT Service Desk tickets are closed reported 95.5 per cent satisfaction.

The 2021 Quality of Life and Citizen Satisfaction Survey indicated that 83 per cent of Calgarians are satisfied with The City of Calgary website with 82 per cent indicating it is important to them.

The 2021 Service Lines Research Review indicated 60 per cent of citizens prefer to interact with The City online and 70 per cent believe that technology can make a city better. The review indicated 64 per cent of citizens believe that using technology can improve citizens' relationship with The City.

What Council has directed

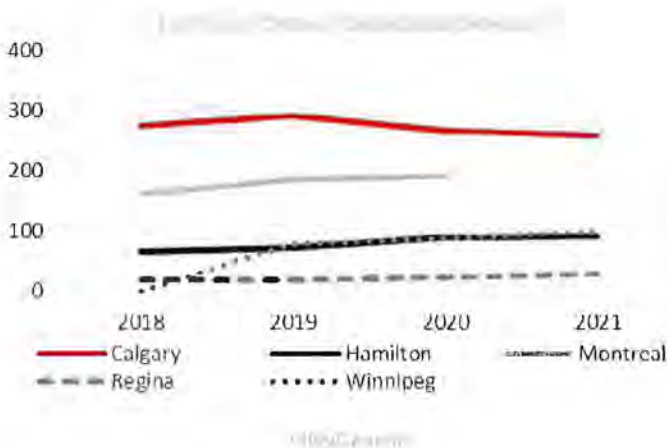
The IT Solutions and Support service supports all corporate services as well as all three pillars of Council's foundation for 2023-2026: Economic, Social, and Climate Resilience. The Council directed investment in fibre-optic infrastructure promotes economic diversification and supports Calgary's Economic Resilience. IT's investment in infrastructure supports Calgarian and employee safety by connecting cameras and help phones as well as providing systems that support community growth, development, accessibility, and inclusion, which serves to improve Calgary's Social Resilience. IT systems support innovative technology partnerships to help build, fund, and sustain resilient transportation networks. The use of energy-efficient technology devices and implementation of energy-saving initiatives support a healthy and green city, which serve to enhance Council's third pillar of Climate Resilience.

What we are watching

Technology security remains one of the top concerns for The City. Additional technology risks include business disruption due to system failure, and the ability to sustain the increasing pace of technology change within budget and resource limitations.

The technology industry's move to subscription-based licensing will require this service to modernize its funding mechanisms.

The Internet of Things is the network of devices, software, and sensors capable of connecting and exchanging data. Robotic Process Automation blends automation with artificial intelligence to allow systems to learn and make more complex decisions. These trends are present today and are expected to enhance municipal service delivery enabling more efficient service to Calgarians. Calgarians expect mobile on-demand personalized self-serve solutions to access municipal services. Emerging technologies will be monitored that have the potential to disrupt municipal services.



Comparing our service

The number of online transactional services represents City services that can be completed through a web browser or mobile application, enabling Calgarians to access City services at anytime from anywhere. The City of Calgary has consistently been the national leader in this area, ranking first among municipalities participating in the Municipal Benchmarking Network Canada. The use of online services helps The City to stay competitive, streamlines processes, promotes innovation, and increases convenience for Calgarians.

Actuals | Strategic Future Performance

Story behind the curve

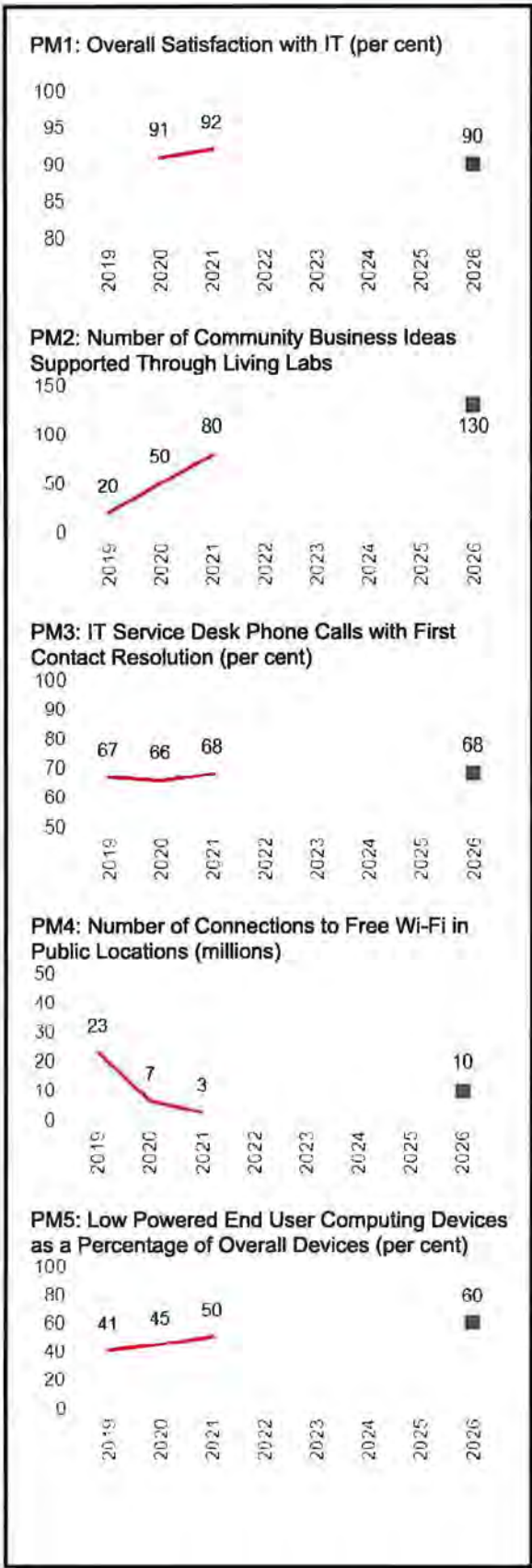
For the past 8 years, IT has maintained a 90 percent or greater rating in overall client satisfaction. A moderate decline in client satisfaction was anticipated in the 2019-2022 cycle due to rationalized business software titles and reduced service levels for less critical IT functions. However, the survey results have shown otherwise, with the highest rating achieved in 2021 of 92 percent. Consistent with previous years, those who are satisfied with IT products and services say it is due to the quick/prompt services they received from IT, as well as having their technology issues resolved.

Living Labs is an Information Technology Smart City program that supports local business and academic research and development by providing a real-life environment to test new products and ideas using The City's digital, infrastructure, and data assets. The number of supported community business ideas has grown significantly since 2019, and it is expected to grow by approximately 10% each year. This initiative helps build Calgary's reputation as a city that works with industry and researchers to support their needs.

First call resolution is an industry standard measure for contact centre performance. High results indicate callers have their issue(s) fully addressed without delay or the need to have another team assigned to assist. The rate of first contact resolution continued to remain above 65 percent throughout the past three years, which saw an increase in calls related to telework due to COVID-19.

Public Wi-Fi is a program that provides free Wi-Fi service in select City facilities to any member of the public. In partnership between IT and The City's Wi-Fi provider, this service is available in 79 different City locations; including all City owned arenas, indoor pools, art centres, leisure centres, and LRT platforms. The number of connections dropped due to COVID-19, but is expected to gradually increase over the next four years. In addition, IT is working with City partners on a pilot initiative to provide free Wi-Fi to affordable housing units.

A key part of IT's strategy includes reducing the energy consumed by City employees' computing devices. On average, a desktop consumes four times the amount of power as a laptop or tablet. With over 14,000 computing devices at The City, taking steps to reduce power consumption results in a positive impact in support of Climate Resilience. IT, in partnership with its hardware vendor, continually works to standardize devices that have lower power consumption, as well as power saving features such as energy efficient power supplies.



What we plan to do

Result for 2023-2026

We will enable future focused, technology savvy, innovative, and modern municipal service delivery, with a mission to modernize skills, data management, processes, applications and infrastructure to deliver innovative, secure and cost-effective technology services.

How we are going to get there

Optimize technology platforms and applications by balancing business technology investment decisions with corporate solutions.

Seek efficiencies and ensure compliance in a constantly changing and growing technology landscape by brokering technology services and resources for The City.

Improve the availability of City services by building, maintaining and supporting secure and resilient technology infrastructure.

Manage information as a strategic asset by advancing the use, reliability and value of civic data through improved access and analysis.

Increase availability of online services to Calgarians by providing the technology and support for business units to add municipal services online.

Advance service delivery by exploring, identifying and evaluating emerging technologies.

Enable an agile and tech savvy workforce by attracting, developing and retaining people with the right skills for the future.

Promote climate resiliency in the delivery of technology solutions by investigating, deploying and supporting technologies that mitigate the impacts of climate change.

Promote local business and academic research by leveraging municipal assets for the testing and development of new products and services in a real-life environment.

Reduce digital barriers for all Calgarians by advocating for change across government levels and implementing pilot programs, as part of a digital equity strategy designed with community stakeholders.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	58,874		61,413		64,193		66,277	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	1,552	-	1,102	-	1,184	-	1,270	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	987	-	1,678	-	900	-	-	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers to/(from) services	-	-	-	-	-	-	-	-
Total net budget*	61,413	-	64,193	-	66,277	-	67,547	-

* The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	120,186	122,125	-	122,125	124,905	-	124,905	126,989	-	126,989	128,259	-	128,259
Recoveries	(59,605)	(59,605)	-	(59,605)	(59,605)	-	(59,605)	(59,605)	-	(59,605)	(59,605)	-	(59,605)
Revenue	(1,107)	(1,107)	-	(1,107)	(1,107)	-	(1,107)	(1,107)	-	(1,107)	(1,107)	-	(1,107)
Net	59,474	61,413	-	61,413	64,193	-	64,193	66,277	-	66,277	67,547	-	67,547
Base	58,874												
One-Time	600												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
415990	PeopleSoft HCM	775	775	775	775	-	3,100
415970	PeopleSoft FSCM	100	300	400	300	-	1,100
415890	Enterprise Software Licensing	11,976	12,236	12,762	12,761	-	49,735
416999	City Network of Things and RPA	470	520	550	550	-	2,090
415810	Calgary City Net	2,800	2,600	2,200	1,950	-	9,550
415250	Enterprise Storage Units	2,456	3,450	943	3,776	-	10,626
415894	Service Resilience - Disaster Recovery	400	345	350	355	-	1,450
415200	Network Infrastructure	330	330	330	330	-	1,320
415999	Business Intelligence	300	250	500	250	-	1,300
415892	Client Access	1,318	994	994	137	-	3,442
415802	Enterprise Servers	1,700	2,200	2,500	650	-	7,050
415891	Software Lifecycle Replacement	2,200	2,200	1,800	1,400	-	7,600
415770	Communications Infrastructure	1,080	1,030	1,020	1,070	-	4,200
415806	Data Centre Environmentals	484	794	974	204	-	2,456
480300	Enterprise Info Management	-	50	100	175	-	325
415960	Enterprise Support Systems	125	125	125	125	-	500
418960	Fibre Optics	2,000	2,000	2,000	2,000	-	8,000
415803	Lifecycle Replace-Desktop	5,275	5,550	3,725	5,450	-	20,000
417570	Development Pool	500	3,500	3,500	3,500	-	11,000
Program(s)							
416995	Smart Calgary	2,220	670	1,220	220	-	4,330
Projects(s)							
Sub-Total (New Budget Requests)		36,509	39,919	36,768	35,978	-	149,174
Previously Approved Budget Remaining		3,000	-	-	-	-	3,000
Total Capital Investment		39,509	39,919	36,768	35,978	-	152,174

Explanation of capital budget requests

Annual Investment Program(s)

Activity 415990: PeopleSoft HCM

For essential investment to PeopleSoft HCM supporting critical human capital management, payroll, pension and benefits and workforce planning systems. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go (\$3,100 thousand)

Contributing Services: None

Operating Impact: None

Activity 415970: PeopleSoft FSCM

For essential investment to Peoplesoft FSCM to support supply and financial reporting, payable, receivables, contract, audit and service delivery. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go (\$1,100 thousand)

Contributing Services: None

Operating Impact: None

Activity 415890: Enterprise Software Licensing

For The City's contractual obligations for enterprise-wide software licenses. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go (\$41,735 thousand) Capital Reserves (\$8,000 thousand)

Contributing Services: None

Operating Impact: None

Activity 416999: City Network of Things and RPA

For lifecycle, maintenance, growth of The City's Internet of Things, robotic process automation, machine learning, artificial intelligence. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go (\$2,090 thousand)

Contributing Services: None

Operating Impact: None

Activity 415810: Calgary City Net

For the lifecycle, maintenance, and growth of The City's high-speed data network backbone, wireless, last mile access, and security infrastructure. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go (\$9,550 thousand)

Contributing Services: None

Operating Impact: None

Activity 415250: Enterprise Storage Units

For the lifecycle, maintenance, and growth of The City's data center data storage devices that store all City data used by applications and employees. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go (\$10,626 thousand)

Contributing Services: None

Operating Impact: None

Activity 415894: Service Resiliency - Disaster Recovery

For the lifecycle, maintenance, and growth of essential infrastructure and systems required for City service resiliency and disaster recovery. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go (\$1,450 thousand)

Contributing Services: None

Operating Impact: None

Activity 415200: Network Infrastructure

For the lifecycle, maintenance, and growth of critical network connectivity cabling and equipment in City buildings. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go (\$1,320 thousand)

Contributing Services: None

Operating Impact: None

Activity 415999: Business Intelligence

For the lifecycle, maintenance, and growth of The City's business intelligence infrastructure and systems. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go (\$1,300 thousand)

Contributing Services: None

Operating Impact: None

Activity 415892: Client Access

For the lifecycle, maintenance, and growth of the infrastructure that supports a remote mobile workforce including virtual desktops. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go \$3,442 (thousand)

Contributing Services: None

Operating Impact: None

Activity 415802: Enterprise Servers

For lifecycle, maintenance, and growth of The City's data center servers, approximately 400 physical servers hosting 5625 virtual servers. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go \$7,050 (thousand)

Contributing Services: None

Operating Impact: None

Activity 415891: Software Lifecycle Replacement

For the lifecycle of essential software applications and supporting technologies that enhance critical business capabilities and services. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Lifecycle Maintenance & Upgrade Reserve \$7,600 (thousand)

Contributing Services: None

Operating Impact: None

Activity 415770: Communications Infrastructure

For the lifecycle, maintenance and growth of phones, contact centre applications upgrades, mobile device security, web conferencing and wireless. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go \$4,200 (thousand)

Contributing Services: None

Operating Impact: None

Activity 415806: Data Centre Environmentals

For lifecycle, maintenance, and growth of environmental management systems that support critical data centres and other essential compute spaces. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Lifecycle Maintenance & Upgrade Reserve \$2,456 (thousand)

Contributing Services: None

Operating Impact: None

Activity 480300: Enterprise Info Management

For the lifecycle, maintenance and growth of enterprise records management tools and information management practices. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go \$325 (thousand)

Contributing Services: None

Operating Impact: None

Activity 415960: Enterprise Support Systems

For the lifecycle, maintenance and growth of The City's enterprise support systems. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Pay-As-You-Go \$500 (thousand)

Contributing Services: None

Operating Impact: None

Activity 418960: Fibre Optics

For the continuation of the Council-approved Fibre Infrastructure Strategy. Fibre infrastructure connects all City services, buildings, and assets. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Capital Reserves \$8,000 (thousand)

Contributing Services: None

Operating Impact: None

Activity 415803: Lifecycle Replace-Desktop

For the lifecycle, maintenance, and growth of computing devices, infrastructure, and multifunction printers for The City's business units. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Capital Reserves \$20,000 (thousand)

Contributing Services: None

Operating Impact: None

Activity 417570: Development Pool

For the provision of technology solutions to enhance the delivery of all City services. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Capital Reserves \$11,000 (thousand)

Contributing Services: None

Operating Impact: None

Program(s)**Activity 416995: Smart Calgary**

Improve sustainability by providing technological resources and expertise, and collaborative environment to accelerate transformation of services. This investment enables future focused, technology savvy, innovative, and modern municipal service delivery.

Funding From: Capital Reserves (\$4,330 thousand)

Contributing Services: None

Operating Impact: None

Legal Services

Led by: City Solicitor & General Counsel

Description

Legal Services is a full-service law department providing legal advice to Council & Committees and all City departments including: representation of The City in legal and enforcement proceedings, support intentional and informed decision making, advise on risk and mitigation strategies, develop solutions and strategies in collaboration with our customers; draft legal documents, advise on regulatory requirements, perform other related services and serve as a strategic partner advising on corporate business matters.

Value and benefits

Our team members are experts in municipal law. That coupled with our detailed understanding of The City's vision, strategies, and business enables Legal Services to provide comprehensive legal and business advice that is high quality and immediately relevant to the specific needs of the Corporation. Many efficiencies are achieved through Legal Services' full-service approach including the ability to satisfy non-legal corporate needs and limiting the use of external counsel to situations where there is a conflict of interest, a resource constraint or specific unique areas of law that are only periodically required and for which The City does not have expertise. Legal Services is a trusted advisor and is well positioned to connect related initiatives across the Corporation, enhancing the overall integration and value of corporate services delivered.

Customers

The City of Calgary including: City Council, Committees, Executive Leadership Team, and all City Departments.

What we deliver

Comprehensive legal advice and representation.

Partners

All City departments

100%

Of City services supported

97%

3-yr avg. very/satisfied Clients

95%

4-year avg. % of work kept in house

Key assets

Legal Services
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

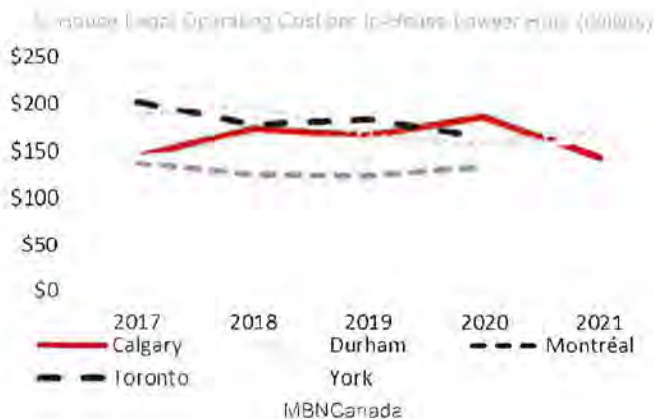
In addition to regular customer meetings, in 2019 Legal Services began formally surveying its customers. The three completed surveys show that Legal Services has a consistently high overall satisfaction rate averaging 97 per cent of respondents indicating they are very satisfied/satisfied with our service. Customers indicate that the depth and breadth of knowledge within Legal Services and corresponding problem-solving ability is of tremendous value. Customers are concerned with the ongoing increase in volume, velocity and complexity of matters facing the Corporation and sufficiency of resourcing within Legal Services to ensure service can be delivered to the level necessary to satisfy future customer needs.

What Council has directed

We support the corporate advancement of Council's strategic direction through the delivery of legal and strategic service. This includes support on capital projects (e.g., Green Line, Event Centre), Corporate services delivered to customers and handling of legal matters facing the Corporation.

What we are watching

Legal Services is monitoring service demand and ensuring service prioritization aligns with Council's strategic direction and Rethink to Thrive. Focus will continue to be on trends regarding staff well-being, engagement and retention in a changing work environment with increasing volume, velocity and complexity of service demands. Legal Services will carefully monitor resources to ensure customer needs are met. We will watch and measure the effectiveness of continuous improvement initiatives as the Council approved Zero-Based Review (ZBR) commitments are implemented.



Comparing our service

MBNCanada collects data and provides a high-level comparison of the in-house Legal Services provided within other municipalities. There are differences in the service models & scope of practice of participating municipal law departments. Of those with a relatively similar population base that participated in 2022, Calgary is the lowest in-House Legal Operating Cost per in-House lawyer hour.

Measuring performance & where we want to go

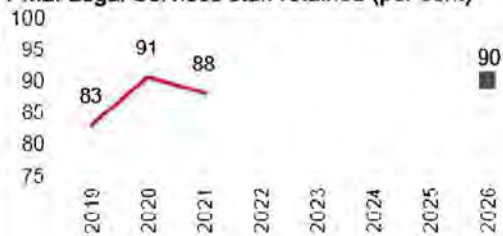
For Council Approval

— Actuals ■ Expected Future Performance

PM1: Customer Satisfaction (per cent)



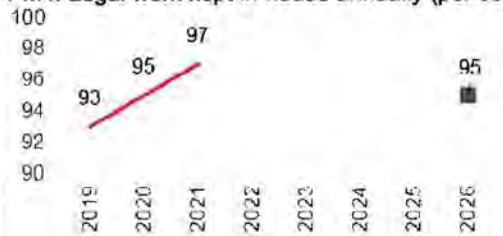
PM2: Legal Services staff retained (per cent)



PM3: Average number of short-term sickness and accident days per employee per year



PM4: Legal work kept in-house annually (per cent)



Story behind the curve

In 2019 Legal Services began surveying customers to better understand their experience and service needs. In 2021, 100 per cent of our customers were either satisfied or very satisfied with the service provide by Legal Services. The level of customer satisfaction is a primary indicator that Legal Services is a key strategic business partner and delivers value to our customers. The high customer satisfaction is expected to continue over the next four years.

Legal Services will continue to monitor its staffing levels and turnover to gather insight on factors influencing staff departures, including working with HR to conduct exit interviews. Due to the high demand for legal expertise, we expect a competitive employment market which may impact retaining and recruiting staff with required legal expertise and experience. To respond we plan to focus on leadership development and supporting an environment that emphasizes equity, diversity and inclusion.

Legal Services will continue to advance its focus on employee wellbeing and mental health. In conjunction with initiatives undertaken by the leadership team, the flexible working options available since the pandemic have helped reduce the number of sickness and accident days reported by employees. A similar level of performance is expected in the future.

Legal Service provides comprehensive support to the Corporation, and external counsel complements the in-house legal services. It is an effective tool to address capacity limitations, meeting demand for legal resources where conflicts exist and ensuring appropriate expertise is secured when it is not available internally. We expect the future use of external legal counsel to remain steady.

What we plan to do

Result for 2023-2026

Our primary service result is to deliver the right service at the right time for the right value. To achieve this, we will need to be resilient to changes in the political environment, local & global economies, while transitioning to new ways of working as well as competing for scarce legal talent.

How we are going to get there

Continue to work on initiatives identified through the Legal Service's Zero-based Review (ZBR).

Refocus resources to support Council priorities including climate change & resiliency initiatives.

Remain focused on employee wellness, retention and equity, diversity and inclusion.

Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments.

Continue efforts to increase proactive involvement on priority corporate issues.

Continued engagement with customers on prioritization of service and service needs.

Refine data collection and performance measures that support informed decision making.

Review the resources required to support a resilient legal service.

Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness.

Support Corporate initiatives to advance anti-racism.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	9,688		10,573		11,059		11,170	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(198)	-	(198)	-	-	-	-	-
Inflation	-	-	3	-	4	-	4	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,083	-	681	-	107	-	11	-
Transfers to/(from) reserves	-	-	-	-	-	-	-	-
Transfers to/(from) services	-	-	-	-	-	-	-	-
Total net budget	10,573	-	11,059	-	11,170	-	11,185	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	15,468	16,551	-	16,551	17,235	-	17,235	17,346	-	17,346	17,361	-	17,361
Recoveries	(5,763)	(5,961)	-	(5,961)	(6,159)	-	(6,159)	(6,159)	-	(6,159)	(6,159)	-	(6,159)
Revenue	(17)	(17)	-	(17)	(17)	-	(17)	(17)	-	(17)	(17)	-	(17)
Net	9,688	10,573	-	10,573	11,059	-	11,059	11,170	-	11,170	11,185	-	11,185

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027 Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
		-	-	-	-	-	-
Program(s)							
		-	-	-	-	-	-
Projects(s)							
481100	Legal Software Replacement	250	250	-	-	-	500
Sub-Total (New Budget Requests)		250	250	-	-	-	500
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		250	250	-	-	-	500

Explanation of capital budget requests

Projects(s)

Activity 481100: Legal Software Replacement

Project to replace vital legal software with a modern software solution. New software that will allow for newer technologies to be utilized to increase efficiency & effectiveness, required to replace the unsupported Prolaw

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$500 thousand)

Contributing Services: None

Operating Impact: None

Municipal Elections

Led by: City Clerk/Director of City Clerk's Office

Description

Municipal Elections independently and impartially administers elections, ward boundary reviews and verifies petitions in accordance with applicable legislation.

The administration of elections includes general elections, by-elections and votes of the electors on questions or bylaws. Ward boundary reviews include both conducting minor reviews and adjustments to ward boundaries. The verification of petitions includes requests or petitions to establish or dissolve business improvement areas, as well as petitionable matters in the Municipal Government Act.

Value and benefits

The Municipal Elections service fulfills the need for a fair, transparent, and democratic process for selecting elected representatives and/or voting on an issue. This service is required by legislation to administer elections to select officials who will make important decisions on behalf of Calgarians and guide Administration. A municipal general election is the largest civic engagement event that The City conducts and is a key democratic process that allows Calgarians to have a say in the future of Calgary.

Customers

- Voters (eligible electors are: over 18 years of age, Canadian citizens and residents of the local jurisdiction in which the vote is taking place);
- Candidates (individuals running for Mayor, Councillor and School Board trustee positions);
- Third party advertisers (groups advocating for or against candidates or issues);
- Media.

Partners

Internal Partners: Information Technology; Customer Service and Communications; Law; Corporate Security; Finance; Corporate Analytics and Innovation; Human Resources; and Calgary Transit.

External Partners: Calgary Board of Education; Calgary Roman Catholic Separate School Division; Post-secondary institutions; Government of Alberta; and Elections Alberta.

What we deliver

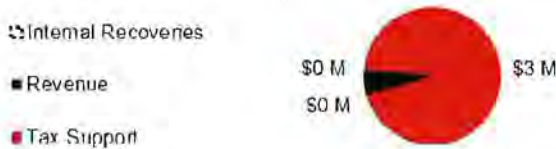
A democratically elected body, in accordance with legislation. Vote results for non-binding questions and bylaws. Determination of sufficiency or insufficiency for petitions and business improvement area establishment or dissolution requests.

393,090	Voters who cast a ballot - 2021
197	Candidate nomination papers - 2021
4,859	Station-hours of Calgary voting - 2021
226	Calgary voting stations - 2021

Key assets

N/A

Municipal Elections
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

A representative telephone survey of 500 voters provided feedback on the 2021 General Election. Results indicated that: 99 per cent felt their voting experience was safe, 98 per cent had no accessibility issues, 97 per cent felt their voting station was conveniently located, 91 per cent felt wait times were reasonable, 95 per cent felt voting hours were convenient and 81 per cent felt the information provided about the election was easy to understand. A post-election review was conducted and will inform future process improvements in addition to opportunities to provide feedback to Municipal Affairs on the applicable legislation.

What Council has directed

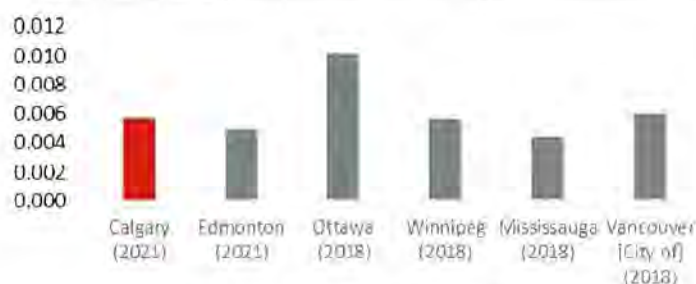
Strengthen relationships with Calgarians

- Municipal Elections builds public trust and confidence via public participation in government by democratically electing representatives.
 - Issuing declarations on petitions (sufficient or insufficient) provides another avenue for the public to provide input into decisions made at the municipal level. Deliver the right services
 - Municipal Elections conducts a post-election review in order to refine processes and continue to improve services for voters, candidates, and third-party advertisers.
 - The election process is inclusive and accessible.
- Modernizing Government
- Municipal Elections will support modernizing government by addressing Council's desired changes to the Local Authorities Elections Act.

What we are watching

- Convenience and Complexity - Increasing demand for services in a variety of languages, access to convenient voting opportunities and an increase in requests for mail-in ballots and quick delivery of election results have resulted in increased complexity in the administration of elections.
- Accessibility & Privacy - Municipal Elections will investigate measures to ensure protection of personal information, continued improvements to the physical accessibility of the voting process, and seek opportunities for legislative changes to align with Administration and Council's priorities.
- Four-year Election Program - The Municipal Elections service follows a four-year election program and provides regular recommendations and reviews in accordance with the Ward Boundary Review and Determination Policy.

Figure 1: Total advance and election day in-person voting hours (all voting stations over all voting days)



*Websites and election reports for: Calgary, Edmonton, Ottawa, Winnipeg, Mississauga, Vancouver

Comparing our service

Calgary offers a comparably high number of available voting station hours* (voting opportunities) for every voter. The graph compares most recent general election data (2018, 2021) among comparably sized jurisdictions.

*Total advance and election day in-person voting hours (all voting stations over all voting days).

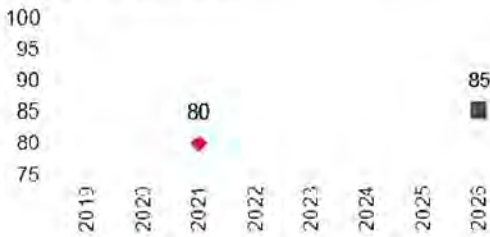
Measuring performance & where we want to go

Actual Performance Expected Future Performance

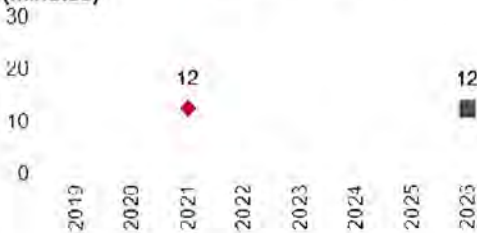
Story behind the curve

Includes all voting station types: advance vote stations, mail-in, election day, and special/mobile.

PM1: Voting stations results reported within 60 minutes of the scheduled election day voting station closing time (per cent)

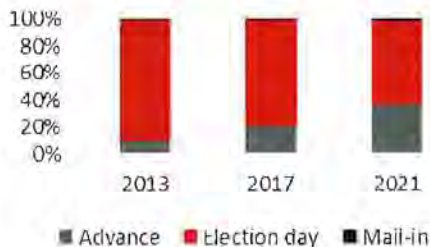


PM2: Election Day average voting station wait times (minutes)



Wait times to cast a ballot fluctuate throughout election day. In 2021 the 8AM to noon period averaged 7.9 minutes, noon to 6PM averaged 12.6 minutes, and 6PM to close averaged 19.13 minutes.

PM3: Ballots cast by each ballot method (per cent)



Developing an expected future performance value for the 2025 General Election's split of type of ballot cast is not practical due to a lack of certainty about future potential legislative changes to the Local Authorities Election Act.

What we plan to do

Result for 2023-2026

The 2023-2026 focus of the Municipal Elections service includes strengthening service integrity, public access, and partnerships. This will further improve the delivery of the 4-year election program and emerging services.

How we are going to get there

Improve the voting experience by enhancing and expanding internal and external partnerships with Council, school boards, post-secondary institutions, and community organizations.

Advocate for changes to the Local Authorities Election Act that are intended to close administrative gaps, align with modern election practices, and support Council direction by developing effective working relationships with the Ministry of Municipal Affairs.

Better reflect the needs of equity-seeking Calgarians, including newcomers and persons with disabilities by undertaking stakeholder engagement and implement voting process improvements.

Identify and implement improvements for future elections through a review of voting technology security.

Enhance the integrity of municipal elections in Calgary by implementing improvements to the chain of custody of secure election materials including ballots, vote tabulators and prescribed forms. These enhancements include the introduction of an election supply cart, securely delivered to, and returned from, each voting station.

Improve the quality, coordination and capacity of business unit program delivery by leading the integration and expanded capacity of strategic and business service resources within the City Clerk's Office. This includes budget administration, business continuity planning, corporate program accountabilities, and business technology planning.

In accordance with Council policy and in anticipation of Council's future direction, facilitate community-led review of ward boundaries and Council composition.

Undertake petition verification duties as prescribed by the Municipal Government Act, including the recall of Members of Council by developing processes, technology and staff capacity.

Ensure the integrity of elections, by-elections, and vote of the electors by implementing enhancements to procedures, technology, training, and staff capacity.

In accordance with legislated requirements, plan and deliver all aspects of the 2025 General Election and any by-election or vote of the electors directed before that time.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	1,362		1,561		1,570		1,570	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		587		-		-		-
Revenue Changes	(205)	-	-	(113)	-	(2,246)	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	-	-	9	-	-	-	-	-
Operating Impact of Previously Approved Capital	9	-	-	-	-	26	-	-
Operating Impact of New Capital (Incremental)	42	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	353	10	-	510	-	9,953	-	38
Total net budget*	1,561	597	1,570	397	1,570	7,733	1,570	38

*The previous year's One-Time Budget is not carried forward to the following year.

Total Operating Budget (\$000s) for Approval

	2022 Budget At April 30	2023			2024			2025			2026		
		Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	3,052	1,956	597	2,553	1,965	510	2,475	1,965	9,979	11,944	1,965	38	2,003
Recoveries	(5)	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)
Revenue	(185)	(390)	-	(390)	(390)	(113)	(503)	(390)	(2,246)	(2,636)	(390)	-	(390)
Net	2,862	1,561	597	2,158	1,570	397	1,967	1,570	7,733	9,303	1,570	38	1,608
Base	1,362												
One-Time	1,500												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
481000	Election Software	-	300	-	-	-	300
Program(s)							
		-	-	-	-	-	-
Projects(s)							
481002	Election Carts	575	-	-	-	-	575
Sub-Total (New Budget Requests)		575	300	-	-	-	875
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		575	300	-	-	-	875

Explanation of capital budget requests

Annual Investment Program(s)

Activity 481000: Election Software

Improve the technology required to support election activities. Additional technology requirements have been identified to align election service delivery with modern expectations.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$300 thousand)

Contributing Services: None

Operating Impact: This request requires \$42 thousand base funding of operating costs starting in 2023.

Projects(s)

Activity 481002: Election Carts

Purchase of locking election materials carts that will be used to ship materials to voting stations. The proposed model no longer requires workers to transport all election materials: reducing risk and streamlining end of night processes.

Funding From: Pay-As-You-Go (\$575 thousand)

Contributing Services: None

Operating Impact: None

Organizational Health, Safety & Wellness

Led by: Director of Occupational Health & Safety

Description

The Organizational Health, Safety and Wellness Service develops and implements policies, standards, and programs to advance a culture of safety in The Corporation. The service line delivers programs and initiatives such as: safety advisory support, health and safety systems, occupational health management, physical and psychological safety and wellness; to enhance the safety and well-being of our employees. In addition, the service line supports a safety culture of responsibility, productivity and accountability for employees and leaders at the individual, leadership, and corporate level, to ensure everyone completes their work without incident and goes home safe and healthy, every day.

Value and benefits

The service provides health, safety and wellness support, leadership and subject matter expertise through policies, standards and programs to advance the building of a culture of safety within the Corporation. The service supports the health, wellness, physical and psychological safety of our employees, reduce injuries and mitigate the cost of injury claims, manage risk, and meet legislative standards. In addition, it provides for a safe workforce that enables for the continuation of service delivery to citizens, increases productivity, and manages risk at City worksites and facilities.

Customers

Employees, leaders, contractors, and volunteers.

What we deliver

Health, Safety and Wellness designs, implements, and evaluates systems, programs and initiatives for City services to enhance employee safety and well-being, and contributes to a safe and healthy workplace in adherence to legislation. These programs include: health and safety advisory support, ability management, occupational health and wellness programs, and psychological health supports.

Partners

Health, Safety and Wellness partners with Human Resources, Collaboration, Analytics & Innovation, all City services and all City staff.

61	City services supported
1,245	Leaders with healthy workplace training
6,659	Annual reported safety related incidents
49	Joint Health and Safety Committees

Key assets

Safety management system, WCB and disability case management systems, and safety protection and equipment.



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

The service leverages the safety and Human Resources data metrics, including corporate employee survey results, to identify and respond to the safety and well-being needs of employees. Additionally, the Mental Health Index and Safety Climate responses are used for continuous improvement in safety and wellness programs, systems, and initiatives.

City employees are **generally** satisfied with the existing programs and services offered. The service continues to seek improvements, and increased employee engagement and safety and well-being training to improve the safety culture, reduce workplace turnover and absenteeism, while ensuring employees are better able to deliver high quality public services. The service continues to support open communication, work to advance technology, build trust, and create a safe environment for all employees.

What Council has directed

Organizational Health, Safety and Wellness furthers Council's strategic direction by delivering quality services and programs that promote employee safety, health and wellness, identifying opportunities for efficiency, and leveraging technology to improve service delivery for customer and employee experience. In addition, the service promotes health, safety and wellness programs and initiatives to ensure our employees go home safe every day and deliver services to customers in a safe manner.

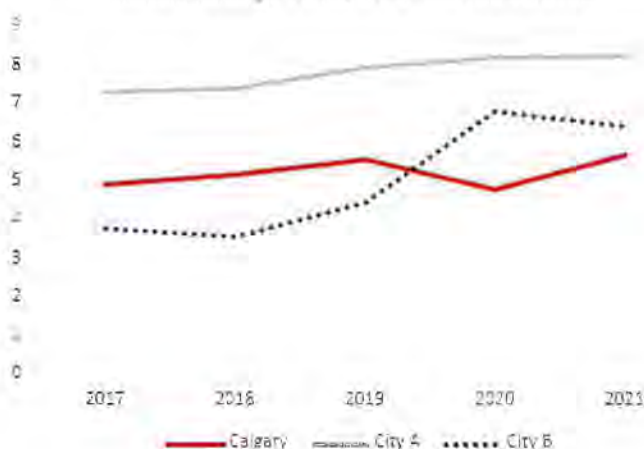
What we are watching

The City has identified health, physical and psychological safety and wellness as priorities. Further, elevated health and safety risk, rising costs, and external pressures, legislative changes and the COVID-19 pandemic are increasing organizational expectations pertaining to the promotion and advancement of physical, psychological, and social well-being of employees.

The service will continue to develop policies, standards, and programs to proactively promote a healthy and safe workplace, to address changing trends and risks. Other internal and external factors which may impact services include: psychological safety, the future of remote workplaces, mental health, injuries, lost time claims, resiliency, legislation, a changing workforce and emergency situations

These elements (for example) may impact employee physical and psychological safety, and hence the ability to deliver services and the resilience of our city as a whole.

Lost Time Claim Frequency (LTCF) of lost time injuries * 200,000 (based on 100 workers working a 40-hour week/total hours worked)



M/B/C/S/1/2/3

Comparing our service

This benchmark provides the organization an overview on the effectiveness of health, safety, and wellness programs as measured by lost time claim frequency (LTCF). The City of Calgary, in comparison to other peer municipalities, is on a median basis, since 2017. In 2020 and 2021, the COVID-19 pandemic affected all municipalities across Canada. The City of Calgary continued to perform within average range. The City will continue to focus on employee physical and psychological safety, health, safety and wellness programs and initiatives to reduce injury, absenteeism, and costs to improve service performance.

Measuring performance & where we want to go

For Council Approval

Expected Future Performance

Story behind the curve

The City is currently experiencing a reduction in days lost since a peak in absences in 2020. The 2026 expected future performance was set using a rolling rate calculation and supported by vendor insights on future trending. With continued intentional management and support for employees' experiencing absences, early identification and injury/illness prevention, awareness and education of health, wellness and safety, we anticipate maintaining a fairly stable rate of days lost. Healthy and well employees are critical to delivering services to citizens.

The City supports an accommodation process that assists employees to return to work once they are safe and medically able to do so. Leaders and employees are encouraged to become active participants in this process, supporting employees in their recovery and assisting in the mitigation of costs to The City. The 2026 performance value was set using a rolling rate calculation. Healthy employees are critical to delivering services to citizens. The service will continue to actively support employees and leaders, and work to advance accommodation strategies to improve the performance measures.

The Mental Index is comprised of fourteen factors that support psychological safety and is reported in a biennial Corporate Employee Survey. Based on results of questions included in this index, there is an opportunity to do more to address the psychological safety and protection of employees. The service anticipates that as a collective group we would reach the expected future performance value on or before 2026, through the advancement of strategies, programs, consultation, and continuous improvement that will support the organization to assist in improving employee psychological safety.

Lost Time Claim Frequency quantifies the annual frequency of worker injuries, per 100 workers, whose injuries prevented them from returning to work the day after their injury. This statistic is used to compare workplace injury frequency corrected for the size of the workforce. Changes to regulations, the societal environment and corporate changes are all potential factors impacting workforce culture, safety, organizational resilience and employee health and well-being.

The severity rate to days lost provides information about the severity and impact of the illnesses and injuries that occur within a given work context. Injury Severity Rate quantifies how annual number of days lost due to worker injuries, per 100 workers. This statistic is used to compare recovery times from workplace injuries corrected for the size of the workforce. The service will validate this proposed performance measure in 2023-24.



What we plan to do

Result for 2023-2026

The City has identified health, physical and psychological safety and wellness as a key value. In the continuous advancement of physical, psychological, and social well-being of all employees, the Organizational Health, Safety and Wellness service will continue to develop policies, standards, and programs to proactively promote a healthy and safe workplace.

Organizational Health, Safety and Wellness' focus for 2023-2026 is to position The City as a recognized leader in safety, health, and wellness. The service will continue to support and implement programs and initiatives to reduce injury and promote well-being for all employees. This will include improving specialized safety and wellness support, coupled with the modernization our safety management systems.

How we are going to get there

Enhance the employee experience by advancing corporate wide health and safety systems, programs and initiatives.

Advance organizational psychological safety by promoting a corporate-wide strategic approach.

Prevent and resolve safety incidents and issues by improving appropriate standardization and processes across the organization.

Prioritize health, safety and wellness programs, services and initiatives by collaborating with and educating leaders.

Strengthen risk mitigation to reduce incidents and costs by improving supports utilizing a risk management framework.

Improve health, safety and wellness programs and initiatives by using data to support risk-based decision-making.

Improve service delivery and strengthen collaboration across the corporation by leveraging improved system and technology.

Enhance the safety culture by strengthening employee engagement, productivity, psychological safety and occupational safety compliance by promoting and supporting safety, health and wellness programs and initiatives.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	10,244		15,334		15,480		15,638	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	73	-	146	-	158	-	142	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	5,017	-	-	-	-	196	-	-
Total net budget	15,333	-	15,479	-	15,637	196	15,779	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	14,901	19,491	-	19,491	19,637	-	19,637	19,795	196	19,991	19,937	-	19,937
Recoveries	(2,123)	(2,123)	-	(2,123)	(2,123)	-	(2,123)	(2,123)	-	(2,123)	(2,123)	-	(2,123)
Revenue	(2,535)	(2,035)	-	(2,035)	(2,035)	-	(2,035)	(2,035)	-	(2,035)	(2,035)	-	(2,035)
Net	10,244	15,333	-	15,333	15,479	-	15,479	15,637	196	15,833	15,779	-	15,779

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
410717	Safety Data Management System	638	638	637	637	-	2,550
481099	Safety Equipment	85	85	85	85	-	340
Program(s)							
		-	-	-	-	-	-
Projects(s)							
410720	OHS Management System	213	213	212	212	-	850
Sub-Total (New Budget Requests)		936	936	934	934	-	3,740
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		936	936	934	934	-	3,740

Explanation of capital budget requests

Annual Investment Program(s)

Activity 410717: Safety Data Management System

Essential Safety Data Management System upgrades to improve functionality, efficiency and provide in-depth analysis with changes to safety environment and legislation.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$2,550 thousand)

Contributing Services: IT Solutions & Support and Data, Analytics & Information Access

Operating Impact: None

Activity 481099: Safety Equipment

New safety equipment to replace and maintain compliance with legislation, operational safety needs and meet manufacture requirements.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$340 thousand)

Contributing Services: OS

Operating Impact: None

Projects(s)

Activity 410720: OHS Management System

Modernization of safety management systems to improve safety culture, service delivery and reduce health and safety risks and costs.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$850 thousand)

Contributing Services: IT Solutions & Supports, Data, Analytics & Innovation and Human Resources Support

Operating Impact: None

Procurement & Warehousing

Led by: Director of Supply Management

Description

Procurement & Warehousing offers procurement, inventory, and warehouse services that deliver the best value for public funds and promotes trust in The City of Calgary.

Our service stewards The City's supply chain activities through: purchase of construction, consulting, information technology, inventory, goods and services; planning, forecasting, inventory control, distribution, and end-of-life disposal of Corporate Inventory. We facilitate corporate adherence to legislation and regulatory requirements and bind contracts between Suppliers and The City as delegated, under the Bylaw 43M99 Execution of Agreements while enabling benefit driven procurement and contract compliance.

Value and benefits

Customers require their procurement, inventory, and warehouse needs be met to enable service delivery and support community outcomes. Customers need goods and services delivered at the appropriate quality and cost. We meet these needs by considering the political, legal, economic, social, and technological environment while applying supply chain expertise to gain additional benefits. Customers expect procurement and inventory risk mitigation, strategic advice, contract compliance, supplier performance and public value that aligns to public procurement law, including trade agreements, and policies. This centralized Enabling service adds value through its public procurement expertise, strategic and consolidated purchasing and supports intentional investment through benefits driven procurement to support economic, social and civic outcomes valued by Calgarians and businesses in Calgary.

Customers

Procurement & Warehousing services both internal and external customers. Internal customers include a variety of customer groups from front-line staff who serve the community to The Corporation's leadership including Council. External customers include potential suppliers, non-City agencies, businesses and Calgarians.

What we deliver

Procurement & Warehousing works with frontline services to deliver best value for public funds through fair, open, accessible, and transparent procurement with a business-friendly lens. This Service delivers compliant contracts with public benefits, corporate inventory of customer assets, fuel supply, storage and distribution, and recovery of the residual value of surplus and retired assets.

Partners

Procurement & Warehousing works with internal and external partners to provide service. Contributors include Legal Counsel & Advocacy and Financial Support. Key partners include Corporate Strategy Stewards, Indigenous Relations Office, other governments, Civic Partners, task forces, industry and equity seeking, advocacy, social justice, environmental, and economic community groups.

\$939.8 million	Value of 724 new procurements in 2021
\$ 1.6 billion	Value of 35,187 purchase orders in 2021
\$54.5 million	Corporate inventory value in 2021
\$64.1 million	Value of inventory issued in 2021

Key assets

NA



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

This Service's customers include internal, the industry sector, and community groups. Internal customers value product quality/access/availability along with clear accountabilities and responsibilities, training on navigating public procurement and support advanced planning to leverage procurement to deliver on desired strategic outcomes. Suppliers value transparent, collaborative and productive relationship, along with timely responses to their questions. Calgarians see opportunity to focus on projects with positive social impact and assist in Calgary's economic recovery. The Service seeks to meet these needs by defining procurement and inventory management practices and tools to facilitate intentional investment and benefits through procurement. Technology continues to be implemented to improve service delivery efficiency, compliance and provide alternate service delivery channels.

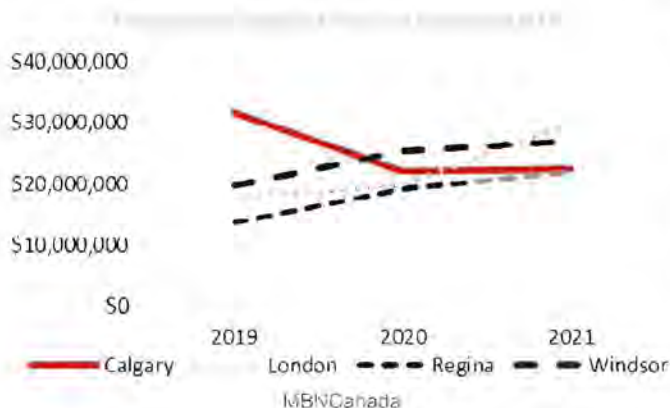
What Council has directed

The Service's responsibility for public procurement law compliance leads to fair/competitive/open procurements. This promotes trust with businesses who have equal opportunity to bid for City contracts and Calgarians who can have confidence The City gets the best value for public funds. Innovation through Procurement opens discussions with start-ups and small/medium-sized businesses with innovative solutions The City requires. Benefit Driven Procurement uses The City's purchasing power to reduce barriers/increase access to City contracts for underrepresented groups. Indigenous Procurement Strategy is in development to support economic reconciliation through procurement opportunities. The Service continues to use contract and financial management technology to achieve compliance and transparency. An online Surplus Auction widens access to Calgarians. Collaboration with other governments promotes procurement and inventory management knowledge sharing and regional opportunities.

What we are watching

Procurement & Warehousing's primary focus is protecting City interests and working with frontline services to ensure best value for public funds. The Service is diligently monitoring the external public procurement landscape including supply chain resiliency with industry, inflation, tariffs, public procurement case law, auditor reports, and emerging trends from other governments while monitoring internal process and contract compliance.

At the same time, Procurement & Warehousing is actively seeking opportunities with partners, industry, and other levels of government to leverage The City's procurement to support Indigenous economic reconciliation. The Service continues to explore how Category Management, Innovation through Procurement, Benefit Driven (social) Procurement, and Market-led Proposals can support the public's demands for more intentional investment through procurement activities in economic, socio-cultural, environmental, and civic outcomes valued in the community.



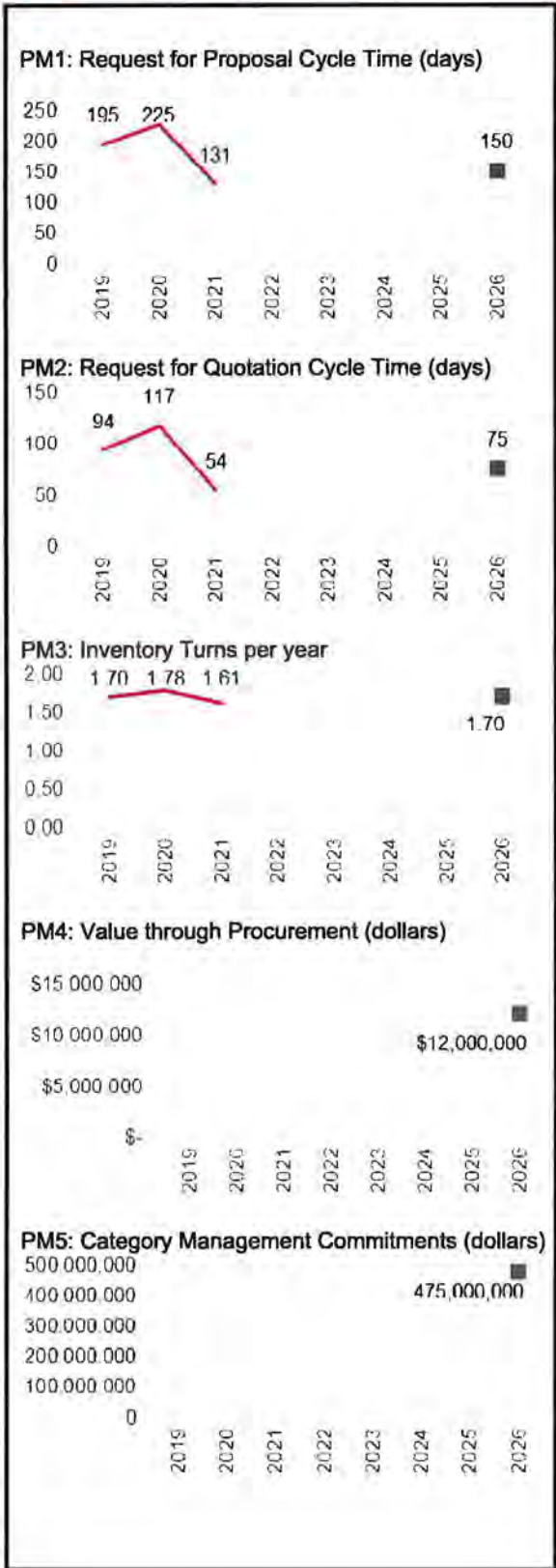
Comparing our service

Procurement Value per full-time equivalent employee [FTE] represents the total amount of goods and services (\$) purchased through a centralized procurement process per employees who are involved in the public procurement process. Municipalities utilize different methods to deliver the same service often resulting in differing costs. Results are influenced by: population, geographic size, organizational form, government type, and legislation speak to the uniqueness of each municipality. The Service will implement its 2023-2026 initiatives to gain improvements.

Measuring performance & where we want to go

For Council Approval

Targets ■ Business Process Performance



Story behind the curve

The new Procurement Model at The City of Calgary, including a revised Procurement Policy, redefined RFP and RFQ cycle times measurement as the number of calendar days from approval of the procurement plan to the contract award date. Cycle time is comprised of collaborative activities from the procurement team, frontline service holders of the procurement budget, internal and external customers, and partners.

The Service will focus on integrating the new Corporate contract management system with other City technologies and undertaking strategic continuous improvement activities by removal of non-value added activities (such as digitizing manual processes), while managing service quality, compliance, and increasing transparency in The City's investment of public funds in the procurement of goods and services. Procurement & Warehousing is striving to reduce the time to contract suppliers while maintaining quality and compliance.

Inventory Turns is determined by the value (\$) of items sold in a year compared to the value (\$) of inventory in stock, excluding critical spares. A higher number indicates more effective turns for The City. The Service provides an inventory of material to support frontline services while managing the financial risks and liabilities associated with obsolete and non-moving inventory. The curve will be turned by collaborating with customers to improve stocking decisions, improve material planning, adhering to inventory policies and applying inventory accounting process.

Value through procurement measures savings, cost avoidances, and value optimization as a result of procurement activities including category management, strategic sourcing, and direct negotiations. This supports the Service's role as a strategic partner with frontline services in generating additional value through procurement. This measure was implemented in 2022 with the start of this multi-year transformation driven through category management, strategic sourcing, and direct negotiations, and will continue initiatives throughout 2023-2026 to meet the growth curve targets.

The newly created category management measure reflects how much of The City's annual procurement commitments are met using consolidated purchasing and strategic sourcing under the Service's category management framework. It is a strategic and consolidated approach to obtain The City's goods and services and optimize best value for public funds. This program will progressively roll out across The City over a five-year period based on resource capacity. Commitments managed through category management will contribute to value through procurement and improved service levels.

What we plan to do

Result for 2023-2026

Procurement & Warehousing promotes public trust and maximizes best value for public funds. Focus for 2023-2026 includes finding opportunities to provide additional value through intentional investment, strengthening relationships, modernizing operations, and fostering a customer service culture.

How we are going to get there

Better meet customer needs through increased visibility on corporate inventory availability, demands and past usage. Integrating systems and processes among services and end-users will increase efficiencies in how Corporate inventory is provided to City services and support front-line service delivery to Calgarians. Investment of public funds towards Corporate inventory will also be optimized.

Meet the needs of customers by advancing corporate inventory ordering and delivery processes to a more user-friendly model with an e-catalogue of available inventory and provision of flexible pick-up or delivery options. This enhanced model will promote a faster and better customer service culture and enable less time to be spent on ordering and receiving goods.

Improve accuracy, reliability, visibility and availability of inventory while reducing oversupply by consolidating and standardizing corporate inventory, procurement, and warehouse service data. Provide a clearer picture of current and future needs, support decision-making and advance communication between Procurement & Warehousing and City services by focusing on master data cleaning and standardization.

Improve public procurement compliance while increasing transparency in The City's investment of public funds in the procurement of goods and services by fully leveraging the recently adopted Corporate Contract Management System capabilities ensuring integration with key internal applications and increasing automation of supply chain processes. Procurement Cycle Times will also be improved.

Foster social and economic reconciliation through strong, collaborative relationships while maintaining The City's compliance with public procurement law and strengthening The City's commitment to Truth and Reconciliation by developing an Indigenous Procurement Framework and Strategy in conjunction with the Indigenous Relations Office and other partners.

Minimize the impact of cost escalations and supply chain disruptions to City services, enable uninterrupted service delivery to Calgarians and protect investment of public funds by developing a Corporate Supply Chain Resilience Strategy that identifies, assesses, and proactively manages The Corporation's supply chain risks. This will be achieved through consultation with Industry and partners.

Leverage The City's purchasing power of goods and services to provide added environmental, climate, social and economic outcomes, beyond price and quality, through intentional investment and by engaging stewards of the Calgary Climate Strategy, other supporting corporate strategies, and frontline service budget holders.

Improve procurement operations by modernizing performance dashboards, standardizing internal processes, implementing training and development programs, and increasing workload transparency. Efforts toward continuous service improvement is intended to improve employee satisfaction, The City's ability to recruit and retain qualified staff and improve customer and supplier service.

Strengthen The City's purchasing power, increase public trust and maximize The City's best value for public funds by implementing the Category Management Framework to strategically source and consolidate purchasing of The City's goods and services based on category type.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	9,386		10,168		10,494		10,687	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(1,263)	-	-	-	-	-	-	-
Inflation	13	-	92	-	115	-	102	-
Operating Impact of Previously Approved Capital	-	-	234	-	78	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,683	328	-	317	-	25	-	-
Transfers (to)/from services**	349	-	-	-	-	-	-	-
Total net budget*	10,168	328	10,494	317	10,687	25	10,789	-

* The previous year's One-Time Budget is not carried forward to the following year.

** Base budget transfer from Corporate Programs.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026			
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	
Expenditures	27,466	28,811	328	29,139	29,137	317	29,454	29,330	25	29,355	29,432	-	29,432	
Recoveries	(11,891)	(13,154)	-	(13,154)	(13,154)	-	(13,154)	(13,154)	-	(13,154)	(13,154)	-	(13,154)	
Revenue	(5,490)	(5,490)	-	(5,490)	(5,490)	-	(5,490)	(5,490)	-	(5,490)	(5,490)	-	(5,490)	
Net	10,086	10,168	328	10,496	10,494	317	10,811	10,687	25	10,712	10,789	-	10,789	
Base	9,386													
One-Time	700													

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
414301	Warehouse Infrastructure	330	330	330	330	-	1,320
414310	Fuel System	400	400	400	340	-	1,540
Program(s)							
415001	Inventory System Improvement	595	595	595	595	-	2,380
414302	Business Tech Maintenance	538	902	560	-	-	2,000
Projects(s)							
-							
Sub-Total (New Budget Requests)		1,863	2,227	1,885	1,265	-	7,240
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		1,863	2,227	1,885	1,265	-	7,240

Explanation of capital budget requests

Annual Investment Program(s)

Activity 414301: Warehouse Infrastructure

Regular inspection and life-cycle maintenance of City warehouse infrastructure, end of life replacement and upgrade of warehouse storage equipment. The City must invest in condition assessments, maintenance, replacement, and upgrades to ensure compliance with occupational and safety legislation.

Funding From: Pay-As-You-Go (\$1,320 thousand)

Contributing Services: None

Operating Impact: None

Activity 414310: Fuel System

Continuation of the vehicle fuel dispensing equipment safety and environmental legislative compliance program. The City must invest in life-cycle maintenance and support installed fuel equipment to be compliant with environmental and legislated requirements.

Funding From: Pay-As-You-Go (\$1,540 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 415001: Inventory System Improvement

Provides more efficient and cost-effective Inventory Management service delivery and allows The City to recover revenue from Surplus Sales. Investment is required to improve Inventory Management service delivery including forecasting, online ordering, and automating replenishment.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$2,380 thousand)

Contributing Services: None

Operating Impact: None

Activity 414302: Business Tech Maintenance

Supports compliance, proactive management of City contracts to minimize contract leakage and reduce risk, increase automation and efficiency. Investment is required to maximize functionality of the new contract management System including PeopleSoft integration and supporting compliance.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$2,000 thousand)

Contributing Services: None

Operating Impact: None

Corporate Programs



Common Revenue

Description

Common Revenue sources include franchise fees, general revenue, investment income and financial charges, as well as taxation revenues, which account for a significant portion of The City's operating budget.

Customers

Citizens

Purposes

A funding source to provide municipal services.

Partners

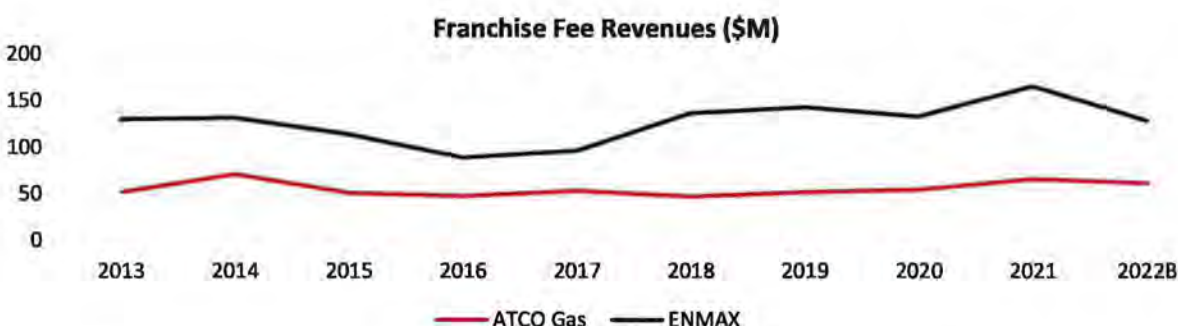
Provincial government, ENMAX, ATCO, Calgary Municipal Land Corporation, and Financial Institutions.

Dependencies

The City has little influence over some revenues such as Franchise Fees. Franchise Fees are determined by customer consumption, commodity prices and a fixed charge for distribution and transmission.



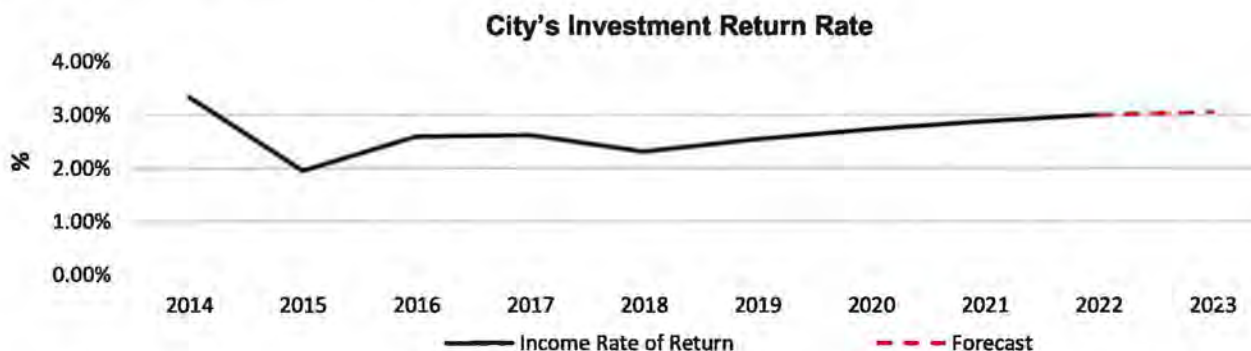
What we are watching



- Franchise Fee revenues are a function of the commodity price, the volume of utility sales, and the costs to deliver the commodity (utility transmission and distribution rates). Franchise Fee budget is set according to policy FCS2004-62 and any positive variance goes to Reserve for Future Capital.
- The economic recovery from COVID-19 lockdowns accompanied by higher oil prices, along with increased natural gas demand from power generation and liquid natural gas exports have increased natural gas and electricity commodity prices.

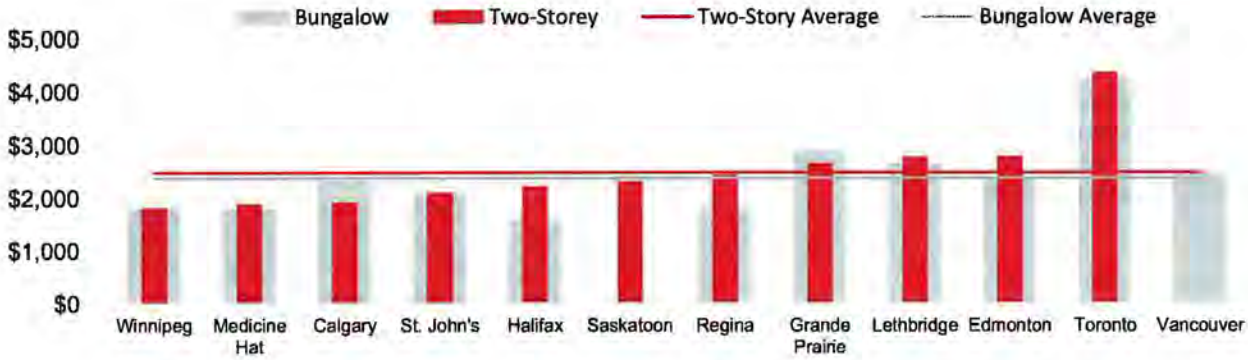


What we are watching



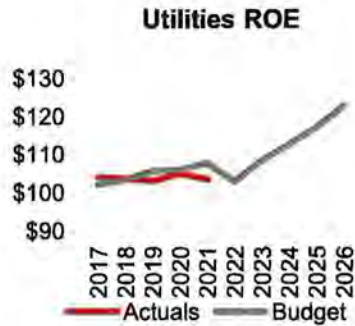
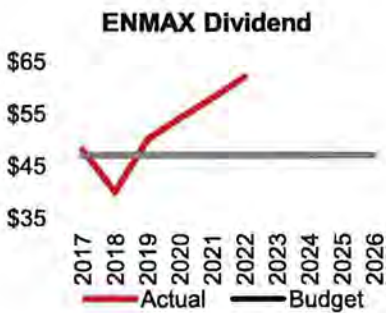
- Central banks have reversed their accommodative policies for the past couple of years by raising interest rates to bring inflation down to acceptable policy driven levels. Low yields over the last couple of years have depressed investment returns and as rates have risen this has had a negative affect on the market value of existing investments. The higher interest rates, will over time, earn more interest income as lower yielding investments mature. Also, the forthcoming changes to The City's asset mix should result in higher returns and lower risk through increased diversification into different markets and asset classes.

Municipal Property Tax for a Representative Two-Storey and Bungalow House in 2020 - Selected Canadian Cities



Two-Storey	1	2	3	4	5	6	7	8	9	10	11	N/A
Bungalow	4	3	6	5	1	N/A	2	10	9	7	11	8

- Calgary's municipal property taxes are slightly lower than the average municipal property taxes across the country.
- Two-storey and bungalow information not available for Vancouver and Saskatoon respectively.



- If electricity and natural gas prices remain at elevated levels, the ENMAX dividend may remain above budget and any excess is transferred to ENMAX Legacy Parks Fund.
- Starting 2021, both Utilities franchise fee and dividend were replaced with an annual payment in the form of a return on equity (ROE). Budget increase is a result of the increased net asset base due to the 2023-2026 capital spending plan of \$1.4 billion.
- Calgary Parking revenue is trending downwards due to the long-term impact of COVID-19.

Total Operating Budget (\$000s) for Approval

For Council Approval

Program / Service Lines	Prg. No.	2022-04-30			2023			2024			2025			2026		
		Total Budget	Base	One-time	Total Budget	Base	One-time	Total Budget	Base	One-time	Total Budget	Base	One-time	Total Budget		
Common Revenues																
Franchise Fees	857	(189,000)	(175,239)	0	(175,239)	(178,744)	0	(178,744)	(178,744)	0	(178,744)	(178,744)	0	(178,744)		
General Revenue	860	(332,676)	(176,355)	(208,518)	(385,460)	(184,413)	(40,791)	(225,205)	(191,182)	(42,002)	(233,183)	(198,653)	(25,433)	(224,086)		
Investment Income & Financial Charges	858	(47,000)	(47,000)	0	(47,000)	(47,000)	0	(47,000)	(47,000)	0	(47,000)	(47,000)	0	(47,000)		
Taxation	856	(2,031,779)	(2,152,124)	0	(2,152,124)	(2,254,943)	0	(2,254,943)	(2,367,950)	0	(2,367,950)	(2,473,799)	0	(2,473,799)		
Total Common Revenues		(2,600,455)	(2,550,719)	(208,518)	(2,759,824)	(2,665,100)	(40,791)	(2,705,891)	(2,784,876)	(42,002)	(2,826,877)	(2,898,196)	(25,433)	(2,923,629)		

Corporate Costs & Debt Servicing

Description

Corporate Costs & Debt Servicing are based on legislated requirements and/or Council policies including corporate requirements for capital financing; civic and intergovernmental affairs; corporate costs; employee benefits; regulatory affairs; and scholarships.

Customers

Citizens

Purposes

Management of common costs is required to operate a well-run city.

Partners

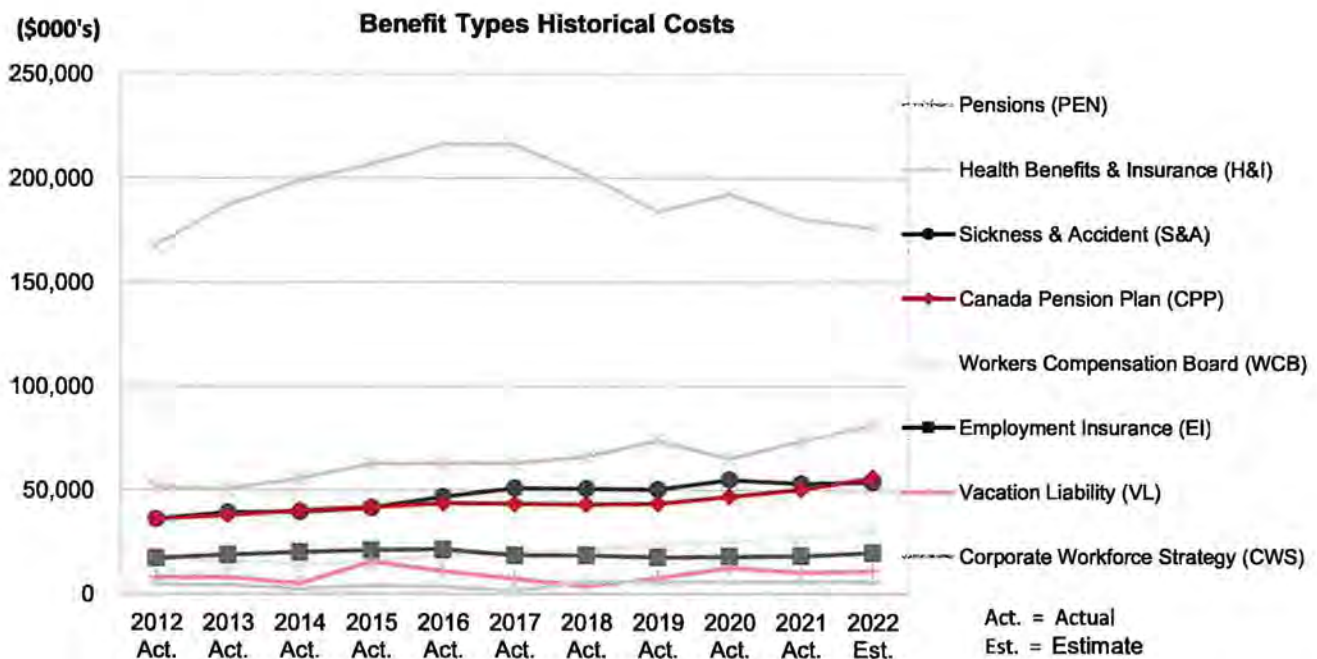
Related Authorities, Provincial Government, Alberta Urban Municipalities Association, Federation of Canadian Municipalities, City of Calgary employees and Educational institutions in Calgary.

Dependencies

The Employee Benefits program under Corporate Programs is reported as zero because benefit costs are fully recovered from City business units using fringe benefit rates applied to salary and wage expenses. Costs are affected by inflation, changes in the eligible employee population and demographics, and benefit and pension industry trends and legislated requirements.



What we are watching

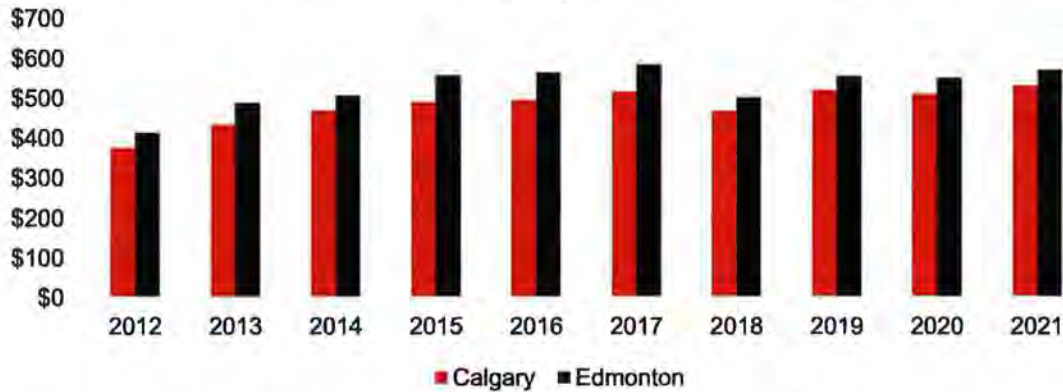


- Costs are driven by plan agreements, work force changes and are all subject to inflation.
- Inflation is often higher than CPI due to the nature of the products and services such as prescription drugs.



What we are watching

Average Annual Natural Gas Distribution Costs per Household 2012-2021



- The City intervenes in certain regulatory proceedings in order to protect its interests as a ratepayer.
- Calgarians currently pay about 10% less than Edmontonians for their natural gas service due, in part, to Calgary's regulatory interventions. Calgary's interventions have been successful in keeping natural gas distribution costs relatively flat in recent years.

Total Operating Budget for Approval

For Council Approval

Program / Service Lines	Prg. No.	2022-04-30	2023			2024			2025			2026		
		Total Budget	Base	One-time	Total Budget	Base	One-time	Total Budget	Base	One-time	Total Budget	Base	One-time	Total Budget
Corporate Costs & Debt Servicing														
Capital Financing Costs	840	366,459	342,028	0	342,028	348,702	0	348,702	357,640	0	357,640	364,392	0	364,392
Civic & Intergovernmental Affairs	863	544	570	0	570	590	0	590	612	0	612	632	0	632
Corporate Costs	861	126,551	169,397	9,256	178,653	228,381	5,000	233,381	288,920	5,000	293,920	353,854	0	353,854
Employee Benefits	787	0	0	0	0	0	0	0	0	0	0	0	0	0
Gas, Power & Telecommunications Regulations	621	890	890	0	890	890	0	890	890	0	890	890	0	890
Scholarships	464	73	73	0	73	73	0	73	73	0	73	73	0	73
Total Corporate Costs & Debt Servicing		494,517	512,958	9,256	522,214	578,636	5,000	583,636	648,135	5,000	653,135	719,841	0	719,841



Appendix A: Planning, Monitoring and Improving Service Performance

To better serve Calgarians, The City takes a disciplined approach to planning, monitoring and improving service performance: our enterprise Performance Management System. The system includes five interconnected areas that work together, with the support of Corporate Economics and Regulatory Affairs, to achieve results.



Below is an update on each of these areas, including what is working now and how we will improve over the next four years.

Service Planning and Budgeting

What is working now:

- Service-based business plans and budgets support a more direct connection to citizen and customer needs.
- We have a clear understanding what Calgarians value about their services.
- Decision-making is based on a shared strategic agenda.

How we will improve:

- Stabilize underpinning service planning and budgeting processes so that they are more predictable and less subject to change.
- Document service planning and budgeting processes with a focus on providing internal training.
- Ensure the information available about service plans and budgets remains current and up-to-date so that Calgarians can always see the right information at the right time.

Performance Measurement and Accountability

What is working now:

- Results-Based Accountability™ (RBA) approach to measuring the organization's performance, to which each individual employee contributes to, focusing on evidence-based impacts for those that we serve.
- Continuous service improvement by benchmarking with other municipalities (e.g. the Municipal Benchmarking Network Canada) and relevant industries.
- Accountability Reports on the service plans and budgets provide transparency and accountability.

How we will improve:

- Advance Environmental, Social and Governance (ESG) results including the corporate commitment to climate action, anti-racism and equity, by evolving corporate planning, measurement and reporting to better monitor and demonstrate accountability.
- Drive results- and evidence-based decision-making by advancing the use of metrics and benchmarking.
- Innovate performance reporting using technology to improve efficiency and advance accountability, transparency and user experience.

Integrated Risk Management

What is working now:

- A Council-approved risk management policy, Administration-approved guidelines and many tools and guidance are available to support the management of risk.
- A risk management framework is in place that includes four pillars: governance and oversight, integration with strategic direction, established practices and processes, and review and continuous improvement.
- Corporate Risk Reports are delivered to the Audit Committee of Council, Council and the Executive Leadership Team to support governance and oversight roles.

How we will improve:

- Adopt and implement a risk maturity model to establish a baseline to inform a target maturity level for improvement and track progress against aspirations.
- Develop and implement guidelines on risk appetite to enhance innovation and decision-making.
- Develop a better understanding of how risks interact with others and their compounding effect, to support decision-making.
- Implement a technology solution that will enhance understanding, analysis, alignment, communication and reporting of risks.

Service Review and Improvement

What is working now:

- Cross-corporate initiatives like the Zero-Based Review (ZBR) program and the Solutions for Achieving Value and Excellence (SAVE) program achieved significant results for The City.
- We designed the next generation of The City's continuous improvement efforts — Elevate Calgary — using lessons learned from our collective experience and best practices for modernizing municipal government.

How we will improve:

- Implement Elevate Calgary, The City's new continuous improvement program.
- Energize service improvement efforts by providing support, capacity and expertise through internal consulting services.
- Empower all employees to identify and implement service improvements by providing training, resources and networking opportunities.
- Amplify this work by voicing a unified story for Council and Calgarians about our shared service improvement successes.

Individual Performance Development

What is working now:

- The recent transformational shift from a performance *management* program to a performance *development* program to plan, develop and assess employee performance.
- Empowering employees to take hold of their own personal development, connecting employee performance objectives to business results and citizen outcomes.
- A new paperless system to support the integration of learning, performance development, competencies and succession programs (including e-training to navigate the new online tool).

How we will improve:

- Continue to use the individual performance development program to engage, attract and retain employees at The City.
- Develop additional system upgrades to enhance reporting capacity and talent metrics, as well as improve the user experience.
- Engage leaders and employees for a positive program experience with support in e-training and workshops.

Corporate Economics and Regulatory Affairs

What is working now:

- Continually monitoring and tracking key economic indicators enables Administration and Council to develop unique insights on how external events are impacting the local economy and the municipal government.
- Economic policy analysis supports Administration and Council to understand current issues that affect The City and local communities, in the development of policies for potential solutions.

How we will improve:

- Engage leaders and employees to better understand how economic information can enhance their decision-making process.
- Ensure economic information is available at the right time so Council can use it to support decisions on behalf of Calgarians and Calgary businesses.

Appendix B:

Service Plans and Budgets Inputs and Process



Development of the 2023-2026 Service Plans and Budgets



Quality of Life

Quality of Life Results are aspirational statements that describe the long-term, enduring well-being of children, adults, families and communities in Calgary. The City of Calgary plays a substantial role in contributing to the Quality of Life Results for Calgarians through the delivery of services to our community. We use metrics to help us make evidence-based decisions about how the community is doing and identify the community indicators we can positively influence through the services we deliver.



These seven Quality of Life Results for Calgary should be considered collectively when discussing what comprises a high quality of life in Calgary. Central to quality of life is a city that is inclusive.

The City of Calgary's Long-Term Plans and Policies

The City's long-term plans and policies guide our decision-making as we work towards advancing quality of life in Calgary. The [Municipal Development Plan \(MDP\)](#) and the [Calgary Transportation Plan \(CTP\)](#) describe strategies that will shape Calgary over the next 30 to 60 years. Additional mid-term plans, typically with a 10-year or more timeframe, target outcomes in specific areas such as economic development, poverty reduction, emergency preparedness, and financial and climate change resiliency. Together, these documents form a portfolio of plans that have informed the development of the 2023-2026 Service Plans and Budgets.

Multiple services contribute to achieving the goals of these broad, long-term plans. The proposed strategies and actions of each service are aligned with the most relevant and current of these plans.

Long Range Financial Plan

The [Long Range Financial Plan \(LRFP\)](#) sets out financial goals and strategies to achieve long-term financial sustainability and resilience and includes a projection of operating and capital requirements and financial position over the next 10 years. The City published its first such plan in 2007, updated it in 2008, 2009, 2011 and 2015 and provided Council a projection in 2018 to support the development of the 2019-2022 service planning and budgeting. In 2021, The City updated its 2021-2032 LRFP to reflect the impact of significant changes on municipal finance and service requirements and provisions, by identifying emerging risks and providing corresponding financial strategies. The LRFP will be reviewed and updated on an on-going basis.

The LRFP identifies financial sustainability and resilience as overarching goals.

Financial Sustainability

- The enduring ability of The City to ensure that it can deliver the level and types of services expected by the community, while proactively assessing and managing associated risks, at acceptable levels of taxation and fees.
- The ability to balance revenue and expenditure constraints over the long term, beyond the ability to raise sufficient revenue to meet the current expenditures.

Resilience

- The capacity of The City to recover from shocks and longer-term stressors and to adapt and grow from disruptive experiences.
- The ability of not only surviving shocks, but also thriving, even under conditions of adversity.

The goal is further supported by five main financial strategies:

- **Flexibility**
Being able to respond to effectively changing circumstances, which may relate to economic, demographic, technological, climate change, global trends and events, social, environmental, political or other conditions. This strategy involves reserving some capacity during typical years to be able to respond to significant atypical conditions or events, as well as maintaining flexible organizational capacity and mindset to be able to pivot quickly and respond to changing circumstances.
- **Efficiency**
Using public funds in ways that provide the highest level of needed services possible within the amount of funding available. Efficiency should be interpreted on two levels: a service level and a corporate level. At the service level, services and business units need to strive to use the least resources to provide a given level of service. At the corporate level, the Corporation targets resources at those services most valued by citizens and provides only services that provide sufficient value to citizens to justify the costs.

- **Sufficiency**

Having adequate resources to support the delivery of services for which The City of Calgary bears responsibility. As related to financial sustainability, this strategy refers not just to the amount of funding, but the consistency in funding level changes relative to changes in expenditures and the diversity of funding sources.

- **Integration**

Ensuring that The City prioritizes investment on a corporate basis, considering the interaction of services in meeting outcomes, and that the financial constraints under which The City operates are fully considered when engaging in policy-making and decision-making. This also refers to decisions across the Corporation being co-ordinated to ensure consistency and the most cost-effective service delivery.

- **Credibility**

Achieving financial performance in a way that maintains and enhances public confidence in The City's ability to provide services and infrastructure at expected levels. This includes the transparency with which financial decisions are made and the accountability for ensuring these decisions are consistent with the overall goal of financial sustainability. Calgarians value the services they receive from The City and must continue to perceive that the benefits provided by City services are at least in proportion to the municipal taxes they pay.

Multi-Year Planning and Budgeting Approach

The City began integrating planning and budgeting with a multi-year approach for the 2006-2008 cycle. The procedure, per the [Multi-Year Business Planning and Budgeting Policy](#) for The City, involves:

- Administration preparing long-term forecasts as background information to Council's preparation of guidelines for four-year business plans and operating and capital budgets.
- Council preparing a statement of its priorities for a four-year period and providing budget guidelines to the Administration.
- Administration preparing business plans that reflect Council's priorities and guidelines.
- Council approving those business plans, including measures of performance.
- Administration preparing detailed proposed four-year operating and capital budgets based on the approved business plans, and within the budget, including four years of property tax rates, utility rates and user fees, as well as changes to those rates and fees.

How Calgarians Contributed to the 2023-2026 Service Plans and Budgets

Calgarians' input was a critically important part of formulating The City's 2023-2026 Service Plans and Budgets. The public engagement and research strategy was woven through key points in the planning and budgeting process. Research and engagement with Calgarians were conducted over two phases, the first in the winter and spring of 2022 and the second in the fall of 2022, and involved leveraging existing research, 311 data and engagement learnings, while conducting new engagement and research to fill specific gaps in existing knowledge. Details on the research and engagement conducted with Calgarians are provided in attachment 11.

Cross-Corporate Prioritization of Investments

The key to developing service plans and budgets that will deliver the best overall result for Calgarians is the cross-corporate Service Investment Process, encompassing both operating and capital investment elements. The process was an iterative and integrated approach undertaken by the Service Leaders' Forum for prioritizing operating investments, and the Infrastructure Calgary Steering Committee for prioritizing capital investments. This process collectively considered the desired results we are aiming to advance through our Shared Strategic Agenda over the next four years.



Each of these approaches were very different from historical approaches to planning and budgeting at The City. In the past, funding envelopes were provided to departments or business units for allocation, resulting in a more siloed and fragmented approach. The corporate approaches that are currently employed use evidence and The City's overarching priorities to drive corporate-wide decision-making. These approaches enhanced the value of The City's investments by ensuring we are recommending the most needed investments and making the best use of limited funding, therefore maximizing benefits to Calgarians.

Planning Service Levels and Operating Budgets

Service level and operating budget recommendations were developed collaboratively by the Service Leaders' Forum (SLF), which comprises senior representatives from each City department.

The following criteria were approved by the Executive Leadership Team to guide operating budget and service level decisions:

- Contribution to *Resilient Calgary: Council's Strategic Direction 2023-2026*
- Delivering on citizens' expectations
- Operating impact of capital
- Contribution to Administration's *Rethink to Thrive Strategy*
- Corporate impacts

Capital Investment Planning

Infrastructure Calgary Steering Committee, which consists of senior representatives from capital-intensive and enabling service areas, worked collaboratively to recommend capital investments and budget levels. Subject Matter Experts from groups, including Climate and Equity, assisted with evaluating capital submissions. The recommended capital reflects the best professional recommendations of Administration for investments within the available funding envelope. The process rests on the foundation of the Capital Infrastructure Investment Drivers, which are:

- Support the delivery of City of Calgary services
- Help build great neighbourhoods
- Focus on equitable outcomes
- Build an adaptable, resilient and smart city
- Enhance the long-term value of City assets
- Integrate, co-ordinate and optimize The City's investment
- Optimize financing and funding sources

Full details on the investment drivers can be found in [Attachment 6 of C2022-0472](#), approved on 2022 April 12.

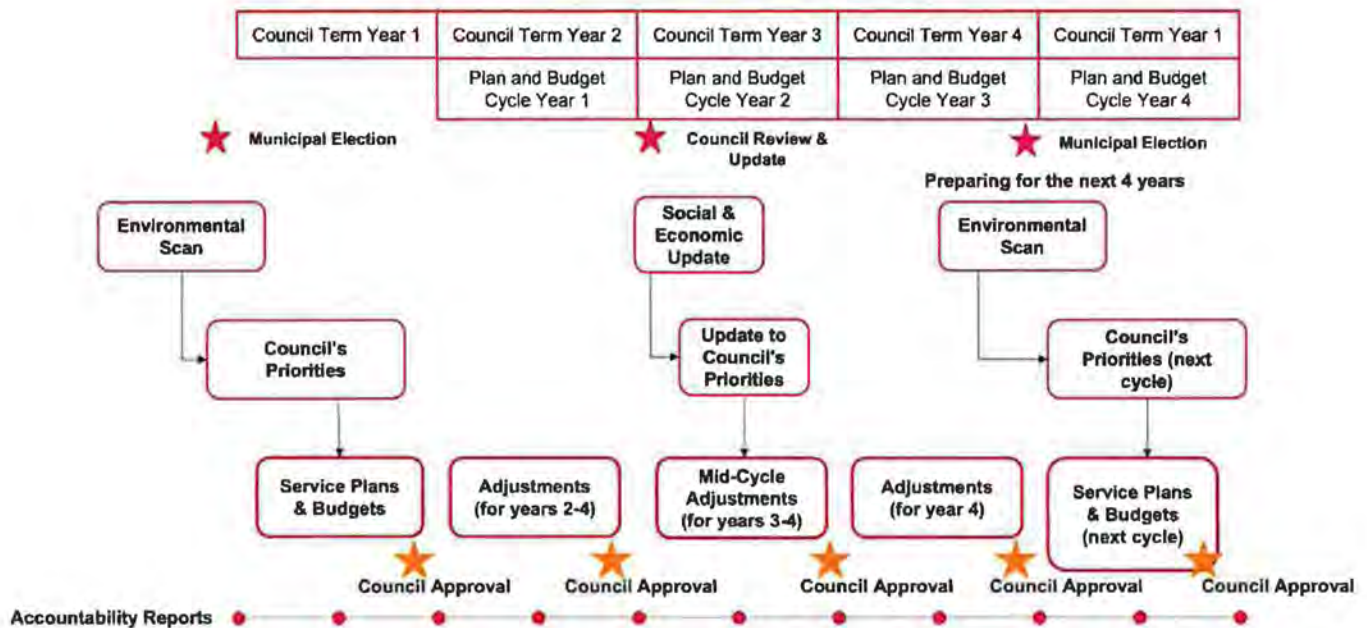
Implementing the 2023-2026 Service Plans and Budgets

Once the 2023-2026 Service Plans and Budgets are approved, the focus shifts to implementation. The different elements of the enterprise Performance Management System work in concert to support this.

To demonstrate transparency and accountability, as well as provide regular information on the alignment of our current efforts with our longer-term planning goals, The City provides semi-annual Accountability Reports throughout the cycle. The mid-year and year-end Accountability Reports provide regular progress updates on major elements of our service plans and budgets, giving Council and Calgarians visibility on the delivery of commitments over the four-year service plans and budgets cycle.

The City also prepares a *Corporate Annual Report* and *Audited Financial Statements*, as required by the *Municipal Government Act*. It includes a high-level review of accomplishments, as well as annual Financial Statements and the external Auditor's Report. Further, the semi-annual budget revisions reports provide details on operating and capital budget changes that have occurred during the first six months and latter six months of each year. These reports provide Council with the baseline for 2023-2026 Service Plans and Budgets.

The changing circumstances, stresses and shocks (economic, demographic and financial) identified in our regular Economic Outlooks and in the Accountability Reports may trigger adjustments to the service plans and budgets to ensure we remain nimble and adaptable. The mid-cycle adjustments allow for a more significant review after the initial two years of the cycle, which includes a check-in with Calgarians and an update on emerging issues and trends and provide to Council on-going updates reflecting changes to individual service budgets.



Appendix C:

Service Directors

Service	Service Director	Position
Affordable Housing	Jeff Chase	Director, Partnerships
Appeals & Tribunals	Kate Martin	Director, City Clerk's Office
Arts & Culture	Jeff Chase	Director, Partnerships
Building Safety	Brenda Desjardins	Director, Development, Business & Building Services
Business Licensing	Brenda Desjardins	Director, Development, Business & Building Services
Bylaw Education & Compliance	Iain Bushell	Director, Emergency Management & Community Safety
Calgary 9-1-1	Iain Bushell	Director, Emergency Management & Community Safety
Citizen Engagement & Insights	Jennifer McMurtry	Director, Customer Service & Communications
Citizen Information & Services	Jennifer McMurtry	Director, Customer Service & Communications
City Auditors Office	Liz Ormsby	City Auditor
City Cemeteries	Kyle Ripley	Director, Parks & Open Spaces
City Planning & Policy	Josh White	Director, City & Regional Planning
Climate & Environmental Management	Carolyn Bowen	Director, Climate & Environment
Community Strategies	Melanie Hulsker	Director, Community Strategies
Corporate Governance	Chris Arthurs	General Manager, People, Innovation & Collaboration Services
Corporate Security	Brad Labrenz	Acting Director, Corporate Security & Safety
Council & Committee Support	Kate Martin	Director, City Clerk's Office
Data, Analytics & Information Access	Bruce Cullen	Director, Collaboration, Analytics & Innovation
Development Approvals	Debra Hamilton	Director, Community Planning
Economic Development & Tourism	Jeff Chase	Director, Partnerships
Emergency Management & Business Continuity	Iain Bushell	Director, Emergency Management & Community Safety
Executive Leadership	David Duckworth	City Manager
Facility Management	Ian Fleming	Acting Director, Facility Management
Financial Support	Les Tochor	Director, Finance
Fire & Emergency Response	Steve Dongworth	Chief, Calgary Fire
Fire Inspection & Enforcement	Steve Dongworth	Chief, Calgary Fire

Service	Service Director	Position
Fire Safety Education	Steve Dongworth	Chief, Calgary Fire
Fleet Management	Majid Asefi	Director, Fleet & Inventory
Human Resources Support	Mark Lavallee	Director, Human Resources
Infrastructure & Engineering	Ryan Vanderputten	Director, Business & Engineering Services
Insurance & Claims	Jill Floen	City Solicitor & General Counsel
IT Solutions & Support	Jan Bradley	Director, Information Technology
Land Development & Sales	Campbell Berry	Director, Real Estate & Development Services
Legal Services	Jill Floen	City Solicitor & General Counsel
Library Services	Jeff Chase	Director, Partnerships
Mayor & Council	Kate Martin	Director, City Clerk's Office
Municipal Elections	Kate Martin	Director, City Clerk's Office
Neighbourhood Support	Melanie Hulsker	Director, Community Strategies
Organizational Health, Safety & Wellness	Chris Collier	Director, Occupational Health & Safety
Parking	Troy McLeod	Director, Mobility
Parks & Open Spaces	Kyle Ripley	Director, Parks & Open Spaces
Pet Ownership & Licensing	Iain Bushell	Director, Emergency Management & Community Safety
Police Services	Mark Neufeld	Chief Constable, Calgary Police Service
Procurement & Warehousing	Amit Patil	Director, Supply Management
Property Assessment	Eddie Lee	Director, Assessment & Tax
Public Transit	Sharon Fleming	Director, Calgary Transit
Real Estate	Campbell Berry	Director, Real Estate & Development Services
Records Management, Access & Privacy	Kate Martin	Director, City Clerk's Office
Recreation Opportunities	Heather Johnson	Director, Recreation & Social Programs
Sidewalks & Pathways	Troy McLeod	Director, Mobility
Social Programs	Heather Johnson	Director, Recreation & Social Programs
Specialized Transit	Sharon Fleming	Director, Calgary Transit
Stormwater Management	Nancy Mackay	Director, Water Services
Strategic Marketing & Communications	Jennifer McMurtry	Director, Customer Service & Communications

Service	Service Director	Position
Streets	Troy McLeod	Director, Mobility
Taxation	Eddie Lee	Director, Assessment & Tax
Taxi, Limousine & Vehicles-for-Hire	Iain Bushell	Director, Emergency Management & Community Safety
Urban Forestry	Kyle Ripley	Director, Parks & Open Spaces
Waste & Recycling	Julie Radke	Director, Waste & Recycling Services
Wastewater Collection & Treatment	Nancy Mackay	Director, Water Services
Water Treatment & Supply	Nancy Mackay	Director, Water Services

Appendix D:

Glossary

Account Category — revenues, recoveries and expenditures.

Account Group — a roll-up of a number of accounts within an account category representing similar transaction types (e.g. Communication Services [Account group] includes accounts such as Advertising and Promotion, Photocopier Services, Printing, Telephone and Fax).

Accountability Reporting — reports from Administration to Council reporting on performance against the approved service plans and budgets.

Adjustments — annual review and Council approval of changes to the approved service plans and budgets. Adjustments occur each year of the business cycle after the initial approval of the four-year plans and budgets and allow the organization to adapt to emerging issues and unforeseen events.

Annual Investment Program (AIP) — a recurring capital program focused on maintaining or upgrading current, in-service assets or for ongoing purchases of similar assets.

Base — on-going operating revenues, recoveries and expenditures that recur annually in budgets without additional approval, and support on-going service delivery.

Budget Program – captures expenditures and funding sources for defined programs.

Budget Projection — a high-level estimate projecting the operating revenues and costs of the current year's levels of service into the future, including such significant impacts as new capital projects, labour settlements, user fee growth, population growth and inflation.

Business Unit — the third level of The City's organizational structure, representing a specific business function led by a Director.

Calgary Transportation Plan (CTP) — transportation plan for long-term mobility, growth and development patterns in Calgary. The plan provides policies that integrate social, economic and environmental objectives for the next 30 years with a focus on mobility. The policies in the CTP link directly to those in the Municipal Development Plan.

Capital Budget — expenditures and financing required to build or otherwise acquire capital assets (e.g. construction of a light rail transit line).

Capital Infrastructure Investment Drivers — high-level guidance for a purposeful approach to capital investment at The City. The Capital Infrastructure Investment Drivers are an update to the previously Council-approved Capital Infrastructure Investment Strategy from November 2015 and the previously approved Capital Infrastructure Investment Principles. Capital Investment Planning is responsible for the implementation of these drivers.

Capital Maintenance — capital investments associated with the regular maintenance/ replacement of The City's tangible assets.

Capital Program — a grouping of capital projects that are related and benefit from being planned and managed together.

Capital Project — a capital investment that is planned, delivered and evaluated on its own merit and has a well-defined scope, cost and schedule resulting in new or substantially improved assets.

Civic Partner — an independent organization that has either been created by The City or with whom The City partners:

- to deliver a Council-approved strategy or mandate through an operating grant or other form of investment over \$500,000; or
- to deliver programs and services, operate major City-owned facilities or steward land, artifacts or other assets through the management or use of a Regional Recreation Centre, a nominal lease, or an operating or capital grant over \$500,000.

Common Revenues — a set of budget programs that captures revenues (including taxation, franchise fees, general revenue and investment income) flowing to The City as a whole, in contrast to revenues that flow directly to a service.

Community Indicator — a metric that gives insight into how the community is doing and helps to quantify the achievement of a Quality of Life Result. Supports Population Accountability.

Consumer Price Index (CPI) — a value calculated by Statistics Canada indicating the prices paid at any given point in time for a "basket of goods and services" by a typical household. The "basket" includes shelter, food, transportation, health and personal care items, household operations and furnishings, clothing and other expenditures.

Corporate Costs and Debt Servicing — a set of budget programs that includes capital financing costs; civic and intergovernmental affairs; corporate costs; employee benefits and scholarships.

Corporate Programs — the combination of Common Revenues and Corporate Costs & Debt Servicing.

Council Focus Area — an area Council wants to focus on for the community.

Council Guiding Principles — Council's recommended guidance on how Administration can achieve Council's Foundations.

Council Foundations — the enduring outcomes that Council wants to achieve over the next four years to advance quality of life for Calgarians.

Council Strategic Direction — Council's statement of its priorities for 2023-2026 that frames the preparation of the service plans and corresponding budgets. As stipulated in the Multi-Year Business Planning and Budgeting Policy (CFO004), Administration prepares business plans that reflect Council's priorities and guidelines and that are achievable within the limits of the approved budget guidelines.

Credit Rating — the rating given to The City by external rating agencies that assesses The City's creditworthiness and ability to repay debt or financial obligations.

Customer — a group of individuals or organizations that benefit either indirectly or directly from the service provided. Customers may include businesses, other orders of governments and/or individuals who do not live in Calgary but use City services.

Customer Segmentation — the process of identifying sub-groups (segments) of existing and potential customers based on values and benefits.

Debt Limit — the maximum amount of debt principal that The City can have outstanding, expressed as a percentage of revenue, as stipulated in The City's Debt Policy (CP2020-05).

Debt Service Limit — the maximum annual debt servicing (principal and interest) The City can assume, expressed as a percentage of revenue, as stipulated in The City's Debt Policy (CP2020-05).

Department — the second level of The City's organizational structure, led by a General Manager. Each department includes a number of business units.

Enabling Services — services that support the delivery of public-facing services. Examples of enabling services include Facility Management, Financial Support, Human Resources Support and Information Technology Solutions and Support.

Engagement — purposeful dialogue between The City and interested parties to gather information to influence decision-making.

Environmental Scan — a method used to identify external and internal factors, including trends that may potentially affect the organization.

Executive Leadership Team (ELT) — the most senior group of administrative officials in the organization. The ELT exists to understand, make decisions about, and co-ordinate the various programs, projects and initiatives that have broad corporate scope and influence to balance priorities in the best interests of the city community as a whole. The ELT strives to look beyond departmental or business unit silos and connect all work processes so that they support overarching corporate goals.

Expenditure — allocation of funds including expenses and contributions to reserves.

Expected Future Performance — expected value of a performance measure by the end of the four-year cycle (e.g. 2026).

Expense — payment for goods and services for short-term costs such as, but not limited to, contract and general services; salaries, wages and benefits; materials and equipment. These tend to be associated with costs required to earn revenue, with a direct impact on the current period net income.

Financial Outlook — a projection of the future financial position based on assumptions regarding future revenue and expenditure.

Fiscal Stability Reserve (FSR) — the reserve created by Council in January 2005 as a contingency for significant emergencies or revenue shortfalls and as a source of funding for one-time operating projects. The Reserve's investment income is used to fund one-time operating budget expenditures. The minimum balance is set at 5 per cent of gross annual operating expenditures (net of recoveries and exclusive of utilities) and the targeted reserve balance is set at 15 per cent of gross annual operating expenditures (net of recoveries and exclusive of utilities).

Franchise Fee — a fee in lieu of property taxes based on an agreement granting a special franchise (e.g. use of City right-of-way for underground pipes). Paid by utility companies to The City. Also known as Local Access Fee.

Full Time Equivalent (FTE) — in reference to staff positions, one FTE equals one employee working full-time hours for one year.

Funding — a source of revenue such as, but not limited to, tax support, fines and penalties, user fees, utility fees, waste and recycling fees and internal recoveries.

Gross Expenditures (net of recoveries) — expenditures less internal recoveries from other business units/services.

imagineCALGARY — long-term visioning plan for the city of Calgary containing the 100-year vision and 30-year targets and goals, as well as strategies for accomplishing these goals. It was developed with input from thousands of Calgarians to help create a sustainable future and used to inform the Quality of Life Results for Calgarians.

Local Improvement Levy — dedicated tax revenues collected from individual taxpayers within a specific area to cover capital works undertaken by The City at the taxpayers' request (e.g. street or lane paving, construction of driveway crossings and new sidewalks).

Long-Range Financial Plan — The City's financial goals and strategies to achieve long-term financial sustainability. Includes a projection of operating and capital requirements and financial position over the next 10 years. The most recent Long-Range Financial Plan was published in 2021.

Long-Term Plan — a City of Calgary plan with a timeframe of approximately 30-60 years, including the *Municipal Development Plan* and the *Calgary Transportation Plan*.

Long-Term Recovery Rate — a target for the proportion of the cost of a service or program that will be paid for by the users of the service (through user fees), to be achieved over a 10-year period.

Municipal Development Plan (MDP) — the Long-Term Plan for land use for long-term growth and development patterns in Calgary. It provides policies that integrate social, economic and environmental objectives for the next 30 years. These policies speak of the need for a more sustainable city that provides the Calgarians of today and in the future with a high quality of life, high quality of living environments and convenient means to get around. The policies in the MDP are linked directly to those in the Calgary Transportation Plan.

Municipal Sustainability Initiative (MSI) — the Province of Alberta's commitment to provide significant long-term funding to enhance municipal sustainability to enable municipalities to meet the demands of growth, predominantly for capital infrastructure. Municipalities determine capital projects and activities to be funded by the MSI based on local priorities, within the general qualification criteria set out in the program guidelines. The City has used MSI only for capital-related investment. This will be replaced by the *Local Government Fiscal Framework in 2024*.

Municipal Price Index (MPI) — a composite number reflecting the prices of the goods and services that The City purchases. It is used to calculate the total inflationary impact of changes in prices paid by The City for materials, labour and services.

Net Budget — budgeted expenditures less revenues and internal recoveries. The City's total net budget is zero, representing no budgeted surplus or deficit. However, the net budget of a service represents the amount of support from Common Revenues.

Net-zero — a change that has no impact to net budget (e.g. expenditures that are offset by either revenues or recoveries).

One-time — a nonrecurring revenue, recovery or expenditure.

Operating Budget — items of revenue, recoveries and expenditures pertaining to ongoing day-to-day operations, generally exhausted within one year.

Operating Impact of New Capital (Incremental) — the additional annual cost to operate and maintain new capital assets.

Operating Impact of Previously Approved Capital — the annual cost to operate and maintain capital assets approved in previous service plans and budgets but not in service until 2023 or later.

Other Partner — a not-for-profit organization or entity, other than a Civic Partner, who also may have a formal and legal relationship with The City of Calgary to provide services or programs in conjunction with, or on behalf of, The City. This may include community associations, sports organizations and business partners.

Pay as You Go — unrestricted reserve to help fund City maintenance and upgrade projects, project producing assets with a useful life of five years or less and fund ineligible costs for grant-funded projects.

Performance Accountability — accountability for the performance of a program, service, process or initiative that The City delivers (either directly or indirectly).

Performance Measure — a quantitative metric to monitor and assess if The City is achieving its desired results from a variety of perspectives, including the management of costs and the quality of the service. Supports Performance Accountability.

Population Accountability — accountability for the well-being of the community, which City programs, services and initiatives contribute to.

Property Tax — the tax levied based on revenue required by The City after estimated revenues from non-tax sources have been deducted from the total amount of revenue directed by Council, distributed between taxpayers according to the assessed market value of all taxable properties.

Property Tax Rate — the result of the division of the property tax revenue budget allocated to a property assessment class divided by the total taxable property assessment for that class.

Property Tax Revenue Required — the amount of money to be funded through property taxes, set by Council through the approval of The City's budget.

Quality of Life Result — a population condition of well-being for children, adults, families and communities stated in plain language.

Transfers from (to) services — moving budget funds between business units or services, with a net zero impact, with the intent of adjusting budgets to match the current situation.

Transfers to (from) reserves — transfers which recognize a contribution to reserve for future expenditures (to) or withdraw from the reserve to fund expenditures (from).

Recovery — an internal charge between business units/services.

Reserve — funds authorized by Council to be set aside for funding of future expenditures.

Resilience — the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience.

Results-Based Accountability™ (RBA) — an evidence-based approach for managing The City's accountability based on the act of positively influencing the trajectory of a metric using desired results as the starting point.

Revenues — the income generated from a variety of external sources including, but not limited to, property taxes, the sale of goods or services and fines and penalties.

Risk — the effect of uncertainty on the achievement of results. Risk is measured in terms of impact and likelihood and can be positive or negative. If the risk is positive, it is called an "opportunity."

Self-Supported Programs — a program not funded by property tax revenues but from revenues or recoveries resulting from its own operations (e.g. Utilities).

Service Demand or Use — metrics included in the Service Plan to quantify and provide insight into things like the potential customer base, unmet needs in the community, or the number of customers actually using the service.

Service Director — the individual accountable for the overall direction and service strategy and representing the service to Council.

Service Level — a measurable level of performance that a customer can expect from a service, under normal circumstances.

Service Plan — a documented plan that describes a service's results, the strategies and specific actions that will be undertaken to achieve these results, and the performance measures that will show success.

Service Portfolio — the complete set of services provided by The City of Calgary.

Service Output — the final product of a service directly delivered to a customer. It addresses the customers' needs fully and is tangible and quantifiable (e.g. a transit trip or a program visit).

Service Result — the goal of the service reflecting who the direct customers are and what they value about the service.

Service Steward — the individual accountable for coordinating service teams, ensuring customer voice and service contributors are part of service strategy.

Service Value — the balance between the results and benefits of a service and the cost of providing it. The results and benefits may be short-term (e.g. a transit trip) or long-term (e.g. reduction in greenhouse gas emissions).

Shared Strategic Agenda — Council's Focus Areas and Administration's Rethink to Thrive Strategy together make up our Shared Strategic Agenda. The Shared Strategic Agenda identifies what's most important to advance quality of life for Calgarians over the next years, and how Administration will work together in complementing what Council wants to deliver for the community.

Shock — a sudden, sharp event that threatens a city. Typically a single event disaster, such as a flood, fire, disease outbreak or human-caused incident.

Stress — a factor that pressures a city on a daily or reoccurring basis, weakening the fabric of a city. Examples include high unemployment and economic uncertainty, climate change and social inequities.

Story Behind the Numbers — an analysis of the conditions, causes and forces at work that helps explain the root cause of a data trend.

Tax Supported Services/Business Units/Segments of Business Units — programs funded in whole or in part, directly or indirectly, by revenue from municipal property taxes. Generally refers to total City expenditures less utilities and other self-supported programs. Utilities are excluded due to being directly funded fully by revenues from customers.

Tangible Capital Asset (TCA) — a tangible item — such as land and land improvements, engineered structures, buildings, machinery and equipment, and vehicles having physical substance — that is controlled by The City, provide future economic benefits to The City, have useful lives longer than one year, is used on a continuing basis and is not held for sale in the ordinary course of operations. A TCA with a limited useful life must be depreciated on a yearly basis.

Tangible Capital Asset Depreciation — an estimate of the depreciation of The City's Tangible Capital Assets. Unless otherwise indicated, the depreciation estimates are presented only for information and are not directly included in the budget expenditures. Depreciation is the estimate of the reduction in value of a TCA with the passage of time, due to its use and/or wear and tear of the TCA. TCA depreciation is calculated by taking the TCA cost minus the salvage value of the TCA and dividing the cost by the estimated useful life (the period of time over which we expect to be using the tangible capital asset).

Triple Bottom Line (TBL) — an approach to decision-making that considers economic, social and environmental issues.

User Fee — a payment charged in exchange for a good or service provided by The City. Transit fares and pool admission fees are examples.

Utilities — composed of Stormwater Management, Wastewater Collection & Treatment and Water Treatment & Supply.

Utility Rates — prices (rates) that consumers are charged for Utilities.

Appendix E:

Organizational

Structure



The City of Calgary | Organizational Structure 2022

